



To: All Members of the Community Safety and Protection Committee  
(and any other Members who may wish to attend)



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: 24 August 2020

Dear Sir/Madam,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION COMMITTEE** to be held at **1.00 pm** on **TUESDAY, 1ST SEPTEMBER, 2020**, remotely via Zoom.

Please click on the link below to view the proceedings of the meeting:

<https://youtu.be/3jWpaxRF3do>

Yours faithfully,

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

Clerk to the Authority

Encl.

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**MERSEYSIDE FIRE AND RESCUE AUTHORITY**  
**COMMUNITY SAFETY AND PROTECTION COMMITTEE**

**1 SEPTEMBER 2020**

**AGENDA**

**Members**

Brian Kenny, Wirral (Chair)  
Doreen Knight  
Emily Spurrell  
Paul Tweed  
Janet Grace  
Linda Maloney  
Bruce Berry  
Lynne Thompson  
Edna Finneran

**1. Preliminary matters**

Members are requested to consider the identification of:

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

**2. Minutes of the Previous Meeting (Pages 5 - 8)**

The Minutes of the Previous Meeting, held on 6<sup>th</sup> February 2020, are submitted for approval as a correct record and for signature by the committee chair.

**3. Equality, Diversity and Inclusion Annual Report 2019-20 (Pages 9 - 76)**

To consider Report CFO/041/20 of the Chief Fire Officer, concerning the draft Equality, Diversity & Inclusion (ED&I) Annual Report which contains an update on the progress made against the ED&I Action Plan 2017-2020 and our ED&I objectives for 2017-2020.

**4. SERVICE DELIVERY PLAN 2020-21 APRIL TO JUNE REPORT (Pages 77 - 122)**

To consider Report CFO/044/20 of the Chief Fire Officer, concerning the scrutiny of performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2019/20 for the period April to June 2020.

**5. Heswall Refurbishment Project (Pages 123 - 242)**

To consider Report CFO/047/20 of the Chief Fire Officer, concerning the planned refurbishment and development of Heswall Fire & Rescue station. The costs are contained and in line with our Estate Asset Management Plans previously considered by the Authority. Heswall operates on the Low Level Activity and Risk (LLAR) duty system.

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

Refreshments

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

## MERSEYSIDE FIRE AND RESCUE AUTHORITY

### COMMUNITY SAFETY AND PROTECTION COMMITTEE

6 FEBRUARY 2020

#### MINUTES

**Present:** Councillors Brian Kenny, Doreen Knight, Emily Spurrell, Paul Tweed, Janet Grace, Linda Maloney and Bruce Berry

**Also Present:**

**Apologies of absence were received from:** Cllr Del Arnall and Cllr Lynne Thompson

#### **6. 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 not be filmed.

The meeting was declared open.

#### **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) an additional item of business was considered as a matter of urgency by the Chair
  - Item 5 "Nomination to Change the Membership of the Audit Committee"; and
- c) no items of business required the exclusion of the press and public during consideration thereof, due to the possible disclosure of exempt information.

#### **2. Minutes of the Previous Meeting**

The Minutes of the previous meeting of the Community Safety & Protection Committee held on 3<sup>rd</sup> September 2019, were approved as a correct record and signed accordingly by the Chair.

### **3. Service Delivery Plan Update - July to November 2019**

Members considered report number CFO/003/20 of the Chief Fire Officer, concerning the performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2019/20 for the period July to November 2019.

Members were given a brief introduction of the report and background. They were informed that updates on Key Performance Indicators (KPI's) were brought to the Authority 4 times a year and it was highlighted to Members that the 'total number of special services attended' which includes assisting partner agencies, does not have a target and is monitored for quality assurance only.

Members were advised that KPI's are monitored and scrutinised each month through the Performance Management Group and that it is really good to see that the vast majority of objectives in this latest Service Delivery Plan are colour coded green, meaning the action is on/or over target.

Members were informed that unfortunately there had been 1 fatality as a result of a 'deliberate dwelling fire' this year, resulting in 1 fire death. The outcome of this means the objective is colour coded red, showing an increase of the target from last year, whilst the 'amount of injuries caused to people' are fewer than last year.

Members were advised that the firefighter apprentice scheme has been introduced at Merseyside Fire and Rescue Service (MFRS) for new recruits. Their training is operationally focused, meaning less paperwork and they are assessed after 2 years. Matters are progressing well.

It was asked by Members the age that you can apply to be a firefighter now that the apprenticeship scheme is taking place and they were informed that it is from age 18. A query about what a 'Page Tiger' system was asked and it was explained that this is an 'on boarding' system for new firefighter recruits that have not yet started their apprenticeship training. Further to this Members asked if everyone got an interview due to it being an apprenticeship programme, but they were told that due to the large amount of applicants (over 1500), that this simply wasn't possible.

A question was raised by Members asking if anything could have been done to prevent the 1 'deliberate dwelling fire' death and why the number of them fluctuate throughout the year. Members were advised that in that instance where there was a death that there was nothing more that could have been done to prevent it. They were then informed that there are different targets over the year depending on the seasons. Members asked for more information on this and they were sent it later this day.

Members inquired if MFRS were working with local boroughs with regards to Road Traffic Collision's (RTCs). They were advised that MFRS works on a national level in terms of collaboration and a lot of the partnership work is with Merseyside Police.

The Committee was informed by a Member that they had been to a meeting on Equality, Diversion and Inclusion and that it was very proactive. Members were *advised that MFRS are focusing on this area and that we are currently working to set up staff networks, which are fully supported by the Strategic Leadership Team.*

Members asked if the report was ready, to show the number of Special Service calls broken down and an analysis detailing how decisions are made regarding the deployment of assets. Members were advised that this would be completed with haste and reported back to the Authority.

Members resolved that:

the attached reports for publication on the website, be approved.

**4. Flexible Retirement - Local Government Pension Scheme (LGPS)**

Members considered report number CFO/001/20 of the Chief Fire Officer, concerning the proposed introduction of a new policy covering the option for Flexible Retirement for those employees who are members of the Local Government Pensions Scheme (LGPS).

Members were given an introduction into the report and the background of the report.

Members asked how many staff were considering applying for flexible retirement, and were informed that a few people are interested in this option if it was to be agreed. It was then asked by Members if the staff are happy with this option, to which they were told that there is a process to adhere to and staff are happy with this.

Members resolved that:

the implementation of Flexible Retirement for LGPS members and the associated policy, be approved.

**5. Nomination to Change the Membership of the Audit Committee**

Members considered report number CFO/010/20 of the Monitoring Officer, concerning approval of the change in membership of the Audit Committee.

Members were informed that the majority of Members on the Audit Committee will be leaving Merseyside Fire and Rescue Authority by the next Annual General Meeting in June 2020. Therefore transforming Committee Members now, would be best practice for continuity purposes in line with the Local Government and Housing Act 1989, s.15 and 16 & Schedule 1; and The Local Government (Committees and Political Groups) Regulations 1990.

It is proposed that Cllr Linda Maloney be appointed the Chair the Audit Committee for the remainder of this municipal year and that the following

Councillors sit on the committee: Cllrs Del Arnall, Lisa Preston, Jan Grace and Andrew Makinson.

A question was raised by Members asking if this Committee could make this decision and they were informed, that they could.

Members resolved that:

- a. the proposed change in Membership of the Audit Committee, be approved; and
- b. the appointment of Councillor Linda Maloney as the Chair of the Audit Committee, for the remainder of the current Municipal Year, be approved.

Close

Date of next meeting Tuesday, 1 September 2020

Signed: \_\_\_\_\_

Date: \_\_\_\_\_



MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	Community Safety & Protection Committee		
DATE:	1 <sup>st</sup> September 2020	REPORT NO:	CFO/041/20
PRESENTING OFFICER:	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	WENDY KENYON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	EQUALITY, DIVERSITY AND INCLUSION ANNUAL REPORT 2019-20		
APPENDICES:	APPENDIX A:	ED&I ANNUAL REPORT APRIL 2019 – MARCH 2020	

## Purpose of Report

1. To provide Members with the draft Equality, Diversity & Inclusion (ED&I) Annual Report which contains an update on the progress made against the ED&I Action Plan 2017-2020 and our ED&I objectives for 2017-2020. The Equality, Diversity and Inclusion Annual Report 2018/19 is attached to this report at Appendix A.

## Recommendation

2. That Members consider and approve the attached report for publication on the Merseyside Fire & Rescue Service (MFRS) website in order to demonstrate Merseyside Fire and Rescue Authority's (MFRA) commitment to equality, diversity and inclusion and in order to meet its Public Sector Equality Duties.

## Introduction and Background

3. The purpose of this report is to demonstrate MFRA's compliance with the Equality Act 2010 General Duty and to update stakeholders on the key outcomes delivered in the year with regards to Equality, Diversity and Inclusion.
4. The Equality Act 2010 Public Sector Equality Duty (PSED) (s.149) states that in the exercise of their functions, public authorities must have **due regard** to the need to:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
  - Advance equality of opportunity between people who share a protected characteristic and those who do not

- Foster good relations between people who share a protected characteristic and those who do not.
5. In order for public authorities to demonstrate they are meeting the PSED there is a number of specific duties which require public bodies including MF&RA to carry out :
    - a. Publish information to show their compliance with the Equality Duty, at least annually
    - b. Set and publish equality objectives, at least every four years.
  6. The PSED states that all information above must be published in a way which makes it easy for people to access it. We will publish and promote the report on our intranet Portal and Website in this Word version and copies will be available for request in braille, large font and different languages on request
  7. This report includes information on the effect that our policies and practices have had on people who share a relevant protected characteristic, to demonstrate the extent to which we have furthered the aims of the general equality duty for our employees.
  8. The report also provides our fourth gender pay gap report which is required by all Public Sector Bodies over 250 employees
  9. MFRA recognises that a representative workforce will provide a Fire and Rescue Service that respects and responds to the diversity of the local communities that it serves. For the purposes of comparison in this report, the general population of Merseyside has been used and the national fire and rescue service staff population (using NJC inclusion group reports) is used where available as a further benchmark.

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### **Equality and Diversity Implications**

10. The ED&I Annual Report evidences how the Authority executes the provision of the Equality Act 2010 and in particular shows due regard to the needs of the nine protected groups<sup>1</sup> through the monitoring of the ED&I action plan and our five equality objectives.

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### **Staff Implications**

11. Staff have been integral to the creation of this report through a number of processes including attending the ED&I Steering Group, Staff Networks and meetings with the Diversity and Consultation Manager and providing regular written communication updates. The data contained in the reports will be used

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<sup>1</sup> the 9 protected groups as detailed in the Equality Act 2010 are, Sex, Age, Race, religion and belief, Disability, Maternity and Paternity, Gender reassignment, Sexual Orientation and Marriage and civil partnership

by officers carrying out future Equality Impact assessments, changes to services or development of employment and service delivery policies.

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### **Legal Implications**

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12. The reports demonstrates the work that is being conducted to meet the Equality Act 2010 and Public Sector Equality Duty requirements

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### **Financial Implications & Value for Money**

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13. There will be no financial implications this year.

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### **Risk Management, Health & Safety, and Environmental Implications**

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14. There are no risk management, health & safety or environmental implications arising from this report.

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

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15. The production of this report demonstrates how MF&RA are delivering services in a way that meets the Authority’s legal duties in relation to the Equality Act 2010 and Public Sector Equality Duty requirements, and how best practice is essential for a public sector organisation. The Annual Report also shows how we manage our services to engage with diverse communities to ensure they are Safer and Stronger.

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### **BACKGROUND PAPERS**

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### **GLOSSARY OF TERMS**

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<b>MFRA</b>	<b>M</b> erseyside <b>F</b> ire and <b>R</b> escue <b>A</b> uthority is the physical and legal entity. When writing reports MFRA is the “object”.
<b>MFRS</b>	<b>M</b> erseyside <b>F</b> ire and <b>R</b> escue <b>S</b> ervice is the service provided by MFRA. When writing reports MFRS is the “action”
<b>E.G.</b>	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.

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**Merseyside Fire & Rescue Authority**

**Equality, Diversity & Inclusion Annual Report**

**April 2019 to March 2020**



## Alternative Formats

We are committed to ensuring that all our information is fully accessible for all communities across Merseyside, we have included this document on our website which can be accessed from our Webpage <http://www.merseyfire.gov.uk/equality & diversity>

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

### Arabic

Diversity: بنا الاتصال يرجى الصومالية، أو الفرنسية، أو الصينية، أو البنغالية، أو العربية، باللغة نسخة أردت إذا على

Team, MF&RS Headquarters, Bridle Road, Bootle, Liverpool, L30 4YD والمينيكوم الهاتف  
diversityteam@merseyfire.gov.uk 4422 الإلكتروني البريد أو 4422 296 0151  
كبيرة طباعية بحروف أيضاً متوفر.

### Bengali

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### Chinese

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

**French**

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

**Somali**

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

This Document is also available in larger print and can be reproduced in Braille on request.

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## Foreword

Welcome to the 2019-20 Equality, Diversity and Inclusion (ED&I) Annual Report, this is our seventh report, providing a wide audience with an account of our progress against our strategic ED&I objectives.

Looking back and reflecting across the last year, the pace of change in the ED&I agenda across the Fire and Rescue Service (FRS) nationally has gathered pace and is still very much a significant priority for all FRS. The introduction of inspections by Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) in 2018 enabled the evaluation of FRS in relation to their diversity and inclusion practices and we have taken the recommendations from [our inspection report](#) (June 2019) and have focused on them in the last year to deliver the following:

- Developing **Diversity Networks**, supported and championed by senior leaders with clear sponsorship roles, with time made available for Network Chairs and members to focus on helping us make MFRA more inclusive
- Developing and delivering a bespoke and engaging **ED&I training programme**, delivered face to face throughout the organisation.

We have also been able to continue with the ongoing work around:

- Delivering a **Positive Action** strategy to increase the number of people from underrepresented groups in our workforce
- Further developed our **Knowing our Communities** project, ensuring we are engaging with diverse communities in an inclusive way
- Ensured we are delivering **Home Fire Safety Checks** (HFSC) and Safe and Well visits proportionately to reflect our diverse communities.

We are committed to developing a culture that recognises, supports and celebrates equality, diversity and inclusion and works hard to ensure everybody is included.

We will continue to listen to the voice and needs of our diverse staff groups and our communities to ensure we continue to develop and respond to the changing ED&I landscape and make MFRA services and employment inclusive for all.

**Chief Fire Officer**

**Phil Garrigan – Senior Sponsor for ED&I**

## **Introduction to this report and Governance of ED&I**

Merseyside Fire and Rescue Authority is pleased to publish this report as a reflection on the work delivered across the organisation in pursuit of Equality, Diversity & Inclusion (ED&I) excellence. This report presents the public and other stakeholders with many success stories about the work we do on a day to day basis to ensure that the services we deliver provide our diverse communities with confidence that we are addressing their needs.

This year's report provides an overview of:

- Progress made in the third year of our Equality Objectives 2017 – 2020 (including our Gender Pay Gap figures as at March 2020)
- Highlights from our local plans in relation to delivery of ED&I objectives for 2019-20
- Delivery of ED&I events during the year

This report also demonstrates our commitment to ensuring compliance with the Equality Act 2010 and the Public-Sector Equality Duty (PSED) in relation to:

1. Publishing, at least annually, information to demonstrate our compliance with the Equality Act 2010 and the PSED.
2. Preparing and publishing one or more specific and measurable objectives that help to achieve the aims set out in the PSED.
3. Publishing equality information and the objectives in a manner that is accessible to the public.

ED&I is embedded in each area (Function) of the organisation, with ED&I priorities included in Functional annual plans, which in turn become part of our Service Delivery Plan. This ensures that ED&I are consistently considered and delivered as part of organisational planning and service development.

The Diversity and Consultation Manager also holds regular equality engagement meetings with the Representative Bodies (trade unions and staff associations), Staff

Diversity Networks, Staff Equality Group and a variety of other stakeholders to ensure that they are aware of the ED&I developments and have an opportunity to contribute to the consideration of the ways in which ED&I influences the provision of our fire and rescue services.

People Impact Assessments (PIAs) are carried out on policy, strategic and service delivery (including changes) , these are attached to the governance documents when approved by the Authority, they are published on our website [www.merseyfire.gov.uk](http://www.merseyfire.gov.uk) with Authority papers.

Equality & Diversity performance reports scrutinised by the Fire & Rescue Authority are made public via the MF&RA website:  
[www.merseyfire.gov.uk/aspx/pages/fire\\_auth/authorityContent.aspx](http://www.merseyfire.gov.uk/aspx/pages/fire_auth/authorityContent.aspx)

## Equality Objectives - Progress 2019-20

As part of our commitment to delivering services and employing staff in accordance with the Equality Act 2010, and in line with the responsibilities placed on the Authority by the Act, we have established five Equality Objectives that are both inward looking (staff related) and outward looking (community and service delivery related)

The objectives below demonstrate how we show due regard to eliminating discrimination, harassment and victimisation, advance equality of opportunity and foster good relations.

- **Equality Objective 1**  
Create a strong cohesive organisation that is positive to rising to the future challenges we face.
- **Equality Objective 2**  
Ensure that people from diverse communities receive equitable services that meet their needs.
- **Equality Objective 3**  
Reducing fires and other incidents amongst the vulnerable protected groups
- **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.
- **Equality Objective 5**  
To continue to aspire to achieving excellence, or equivalent in a Fire and Rescue Service Equality Framework

A full copy of our Equality Objectives can be found in Appendix 1 on page 56 of this report.

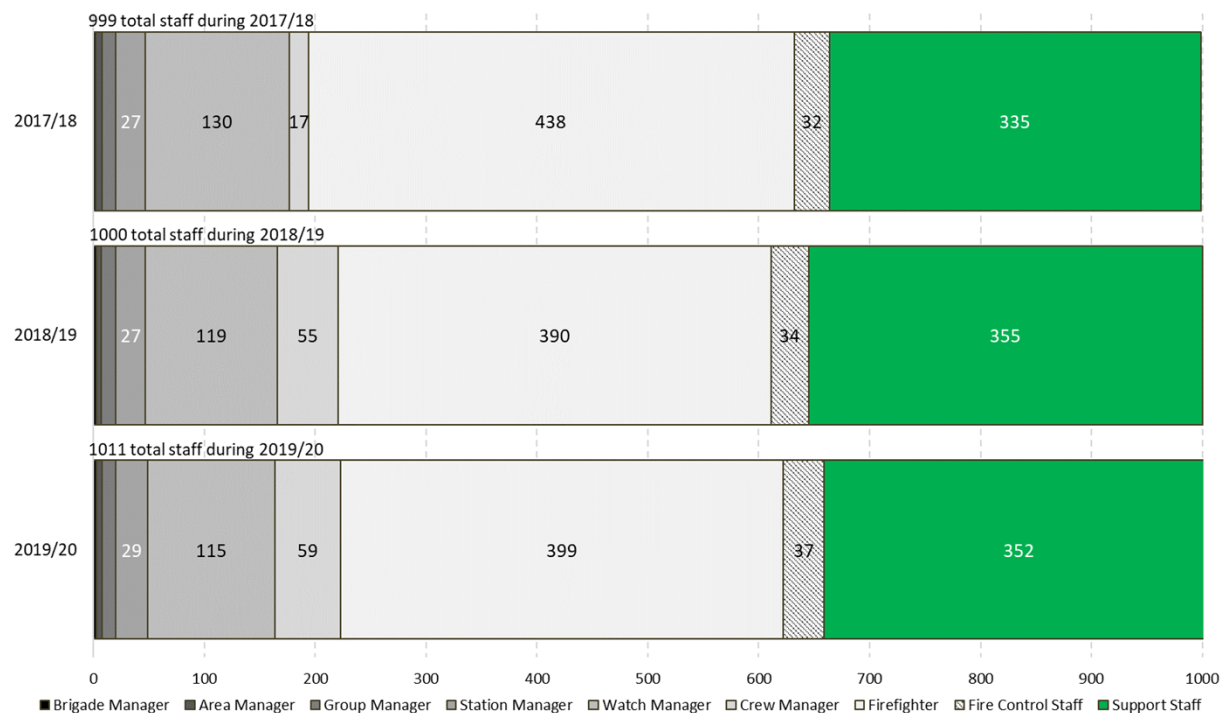
This section of the report focuses on providing an update both through data and narrative in relation to the progress made in achieving our Equality Objectives.

### Equality Objective 1-

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

The following equality analysis data tables show our progress in relation to the workforce at MFRA, showing diversity in relation to staff in post, recruitment, leavers and flexible working requests. We have also provided a benchmark to other Fire and Rescue Services to demonstrate our progress in relation to the national diversity agenda. The equality analysis shows the breakdown of the workforce by gender, age, ethnicity, disability and religion and/or belief and sexual orientation. All data provide within this report is based on head count as at 31th March 2020.

**Data chart 1: Staffing Structure over time**



### Key Results – Analysis of the staffing structure over time

Chart 1 provides the staffing structure of Merseyside Fire & Rescue Service (MFRS) over the past 3 years. The chart identifies:

- Over the 3-year period, total staffing has increased by 12, from 999 staff during 2017/18 to 1011 during 2019/20, representing a 1% increase

- Overall Operational personnel (shown in grey above) account for 61.5% of total staff (or 622)
- In combination, Firefighters and Crew Managers have increased by 3, from 455 during 2017/18 to 458 during 2019/20.
- Watch Managers have reduced by 15, from 130 during 2017/18 to 115 during 2019/20.
- Station Managers have increased by 2, from 27 during 2017/18 to 29 during 2019/20.
- Fire control staff have had year on year increases, with an increase of 5 staff since 2017/18, from 32 during 2017/18 to 37 during 2019/20. During 2019/20 Fire Control staff account for 3.7% of total workforce.

Data table 1: Analysis of staffing by Gender

Role	Position	Total	Gender		
			Male	Female	% Female
Operational Staff	Brigade Manager	3	3		0.0%
	Area Manager	5	5		0.0%
	Group Manager	12	12		0.0%
	Station Manager	29	28	1	3.4%
	Watch Manager	115	112	3	2.6%
	Crew Manager	59	56	3	5.1%
	Firefighter	399	338	61	15.3%
	Sub Total	622	554	68	10.9%
Fire Control Staff	Group Manager	0	0	0	0.0%
	Station Manager	0	0	0	0.0%
	Watch Manager	9	0	9	100.0%
	Crew Manager	4	2	2	50.0%
	Firefighter	24	2	22	91.7%
	Sub Total	37	4	33	89.2%
Support Staff	Grades 12+	35	20	15	42.9%
	Grades 6-11	222	115	107	48.2%
	Grades 1-5	82	26	56	68.3%
	Apprentices	13	8	5	38.5%
	Sub Total	352	169	183	52.0%
<b>Grand Total</b>		<b>1011</b>	<b>727</b>	<b>284</b>	<b>28.1%</b>

### Key Results – of Staffing by Gender

Data table 1 identifies the following when looking at the data by Gender

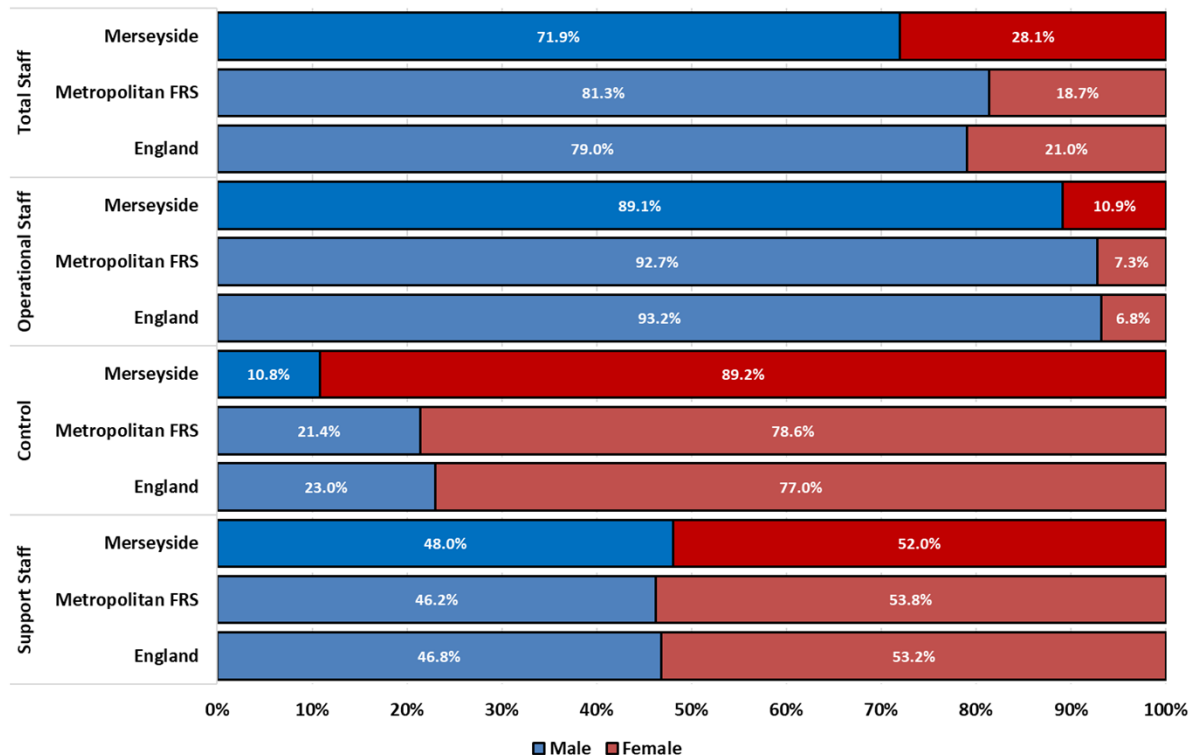
- There are 284 women working for MFRA, accounting for 28.1% of the total workforce.
- Women account for 68 or 10.9% of Operational staff, which has increased from 55 (9%) in 2018/2019
- There has been an increase in Operational Staff from 611 to 622
- Women account for 33 or 89.2% of Fire Control staff
- And 183 or 52% of Support Staff.

- The highest ranked Operational Female is a single Station Manager.
- For Fire Control, there are 9 Watch Managers
- Within Support Staff, 15 from 35 members of staff, or 42.9%, are Grade 12 and above



## Home Office Data – Benchmarking

Data chart 2: Benchmarking Gender using Home Office Data.



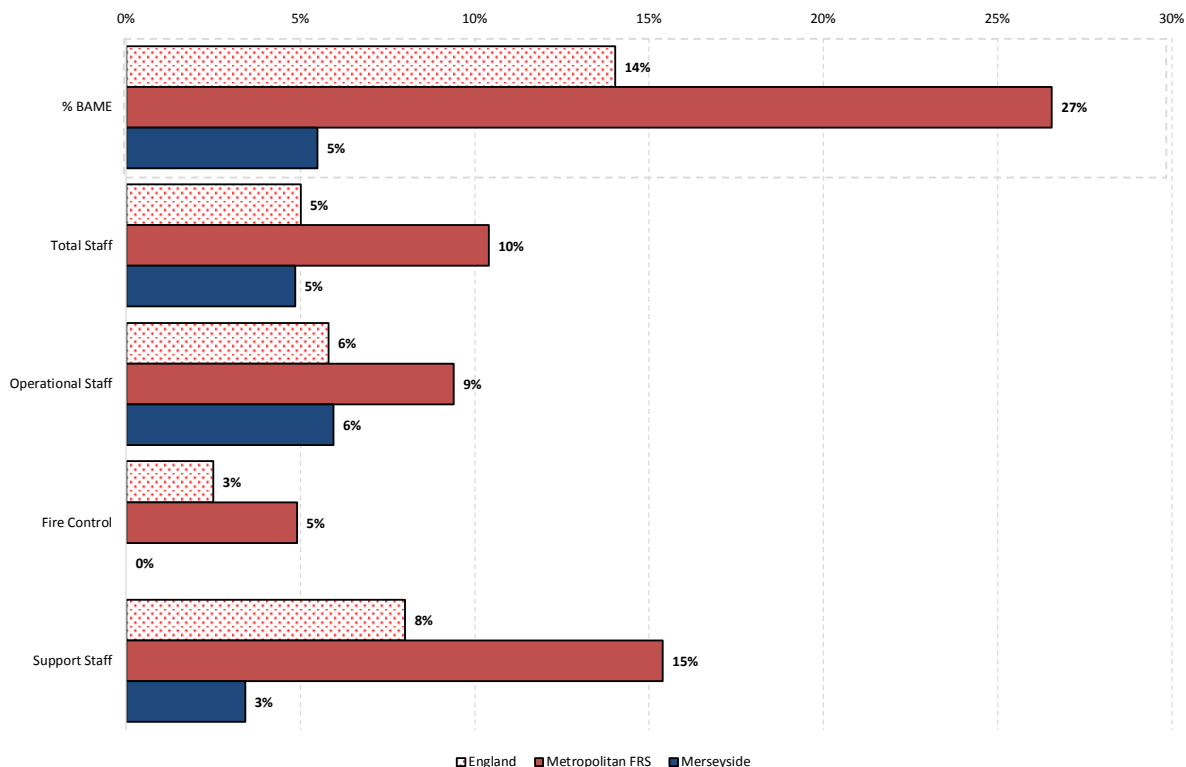
### Key Results – Benchmarking gender against the national statistics

Data Chart 2 compares MFRS to the seven Metropolitan Fire & Rescue Services<sup>1</sup> and against 45 Fire and Rescue Services in England on the topic of gender. The chart shows that:

- overall, proportionally Merseyside has more women in the organisation at 28.1% than both the Metropolitan group (18.7%) and for English FRS (21.0%) as a whole.
- Concerning Operational Staff proportionally, Merseyside has a higher percentage of women in role when compared to the benchmark group.
  - Merseyside - 10.9% women,
  - Metropolitan group - 7.3% women
  - English FRS - 6.8%
- Concerning Fire Control, Merseyside has a lower proportion of men (10.8%) than the benchmark groups. (Metropolitan group 21.4%, England FRS 23%)
- For Support Staff Merseyside the proportions of men and women show that the workforce is slightly more balanced than the benchmark groups, with 52% of the workforce being women.

<sup>1</sup> Merseyside fire & Rescue Service is a member of the Metropolitan Fire & Rescue Service (Met) family group. Please note in the Met calculation Merseyside is INCLUDED within this group.

### Data Chart 3 Benchmarking Ethnic Origin using Home Office Data



### Data Chart 3 – Benchmarking Ethnic Origin against national statistics

Data Chart 3 compares MFRS to the seven Metropolitan Fire & Rescue Services<sup>2</sup> and against 45 Fire and Rescue Services in England on the topic of ethnic origin.

### Data Chart 3a (HMICFRS State of Fire report 2019 – Fig. 11) Benchmarking Ethnic Origin using local population data

We have also compared ourselves against the local Merseyside BAME population which we consider is a more accurate representation of MFRS’ success in this area than the comparisons with other FRS where the local populations differ significantly and are therefore not directly comparable. The HMICFRS chart below demonstrates this success.

### Key Results – Staffing by Ethnicity

identifies the following when looking at our staff by Ethnicity:

- For operational and support staff, the percentage is higher than the local population (5.5%), at 5.9%.

<sup>2</sup> Merseyside fire & Rescue Service is a member of the Metropolitan Fire & Rescue Service (Met) family group. Please note in the Met calculation Merseyside is INCLUDED within this group.

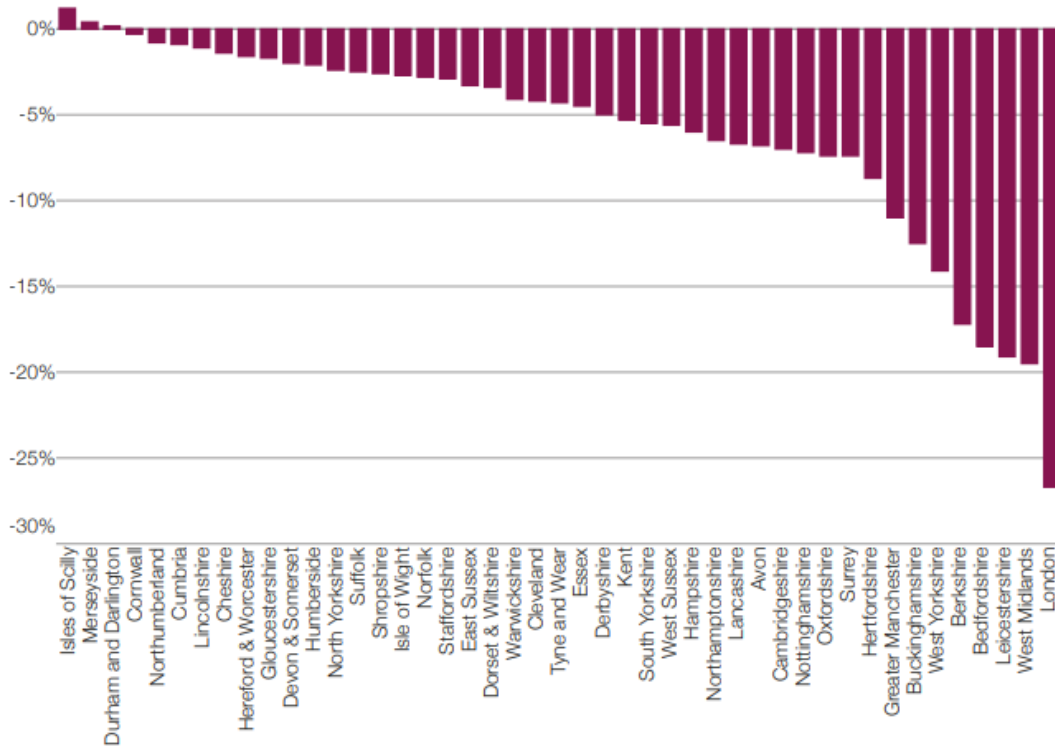
- That regardless of role, the most prominent ethnicity at Merseyside Fire & Rescue Service during 2019/20 was White British with 933 members of staff or 92% overall.

Data chart 4 (below) shows the MFRS Staff by Ethnicity. Both charts show that:

- Merseyside FRS’s overall staffing (5%) falls just under the local Merseyside BAME population at 5.5%.

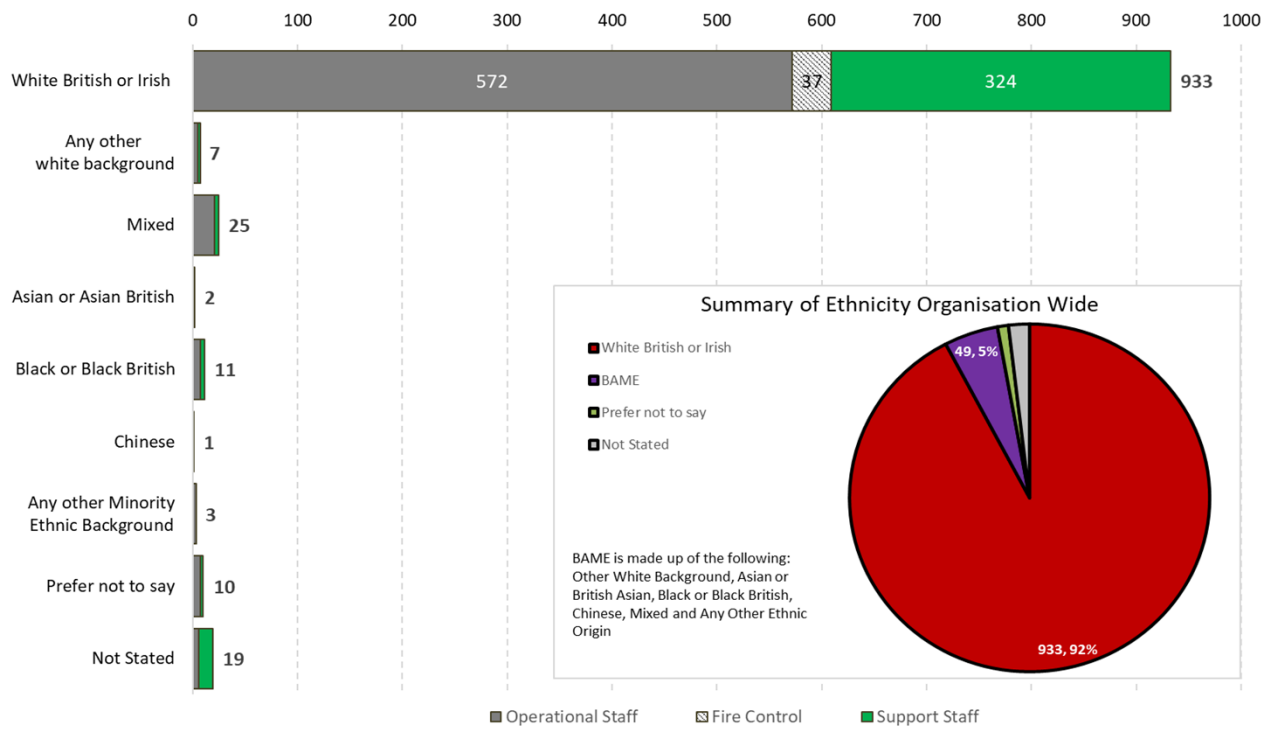
**Data Chart 3a (HMICFRS State of Fire report 2019 – Fig. 11) Benchmarking Ethnic Origin using local population data**

**Figure 11:  
Percentage point difference between the service’s BAME residential population and its BAME firefighters as at 31 March 2019**



Source:  
 Staff headcount (firefighters) by ethnicity: Home Office FIRE1104: 2018/2019  
 Notes: BAME residential population data from ONS 2011 census data  
 Workforce data is as at 31 March 2019.  
 The percentage of BAME firefighters does not include those who opted not to disclose their ethnic origin.  
 There are large variations between services in the number of firefighters who did not state their ethnic origin.

### Data chart 4 Analysis of Staff by Ethnicity



Data table 2 Breakdown of Ethnic Origin by role

Role	Position	Total	White British or Irish	BAME	Any Other White	Prefer Not To Say	No Data
Operational Staff	Brigade Manager	3	3	0	0	0	0
	Area Manager	5	5	0	0	0	0
	Group Manager	12	10	1	0	0	1
	Station Manager	29	28	1	0	0	0
	Watch Manager	115	103	8	1	1	2
	Crew Manager	59	54	3	1	1	0
	Firefighter	399	369	19	3	5	3
	<b>Uniformed Sub Total</b>	<b>622</b>	<b>572</b>	<b>32</b>	<b>5</b>	<b>7</b>	<b>6</b>
Fire Control Staff	Area Manager	0	0	0	0	0	0
	Group Manager	0	0	0	0	0	0
	Watch Manager	9	9	0	0	0	0
	Crew Manager	4	4	0	0	0	0
	Firefighter	24	24	0	0	0	0
	<b>Control Sub Total</b>	<b>37</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Support Staff	Grades 12+	35	33	1	0	0	1
	Grades 6-11	222	201	9	1	3	8
	Grades 1-5	82	78	0	1	0	3
	Apprentices	13	12	0	0	0	1
	<b>Support Sub Total</b>	<b>352</b>	<b>324</b>	<b>10</b>	<b>2</b>	<b>3</b>	<b>13</b>
<b>Total</b>		<b>1011</b>	<b>933</b>	<b>42</b>	<b>7</b>	<b>10</b>	<b>19</b>

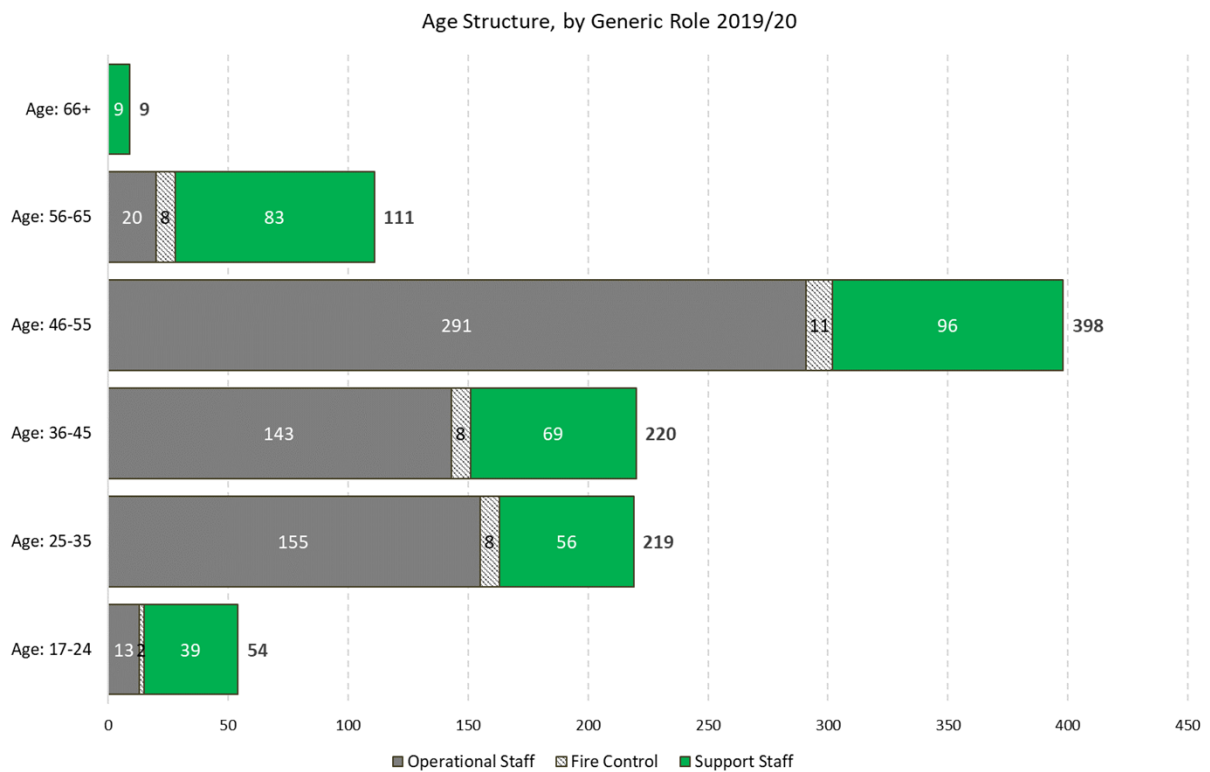
Data table 2 provides a further breakdown of staff ethnicity by role, there are two senior members of staff from a BAME background, 1 Group Manager and a Support Staff member above Grade 12.

There are no BAME members of staff within the following areas:

- Fire Control
- Within the positions of Area Manager, Brigade Manager and Director
- Within the lowest paid Support Staff Grades 1-5
- Within the Apprentice cohort

Our work around Positive Action and the Development Gateway will focus on progression during the coming year to help improve the diversity in the areas above.

## Data chart 4: Analysis of staff age structure

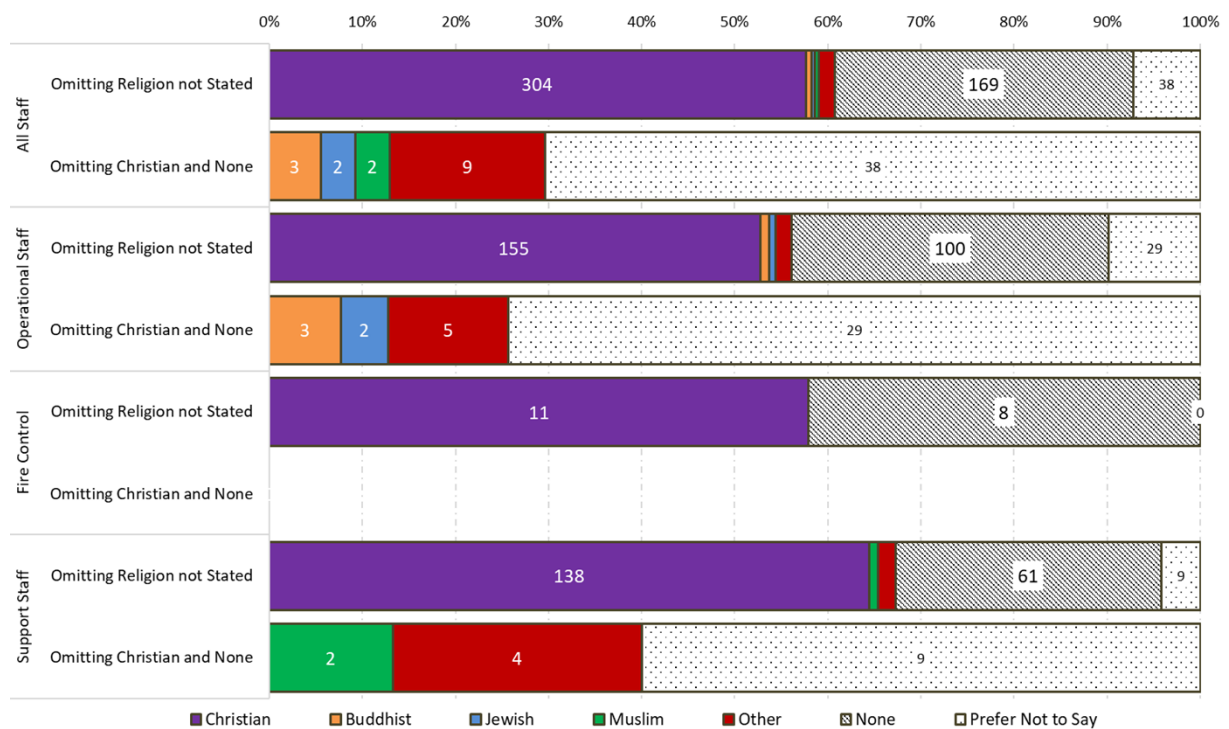


### Key Results – Staffing by Age

Data Chart 4 identifies the following when looking at our staff by age that:

- the majority of staff (regardless of role) are between the age of 46-55.
- There are fewer operational staff above the age of 56, with the majority being support staff.
- There are more operational staff between the age of 25-35 than support staff
- Fire Control have the largest number of staff 11 or 29.7% in the 46-55 age group.

Data chart 5: Analysis of Staff Religion



**Key Results – Breakdown of religion across the service.**

Data chart 5 provides a breakdown of religion across the Service, based on valid data. The chart identifies that:

- Christianity is the most common religion with 304 members of staff, equal to 58% of valid data.
- This is then followed by staff who have no religion accounting for 169 or 32% of valid data.
- Judaism, Buddhism and Islam account for 3% of valid data.
- As 47.8% of respondents did not state their religion, the data is inconclusive, and therefore difficult to draw any conclusions in line with 2011 Census data.

Data table 2: Analysis of Staff Disability

Role	Position	Yes	No	No Data	Total	% Valid Data
Operational Staff	Brigade Manager		3		3	100.0%
	Area Manager		2	<b>3</b>	5	40.0%
	Group Manager		5	<b>7</b>	12	41.7%
	Station Manager	1	16	<b>12</b>	29	58.6%
	Watch Manager	1	37	<b>77</b>	115	33.0%
	Crew Manager	1	21	<b>37</b>	59	37.3%
	Firefighter	4	161	<b>234</b>	399	41.4%
	Sub Total	7	245	<b>370</b>	622	40.5%
Fire Control Staff	Group Manager				0	0.0%
	Station Manager				0	0.0%
	Watch Manager		1	<b>8</b>	9	11.1%
	Crew Manager		1	<b>3</b>	4	25.0%
	Firefighter	2	10	<b>12</b>	24	50.0%
	Sub Total	2	12	<b>23</b>	37	37.8%
Support Staff	Grades 12+	1	16	<b>18</b>	35	48.6%
	Grades 6-11	8	104	<b>110</b>	222	50.5%
	Grades 1-5	3	37	<b>42</b>	82	48.8%
	Apprentices		10	<b>3</b>	13	76.9%
	Sub Total	12	167	<b>173</b>	352	50.9%
<b>Total</b>		<b>21</b>	<b>424</b>	<b>566</b>	<b>1011</b>	<b>44.0%</b>

**Key Results – in relation to disabilities.**

Data table 2 shows that in relation to disability:

- only 44% of data is valid, this due to staff not always completing their Equality Monitoring data, which is currently voluntary.
- There are 21 members of staff who have disclosed having a disability, this equates to 4.95% (of the valid data).
- As 47.8% of respondents did not state their religion, the data is inconclusive, and therefore difficult to draw any conclusions in line with 2011 Census data.



Data Table 3: Analysis of staff Sexual Orientation

Role	Position	Total	Hetero sexual	Gay/ Lesbian	Bi sexual	Self-Describe	Other	Prefer not to say	No Data
Operational Staff	Brigade Manager	3	3						
	Area Manager	5	2						3
	Group Manager	12	5						7
	Station Manager	29	13		1			3	12
	Watch Manager	115	38		1	1		3	72
	Crew Manager	59	17	2	1			4	35
	Firefighter	399	164	13	9		2	13	198
	Sub Total	622	242	15	12	1	2	23	327
Fire Control Staff	Area Manager								
	Group Manager								
	Watch Manager	9	1					1	7
	Crew Manager	4	1						3
	Firefighter	24	16						8
	Sub Total	37	18	0	0	0	0	1	18
Support Staff	Grades 12+	35	17						18
	Grades 6-11	222	119	3	1		1	7	91
	Grades 1-5	82	51		1			1	29
	Apprentices	13	10					2	1
	Sub Total	352	197	3	2	0	1	10	139
<b>Total</b>		<b>1011</b>	<b>457</b>	<b>18</b>	<b>14</b>	<b>1</b>	<b>3</b>	<b>34</b>	<b>484</b>
% of total response			45.2%	1.8%	1.4%	0.1%	0.3%	3.4%	47.9%
% of valid data (count = 527)			86.7%	3.4%	2.7%	0.2%	0.6%	6.5%	

### Key Results – in relation to sexual orientation

Data table 3 identifies that across the Service:

- 52.1% of staff have recorded their sexual orientation in their equality monitoring form in MyView (staff recording system).
- During 2020-21 we will be looking at ways we can encourage more staff to disclose their E&D data via MyView.
- Based on the valid count of 527:
  - 87.6% of staff reported themselves as being heterosexual,
  - 3.4% were either Gay/Lesbian,
  - 2.7% were Bisexual,
  - 6.5% preferred not to say
  - and 0.8% were either self-describing or other.

Sexual orientation data, has improved markedly over the last three years. For the 2017/18 report, data was unavailable for 62.7% of the workforce, this then improved to 55.1% of data being unavailable for 2018/19 and 47.9% for the current report.

Our staff networks are keen to work with their members to encourage better completion of all monitoring data.

## New Starters and Leavers

Data table 4: Analysis of New Starters by Gender

Role	Position	Total	Male	Female	% Female
Operational Staff	Brigade Manager	0	0	0	0.0%
	Area Manager	0	0	0	0.0%
	Group Manager	1	1	0	0.0%
	Station Manager	0	0	0	0.0%
	Watch Manager	5	5	0	0.0%
	Crew Manager	0	0	0	0.0%
	Firefighter	68	53	15	22.1%
	<b>Sub Total</b>	<b>74</b>	<b>59</b>	<b>15</b>	<b>20.3%</b>
Fire Control Staff	Group Manager	0	0	0	0.0%
	Station Manager	0	0	0	0.0%
	Watch Manager	0	0	0	0.0%
	Crew Manager	0	0	0	0.0%
	Firefighter	6	1	5	83.3%
	<b>Sub Total</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>83.3%</b>
Support Staff	Grades 12+	5	2	3	60.0%
	Grades 6-11	16	12	4	25.0%
	Grades 1-5	13	6	7	53.8%
	Apprentices	9	5	4	44.4%
	<b>Sub Total</b>	<b>43</b>	<b>25</b>	<b>18</b>	<b>41.9%</b>
<b>Total</b>		<b>123</b>	<b>85</b>	<b>38</b>	<b>30.9%</b>

### Key Results – New Starters by Gender

Data table 4 shows the analysis of new starters by gender during 2019/20:

- During 2019/20 there was a total of 123 new starters within MFRA.
- Of these new starters, they were predominantly men, with 85 of the total (69.1%).
- When looking at operational recruitment, there were 15 new starters who were women, which equated to 20.3% of new recruits,
- During 2019/20 there were 6 new starters in Fire Control, with 1 man joining our Fire Control staff (16.7%)
- Of the 43 new support staff, 18 were women, which is equal to 41.9%.

Data table 5: Analysis of Leavers by Gender

Role	Position	Total	Male	Female	% Female
Operational Staff	Brigade Manager	0			0.0%
	Area Manager	1	1		0.0%
	Group Manager	2	2		0.0%
	Station Manager	3	3		0.0%
	Watch Manager	12	12		0.0%
	Crew Manager	4	3	1	0.0%
	Firefighter	44	43	1	2.3%
	Sub Total	66	64	2	3.0%
Control Staff	Group Manager	0			0.0%
	Station Manager	0			0.0%
	Watch Manager	1		1	0.0%
	Crew Manager	0			0.0%
	Firefighter	3	1	2	66.7%
	Sub Total	4	1	3	75.0%
Support Staff	Grades 12+	4	3	1	25.0%
	Grades 6-11	30	19	11	36.7%
	Grades 1-5	8	6	2	25.0%
	Apprentices	7	5	2	28.6%
	Sub Total	49	33	16	32.7%
<b>Total</b>		<b>119</b>	<b>98</b>	<b>21</b>	<b>17.6%</b>

### Key Results – leavers by Gender

Data table 5 show that during 2019/20 there were total of 119 leavers from MFRA:

- Leavers were predominantly men, with 98 of the total (82.4%).
- When looking at Operational leavers:
  - Two were women, equating to 3%,
  - Within Fire Control there were 4 leavers, with 1 being a man (25%)
  - There were 49 leavers from Support Staff, of which 16 were women, equal to 32.7%.

When leavers and new starters are compared there are proportionally almost twice the number of women joining the Service than leaving.

## **Flexible Working**

In total there were 15 requests for flexible working, all of which were accepted by the panel. Of this total, 10 were from women and 5 were from men.

When analysed by age, there were:

- 3 requests from the 21-30 age group,
- 4 from the 31-40 group,
- 3 from the 41-50 group,
- 3 from the 51-60 group
- 2 from the 61-65 group.

When analysed by ethnicity, the majority of requests (13) were from White British or Irish staff, 1 applicant was of Mixed ethnicity. In 1 request the ethnic origin was unknown

No applications were made from those with a disclosed disability.

## **Functional highlights in relation to Objective 1 during 2019-20**

### **Positive Action**

Each year as part of our firefighter recruitment process our Recruitment team and volunteers from across the service organise and assist with a number of “have a go days” at our Training and Development Academy. These events allow people who are considering or may have previously applied to join the Fire Service the opportunity to experience some of the fitness test and chat to people who can give advice on applications and ensuring they are training properly to reach and maintain the level of fitness need to become a firefighter. This short video shows show what it means to those who have taken part in one of our “Firefighter - have a go days”

<https://youtu.be/kZgQU1W-XI>

## Gender Pay Gap

The Gender Pay Gap reporting obligations are now included in the Public Sector Equality Duty (PSED). This section reports on our fourth gender pay gap exercise which is in relation to data taken as at 31<sup>st</sup> March 2020. Gender pay gap figures are based on a total of 936<sup>3</sup> staff in scope for this gender pay exercise, 686 (73.3%) were male and 250 (26.7%) were female.

### Measure 1: Mean gender pay gap

This measure is the difference between the mean (average) hourly rates of pay for male and female full pay relevant employees

Data table 6: Mean Gender Pay Gap 2019/20

Staff group	Male hourly pay £	Female hourly pay £	Pay gap £	Pay gap %	2019/20 Pay Gap
All staff	£15.79	£13.99	-£1.80	-11.40%	-11.7%
Operational Staff (Inc. Fire Control)	£15.88	£13.83	-£2.05	-12.91%	-11.11%
Support staff	£15.47	£14.07	-£1.40	-9.05%	-9.04%

<sup>3</sup> A number of employees weren't included in the Gender Pay Gap Figures because they were not "Full Pay Relevant". This means that, for the reasons detailed below an individual did not receive a full month's salary for the reporting period.

- Staff who joined the service part way through the pay period
- Staff who left the service part way through the pay period
- Staff in receipt of childcare vouchers
- Staff on maternity leave
- Staff with deductions for unpaid leave / jury service
- Staff with deductions for half/no pay due to sickness

## Key Results - Mean Gender Pay Gap 2019/20

- Across the organisation, the mean gender pay gap is -11.4% or £1.80 per hour.
- For operational staff only the gap is -12.91%
- For support staff the gap is narrower at -9.05%.

When the 2019/20 gender pay gap is compared to the previous year, the table identifies that:

- Overall the gender pay gap has reduced slightly from 11.7% to 11.40%.
- For support staff the gap marginally increased from -9.04% during 2018/19 to -9.05% during 2019/20.
- For operational staff, the gender pay gap widened from -11.11% during 2018/19 to -12.91% during 2019/20.

The differences in figures may be due to more women being recruited into firefighter roles recently, typically longer service for men and incremental pay rises as a result. Research suggests that women may take longer to reach the top of their grade if they take time out for: maternity, adoption or career breaks for example. The impact of having low number of female staff at higher grades also has an important bearing on the overall Gender Pay Gap for operational staff and this is being addressed through our Equality Objective 1 in relation to Positive Action and the People Strategy.

## Measure 2. Median gender pay gap

This is the difference between the median hourly rate of pay of male and female full-pay relevant employees.

Data table 7: Median Gender Pay Gap 2019/20

Staff group	Male hourly pay £	Female hourly pay £	Pay gap £	Pay gap %	2019/20 Pay Gap
All staff	£14.54	£13.79	-£0.75	-5.16%	-4.84%
Operational Staff (Inc. Fire Control)	£14.54	£14.21	-£0.33	-2.27%	-1.40%
Support staff	£14.42	£13.31	-£1.11	-7.70%	-9.25%

### Key Results – Median Gender Pay Gap

When compared to the mean gender pay gap, the difference between male and female staff is much narrower,

- with a -5.16% difference at a MFRA level,
- a -2.27% difference for operational staff
- and -7.7% difference for support staff.

The UK median gender pay gap using Office of National Statistics data shows an average median pay gap for all employees to be 8.9% during 2019<sup>4</sup>.

## Measure 3. Mean Bonus gap

This is the difference between the mean bonus paid to male relevant employees and that paid to female relevant employees. This measure is not applicable as there are no bonus payments made to MFRA staff.

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<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2019>



#### Measure 4. Median bonus gap

This is the difference between the median bonus paid to male relevant employees and that paid to female relevant employees. This measure is not applicable as there are no bonus payments made to MFRA staff.

#### Measure 5. Bonus proportions

The proportions of male and female relevant employees who were paid bonus pay during the relevant period. This measure is not applicable as there are no bonus payments made to MFRA staff.

#### Measure 6. Quartile pay bands

The proportions of male and female full-pay relevant employees in the Lower (1), Lower Middle (2), Upper Middle (3) and Upper (4) quartile pay bands.

#### Quartile pay bands

Data table 8: Quartile Pay Bands 2019/20

Quartile pay Bands	From hourly rate £'s	To hourly rate £'s	# of males	%	# of females	%
1. Lower	£4.35	£13.31	123	52.56%	111	47.44%
2. Lower Middle	£13.31	£14.54	183	78.21%	51	21.79%
3. Upper Middle	£14.54	£16.84	188	80.34%	46	19.66%
4. Upper	£16.87	£67.19	192	82.05%	42	17.95%

#### Key Results – Quartile Pay Bands

Data table 8 identifies that the gender pay gap within quartiles

- Lower Middle (2) and Upper Middle (3), the hourly rates are very similar; suggesting that parity is close between male and female staff.
- Within the Lower quartile there is a sizeable gap in hourly rate of £8.96,
- This is magnified in the Upper quartile (where there is a gap of £50.32).

# MFRS WORKFORCE GENDER PAY GAP

## BASED ON AN EQUALITY ANALYSIS OF WORKFORCE & EMPLOYMENT DATA OF 31ST MARCH 2020



**MEDIAN\* GENDER PAY GAP**

**-5.16%**  
DIFFERENCE -  
**OVERALL**

**-2.27%**  
DIFFERENCE -  
**OPERATIONAL**

**-7.7%**  
DIFFERENCE -  
**SUPPORT**

\* MEDIAN = THE MIDDLE VALUE OF A DATA SAMPLE



THE NEW GENDER PAY GAP REPORTING OBLIGATIONS ARE NOW INCLUDED IN THE PUBLIC SECTOR EQUALITY DUTY.

PROPORTIONS OF MALE & FEMALE EMPLOYEES IN THE LOWER, LOWER MIDDLE, UPPER MIDDLE & UPPER QUARTILE PAY BANDS:

PAY BAND	% MALE	% FEMALE
LOWER	52.56	47.44
LOWER MID	78.21	21.79
UPPER MID	80.34	19.66
UPPER	82.05	17.95

**THE NATIONAL PICTURE**

THE UK MEDIAN GENDER PAY GAP USING OFFICE OF NATIONAL STATISTICS DATA SHOWS AN **AVERAGE PAY GAP** FOR ALL EMPLOYEES TO BE **-8.9%** DURING 2018.

**GENDER PAY GAP FIGURES BASED ON**

**936**

**73.3%**  
686

**STAFF**

**26.7%**  
250

**THIS IS MFRS' GENDER PAY GAP EXERCISE**

FOR ALL MFRS STAFF, DATA SUGGESTS THAT MALE PAY TENDS TO BE MORE CONSISTENT THAN FEMALE

WE ARE ADDRESSING ISSUES THROUGH OUR EQUALITY OBJECTIVE 1 - RELATING TO POSITIVE ACTION

**WHY WE MIGHT HAVE A GENDER PAY GAP**

IT MAY BE THE IMPACT OF HAVING LOW NUMBERS OF WOMEN IN HIGHER GRADES.

WOMEN MAY TAKE LONGER TO REACH THE TOP OF THEIR GRADE IF THEY TAKE TIME OUT FOR MATERNITY OR CAREER BREAKS.

TYPICALLY, MEN HAVE LONGER SERVICE WITH RESULTING INCREMENTAL PAY RISES.

WE HAVE SEEN AN INCREASE IN WOMEN STARTING CAREERS AS FIREFIGHTERS WHICH MAY BE WHY OUR GENDER PAY GAP IS INCREASING.

## Equality Objective 2

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

The following Equality analysis data tables and case studies show our progress in relation to ensuring we are delivering an equitable service to the communities we serve. This could be through our Home Fire Safety Checks (HFSC's), our Safe and Well visits, or through the range of courses offered by our Youth Engagement team.

### Home Fire Safety Checks 2019 – 2020 (HFSC)

The two tables below show the number of HFSC's carried out by our operational staff during the period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020 (these figures are correct on the date of extraction, from the Service's Goldmine system)

Data table 9: HFSC's conducted by Operational Crews showing Ethnicity

ETHNICITY	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sept-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Total	Proportion of total HFSCs	Proportion of Merseyside
Asian – Bangladeshi		1	4	4	2	1	0	1	0	1	3		17	0.0%	0.17%
Asian – Chinese		6	7	6	5	3	19	5	23	20	11	2	107	0.3%	0.84%
Asian – Indian	7	5	4	8	7	6	8	18	5	7	9	1	85	0.2%	0.57%
Asian – Other	3	11	11	16	8	19	13	11	10	10	15	5	132	0.3%	0.44%
Asian – Pakistani		5	1	3	4	3	1	5	3	0	2		27	0.1%	0.19%
Black – African	5	6	9	10	9	6	8	6	2	3	7	7	78	0.2%	0.71%
Black – Caribbean	1	3	8	3	3	4	0	1	4	6	6		39	0.1%	0.15%
Black – Other		3	7	4	3	2	4	2	3	4	3	8	43	0.1%	0.20%
Mixed – Other	2	3	8	7	3	6	6	2	1	3	2	1	44	0.1%	0.36%
Mixed - White & Asian	1	2	2	2	1	2	1	1	2	3	0		17	0.0%	0.34%
Mixed - White & Black African	1		4	3	2	3	7	4	2	0	1		27	0.1%	0.35%
Mixed - White & Black Caribbean	1	1	3	3	2	4	4	7	3	4	0	1	33	0.1%	0.46%
Other Ethnic Group	2	4	1	2	5	6	1	4	4	5	7	3	44	0.1%	0.72%
Unknown	590	497	392	245	291	338	245	157	129	174	141	65	3264	8.4%	0.00%
White – British	2,408	2,563	3,001	2497	2890	3150	3332	3327	2944	3395	3554	1333	34394	88.3%	91.83%
White – Irish	3	10	11	18	10	9	13	13	8	12	7	4	118	0.3%	0.97%
White – Other	22	29	45	38	35	39	42	32	60	57	33	36	468	1.2%	1.71%
<b>Total</b>	<b>3,046</b>	<b>3,149</b>	<b>3,518</b>	<b>2,869</b>	<b>3,280</b>	<b>3,601</b>	<b>3,704</b>	<b>3,596</b>	<b>3,203</b>	<b>3,704</b>	<b>3,801</b>	<b>1,466</b>	<b>38,937</b>		

## Key Results – HFSC Equality data for Ethnicity

Data table 9 above identifies that at the time the data was extracted from the Goldmine information management system:

- When compared to the figures for 2018-19 there has been an improvement in the data we collect of 12%.
- On only 8.4% of occasions the occupier of the dwelling did not state their ethnicity. 88.3% of our HFSC have been carried out in homes where the resident identifies as White British
- 1.77% of HFSC have been carried out in homes where the resident identifies as BAME

Data table 10: HFSC's Conducted by Operational Crews showing Religion

RELIGION	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Total	Proportion of total HFSCs	Proportion of Merseyside
<i>Atheist / None</i>	177	208	321	239	276	245	332	314	305	332	455	162	3366	8.6%	17.20%
<i>Buddhist</i>		1	9	3	6	7	1	1	4	7	6	1	46	0.1%	0.30%
<i>Christian</i>	938	1,643	1,889	1605	1862	2170	2414	2649	2408	2701	2789	1057	24125	62.0%	74.00%
<i>Declined</i>	5	2	7	9	7	7	4	2		10	4	2	59	0.2%	0.00%
<i>Hindu</i>	1		3	3	8	5	3	6	2	4	5	1	41	0.1%	0.30%
<i>Jehovah's Witness</i>		1									1		2	0.0%	0.00%
<i>Jewish</i>	2	4	3	6	29	2	2	3		3	3		57	0.1%	0.20%
<i>Muslim</i>	1	9	15	31	12	11	3	15	10	13	18	4	142	0.4%	1.40%
<i>Other</i>	24	22	72	71	61	59	38	60	42	56	31	15	551	1.4%	0.20%
<i>Sikh</i>		1		3	1			2	1		1		9	0.0%	0.10%
<i>Unknown</i>	1,898	1,258	1,199	899	1018	1095	907	544	431	578	488	224	10539	27.1%	6.20%
<b>Total</b>	<b>3,046</b>	<b>3,149</b>	<b>3,518</b>	<b>2,869</b>	<b>3,280</b>	<b>3,601</b>	<b>3,704</b>	<b>3,596</b>	<b>3,203</b>	<b>3,704</b>	<b>3,801</b>	<b>1,466</b>	<b>38,937</b>		

## Key Results – HFSC Equality Data for Religion

Data table 10 above identifies that at the time the data was extracted from the Goldmine information management system:

- There has been a 36.1% increase in the number of people confirming their religion when answering the Equality questions as part of the HFSC
- On 27.1% of occasions the occupier did not state their religion.

## Highlights in relation to Objective 2 during 2019-20

### Home Fire Safety Checks and referrals

Our Prevention teams regularly receive referrals from local partners such as social services, housing providers, the NHS and carers regarding vulnerable members of the public. During the summer of 2019 our Prevention team made a referral to a housing provider, regarding one of their tenants, who was living alone, suffered from mental health problems as well as narcolepsy, which means they can fall asleep, or have impaired consciousness, without warning.

During the HFSC visit the tenant had expressed concerns to our Prevention advocate that they had narcolepsy. As well as providing the tenant with fire safety advice, our Advocate was also able to make the necessary referral to get cooker locking valves and carbon monoxide alarms fitted in the property.

The tenant expressed how much our help was appreciated and how this has impacted positively on their day to day life to the extent that they do not worry about their medical condition any longer as they feel safe around their home.

## **Youth Engagement Team**

### **Prince's Trust Summary**

During 2019-2020 there was a total of 212 attendees on our Princes Trust courses.

When looking at these figures by age they were split between:

- 64 16 - 18 year olds,
- 148 above the age of 19.

When broken down by gender:

- 57% were men
- 43% were women

When analysed by Ethnicity, the following was identified

- The majority of attendees were White British (159 attendees)
- 14 attendees identified as Black, Asian or Minority Ethnic (BAME)
- 39 attendees' ethnic origin was unknown.

### **Fire Cadets Summary**

During 2019-2020 there was a total of 69 attendees participating in our Fire Cadet groups.

When looking at these figures by age

- The most populous age group was year 10 with 37 attendees.

When broken down by gender,

- 74% of attendees were male
- 26% of attendees were female

When analysed by Ethnicity, the following was identified:

- The majority of attendees were White British (66 attendees)
- Three attendees identified as BAME.

Within the cohort there were 25 attendees who considered themselves as being disabled to some extent.

At Merseyside Fire & Rescue Service we offer a range of interventions for children and young people.

We have a proven track record of achieving positive results through the delivery of our Beacon Course to Primary and Secondary school children and young people across Merseyside. Our courses provide new and exciting opportunities and the feedback from children, young people, schools, parents and carers is outstanding, with evidence of improved school attendance afterwards.

We run Fire Cadet groups for anyone aged between 13 and 17 years old, who may have an interest in the emergency services. Our Fire Cadets run in St Helens, Knowsley, Sefton, Liverpool and Wirral and the Cadets get involved in a whole range of fun and interesting activities at fire stations and across communities. We help them to prepare for their future career or just help to develop their skills and knowledge that will benefit them, their friends and families.

Our Prince's Trust Team programme is delivered in Sefton, Liverpool, Knowsley and Wirral. This is for unemployed people aged 16-25 and is a 12-week personal development programme. It is an accredited qualification and a fantastic opportunity for young people to build their confidence, meet new people, gain new skills and most importantly have fun.

Though each stage of the course they learn a range of transferrable skills including

- Leadership
- Teamwork
- Communication
- Reading and writing skills
- Listening
- Planning skills

Our staff as well as supporting the young people through the academic side of the course also support the young people taking the course in other ways such as:

Supporting Suvenitha a 21-year-old woman from Sri Lanka. She received lots of encouragement from her Team Leader to initially join the programme and was reassured that the programme could cater to her religious needs and other ongoing academic courses. Once a week, Suvenitha was exempt from MFRA Princes Trust Team in order for her to attend college to gain her English qualification as well as enabling her to attend her Temple as she is a practicing Hindu.

The team were also able to help and support Suvenitha during the community project, as the team were provided with free lunches by the café owner. The food available was not always suitable for Suvenitha due to her religious dietary requirements but our staff spoke to the café owner and an alternative was provided, this was done in a sensitive way that made Suvenitha feel comfortable



## **Functional Highlights in Relation to Objective 2 during 2019-20**

### **Supporting the Roma Community in Picton ward, Liverpool.**

During the summer of 2019 MFRA Staff along with the Liverpool Community Safety Team were involved with a community cohesion project within the Roma Community found predominantly in the Picton ward of Liverpool.

MFRA was asked to participate in the project as a good way for the organisation to be able to engage with this community, and have a positive impact by providing fire safety advice and make sure residents are safe in their home whilst helping partner organisations improve other areas of the community members lives.

Representative from MFRA's Prevention Team, along with landlord licencing, a translator and representative for key departments from Liverpool City Council, all came to provide residents with information, signpost to more support, address many of the problems identified and MFRA were able to provide HFSC's. The campaign had the following outcomes:

In February 2020 a further project followed and an eight-week pilot project to improve Picton ward began, offering residents property inspections, advice on pest control and HFSC's.

Due to COVID-19 this project was unable to run for the full 8 weeks as planned and the full outcomes of the project are not yet available.

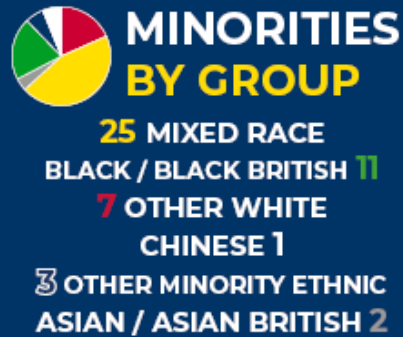
# MFRS WORKFORCE PROFILE BY ETHNICITY

## BASED ON AN EQUALITY ANALYSIS OF WORKFORCE & EMPLOYMENT DATA OF 31ST MARCH 2020



MERSEYSIDE  
FIRE & RESCUE  
SERVICE

### MINORITIES BY GROUP



\* 10 staff members preferred not to state ethnicity & 19 others did not give any data

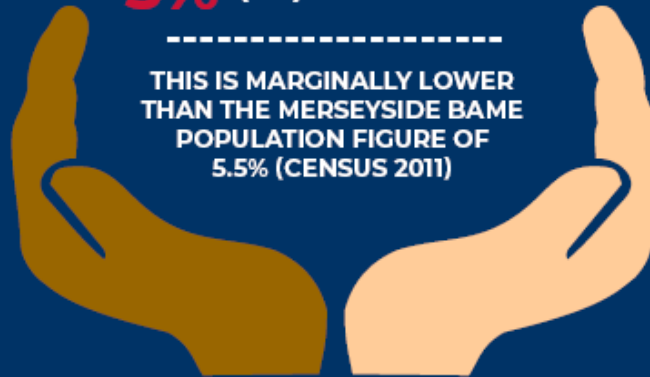
# 92%

(933) OF STAFF AT MFRA ARE OF **WHITE** BRITISH OR IRISH ORIGIN, WITH

# 5%

 (49) BEING **BAME**

-----  
THIS IS MARGINALLY LOWER THAN THE MERSEYSIDE BAME POPULATION FIGURE OF 5.5% (CENSUS 2011)



**OBJECTIVE 1**  
IS DESIGNED TO **INCREASE THE DIVERSITY** OF OUR WORKFORCE & VOLUNTEERS AT ALL LEVELS ACROSS THE ORGANISATION.  
**POSITIVE ACTION** WILL SUPPORT **BAME** STAFF TO APPLY FOR **DEVELOPMENT & PROMOTION**  
-----  
(They are currently under-represented in operational, supervisory & management roles)

### THE NATIONAL PICTURE

**ON FACE VALUE...**

MERSEYSIDE HAS PROPORTIONALLY FEWER BAME PERSONNEL IN ALL ROLES COMPARED TO THE METROPOLITAN AND ENGLISH FIRE & RESCUE SERVICES...

**HOWEVER...**

THIS IS MISLEADING AS MERSEYSIDE HAS A FAR LOWER BAME POPULATION THAN MANY AREAS OF ENGLAND.

**INDEED**

COMPARING THE PROPORTION OF BAME EMPLOYEES TO THE LOCAL BAME POPULATION, IT APPEARS THAT MERSEYSIDE IS CLOSER TO ACHIEVING PARITY THAN EITHER THE METROPOLITAN OR ENGLISH FRS AS A WHOLE.



### **Equality Objective 3**

Reducing fires and other incidents amongst the vulnerable protected groups  
The following case studies show our progress in relation to reducing fires and other incidents amongst the vulnerable protected groups. At MFRA our staff will work closely with partners to ensure that we provide support to a wide range of people and use different methods of engagement to deliver our message, some of the ways in which we do this are detailed within this section.

### **Functional Highlights in Relation to Objective 3 during 2019-20**

#### **Dementia Hub at Southport Community Fire Station**

In May 2019, Green Watch at Southport Community Fire Station hosted their second Dementia Hub.

The day consisted of partners including NWAS, Merseyside Police, Alzheimer's Society, NHS Frailty Service, the Memory Clinic, Southport District General Hospital, Age UK, Brighter Living and Mersey Care NHS Trust attending the event to provide information and support.

The day included a screening of two films, *A Month in the Life* by BBC News and *Dementia from the Inside* by Social Care Institute for Excellence (SCIE) and a question and answer session with the following healthcare professionals:

- Dr Yvonne Woodward – Senior Clinical Psychologist at Mersey Care NHS
- Consultant Dr Lisa Williams – Head of Older Person's Services at Mersey Care NHS
- Tom Faulkner – Assistant Psychologist at Mersey Care NHS
- Rebecca Cooper – Advanced Nurse Practitioner at Mersey Care NHS

There was also a Dementia Friends training session led by Paramedic Graham Pacey which was delivered to staff from MFRA, NWAS and other health care professionals.

Feedback included how impressed people were that MFRA was integral in providing information, expert advice and support to people affected by dementia.

### **St Helens & Knowsley Prevention**

In May 2019 one of our teams received a safeguarding referral from the local council which included hoarding, mobility issues, careless smoking, no working smoke alarms in the property and the dangerous use of electrics and heating.

The occupants of the property had been known to MFRA since 2016 when an initial HFSC took place, however MFRA had not been able to carry out any follow-up visits due to appointments being cancelled or refused.

In June 2019 two of our Vulnerable Persons Advocates were able to carry out a High Risk Safe and Well visit at the property along with representatives from the housing association. As well as providing Fire Safety Advice, the team were also able to ensure that the property was safe by giving the occupants:

- An extension lead,
- An oil filled radiator
- A fire retardant single bedding pack
- They also removed an unsafe heater from the premises, installed additional smoke alarms in the property., made onward referrals to the Housing Association and Falls Risk Assessment Team for additional support

Since this visit the occupant has been working with a number of partners and MFRA advocates will attend the property again in 2020, to provide any further support required.

# MFRS WORKFORCE PROFILE BY AGE

## BASED ON AN EQUALITY ANALYSIS OF WORKFORCE & EMPLOYMENT DATA OF 31ST MARCH 2020



**THE MAJORITY OF STAFF** WITHIN MFRA (398 OR **39.4%**) ARE AGED **46-55...** WITH MORE PERSONNEL **ABOVE THE AGE OF 46** THAN BELOW, THE STAFFING STRUCTURE IS SLIGHTLY **TOP HEAVY**



**WITH AN AGING POPULATION**  
THE REMOVAL OF THE DEFAULT RETIREMENT AGE\* COULD LEAD TO A HIGHER AVERAGE AGE FOR EMPLOYEES - THE ISSUE IS BEING ADDRESSED

\* without significant recruitment



**EMPLOYMENT POLICIES** WILL NEED TO TAKE ACCOUNT OF THIS AS PART OF ONGOING EQUALITY IMPACT ASSESSMENTS & FOR WORKFORCE SUCCESSION PLANNING

**HOW OLD ARE STAFF?**

**CONTROL**  
AGE 25-35 - 21.6%  
AGE 36-45 - 21.6%  
AGE 46-55 - 29.7%  
AGE 56-65 - 21.6%



**OPERATIONAL**  
AGE 25-35 - 24.9%  
AGE 36-45 - 23%  
AGE 46-55 - 46.8%



**SUPPORT**  
AGE 25-35 - 15.9%  
AGE 36-45 - 19.6%  
AGE 46-55 - 27.2%  
AGE 56-65 - 23.6%



THE MAJORITY OF EMPLOYEES IN THE 17-24 AGE GROUP (39 OF 54) ARE SUPPORT STAFF.

**HOW DOES MERSEYSIDE COMPARE?**

**SUPPORT STAFF**  
MERSEYSIDE HAS PROPORTIONALLY MORE MEMBERS OF SUPPORT STAFF THAN OTHER METROPOLITAN FIRE & RESCUE SERVICES, PARTICULARLY WITHIN THE **17-24 AGE** GROUP.



**CONTROL STAFF** PROPORTIONS APPROXIMATE EACH OTHER.

**OPERATIONAL STAFF**  
• FEWER STAFF **AGED 17-24** IN MERSEYSIDE COMPARED TO THE COLLECTIVE METROPOLITAN FRs  
• PROPORTIONALLY SLIGHTLY FEWER STAFF IN OTHER AGE GROUPS IN MERSEYSIDE THAN NATIONALLY.



#### **Equality Objective 4**

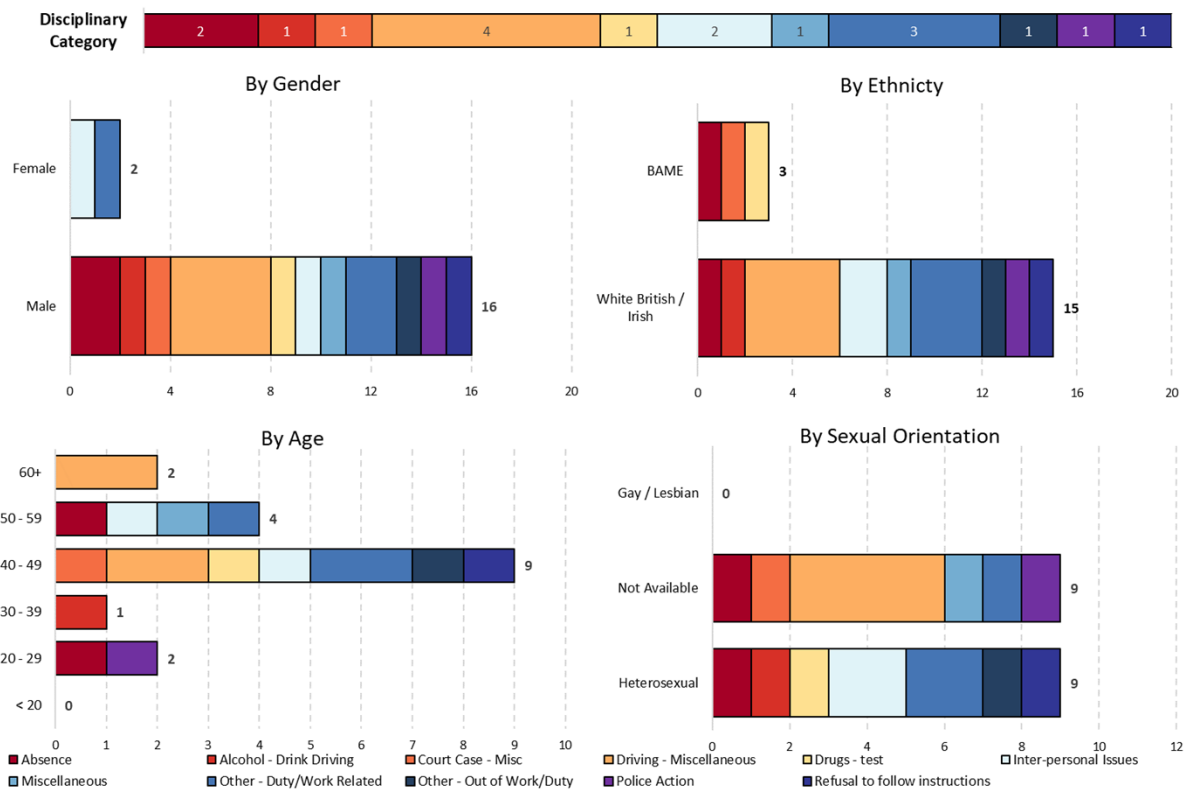
To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share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

The following Equality analysis data tables and case studies show our progress in relation to ensuring that our 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. In this section we look at the data around Employment Tribunals, internal Grievances and Disciplinary cases, the delivery of our Equality, Diversity and Inclusion Essentials training and our associated Personal Development Coaching.

#### **Staff Discipline Cases**

During 2019/20 there was a total of 18 disciplinary cases, this was a reduction on 2018/19, where 20 took place. The following section analyses this data by gender, age, ethnicity and sexual orientation - as well as reference to the reasons for and outcomes from the disciplinary cases.

## Data chart 5 Disciplinary cases by cause and protected characteristic



### Key Results – Disciplinary cases by cause and protected characteristics

Data table 5 shows that during 2019/20, there were:

A total of 18 disciplinary cases the simple majority (4) being related to Driving – Miscellaneous.

- The next most common disciplinary issue was Other – Duty/work related with 3.
- Absence and Inter-Personal Issues were the next most common with 2 each.

When looking at the 18 disciplinary cases, by gender:

- 16 (88.9%) cases involved male employees
- 2 (11.1%) cases involved female employees

When disciplinary cases are grouped by age:

- 2 cases involved employees who were less than 20 years old,
- 2 cases involved employees aged between 20-29,
- a single case affected an employee who was between 30 and 39 years old,
- 9 cases involved 40-49 year olds

- 4 cases involved 50-59 year olds
- there were 2 cases involving employees above the age of 60.

When looking at the people who entered the disciplinary process by ethnicity:

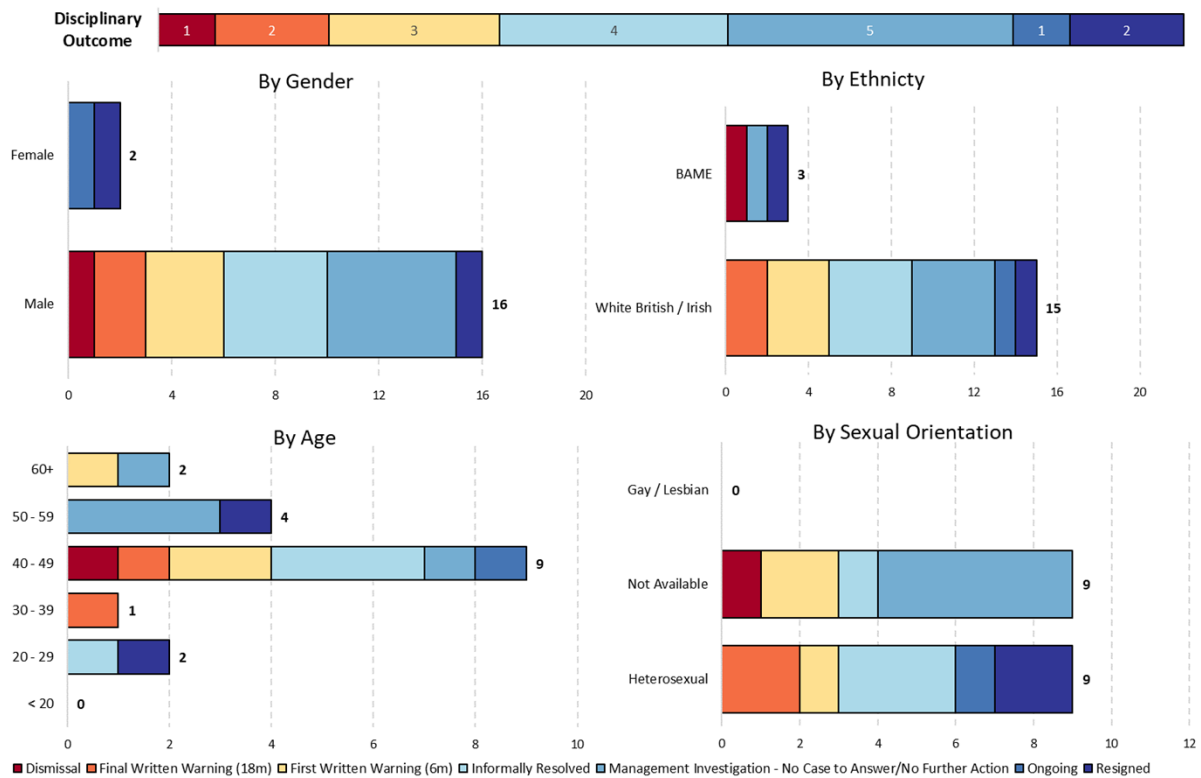
- The vast majority of people were White British/Irish at 15 or 83.3%,
- The remainder 3, or 16.6% were BAME

When looking at the people who entered the disciplinary process by sexual orientation:

- 9 of the 18 employees did not state their sexual orientation.
- Of the remaining data, 9 were heterosexual.



Data chart 6: Disciplinary cases by outcome and protected characteristic



**Key Results – Disciplinary cases by outcome and protected characteristic**

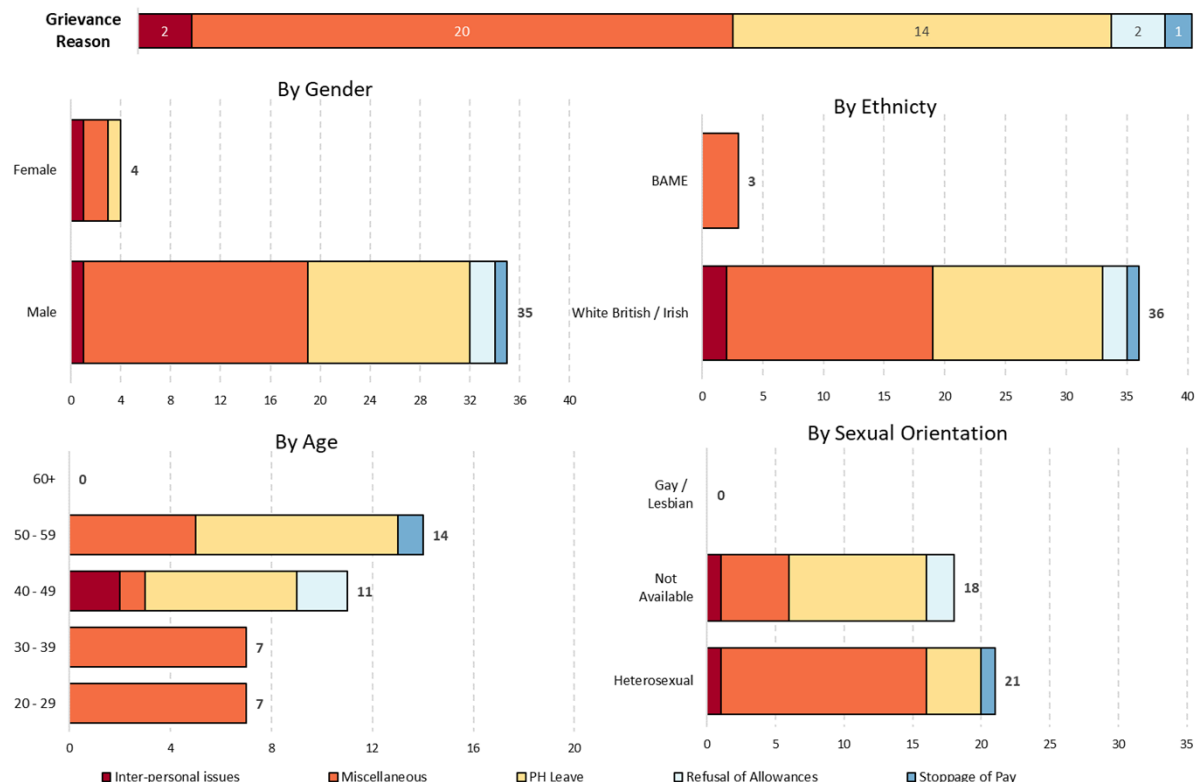
Data Chart 6 shows the disciplinary cases by outcomes and protected characteristics:

- 1 staff member was dismissed,
- 2 were issued with a final written warning,
- 4 were informally resolved,
- 3 required first written warning,
- 5 required management investigations
- There were 2 resignations.
- There is 1 ongoing disciplinary investigation that commenced in 2019/20.

## Staff Grievance cases

During 2019/20 there were 39 grievance cases raised; the same as the previous year. The following section analyses this data by gender, age, ethnicity and sexual orientation - as well as reference to the reasons and outcomes from the grievance.

Data chart 7: Grievances by cause and protected characteristic



### Key Results – staff grievance by reason and protected characteristic

Data chart 7 shows staff grievance by reason and protected characteristic:

- During 2019/20, there was a total of 39 grievances,
- The majority were classed as Miscellaneous (20).
- The next most common grievance description was related to Public Holiday Leave with 14,
- Inter Personal Issues and Refusal of Allowances resulted in 2 grievances each.
- Stoppage of Pay resulted in a single case.

When looking at the grievances by gender, of the 39 grievances:

- the majority (35) involved men

When grievances are split by age:

- 7 cases were reported for both the 20-29 and 30-39-year-old groups
- 11 cases involved 40-49 year olds
- 14 cases involved 50-59 year olds.
- There were no grievances involving employees above the age of 60.

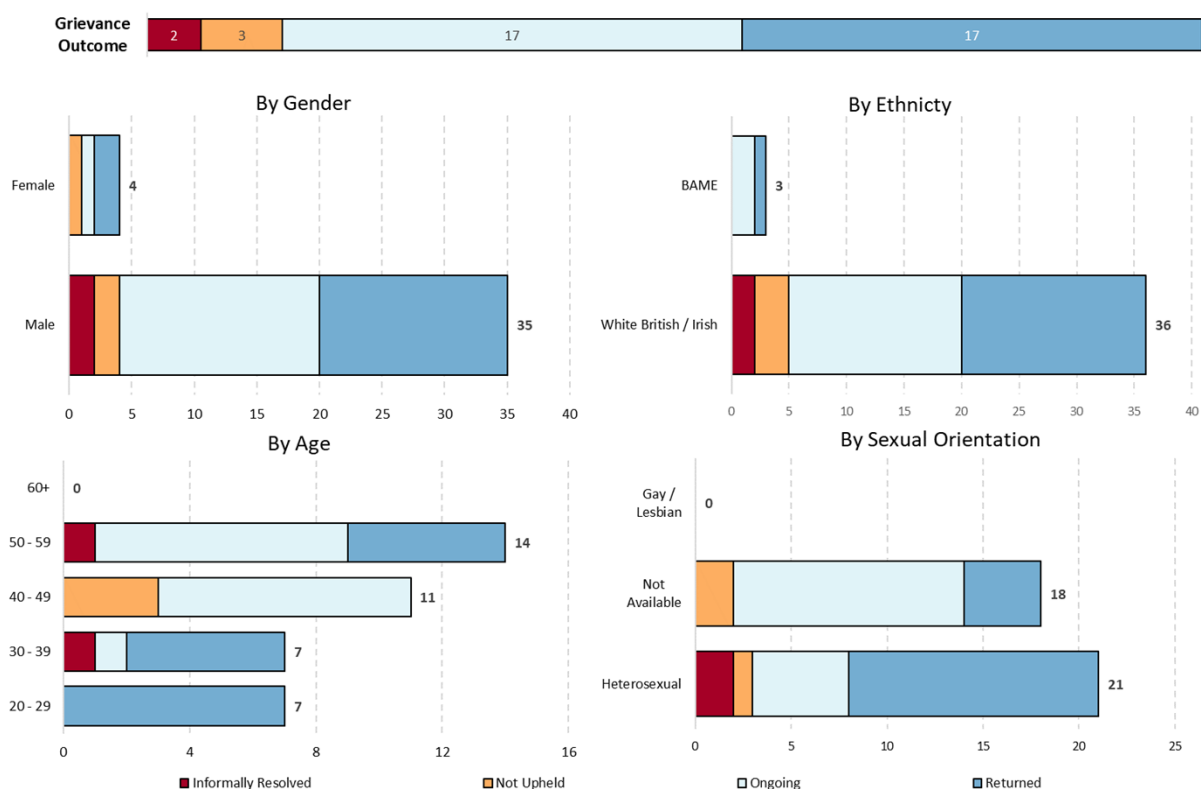
When taking ethnicity into account,

- 36 grievances were raised by employees who were White British/Irish
- 3 were raised by staff who identified as BAME.

Concerning sexual orientation, a significant amount of the data was unavailable.

- Of the valid data, 21 were heterosexual.

Chart 8: Grievance Outcomes by Protected Characteristic



### Key Results – Grievance outcomes by protected characteristics

Data chart 8 shows the grievance outcomes by protected characteristic

- 2 were informally resolved,
- 3 were not upheld,

- 17 are Ongoing
- and a further 17 have returned outcomes.<sup>5</sup>

### **Employment Tribunal 2019 -2020**

In regard to Employment Tribunals for the period 2019/20 the National (All FRA'S) Age Discrimination Claim is still ongoing in relation to pension issues and a claim for unfair dismissal and disability discrimination was heard in Feb with the outcome due to be reported in next year's report for 2020/21

In regard to the collective claim, 32 of the claimants have withdrawn their claim and the single remaining claim from 2019/20 was withdrawn in early 2020/21.

### **Functional Highlights in relation to Objective 4 during 2019-20**

#### **Equality Diversity and Inclusion cultural support for staff and managers**

As part of our ongoing support and learning for staff we are developing ED&I resources for our staff and managers to help them understand the communities they engage with.

This project will be completed in a number of stages. The first stage has been to update our ED&I resource library and produce guidance for staff (including reasonable adjustments, Access to Work, Menopause, Neurodiversity support and returning to work after maternity leave).

The second stage will include:

- Production of new booklets:
  - Engaging and Knowing the Diverse Cultures and Faiths of Merseyside
  - Neurodiversity in the Workplace

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<sup>5</sup> Grievances are considered returned when the issue raised by the employee is falls outside of the scope of the grievance procedure. An example of when this may happen is when a grievance relates to a local collective dispute which is being dealt with under local Joint Secretaries arrangements.

- Making resources available on our intranet in an accessible and easy to navigate way, so that key information can be found quickly and easily
- Linking these resources into a new suite of training for our staff, which will be delivered using a variety of formats.

### **Equality, Diversity and Inclusion Essentials Training**

In May 2020 we launched our new face to face ED&I Essentials training which is being delivered to all staff in a 3-hour session. The aim of the training is to develop knowledge and understanding of equality, diversity and inclusion to ensure that staff:

- Are aware of the drivers and legislation which governs equality and diversity within MFRA
- Are able to differentiate between equality, diversity and inclusion
- Understand the responsibilities of the Authority, Service and individuals
- Are able to identify behaviours, language and attitudes that promote equal and inclusive working relationships
- Are aware of sources of information that will help them

During 2019/20 we delivered 49 sessions, to 50% of staff (507) from across a wide range of functions.

Feedback is being collated following each training session, and will be analysed to identify any key themes and may be used to shape the development of future training packages and resources

Participants are asked to provide feedback on their satisfaction level for four key areas of the course, their overall satisfaction, are the aims and objectives of the course met, training material and relevance and usefulness of the course.

Participants are also asked to provide feedback about their trainer in three key areas, competence and knowledge, trainer's communication skills and the trainer's enthusiasm and commitment.

## **Equality, Diversity and Inclusion Personal Development Coaching**

Following the ED&I Essentials training sessions, individual coaching sessions for managers are provided. These support managers and leaders in understanding ED&I, provide an introduction to Unconscious Bias and consider the individual's approach to inclusive leadership and how it benefits them, their teams and the organisation. This programme aims to help managers deliver against the ED&I objectives and help them to be effective and inclusive.

## **New Staff Networks, and Senior Sponsors**

During 2019/2020, the ED&I team have worked with staff and the Strategic Leadership Team (SLT) to launch three new Staff Networks, (BAME Inclusion, Gender Inclusion and the LGBTQ+). We firmly believe that Staff Networks can be powerful in engaging people in diversity and inclusion and can be beneficial to teams, employees and the organisation as a whole.

Staff Networks can promote and raise awareness of equality and diversity issues, provide a sense of community and the opportunity to network with colleagues, enable engagement and provide a two-way communication channel between the organisation and its employees to help inform strategy and policies.

As well as launching our three new networks we also introduced Senior Sponsors who will:

- Support diversity events and activities across the service
- Help implement diversity initiatives and raise awareness
- Act as sponsors of employee network groups, attending meetings, supporting Chairs of networks and the members to achieve their network aims and objectives
- Champion the diversity theme with other members of the senior team and managers when making decisions or changes
- Improve opportunities for staff within MFRA

# STAFF NETWORKS & SENIOR SPONSORS

## OUR SENIOR SPONSORS ON WHAT THEY WANT TO ACHIEVE



MERSEYSIDE  
FIRE & RESCUE  
SERVICE

**AREA MANAGER  
GUY KEEN**

**SENIOR SPONSOR FOR  
SOCIAL & ECONOMIC  
DEPRIVATION**

"I have 28 years experience as an operational officer with MFRS, working to secure the safety of vulnerable individuals in some of the most socially and economically deprived communities in the UK. Regardless of my senior sponsorship position for Social and Economic Deprivation, the nature of my work and my influence over my teams and via my professional networks, I have always championed interventions to prevent, protect and respond to reduce threat and harm to communities and individuals at risk through deprivation."

**AREA MANAGER  
GARY OAKFORD**

**SENIOR  
SPONSOR  
FOR AGE**

"Much of our internal and external focus is on helping people both young and old, either through the delivery of home safety activity or the work we do in support of children and young people with the Prince's Trust and Fire Cadets. It is really pleasing to see the commitment of staff in the delivery of this work and in support of the leadership role I play."

**ASSISTANT  
CHIEF FIRE  
OFFICER DAVE  
MOTTRAM**

**SENIOR SPONSOR  
FOR BAME**

"I was inspired by an article by Dr Peggy McIntosh called 'Unpacking the Invisible Knapsack'."

**DIRECTOR OF STRATEGY  
& PERFORMANCE  
DEB APPLETON**  
**SENIOR SPONSOR  
FOR GENDER/SEX**

"I'd like the staff networks to become go-to groups for management to test out thinking on future change in the organisation."

**AREA MANAGER  
PAUL MURPHY**

**SENIOR SPONSOR  
FOR GENDER/SEX**

"Equality is about ensuring everybody has an equal opportunity and is not treated differently or discriminated against because of their characteristics. Diversity is about taking account of the differences between people and groups of people, and placing a positive value on those differences."

**DIRECTOR OF PEOPLE &  
DEVELOPMENT NICK MERNOCK**  
**SENIOR SPONSOR FOR  
RELIGION & BELIEF**

"I am looking forward to working with many different people to push this agenda forward, and support and champion all ideas, initiatives and requirements that are brought forward. As an organisational director, I have access to the strategic direction of the Authority and will use that role to fully support this network."

## **Equality Objective 5**

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

The following sections shows how MFRA are continuing to aspire to achieve excellence or equivalent and how we continue to look at how we as an organisation can benchmark ourselves and the services we provide against other FRS and public sector bodies

### **Functional Highlights in Relation to Objective 5 during 2019-20**

#### **National Centre for Diversity**

Ahead of the Asian Fire Service Association (AFSA) Spring conference in 2019, all AFSA members were contacted by the National Centre for Diversity, which had developed a new diagnostic tool. The tool is a survey based methodology based on the approach for the Investors in Diversity Award to provide a cultural audit and equality impact assessment, based on the responses of organisational leaders.

All AFSA Corporate members were given the opportunity to undertake the diagnostic exercise, gain a feedback (report) and benchmark their performance with other fire and rescue services. MFRA came 4<sup>th</sup> in the 10 Fire and Rescue Services (AFSA members) who completed the Survey. Following the Initial analysis of the results, MFRS was included in the top 100 in the NFCD Awards Index for Diversity in the UK (published in quarter three of 2019).



# MFRS WORKFORCE PROFILE BY GENDER

## BASED ON AN EQUALITY ANALYSIS OF WORKFORCE & EMPLOYMENT DATA OF 31ST MARCH 2020



OPERATIONAL STAFF HAVE A GENDER SPLIT OF

**89.1% MALES**

-----TO-----

**10.9% FEMALES**

**HIGHER** THAN THE UK FIRE AND RESCUE SERVICE FEMALE FIREFIGHTER AVERAGE



**POSITIVE ACTION** IN RECRUITMENT WILL HELP:

- ATTRACT MORE FEMALES TO FIREFIGHTER ROLES
- FEMALE PROGRESSION TO HIGHER RANKS
- ATTRACT MORE MALES TO FIRE CONTROL ROLES

**PEOPLE STRATEGY** WILL FOCUS ON:

- ATTRACTING FEMALE STAFF
- DEVELOPING FEMALE STAFF INTO MORE SENIOR ROLES



WE HAVE **68** FEMALE FIREFIGHTERS

CONSISTING OF:

- 61** FIREFIGHTERS
- 3** CREW MANAGERS
- 3** WATCH MANAGERS
- 1** STATION MANAGER

MFRS HAS:

**33** FEMALE

**4** MALE

CONTROL OPERATORS



THIS IS A LOWER PROPORTION OF MEN THAN BENCHMARK GROUPS



THERE ARE **HIGHER** PROPORTIONS OF FEMALES IN ROLES AT MFRS COMPARED TO BENCHMARK FIGURES (With the exception of support staff)

SUPPORT STAFF HAVE A GENDER SPLIT OF **52%** (183) FEMALES TO **48%** (169) MALES

BUT THERE ARE MORE FEMALES IN LOWER PAID JOBS

FEMALES MAKE UP **28.1% (284)** OF THE TOTAL WORKFORCE

-----  
AN INCREASE ON THE 26.5% SEEN DURING 2018/19



## **Events**

This section provides an overview of some of the events that MFRA have been involved in during 2019 – 2020.

### **Learning Disability Physical Health Event June 2019**

In June 2019 the Prescott Prevention Team and fire crews from St Helens and Eccleston attended the Learning Disability Physical Health Event at the Totally Wicked Stadium in St Helens. The event was attended by over 40 different organisations including Police, Ambulance, NHS, Social Carer groups, and the Alzheimer's Society, who each had a stall in the marketplace.

As well as using this opportunity to build many new links with partners, it provided our staff with an awareness of the wide range of services, support and activities available in the local area, as well as offering free mini health checks.

### **Taster Ramadan 2019**

Representatives from MFRA joined thousands of people of different faiths from across Merseyside at an open-air event at Liverpool's Historical water front. The Liverpool Region Mosque Network organised a large scale Iftar or break-fast meal on Saturday 18<sup>th</sup> May, to bring together members of the Muslim community and people of different or no faiths in a celebration of food and friendship

Local mosques teamed up with Liverpool City Council, Merseyside police, other faith leaders, local football clubs and businesses for Taste Ramadan Liverpool.

Organisers approached Liverpool Mayor with the idea of holding a huge community event following the terrorist shootings at mosques in New Zealand in March.

Everyone who attended was provided with an Iftar (dinner) pack, including food and information about Islam.

The event was closed with a speech from faith leaders giving a commitment to standing together as one community.

### **Pride in Liverpool 2019**

Saturday 27<sup>th</sup> July 2019 saw over 100 staff, family, friends and members of the Authority take part in this year's Pride in Liverpool march, to show our support for our the LGBT colleagues and the community of Merseyside.

This is the 10th year that Merseyside Fire & Rescue Authority have supported and attended the march and although the weather was not the best, the torrential rain could not dampen spirits as we joined record numbers (approximately 12,000) for the march!

### **St Helens Pride**

St Helens Pride was held on Saturday 10<sup>th</sup> August, as part of the Summer Streets Festival. Staff and crews from St Helens supported the event and had a market stall promoting fire safety.

### **The Red Box Project**

Each year the Equality and Diversity Team look at different ways our service can support the diverse communities and the charities supporting them. This year we started by supporting "The Red Box Project" which is a community-based, not-for-profit initiative, that aimed to support young girls throughout their periods by providing red boxes filled with free sanitary, welfare and period products to local schools.

With the support of our staff and community groups who use our stations we were able to collect eight large bags of sanitary protection items, which were donated to the Red Box projects in Knowsley, Sefton and Wirral. We were also able to provide

other essential items such as tights and underwear for schools in Kirkby and Knowsley following a generous donation given to Kirkby Community Fire Station.

Due to the amount of donations received MFRS were also able to take donations to other organisations that would benefit from the products, this included local community centres who run youth groups, and local foodbanks.

In October, we launched our Soup and Socks collections to support the older members of our community. Staff and partners were asked to donate soup or tins of food, plus socks and/or gloves. Staff on stations then distributed to pensioners and lunch clubs across their local station area.

We will continue to run the Red Bin projects throughout the year.

### **Older Person Day 2019**

Since 2013 MFRA has supported International Day of Older Persons, which takes place on the 1<sup>st</sup> October each year. Staff from across the Service, including support staff from our Service Headquarters and the Training and Development Academy, our volunteers and members of the Fire Authority are given the opportunity to get involved and join our prevention advocates and crews out in the community visiting people over the age of 65 and offering them free home fire safety checks.

As well as our staff visiting and estimated 1,130 properties and completing over 770 Home Fire Safety Checks across Merseyside, this year we decided to try something different. We were able to liaise with sheltered accommodation managers in the 5 districts of Merseyside (Sefton, Liverpool, Knowsley, St Helens and Wirral) and organise an afternoon tea for older members of the community at our Service Headquarters, in Bootle.

With help from staff and volunteers MFRS were able to provide mini buses to bring residents to Service Headquarters. The afternoon involved a visit to our Heritage Museum, music and entertainment which included Bingo, with the numbers being called by our Chief Fire Officer, Phil Garrigan and Afternoon tea was served by

MFRS staff and Volunteers. We also had a visit from Radio Merseyside's Roger Phillips.

Events like this, which would not be possible without the help and support of our staff and volunteers, increase morale and community ties and also give everyone on the day a sense of achievement, belonging and community service.

## Looking forward

Looking forward to our priorities during 2020-21 we will continue to deliver our ED&I training programme and add further training around cultural awareness, neurodiversity and continue support to staff completing Equality Impact Assessments. The team will look at new ways of delivering ED&I training using our E-Learning platform and virtual training using the Microsoft Teams programme.

Due to COVID-19 our staff that usually deliver services directly to our communities were unable to continue doing that, but they soon became involved in valuable pandemic related activities; providing prescriptions and other urgent deliveries to people that were shielding and also volunteering to support partner agencies during the height of the emergency. There have of course been changes to the way we must all work and the ED&I team will continue to look at ways we can deliver and engage with staff and the community to ensure everyone's safety, while delivering an equitable service to all.

Work will commence on reviewing our ED&I objectives, to support development of our Integrated Risk Management Plan (IRMP) for 2021 – 2024

Working closely with our Senior Diversity Sponsors and Staff Networks to influence change within the organisation will continue to be a big part of our commitment to ensuring decisions across the organisation continue to take into account equality, diversity and inclusion.

We are currently developing an extended suite of ED&I staff and manager resources to help provide guidance and support to enable a greater understanding of issues facing different protected groups in both the workplace and out in our communities of Merseyside. The focus will be on making the resources easy to read and fully accessible through the staff Intranet.

## **Conclusion**

I hope this report has provided a useful insight to the ED&I work we are undertaking and the impact it has on our diverse staff and the communities of Merseyside. It shows that our workforce is becoming more diverse through the good work of our Positive Action programme, we are reaching more diverse communities and this is helping them to stay safe and reduce their risk from fire and other emergencies.

We have equipped our staff to better understand ED&I, and this in turn helps us to promote inclusion throughout our polices and services. However, we still have more to do, our focus going forward is on Inclusion in every part of the organisation, in our day to day decisions, services and employment outcomes and in our approach to valuing and supporting staff.

I feel confident that ED&I is more embedded than ever across the organisation, the challenge is to ensure we make continued and targeted progress alongside many other challenges the MFRA has to face.

If you have any feedback, comments or ideas that may assist us in our work, please feel free to email me at [DiversityTeam@merseyfire.gov.uk](mailto:DiversityTeam@merseyfire.gov.uk)

## Appendix 1

### MFRA Equality Objectives

<b>Equality Objective 1</b> <b>Create a strong cohesive organisation that is positive to rising to the future challenges we face.</b>	
<b>Action</b>	<ul style="list-style-type: none"> <li>• Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups</li> <li>• Delivering Positive Action programmes across all occupations where under representation exists, and learning from and sharing results</li> <li>• Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as employer of choice to those groups underrepresented in our workforce</li> <li>• Continuing to monitor the workforce and encourage more disclosure of diversity information by staff, including Disability, Sexual Orientation and Religion and Belief</li> <li>• Reviewing progression and promotion across all levels of the organisation.</li> </ul>
<b>How we will measure our success</b>	<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>
<p>How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:</p> <p>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</p>	



## Equality Objective 2

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

### Action

- Carry out activities to help us know and understand our diverse communities including:
  - Gathering 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

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)

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

This work will strengthen our services to meet the needs of a wide range of diverse communities. By understanding people's needs and carrying out engagement we can ensure that those groups are fully supported by the Fire and Rescue Service to help reduce risk.

### Equality Objective 3

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

<b>Action</b>	<ul style="list-style-type: none"><li>• Prepare an Equality and Diversity self-assessment</li><li>• Undertake a Peer Assessment if available</li></ul>
<b>How we will measure our success</b>	By maintaining excellence in a Fire and Rescue related Equality and Diversity Framework if available

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

Taking part in an assessment helps us to integrate our commitments to promote equality and diversity across all functions of the organisation. This assists with meeting the Equality Act 2010 – Public Sector Equality Duty to ensure that we are having due regards to the needs of staff and public we serve around the 9<sup>6</sup>protected groups.

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<sup>6</sup> The 9 protected groups are: age, disability, gender reassignment, race, religion or belief, gender, sexual orientation, marriage and civil partnership, and pregnancy and maternity. MFRA also include a tenth characteristic of Social Economic Deprivation

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>COMMUNITY SAFETY AND PROTECTION COMMITTEE</b>		
<b>DATE:</b>	<b>1 SEPTEMBER 2020</b>	<b>REPORT NO:</b>	<b>CFO/044/20</b>
<b>PRESENTING OFFICER:</b>	<b>CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>JACKIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>SERVICE DELIVERY PLAN 2020-21 APRIL TO JUNE REPORT</b>		
<b>APPENDICES:</b>	<b>APPENDIX A:</b>	<b>FUNCTIONAL PLAN UPDATES</b>	
	<b>APPENDIX B:</b>	<b>KPI/LPI UPDATES</b>	

## **Purpose of Report**

1. To request that Members scrutinise performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2019/20 for the period April to June 2020.

## **Recommendation**

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

## **Introduction and Background**

3. The 2020/21 planning process began in January 2020. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the IRMP and Service Delivery Plan.
4. The April to June Service Delivery Plan Performance Report for 2020/21 is the document that reports and updates on the Functional Plan action points and Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2020.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

## Performance Indicators

6. In March 2020 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance measures would continue to be grouped in the following way:
    - Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are
    - Service Plan outcomes - Key Performance Indicators
    - Tier 1 - Outputs – contributory outcomes and Local Performance Indicators
    - Tier 2 – Output - Local Performance Indicators
  7. Performance indicators have been grouped according to incident type:
    - Dwelling fire
    - Non domestic property fire
    - Anti-social behaviour and other fire
    - Road traffic collisions
    - Special service
    - Fire alarms
    - Staff welfare, risks and competency
    - Energy and the environment
  8. The Key Performance Indicator TC05 Special Service Calls attended no longer has a target and is for quality assurance only. This decision was made due to the type of incidents attended. It was agreed that MFRS would not want to discourage many of the calls received, nor are we able to influence performance in some areas such as assisting partner agencies. Areas MFRS could influence such as RTC's attended and water rescue incidents, while still included in this indicator are also recorded separately as RC11 and RC24.
  9. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
  10. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's and people living in areas of deprivation.
  11. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meetings of relevant managers and the Strategic Leadership Team Strategy and Performance Board. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
  12. All performance for April to June 2020 is covered in detail in the appendices to this report.
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## Functional Plan updates

13. A colour coding has been added to the Functional Plan updates:

### Key for Progress Reporting

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

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## Equality and Diversity Implications

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

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## Staff Implications

15. There are no direct staffing implications contained within this report. Performance is discussed with a number of staff during the planning process and reporting periods, and those staff provide updates and put in place strategies and plans for performance improvement where required.
16. The Service has adopted a new methodology for setting performance targets for stations and station staff have been involved in that process.

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## Legal Implications

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

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## Financial Implications & Value for Money

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

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## Risk Management, Health & Safety, and Environmental Implications

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

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

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**CFO/111/11** If this report follows on from another, list the previous report(s)

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**GLOSSARY OF TERMS**

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# **SERVICE DELIVERY PLAN 2020-21**

**April - June 2020**

**Report**



## SERVICE PLAN – APRIL – JUNE 2020

### OPERATIONAL PREPAREDNESS:

#### TRAINING:

<p><b><u>FP/20/21/1.1</u></b>  <b>Complete feasibility study and a detailed costing exercise for the proposed redevelopment of the Training and Development Academy (TDA) and Croxteth Fire Station (including collaboration with internal and external partners).</b></p>	<p>This work is ongoing under the TDA Project board, planning permission was granted for the re development of the Croxteth site. However, a site evaluation/feasibility study is being considered for a new wider TDA development which will be reported to Strategic Leadership Team over the next 2 quarters.</p>
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<p><b><u>FP/20/21/1.2</u></b>  <b>Enhance Command Training to ensure fire service assets are directed assertively, effectively and safely at incidents including regular assessment of command competence.</b></p>	<p>A proposed new command strategy has been presented and endorsed at the Operational Board which includes moving Watch Managers and Station Managers Tactical Command Assessments to simulation exercises. The strategy will continue to evolve and be implemented during the year with further updates provided to Operational Board.</p>
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<p><b><u>FP/20/21/1.3</u></b>  <b>Ensure all staff skills are up to date and promote organisational awareness of the method to record training.</b></p>	<p>Training and Development Academy admin staff are now assisting Time and Resource Management with course nominations which is seeing a more efficient process being implemented which is impacting positively on performance figures.                  A revised training strategy was implemented during COVID which was communicated to all staff. The benefits seen from the revised strategy will be maintained as restrictions lift and the process will continue to evolve.</p>
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#### COLLABORATION & INTEROPERABILITY:

<p><b><u>FP/20/21/1.4</u></b>  <b>Ensure collaborative opportunities are fully explored and kept under review in line with the Policing &amp; 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.</b></p>	<p>Work has been focussed on the co-ordination of joint response to Covid 19 by supporting the Tactical Command Group and the Emergency Services Cell. Issues have been escalated and successfully resolved in relation to Personal Protective Equipment and joint emergency response. Regular Collaboration team meetings are occurring again, both new and existing opportunities are being explored; Body Worn Video, Cardiacsmart accreditation, couriers, agile working, shared welfare facilities for example. The next Blue Light Collaboration Board meeting is scheduled for 29th July.</p>
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<p><b><u>FP/20/21/1.5</u></b>  <b>Continue to embed and improve interoperability through JESIP by working together and working with partners to achieve a better outcome for our communities.</b></p>	<p>Initial preparations and planning are in place for 2020 courses but this was completed prior to Covid 19. Further activity was paused pending a decision from JESIP national Interoperability Board on Continual Professional Development requirements and training for 2020. On June 13 we were informed of the decision to maintain training requirements in 2020. Both training groups have meetings scheduled to discuss appropriate adjustments to enable Covid secure course delivery. Emerging issues are being considered and content of courses reviewed; Marauding Terrorist Attack Joint Operational Procedures, new JESIP for Control Room Supervisors.</p>
<p><b>CONTROL:</b></p>	
<p><b><u>FP/20/21/1.6</u></b>  <b>Implement a comprehensive review of staffing and consider future ways of working for Fire Control.</b></p>	<p>Eight workshops were held in January 2020 with a follow up online survey sent to all staff. Key areas of focus over the next quarter are staff development, new ways of working and career progression.</p>
<p><b>OPERATIONAL PLANNING &amp; INTELLIGENCE:</b></p>	
<p><b><u>FP/20/21/1.7</u></b>  <b>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.</b></p>	<p>National Operational Guidance gap analysis full completed and new amendments are reviewed by Operational Procedure Review Team (OPRT) team on a month by month basis. An internal governance group meet and discuss changes and amendments to Standard Operational Procedures (SOP) through the ongoing review process. E-Learning training modules aligned to SOPs have been launched on a monthly basis. By December 2020 a full suite modules will be available to staff through the Station Training Planner.</p>
<p><b><u>FP/20/21/1.8</u></b>  <b>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).</b></p>	<p>SIRAH due for roll out at Heswall from September 2020. Cross border risk information shared with North West partners via Resilience Direct, North West Fire Service risk information (SSRI) available on Service Portal and Mobile Data Terminals</p>
<p><b><u>FP/20/21/1.9</u></b>  <b>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.</b></p>	<p>Review continues on cross border training although live exercising is on hold due the COVID restrictions. Work continues with the Command department to explore how this could shape in the future.          Cross border risk information shared with North West partners via resilience Direct, North West Fire Service risk information (SSRI) is available on the Service portal and mobile data terminals.</p>

<p><b><u>FP/20/21/1.10</u></b>  <b>Identify and plan to reduce Foreseeable Risk to the community and the environment.</b></p>	<p>A review of foreseeable risk within Merseyside has been completed. Within this the Community Risk Register was cross referenced with historic incident data but also with new emerging local risk such as growth within Port of Liverpool. Due to the postponement of the business continuity exercise, the IRMP planning group will utilise the report and National Security Risk Assessment methodology to endorse the planning assumptions and strategic intent.</p>
<p><b>OPERATIONAL RESOURCES AND TRANSPORT:</b></p>	
<p><b><u>FP/20/21/1.11</u></b>  <b>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.</b></p>	<p>POD Review Package Drones reported to Ops Board 29.6.2020. Transport Strategy questions to Resource Board 24.6.2020 and task and finish group are commencing July 2020.</p>
<p><b><u>FP/20/21/1.12</u></b>  <b>Implement a review of Workshop staffing pay rates.</b></p>	<p>Reported to Operational Boards on 28.8.19 and 26.9.19, Red book staff implemented. Green book being progressed.</p>
<p><b><u>FP/20/21/1.13</u></b>  <b>Implement a comprehensive review of Courier staffing and consider future ways of working.</b></p>	<p>Reported to Operational Board 27.1.2020 and being implemented.</p>
<p><b>EQUALITY, DIVERSITY AND INCLUSION:OBJECTIVES</b></p>	
<p><b><u>ED/20/21/1.14 - E&amp;D CARRYOVER:</u></b>  <b>To review the Training and Development Academy facilities and Croxteth Fire Station site in line with the core training delivery model to ensure Equality &amp; Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</b></p>	<p>The facilities have been reviewed and the staffing numbers exceed the provision at present. A request has been placed with Estates to procure porta cabins which will provide additional showers and toilets for the TDA and be utilised mainly by the recruit firefighters. A site survey has been completed and quotes are being reviewed.</p>
<p><b><u>ED/20/21/1.15</u></b>  <b>Utilise our positive action campaigns for recruitment within all departments to ensure diversity.</b></p>	<p>Ops Preparedness seek advice from People and Organisational Development department on all recruitment within the directorate</p>
<p><b><u>ED/20/21/1.16</u></b>  <b>Collaborate and work with other agencies to horizon scan and benchmark any ED &amp; I processes.</b></p>	<p>Equality, Diversity and Inclusion online webinars / training sessions attended by managers to increase understanding and awareness of issues such as unconscious bias. Visit to local mosque to develop understanding of Islamic faith attended by managers and further sessions requested for other members of staff.</p>

<p><b><u>ED/20/21/1.17</u></b>  <b>Research, Develop and Implement Supportive technology, e.g. 999Eye, What3Words.</b></p>	<p>Ongoing research continues with inclusion into functional plan objectives will ensure new technology is considered and included in all future developments within control room through vision 5 upgrade process. What3words is available currently but this will be more accessible in the upgrade of Vision.</p>
<p><b><u>ED/20/21/1.18</u></b>  <b>Uniforms, ensure that are inclusive for all, and the availability of specialist uniform for different faiths/cultures.</b></p>	<p>All will be subject to engagement and testing trials with staff/users and consultation with representative bodies when appropriate.</p>
<p><b><u>ED/20/21/1.19</u></b>  <b>Involve ED &amp; I in all review processes.</b></p>	<p>All work streams relating to E&amp;D in reference to new equipment, procedures, vehicles, uniforms and training will be subject to engagement and testing trials with staff/users to ensure a positive impact on any protected groups. An EIA is completed for any affected change. Staff are actively encouraged to raise concerns, seek information and offer opinions to line managers to take account of the feedback. Staff are supported through the appraisal process and we will at every level ensure staff have the rights skills to fulfil their potential. Collaborate and work with other agencies to horizon scan and benchmark any ED&amp;I processes.</p>

<b>OPERATIONAL RESPONSE:</b>	
<p><b><u>FP/20/21/2.1</u></b>  <b>Continue to maintain the Health, Safety and Welfare of all Merseyside Fire &amp; Rescue Service (MFRS) staff and promote and support a positive Health and Safety Culture.</b></p>	<p>Continuous – incidents relating to Health &amp; Safety (H&amp;S) such as near miss, safety observations, injuries, RTCs etc. are all being reported via OSHENS and investigated with learning shared and communicated. H&amp;S committee periodically meets to discuss matters with Rep bodies and collectively maintain H&amp;S of staff; meetings already taken place supported by COVID specific committee meeting. Road risk and Workplace meetings have taken place to manage risk and H&amp;S safety matters identified in this area. A number of safety flashes have been published.</p>
<p><b><u>FP/20/21/2.2</u></b>  <b>Continue to strengthen Operational Response through improvements identified via effective monitoring, audit, assurance and review of the Operational Response function.</b></p>	<p>Throughout pandemic Operational Assurance at incidents has continued as business as normal and findings/learning fed back through the relevant channels to support continual improvement. Operational Assurance morning meetings have continued using Microsoft Teams to provide the same learning and improvement. Significant Incident Review commenced and organisational debrief held over 20 pump fire in St. Helens which is ongoing. Station based audits were paused through pandemic but recently recommenced for July onwards; findings and learning have been reported via OSHENS and discussed and actioned via the monthly Operational Assurance standardisation.</p>
<p><b><u>FP/20/21/2.3</u></b>  <b>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.</b></p>	<p>During the first quarter, as a result of corona virus, Operational Response Station Managers, have continued to support and engage crews either face to face or via the new normal which is Microsoft Teams. During lockdown operational crews delivered vital medicines to shielding/vulnerable members of the community. Operational response maintained all appliance availability throughout locked down to date. The staff survey was delayed due to the pandemic.</p> <p>The Crew Manager in development (CMD) process, to date, has developed 22 firefighters into competent Crew Managers. 41 CMD's plus 3 Watch Managers in development.</p>

	<p>The hybrid station at Watson Street, St Helens is still on track to open Oct 2020, staff have been identified from across a number of different shift systems.</p> <p>A number Community Impact Fund nominations are currently being considered.</p>
<b>EQUALITY, DIVERSITY AND INCLUSION:</b>	
<p><b><u>ED/20/21/2.4</u></b>  <b>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 (E01, E05).</b></p>	<p>Prior to COVID inclusive leadership was discussed with station managers during 1-2-1's and monthly standardisation. The station manager cohort has now also undergone unconscious bias training to better understand elements of inclusivity and develop their own skills. The response Group Managers are acting as mentors to a number for the response station manager group. Furthermore a couple of experienced station managers are acting as mentors to the newer station managers to help develop their management and leadership styles.</p>
<p><b><u>ED/20/21/2.5</u></b>  <b>Continue to work with Station Managers, Watch Managers and crews to build on the improving E&amp;D data being collected during HFSCs (E01, E02, E03, E04, E05).</b></p>	<p>From April this year and until recently the country has been in strict lockdown and the Service has restricted activity to protect its staff and the communities. This saw Home Fire Safety Checks (HFSC's) cease for the duration. Preparatory work had been done with the station managers via meetings and monthly standardisation to promote, monitor and assure the completion and capture of Equality &amp; Diversity data when completing HFSC's. As HFSC's start to resume this data capture will continue to be monitored.</p>
<p><b><u>ED/20/21/2.6</u></b>  <b>Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups (E01, E04, E05).</b></p>	<p>Inappropriate behaviour is challenged by staff when it is observed and this is continually being embedded across the response function. The values, ground rules and code of conduct are the foundations of empowering staff to identify and challenge inappropriate behaviour and as the Service resumes to a degree of normality these will continue to be used to form discussions with</p>

	staff. Support is in place and offered from the station manager cohort.
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**PEOPLE & ORGANISATIONAL DEVELOPMENT:**

<p><b><u>FP/20/21/3.1</u></b>  <b>To support delivery of the organisational People Strategy and lead on the review of the Strategy for 2021-24.</b></p>	<p>The People Strategy is currently being reviewed to align with the Integrated Risk Management Plan planning process to ensure concurrency. As part of this the remaining actions outlined in the Implementation plan will be completed.</p>
<p><b><u>FP/20/21/3.2</u></b>  <b>To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.</b></p>	<p>The Grey Book workforce plan is in place and regular meetings take place with key stakeholders to monitor to plan and manage the grey book workforce (operational). APTC workforce planning will become the focus in quarter 3.                  The People Services team continue to support line managers and heads of service with ongoing organisational restructuring.</p>
<p><b><u>FP/20/21/3.3</u></b>  <b>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.</b></p>	<p>The Recruitment &amp; Development team have met with Representatives of staff networks to look to build stronger links with our community stakeholders. Initial meetings have taken place with stakeholders which have been positive.                  The Recruitment &amp; Development team are working on producing a suite of videos to be used on social media to inform and inspire future candidates. The videos will be both information giving as well as storytelling to convey our organisational values.                  Have a Go days and careers events are being reviewed due to Covid-19 pandemic.                  On-boarding package has been used to communicate with candidates on cohort 03/20 and 01/21.                  Review of pre-employment check processes are on-going to make the candidate experience more efficient.</p>



**FP/20/21/3.4**

**To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.**

April to June has been a period when the Service has experienced the impact of Covid-19. Occupational Health has focused on this issue providing advice to the Service and all staff, and maintaining clinical reviews via the telephone by the Occupational Health medical staff. We have worked with Service and Public Health England on the Track and Trace process and have led on referring employees for testing.

We have provided mental health support and advice to the Service with the offer of the Employee Assistance Programme, Counselling and Cognitive Behavioural Therapy.

Further we have instituted a new Telephone Health Screening system that he enabled review operational staff without taking them off the run.

At this challenging time we have continued to endeavour to offer a high quality Occupational Health Service.

**EQUALITY, DIVERSITY AND INCLUSION:**

**ED/20/21/3.5**

**To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.**

The Recruitment & Development team have met with representatives of staff networks to look to build stronger links with our community stakeholders. Initial meetings have taken place with stakeholders which have been positive.

The Recruitment & Development team are working on producing a suite of videos to be used on social media to inform and inspire future candidates. The videos will be both information giving as well as storytelling to convey our organisational values.

The Recruitment & Development team are reviewing Have a Go days due to Covid-19. The intention is to put on events which focus specifically on stages of the FF selection process where under-represented groups are more likely to fail.

<p><b><u>ED/20/21/3.6</u></b>  <b>To continue to consider reasonable adjustments which can impact on an employee’s capability to undertake their role to their full potential.</b></p>	<p>Further guidance has been published for staff and work is ongoing between the ED&amp;I team and People and Organisational Development to further develop the reasonable adjustments process.</p>
<p><b><u>ED/20/21/3.7</u></b>  <b>Each Service Instruction is assessed and a relevant Equality Impact Assessment produced as applicable.</b></p>	<p>The Equality Impact Assessments have been renamed PIA’s, (People Impact Assessments). These are created when necessary and submitted to Equality and Diversity with examples being the new Wellbeing Policy and the Bereavement leave Service Instruction.</p>

**COMMUNITY RISK MANAGEMENT:**

**PREVENTION:**

<p><b><u>FP/20/21/4.1</u></b>  <b>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.</b></p>	<p>The Group Manager in Prevention is working with the National Fire Chief’s Council to design a ‘Pathway to Prevention’ that gives a consistent approach that will be adopted across the UKFRS to what a Safe and Well/HFSC visit is and what its core components are.</p> <p>MFRS have reviewed the Home Safety Strategy and have identified that the most vulnerable in our communities are living in the most deprived top two deciles in Merseyside. This combined with partner agency intelligence, such as Exeter Data (for over 65’s) is informing the targeting of our Prevention activities. We will at a future date and time explore key learning from the COVID 19 period and understanding vulnerability (in particular those who were shielded).</p>
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<p><b><u>FP/20/21/4.2</u></b>  <b>Ensure that Safeguarding is fully embedded in the Service.</b></p>	<p>MFRS have implemented a Safeguarding Committee (jointly chaired by the ACFO and the MFRA Safeguarding Lead), which is attended by all Area Managers, Directors and Heads of Departments. The purpose of the forum is to ensure a consistent approach to policy and understand emerging risks to the Authority (next meeting 19/08/2020).</p> <p>Safeguarding Basic Awareness LearnPro package went live on 1<sup>st</sup> July 2020, all MFRS staff to complete. Bespoke training is being designed to ensure appropriate staff receive relevant training to their role.</p> <p>Monthly Safeguarding Briefing notes circulated which include learning from 7 minute briefings.</p> <p>Working with Strategic Youth Engagement Manager to design a 'Child Protection' guidance for internal use by MFRS.</p>
<p><b><u>FP/20/21/4.3</u></b>  <b>Further expansion and development of MFRS volunteers.</b></p>	<p>Volunteers (MFRS) were extensively used during the Covid-19 pandemic in respect of delivery of essential items, including prescribed medication and assisting with the excess deaths cell. Apprentices assisted Liverpool City Council with logistical work at the M&amp;S Arena and the delivery of food packages to individuals who were shielding in line with the Government's guidelines.</p> <p>The use of external volunteers has been suspended during the Covid-19 pandemic, however following the suspension of shielding, we will begin – in line with MFRS guideline – reusing our volunteer co-hort. Volunteer Manager is currently reviewing the use of specific 'Job Roles' for volunteers.</p>
<p><b>COMMUNITY SAFETY:</b></p>	
<p><b><u>FP/20/21/4.4</u></b></p>	<p>We will align our strategy and interventions to partners place based plans to ensure the most effective outcomes.</p>

**Produce and implement a Community Safety Strategy that encapsulates Arson, Road and Water Safety and Youth Engagement. Our revised strategy document will feature within the revised IRMP Planning timeframe for 2021-2024.**

We will continue to deliver seasonal campaigns, such as Spring watch and Bonfire Plan, anti-social behaviour (ASB) and increased tensions that may occur as a result of hate crime or terror related incidents.

The Authorities prevention and protection priorities have been adopted into Liverpool’s place based plan. The document, which will go through Community Risk Management Board, Strategic Leadership Team and Authority for endorsement, has prevention, community safety and protection as key themes and deliverables.

Our seasonal campaigns have been significantly disrupted by COVID-19 in terms of operational crews delivering HFSC’s etc. However; we have deployed teams to tackle deliberate fire setting, advocates and volunteers to deliver perception medicines and operational crews to support Operation Penny and Operation Castle.

All of the above have been place based priorities as a result of COVID-19. Multi-agency meetings have commenced in relation to Operation Banger and the Arson Reduction Team will refine the plans for each Local Authority area before reporting back to Community Risk Management Board for final sign-off.

**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.**

We will effectively engage with children and young people to determine their views in the delivery of MFRS Youth Engagement Programmes.

The mandate for a full review of Youth Engagement was given by Strategic Leadership Team at Community Risk Management Board on the 05<sup>th</sup> June 2020.

One of the key elements of the review will be to consult with Children and Young People putting their voice at the heart of what MFRS delivers. The Strategic Youth Engagement Officer will report back her preliminary finding to the October CRM Board.

**EQUALITY, DIVERSITY AND INCLUSION:**

<p><b><u>ED/20/21/4.6</u></b>  <b>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.</b></p>	<p>New HFSC Application is under development – implementation date to be confirmed. This will allow the user to input their own ED&amp;I data and return device to MFRS staff. Awareness around ED&amp;I to be incorporated with the launch of the App.</p>
<p><b><u>ED/20/21/4.7</u></b>  <b>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.</b></p>	<p>Home Safety, Community Safety and Youth Engagement attend a large percentage of the strategic meetings for MFRS pan Merseyside. We ensure that the right people are attending these meetings and that MFRS contribute to the strategic intent of the meetings. We have had two fire appliances Branded in support of the VRP – Home Office Campaign – eyes open.</p>
<p><b><u>ED/20/21/4.8</u></b>  <b>To continue to deliver and embed a MF&amp;RS Safeguarding Strategy.</b></p>	<p>Safeguarding Basic Awareness LearnPro package went live on 1<sup>st</sup> July 2020, all MFRS staff to complete. Bespoke training is being designed to ensure appropriate staff receive relevant training to their role. Working with Strategic Youth Engagement Manager to design a ‘Child Protection’ guidance for internal use by MFRS</p>

**COMMUNITY RISK MANAGEMENT:**

**PROTECTION:**

<p><b><u>FP/20/21/5.1</u></b>  <b>To implement the Protection Strategy including a focus on:</b></p> <ul style="list-style-type: none"> <li>● <b>Resource and Asset Review- To analyse demand on the department against external and internal drivers to reduce risk.</b></li> <li>● <b>Data and Digital Solutions (MIS) – Develop applications for the Management of Protection Information (MIS) so that Protection activity can be effective and efficient.</b></li> </ul>	<p><u>Resource and Asset Review</u>  1.Premises Risk Model (PRM) Review has been completed which has provided the analysis of demand in terms of Fire Safety Audits for 2020 -2021. Due to Coronavirus pandemic Protection activity has been adjusted in line with Government restrictions and NFCC Guidance.   2. The Governments Building Risk Review (BRR) requires further assessment and/or Audit of Residential High Rise Buildings.   These two areas represent the key internal and external drivers to reduce risk.</p>
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	<p>Resources will be increased to meet this demand through development of existing staff and increased government funding provided to Protection Departments.</p> <p><u>Data and Digital Solutions (MIS)</u>                  Work is continuing on the replacement Management Information System (MIS) which is now being called the Protection Information Management System (PIMS). Key members of the Protection Team continue to work closely with Strategy and Performance to identify key deliverables and milestones. A recent presentation by the Strategy and Performance Team provided a clear development trajectory, timescales, end user testing and implementation plan. Organisationally both departments recognise the development of the PIMS as a key priority.</p>
<p><b><u>FP/20/21/5.2</u></b>  <b>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.</b></p>	<p>Information and guidance project is one of 4 sections within the Protection Transformation Programme.                  5 Work Packages have been identified within the project:                  WP1. Framework for Information and Guidance                  WP2. Policies and Service Instructions                  WP3. Enforcement and Investigation                  WP4. Standard Paragraphs and letters                  WP5. Protection Guidance Notes.</p> <p>The Protection Guidance Governance Group is maintaining good progress through prioritising of Work Packages with lead officers</p>
<p><b><u>FP/20/21/5.3</u></b>  <b>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.</b></p>	<p>Work is underway on the Building Risk Review (BRR)                  The BRR has created a schedule of inspections to be completed by December 2021 to cover the allocated High Rise Residential Buildings (HRRB)                  GM Watson is now part of the NFCC Fires in Tall Buildings Work Group to address the implementation of key areas of the Grenfell Tower Inquiry.                  The Grenfell Tower Inquiry (GTI) Project is underway with a cross functional analysis now completed for all Grenfell Tower Inquiry Phase 1 recommendations.</p>

	<p>This approach will ensure management of organisational risk and developing a route map for implementation for approval by SLT. SLT have approved the delay of some recommendations pending the outcome of legislative change due this year. Initial findings and proposals will be presented to the CRM Protection Board in August.</p>
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**EQUALITY, DIVERSITY AND INCLUSION:**

<p><b><u>ED/20/21/5.4</u></b>  <b>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.</b></p>	<p>We are currently in the process of identifying officers for training in identifying and recognising Modern Day Slavery through protection activity and ways of delivering such training with partner agencies.</p>
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**NATIONAL RESILIENCE:**

<p><b><u>FP/20/21/6.1</u></b>  <b>To utilise the National Strategic Risk Assessment and value for money principles as a foundation to inform the Home Office New Dimensions 2 project.</b></p>	<p>Detection, Identification and Monitoring (DIM) review is complete with associated papers to be presented to ministers for final sign off.</p> <p>Mass Decontamination review is due to commence imminently. USAR review has commenced with 5 of 7 work packages being well progressed.</p> <p>High Volume Pump and Enhanced Logistical Support reviews are due to commence and the relevant National Resilience Advisory Team (NRAT) capability advisor has had initial meetings with the appropriate Home Office project lead.</p> <p>The first Executive Board meeting chaired by the National Resilience Critical Events Unit (NRCEU) director within the Home Office has been held and the terms of reference for the project circulated for discussion.</p>
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<p><b><u>FP/20/21/6.2</u></b>  <b>To conduct national business continuity planning surveys and provide an accurate position in regards to broader Fire and Rescue Service resilience arrangements.</b></p>	<p>Follow up measures from the previous survey have been actioned and the relevant FRS have been contacted so as to address elements identified. Awaiting contact from Home Office regarding survey for 2020/21.</p>
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<p><b><u>FP/20/21/6.3</u></b>  <b>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.</b></p>	<p>National Resilience site requirements report has been produced and provided to the project lead so as to inform the feasibility study around the broader redevelopment/relocation project. National Resilience continue to attend and support the project board meetings.</p>
<p><b><u>FP/20/21/6.4</u></b>  <b>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.</b></p>	<p>Links are now well established with the National Fire Chief’s Council (NFCC) communications team and a process is in place to ensure communications team are contacted in the event of an incident of note taking place.</p> <p>A National Resilience social media account administrator has been identified and use of social media is undertaken in accordance with required protocols.</p>
<p><b><u>FP/20/21/6.5</u></b>  <b>Deliver phase 2 of the NR website development project.</b></p>	<p>The development team are currently working on a revised platform for the National Resilience (NR) document repository. The NR document library is central to all NR capabilities support resources, containing for example Concept of Operations, Operational Guidance notes, equipment and risk assessment notes and a range of supporting resources.</p>

**STRATEGY & PERFORMANCE:**

<p><b><u>FP/20/21/7.1</u></b></p> <p><b>a. To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.</b></p> <p><b>b. To deliver the fourth staff survey – using the engagement and Think People principles.</b></p>	<p>Face to Face Equality, Diversity and Inclusion training was paused during the pandemic, but ways of restarting safely are being explored.</p> <p>During the Pandemic, online Unconscious Bias training was delivered to staff who are in decision making roles such as recruitment and further Unconscious Bias and other ED&amp;I training is being developed.</p> <p>Staff Networks are developing well with the Gender, BAME and LGBT networks all being active and engagement with managers and ED&amp;I staff taking place to explore future initiatives, events and information.</p> <p>The Staff Survey would normally have taken place in July, but due to the Pandemic this has been moved to November/December.</p>
<p><b><u>FP/20/21/7.2</u></b></p>	<p>The new MFRS website was launched on 13th July. A thorough consultation process involved staff from across the service and the</p>



**To make the most effective use of organisational information whilst continuing to improve information security and governance.**

- a) Continuing to digitally transform the organisation**
- b) Continuing to ensure compliance with information governance and security legislation and regulations.**

development of 'user journeys' based on the most likely users of our website, leading to the development of a simple structure, so users can get the information they need quickly, whatever their needs.

The new site is responsive, i.e. it adapts to whatever device it is viewed on, whether it be desktop, laptop, tablet or mobile phone. Web editors from across the Service can easily update pages via a modern Content Management System before pages are approved by the Corporate Communications Team and go 'live'. Accessibility has been at the forefront of development and the new site will be able to read pages aloud in English and many other commonly spoken languages, all written text can also be translated into a huge range of languages at the touch of a button.

The SIRAH app and the new Airbus Mobile Data Terminal are two complex and closely interconnected projects that are nearing completion. A huge amount of work has been carried out by the development team, ICT and telent in order to identify the most appropriate options for rolling out the new applications and equipment to stations and appliances. A decision was made install the Airbus MDTs first followed by the SIRAH app one month later. All teams are working together to ensure we can begin the rollout as soon as possible.

Between the months of April and June, the main focus of the National Resilience App development has been on introducing a documents feature. This development has been successful and went live on 8th July. A wide range of new features are available within the new app in comparison with the legacy. Access to document folders are assigned through the application also, using the user role groups that were defined in the phase 1 development. Whilst access to documents to end users is managed via the app, the actual document library is maintained through SharePoint whereby only authorised NRAT Officers have been granted access, and therefore allowed to add/edit/delete folders and files. Finally, throughout this period, we also spent some time delivering phase 1 enhancements such as showing open incidents on the asset &

	<p>status map, as well as separating the flood B and flood C asset types.</p>
<p><b><u>FP/20/21/7.3</u></b>  <b>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</b></p>	<p>As detailed above, the new website was launched on 13<sup>th</sup> July and it is a great improvement on its predecessor. It looks more modern and is easier to update than before allowing for a more proactive approach to external communications. New branding for the Service has been incorporated into the design.</p> <p>Significant amounts of communications resources have been produced during the pandemic, particularly an increase in internal communications to keep staff up to date on rapidly changing developments. Some of the design work produced by the team has been used in national campaigns and this demonstrates the high quality of work being produced.</p>
<p><b><u>FP/20/21/7.4</u></b>  <b>Create a 2021-2024 Integrated Risk Management Plan aligned to the Medium Term Financial Plan and People Strategy.</b></p>	<p>Work is ongoing to create a series themes and concepts to use during consultation with stakeholders in October prior to the development of a draft IRMP which would then be consulted on for 12 weeks before publication in July 2021.</p> <p>Initial thoughts on risks and themes will be discussed with Members at the Authority Strategy Day in September.</p>
<p><b><u>FP/20/21/7.5</u></b>  <b>Work with other functions to deliver a successful HMICFRS inspection for MFRS.</b></p>	<p>The inspection intended for July 2020 was suspended due to the pandemic and will resume in 2021.</p> <p>There will be a COVID-related inspection of all fire and rescue services in Autumn 2020 (conducted virtually). MFRSs inspection will take place in September.</p>
<p><b><u>FP/20/21/7.6</u></b>  <b>Implement an ICT Infrastructure that will enable efficiency through current and emerging technology.</b></p>	<p>CAD/MIS upgrade - Despite the challenges of COVID and the lockdown that consequently occurred, telent have successfully installed the server and network hardware within the data centre at SHQ The network will now be configured to allow software builds to progress and provide remote access to Capita. In parallel, the data cleanse continues and is on track for 31/07/2020</p> <p>Windows 10 roll out - This has currently been superseded with the rollout of Surface Pro devices in line with Covid-19 Business Continuity.</p>

	Office 365 rollout - Enabling works for Mailbox migration to Microsoft completed.
<p><b><u>FP/20/21/7.7</u></b>  <b>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.</b></p>	<p>The ESMCP activities continue as we host the Home Office led Direct 2.0 trials of early devices.                  The capture and monitoring of EE signal strength for locations across Merseyside continues using the "Assure" devices located within service vehicles.                  The potential to extend our assistance to the Programme by becoming an Assurance Partner is being considered. If approved this would place MFRS in a strong position for future migration to ESN.</p>
<p><b><u>FP/20/21/7.8</u></b>  <b>Consider ways in which catering services can become more environmentally sustainable.</b></p>	<p>The canteens were closed for several months during the pandemic, but reopened in early July. This action will be picked up as normal service resumes.</p>
<b>EQUALITY, DIVERSITY &amp; INCLUSION:</b>	
<p><b><u>ED/20/21/7.9</u></b>  <b>Create a strong cohesive organisation that is positive to rising to the future challenges we face.</b></p>	<p>These actions are the Authority's Equality and Diversity Objectives and a full update on each will be included in the Equality, Diversity and Inclusion Annual Report which will be presented to the Authority in October.</p>
<p><b><u>ED/20/21/7.10</u></b>  <b>Ensure that people from diverse communities receive equitable services that meet their needs.</b></p>	
<p><b><u>ED/20/21/7.11</u></b>  <b>Reducing fires and other incidents amongst the vulnerable protected groups.</b></p>	
<p><b><u>ED/20/21/7.12</u></b>  <b>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."</b></p>	

**FINANCE:**

<p><b><u>FP/20/21/8.1</u></b>  <b>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.</b></p>	<p>Consultation document is expected in September 2020.</p>
<p><b><u>FP/20/21/8.2</u></b>  <b>To monitor the outcome of the McCloud pension challenge.</b></p>	<p>Latest information is that consultation on the proposed remedy issued in July will end in October. Any solution will require primary legislation so the final outcome may not be known until 2021/22. The impact of the remedy on the pension account will be considered as part of the 2020 FPS actuarial review and be reflected in the employer rates for 2022/23. Compensation payments can't be charged to the pension account and may have to be picked-up by the employer. Consideration of the likely impact on 2022/23 employer rates will be made during the 2021/22 budget process.</p>
<p><b><u>FP/20/21/8.3</u></b>  <b>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.</b></p>	<p>Quarter 1 financial review will be prepared in July / August for members consideration at the September Audit Committee.</p>
<p><b><u>FP/20/21/8.4</u></b>  <b>Consider the potential future challenge beyond 2020/2021 in relation to:</b></p> <ul style="list-style-type: none"> <li>● <b>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).</b></li> <li>● <b>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.</b></li> <li>● <b>Funding of new and additional investment in the Service beyond 2020/2021 required to modernise and invest in up-to-</b></li> </ul>	<p>Delayed due to COVID-19. This will be picked-up over the coming months and during the 2021/22 budget process.</p>

<p><b>date infrastructure –taking into account the previous bullet points.</b></p>	
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**LEGAL, PROCUREMENT, ESTATES AND DEMOCRATIC SERVICES**

**LEGAL:**

<p><b><u>FP/20/21/9.1</u></b>  <b>Explore the provision of an overarching insurance policy for UK ISAR further to MFRA appointed as lead authority.</b></p>	<p>This is still being actively pursued and the broker has obtained initial quotes but further enquiries regarding suitability and the levels of cover are required and they are currently being undertaken.</p>
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**PROCUREMENT:**

<p><b><u>FP/20/21/9.2</u></b>  <b>Deliver new projects and further improvements in respect of National Resilience asset refresh and LTCM activity.</b></p>	<p>Procurement is currently leading a framework requirement for chemical detection equipment to support a Capability gap in Mass Decontamination. This was due to go out the market earlier in the year, but has been on hold due to COVID-19. As there is now increased confidence in the operational and logistical ability to undertake the exercise, including market readiness, this will be progressed with Home Office from August-20.</p> <p>Activity has been undertaken to increase working relationships with London Fire Brigade and the wider sector with regards to Long Term Capital Management unfair wear and tear. This has included a critical review of data with Babcock to provide greater clarity and supporting information to reduce the impact on query handling and facilitate the process. This work will continue to develop throughout the year.</p> <p>Procurement is supporting the capabilities with the introduction of Multi-Capability Meetings, creating a forum which will: Inform Asset Refresh requirements and process, Identify and inform New Dimensions 2 impacts on Home Office Capability Reviews, Promote improved cross-working relationships between the Capabilities, wider stakeholders and with Babcock, Maximise opportunities and cost benefits, Support continuous improvement. The first couple of meetings have been held establishing Terms of Reference and</p>
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	<p>instigating discussions on asset refresh planning. Outputs from this meeting will be progressed to the LTCM JPT meeting and NRB if required.</p>
<p><b><u>FP/20/21/9.3</u></b>  <b>Undertake review of procurement policies, procedures and processes to ensure current best practice in utilised across the Authorities.</b></p>	<p>Head of Procurement has been in post since 22nd June and has been becoming familiar with the requirements of the role including making contact with LFRS Procurement.                  Procurement activity during the quarter has continued to be on an operational basis, including sourcing of PPE for the Service during the current Covid-19 Crisis</p>
<p><b>DEMOCRATIC SERVICES:</b></p>	
<p><b><u>FP/20/21/9.4</u></b>  <b>To make greater use of technology to improve engagement between Members and staff; and to raise awareness of the Authority and its Committees.</b></p>	<p>Due to the Covid-19 pandemic, new Regulations were introduced, to enable local authorities to hold meetings remotely. In order to ensure safety and compliance with the new Regulations, a new system was devised to enable Authority and Committee Meetings to take place virtually, via Zoom, with proceedings being live streamed to MFRA’s corporate YouTube page, to ensure they are accessible to the public and staff. This has resulted in a far greater focus on the use of technology for the Authority to conduct its business effectively.                  Consideration is now being given as to how the use of such technology can be expanded to enable the Authority to continue and improve its engagement activity with staff.</p>
<p><b><u>FP/20/21/9.5</u></b>  <b>To embed improved scrutiny processes and practices across the Authority, to ensure scrutiny is adding value and contributing to tangible outcomes.</b></p>	<p>Potential improvements in the Authority’s scrutiny processes remain under constant review. Recent scrutiny reviews have incorporated more “interactive” elements, for example with video footage shown, and a demonstration of equipment provided. This approach has aided Members understanding and awareness. As there has been a significant change in membership of the Scrutiny Committee since scrutiny training was last provided, the content of the training is currently being reviewed, with a view to</p>

	<p>refresher training being delivered to Members and Officers in the near future.</p> <p>A review of the Scrutiny Committees Forward Work Plan is underway, and Members and Officers will be consulted on its content to ensure that it remains current, and continues to add value and contribute to tangible outcomes.</p>
<p><b>ESTATES AND FACILITIES:</b></p>	
<p><b><u>FP/20/21/9.6</u></b>  <b>Implementation of the 5-year capital build programme, taking into consideration potential future station mergers and changes in the IRMP.</b></p>	<p>The 5-year Property capital budget is currently ongoing and in line with the latest IRMP.</p> <p>The current new build strategy is based upon the station mergers project, of Prescott and Saughall Massie station have been delivered under this project with a new St Helens station planned to be operational in Oct 2020.</p> <p>A review of the Training and Development Academy facility is currently being undertaken to ascertain the feasibility of either the refurbishment of the existing site or the potential for a new development at a new site within Merseyside.</p> <p>Estates will progress with improvement and refurbishment works to key stations to bring each property up to the required standards across the estate whilst reviewing the feasibility and costs of any potential further developments and/or new station mergers.</p>
<p><b>EQUALITY, DIVERSITY AND INCLUSION:</b></p>	
<p><b><u>ED/20/21/9.7</u></b>  <b>To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably.</b></p>	<p>Training and continued learning continues to be undertaken by employees to ensure they are able to conduct their roles to support colleagues, Members and the community equitably and to the best of their ability</p>

<b>Glossary of Terms</b>	
<b>24HRWTR</b>	<b>24 hour whole time retained</b>
<b>ADF</b>	<b>Accidental Dwelling Fire</b>
<b>AGM</b>	<b>Annual General Meeting</b>
<b>AM</b>	<b>Area Manager</b>
<b>APB</b>	<b>Annual Pension Benefit</b>
<b>ARA</b>	<b>Analytical Risk Assessment</b>
<b>ASB</b>	<b>Anti-Social Behaviour</b>
<b>BBFa</b>	<b>Better Business for All</b>
<b>C&amp;C</b>	<b>Command and Control</b>
<b>CBT</b>	<b>Crew Based Training</b>
<b>CFOA</b>	<b>Chief Fire Officers Association</b>
<b>CFP</b>	<b>Community Fire Prevention</b>
<b>CFP</b>	<b>Community Fire Protection</b>
<b>CPD</b>	<b>Continuous Professional Development</b>
<b>CQC</b>	<b>Care Quality Commission</b>
<b>CRM</b>	<b>Community Risk Management</b>
<b>CSP</b>	<b>Community Safety Partnership</b>
<b>DCFO</b>	<b>Deputy Chief Fire Officer</b>
<b>DCLG</b>	<b>Department of Communities &amp; Local Government</b>
<b>DCWTR</b>	<b>Day Crewing Wholetime Retained</b>
<b>DIM</b>	<b>Detection, Identification and Monitoring</b>
<b>DoH</b>	<b>Department of Health</b>
<b>DSE</b>	<b>Disability Equalities Scheme</b>
<b>E&amp;D</b>	<b>Equality &amp; Diversity</b>
<b>E,D&amp; I</b>	<b>Equality, Diversity and Inclusion</b>
<b>EET</b>	<b>Education, Employment or Training</b>
<b>EFAD</b>	<b>Emergency Fire Appliance Driver</b>



<b>EIA</b>	<b>Equality Impact Assessment</b>
<b>EMR</b>	<b>Emergency Medical Response</b>
<b>ESMCP</b>	<b>Emergency Services Mobile Communication Programme</b>
<b>ESN</b>	<b>Emergency Services Network</b>
<b>FF</b>	<b>Fire-fighter</b>
<b>FSN</b>	<b>Fire Support Network</b>
<b>FRA</b>	<b>Fire &amp; Rescue Authority</b>
<b>FRS</b>	<b>Fire &amp; Rescue Service</b>
<b>GDPR</b>	<b>General Data Protection Regulations</b>
<b>GM</b>	<b>Group Managers</b>
<b>HFSC</b>	<b>Home Fire Safety Check's</b>
<b>H&amp;S</b>	<b>Health &amp; Safety</b>
<b>HR</b>	<b>Human Resources</b>
<b>HVP</b>	<b>High Volume Pump</b>
<b>IC</b>	<b>Incident Commander</b>
<b>ICCS</b>	<b>Integrated Communication Control System</b>
<b>ICT</b>	<b>Information Communication Technologies</b>
<b>ICU</b>	<b>Incident Command Unit</b>
<b>IIT</b>	<b>Incident Investigation Team</b>
<b>IRMP</b>	<b>Integrated Risk Management Plan</b>
<b>IRS</b>	<b>Incident Reporting System</b>
<b>ITHC</b>	<b>Information Technology Health Check</b>
<b>JCC</b>	<b>Joint Control Centre</b>
<b>KSI</b>	<b>Killed and Seriously Injured (in relation to road safety)</b>
<b>LCR</b>	<b>Liverpool City Region</b>
<b>LFRS</b>	<b>Lancashire Fire &amp; Rescue Service</b>
<b>LJMU</b>	<b>Liverpool John Moores University</b>
<b>LLAR</b>	<b>Low Level Activity Risk</b>
<b>LPB</b>	<b>Local Pensions Board</b>

<b>LPI</b>	<b>Local Performance Indicators</b>
<b>LSP</b>	<b>Local Safeguarding Partnership</b>
<b>MAIC</b>	<b>Multi Agency Information Cell</b>
<b>MASH</b>	<b>Multi Agency Safeguarding Hub</b>
<b>MDT</b>	<b>Mobile Data Terminal</b>
<b>MERPOL</b>	<b>Merseyside Police</b>
<b>MFD</b>	<b>Multi-Functional Device</b>
<b>MFRA</b>	<b>Merseyside Fire &amp; Rescue Authority</b>
<b>MFRS</b>	<b>Merseyside Fire &amp; Rescue Service</b>
<b>MHFA</b>	<b>Mental Health First Aid</b>
<b>MIS</b>	<b>Management Information System</b>
<b>MORR</b>	<b>Management of Road Risk</b>
<b>MoU</b>	<b>Memorandum of Understanding</b>
<b>MRSP</b>	<b>Merseyside Road Safety Partnership</b>
<b>MTFA</b>	<b>Marauding Terrorist and Firearms</b>
<b>NFCC</b>	<b>National Fire Chiefs Council</b>
<b>NJC</b>	<b>National Joint Council</b>
<b>NOG</b>	<b>National Operational Guidance</b>
<b>NOL</b>	<b>National Operational Learning</b>
<b>NRA</b>	<b>National Risk Assessment</b>
<b>NRAT</b>	<b>National Resilience Assurance Team</b>
<b>NPG</b>	<b>National Procurement Group</b>
<b>NW</b>	<b>North West</b>
<b>NWAS</b>	<b>North West Ambulance Service</b>
<b>NWFO</b>	<b>North West Finance Officer</b>
<b>NWFRS</b>	<b>North West Fire and Rescue Services</b>
<b>NWRPT</b>	<b>North West Regional Procurement Team</b>
<b>OH</b>	<b>Occupational Health</b>
<b>OIG</b>	<b>Operational Intelligence Group</b>
<b>OJEU</b>	<b>Official Journal of the European Union</b>
<b>PAS</b>	<b>Primary Authority Scheme</b>
<b>PCC</b>	<b>Police &amp; Crime Commission</b>
<b>PID</b>	<b>Project Initiation Document</b>
<b>POC</b>	<b>Proof of Concept</b>

<b>POD</b>	<b>People &amp; Organisational Development</b>
<b>PQQ</b>	<b>Pre-Qualification Questionnaire</b>
<b>PPE</b>	<b>Personal Protective Equipment</b>
<b>PPRS</b>	<b>Prevention, Protection and Road Safety</b>
<b>PRM</b>	<b>Premises Risk Model</b>
<b>PTI</b>	<b>Physical Training Instructor</b>
<b>PVP</b>	<b>Protecting Vulnerable People</b>
<b>RBIP</b>	<b>Risk Based Inspection Programme</b>
<b>RM1</b>	<b>Risk Management 1</b>
<b>RNLI</b>	<b>Royal National Lifeboat Institute</b>
<b>RLSS</b>	<b>Royal Life Saving Society</b>
<b>RRRG</b>	<b>Road Risk Review Group</b>
<b>RSL</b>	<b>Registered Social Landlord</b>
<b>RTC</b>	<b>Road Traffic Collision</b>
<b>SCG</b>	<b>Strategic Command Group</b>
<b>SI</b>	<b>Service Instruction</b>
<b>SIRAH</b>	<b>Site Information Risk and Hazard</b>
<b>SIT</b>	<b>Street Intervention Team</b>
<b>SLT</b>	<b>Strategic Leadership Team</b>
<b>SME's</b>	<b>Small Medium Enterprises</b>
<b>SM</b>	<b>Station Manager</b>
<b>SOFSA</b>	<b>Simple Operational Fire Safety Assessment</b>
<b>SOP</b>	<b>Standard Operational Procedure</b>
<b>SPA</b>	<b>Safe Person Assessment</b>
<b>SSRI's</b>	<b>Site Specific Risk Information</b>
<b>StARS</b>	<b>Staff Attendance Record System</b>
<b>T&amp;C's</b>	<b>Terms and Conditions</b>
<b>TCG</b>	<b>Tactical Command Group</b>
<b>TDA</b>	<b>Training and Development Academy</b>
<b>TRM</b>	<b>Time and Resource Management</b>

<b>VPI</b>	<b>Vulnerable Person Index</b>
<b>UAT</b>	<b>User Acceptance Test</b>
<b>UKFRS</b>	<b>United Kingdom Fire and Rescue Service</b>
<b>VR</b>	<b>Virtual Reality</b>
<b>WTR</b>	<b>Whole-time Retained</b>
<b>YE</b>	<b>Youth Engagement</b>
<b>YOS</b>	<b>Youth Offending Scheme</b>
<b>YPS</b>	<b>Your Pension Service</b>

# SERVICE DELIVERY PLAN 2020-21:

April 2020 to June 2020

## INDEX

**Total emergency calls**

**Total incidents**

**Total fires**

**Primary fires**

**Secondary fires**

**Special services**

**False alarms**

**Attendance standard**

**Sickness absence**

**Carbon output**

### Objective:

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



## BENCHMARK INDICATORS

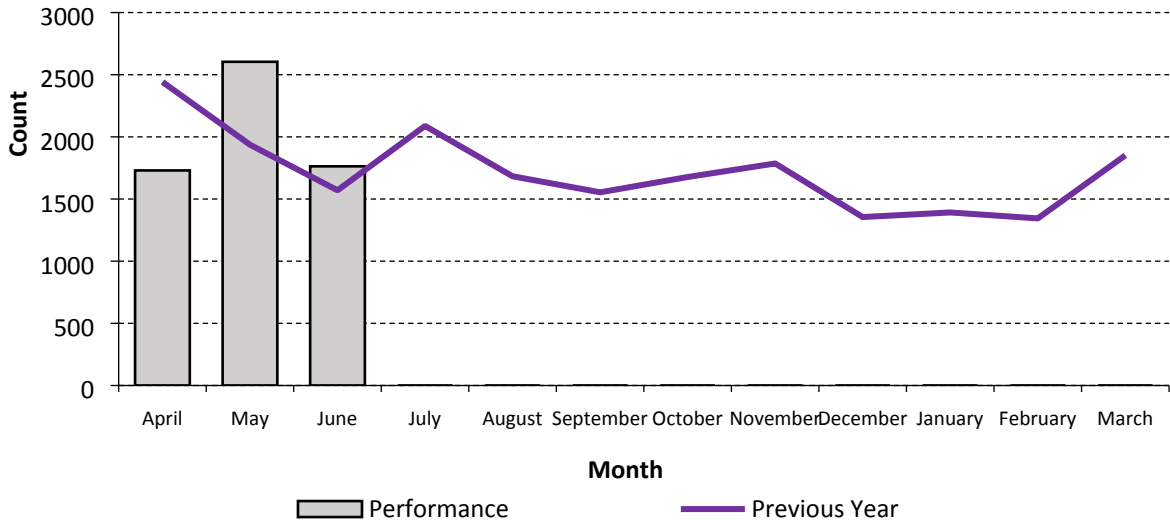
### TC00 Total number of emergency calls received

Service Plan Target

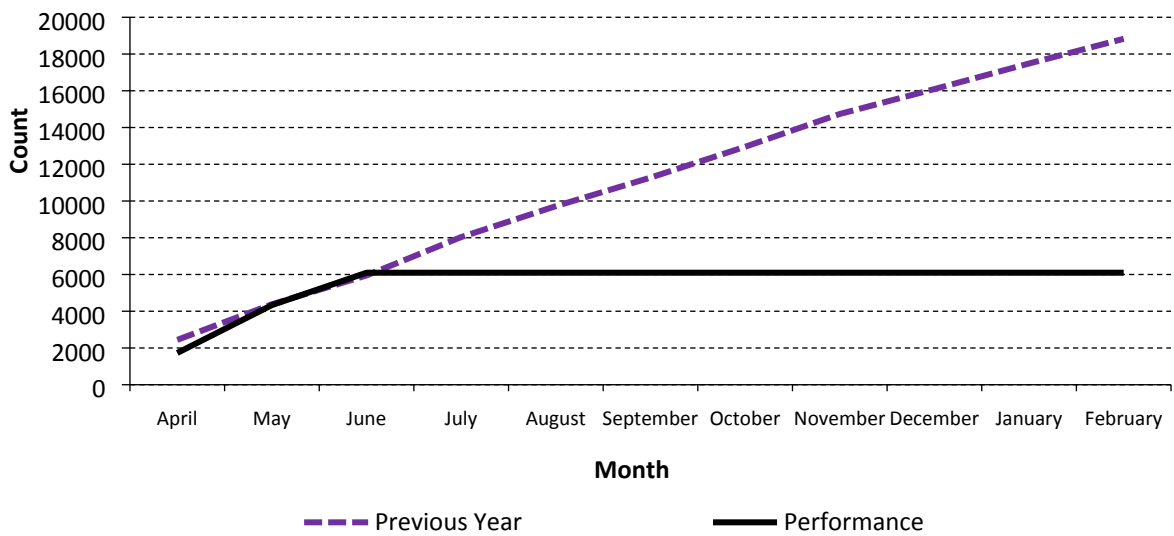
Quality Assurance

Progress to Date

6097



### Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

TC00

During the first quarter of 2020/21 6097 emergency calls were received at Fire Control. This was 148 less than the same period last year when 5949 calls were received. This indicator does not have a target it is monitored for quality assurance only

DO22

Cumulatively 98.4% of 999 calls were answered within 10 seconds. This achieved the 95% target.

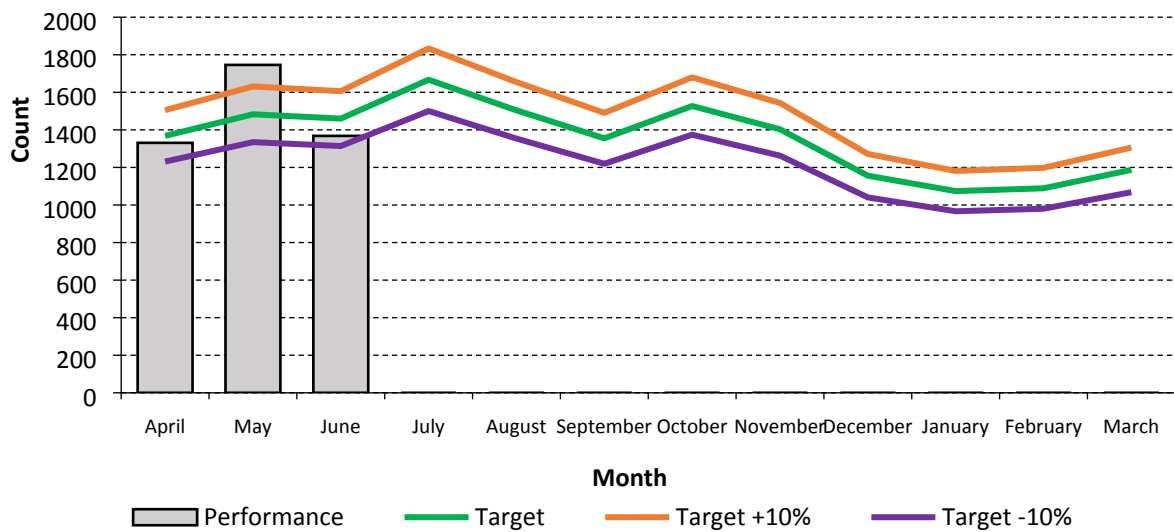
## TC01 The total number of incidents attended

Service Plan Target  
Apr-Jun 2020/21

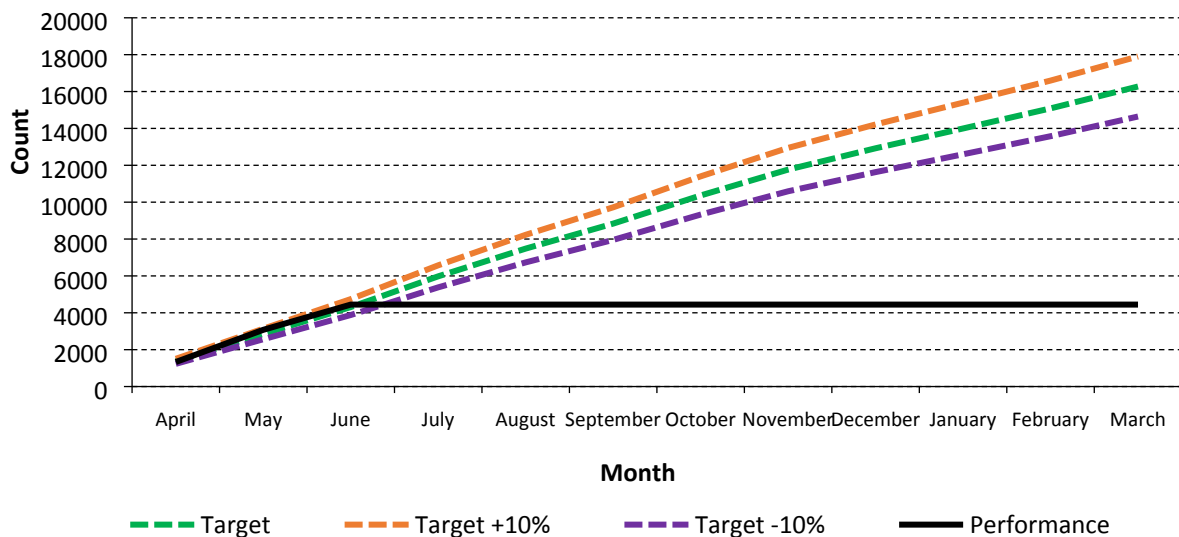
4311

Progress to Date

4445



## Cumulative Performance



## TC01 Total number of incidents attended

TC01

May 2020 saw a higher number of incidents attended (1746) than in April or June. Due to the strict Covid 19 lockdown in March incidents attended in April (1331) were much lower than in 2019/20 (1502) but it would appear there was more activity during May when most incident types increased, returning to more usual levels in June. This indicator was within 10% of target for the first quarter.

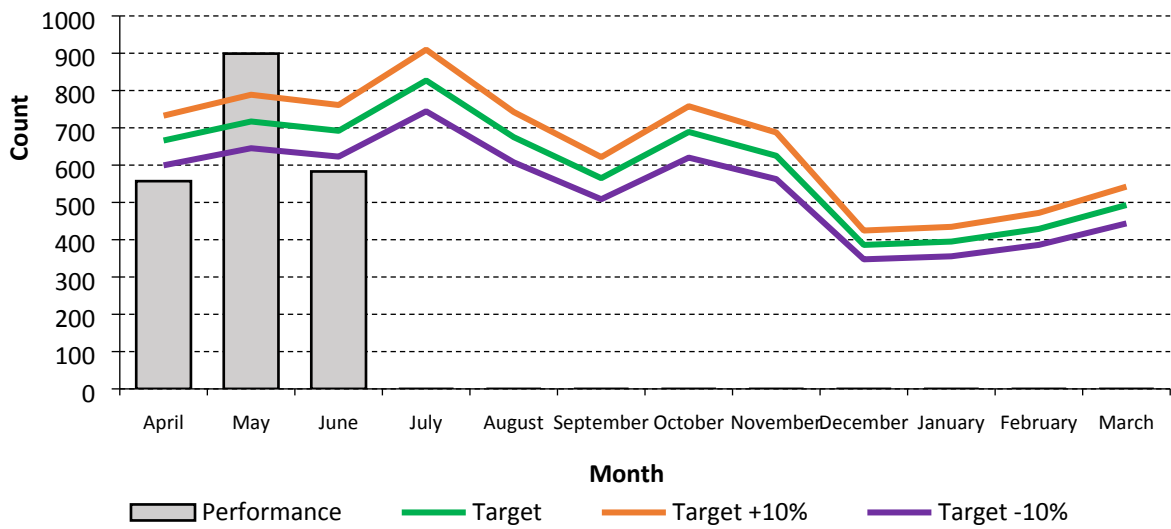
## TC02 Total number of fires attended in Merseyside

Service Plan Target  
Apr-Jun 2020/21

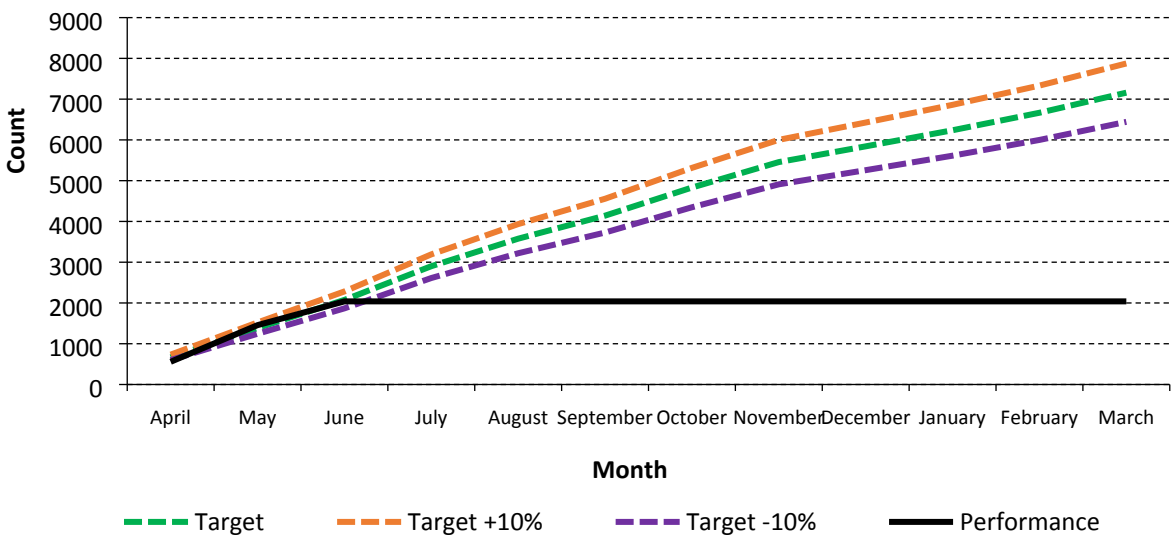
2075

Progress to Date

2039



### Cumulative Performance



### TC02 Total number of Fires attended in Merseyside

TC02

Despite Merseyside being in lock-down for most of quarter 1 there were 899 fires attended in May 2020 this was 266 more fires than in May 2019. The number of primary, secondary and anti-social behaviour fires were considerably higher than May 2019. May was a very hot dry month. Though the target was achieved.



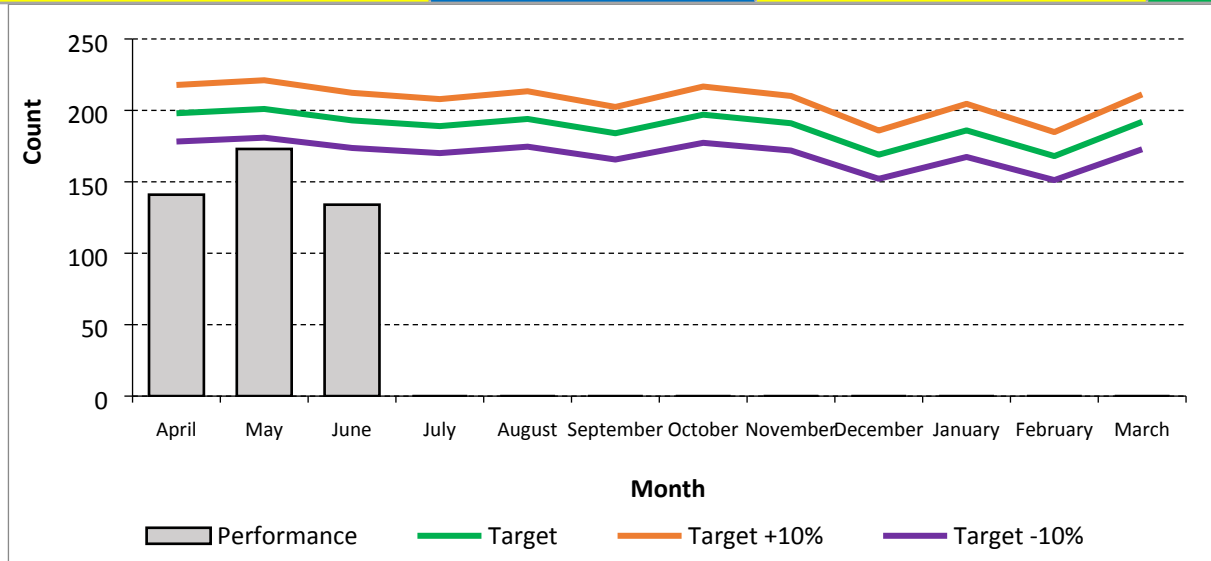
## TC03 Total number of primary fires attended

Service Plan Target  
Apr-Jun 2020/21

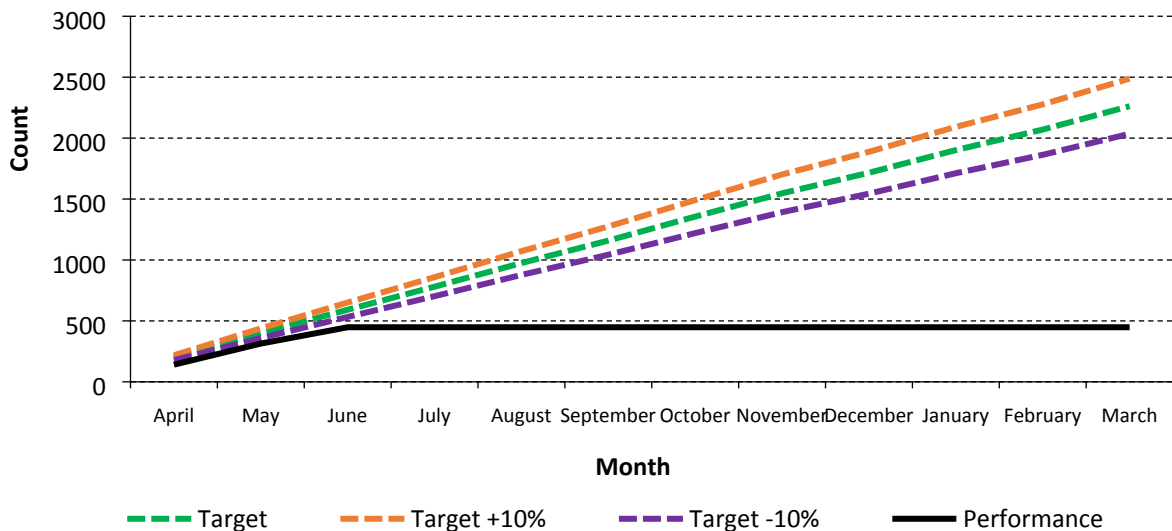
592

Progress to Date

448



## Cumulative Performance



## TC03 Total number of primary fires attended

TC03

There were 448 Primary fires during the first quarter of 2020/21. This is 148 less than at this time in 2019/20. This is possibly linked to the Covid 19 lockdown as homes have been occupied, fewer businesses being open and due to movement restrictions - fewer deliberate acts against others and their property.

Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where 5 or more appliances are in attendance.

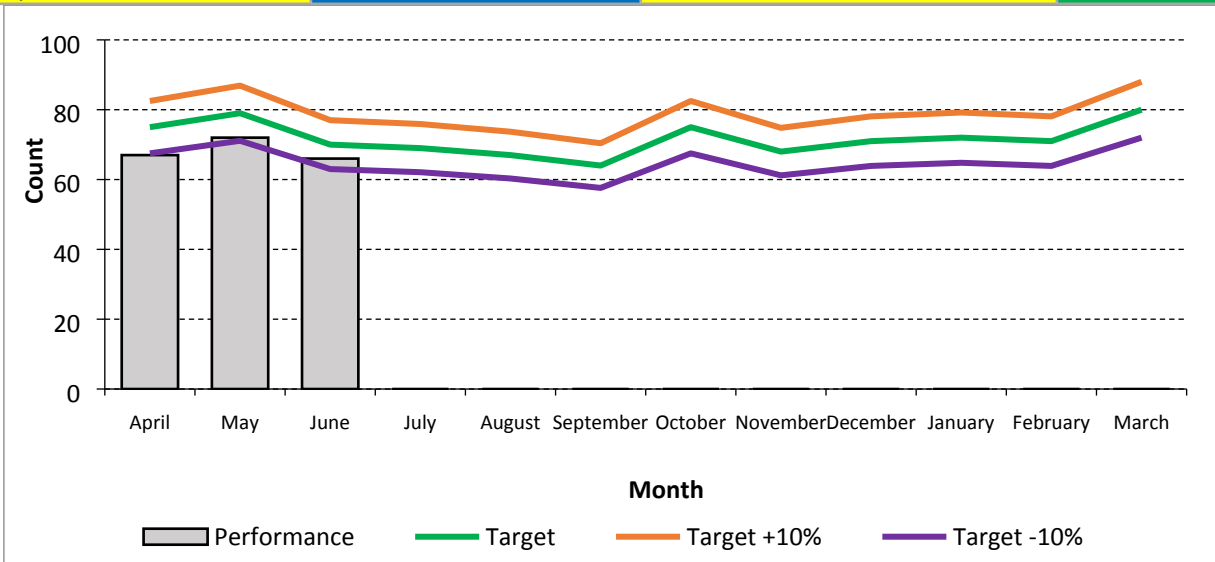
<b>DC11</b>	<b>Number of accidental dwelling fires</b>	
<b>DC12</b>	<b>Number of fatalities in accidental dwelling fires</b>	
<b>DC13</b>	<b>Number of injuries in accidental dwelling fires</b>	
<b>DC14</b>	<b>Number of deliberate dwelling fires in occupied properties</b>	
<b>DC15</b>	<b>Number of deliberate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

**COMMENTARY:**

DC11	Accidental dwelling fires (205) achieved the cumulative target (224) for the year to date. This performance is better than 2019/20 when crews had attended 244 accidental dwelling fires and reflects the continued success of the Home Safety and Arson reduction Strategies. This is particularly of note due to almost all residents being at home in lock-down.
DC12	Sadly there has been 4 fatalities (2 during both April and May) in accidental dwelling fires during 2020/21 to date.
DC13	There were 14 injuries in Accidental Dwelling Fires, which is 14 less (half) than 2019/20.
DC14	Deliberate dwelling fires in occupied property (38) increased with 12 more incidents than last year (26). Prevention teams have been assisting partner organisations to combat this increase.
DC15	Deliberate fires in unoccupied properties (6) were exactly the same as 2019/20
DC16 DC17	There have been no fatalities in the deliberate dwelling fires to date and 3 injuries.

**DC11 Number of accidental fires in dwellings**

Service Plan Target Apr-Jun 2020/21	<b>224</b>	Progress to Date	<b>205</b>
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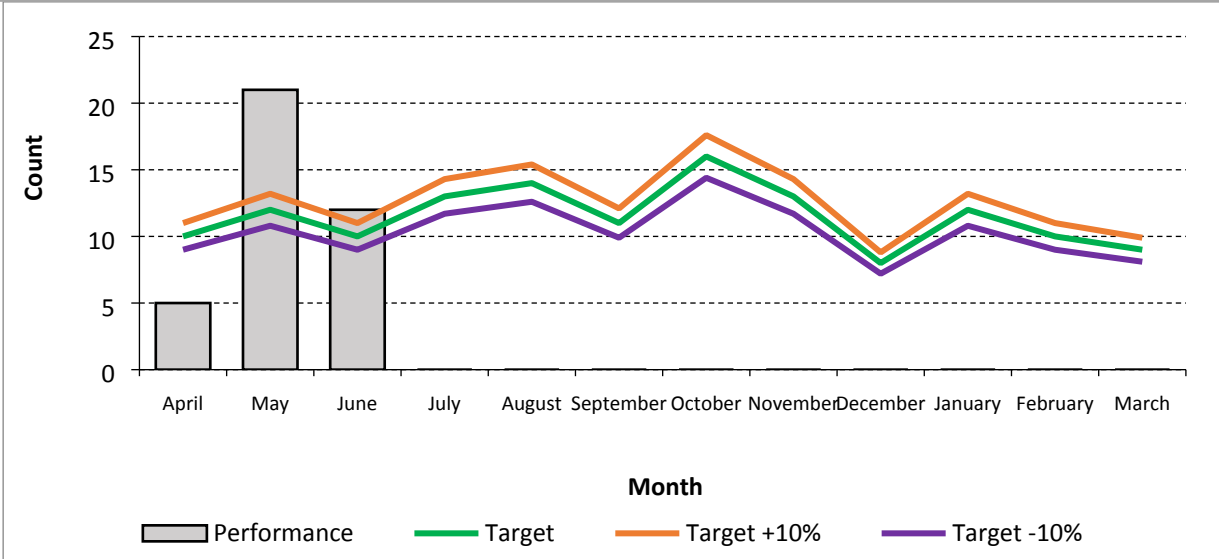
## DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target  
Apr-Jun 2020/21

32

Progress to Date

38



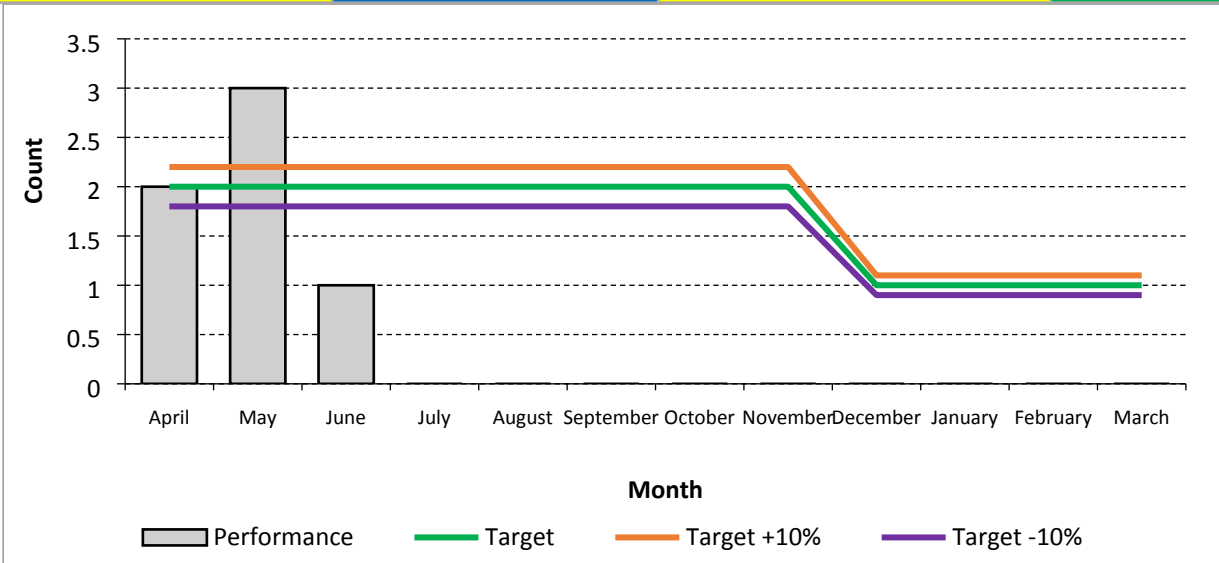
## DC15 Number of deliberate fires in unoccupied properties

Service Plan Target  
Apr-Jun 2020/21

6

Progress to Date

6



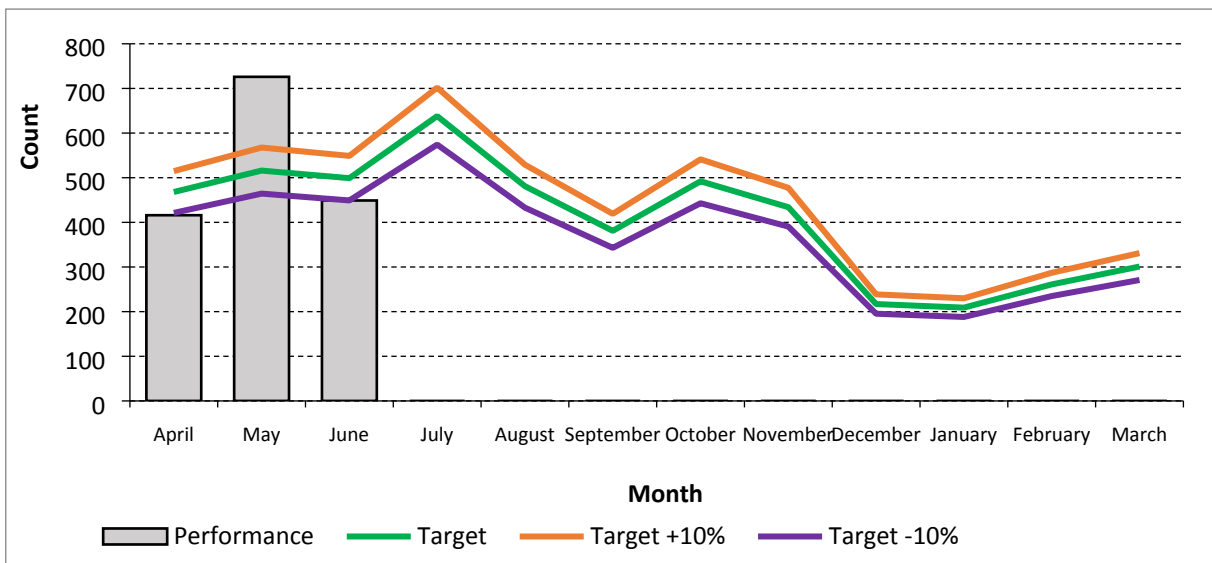
## TC04 Total number of secondary fires attended

Service Plan Target  
Apr-Jun 2020/21

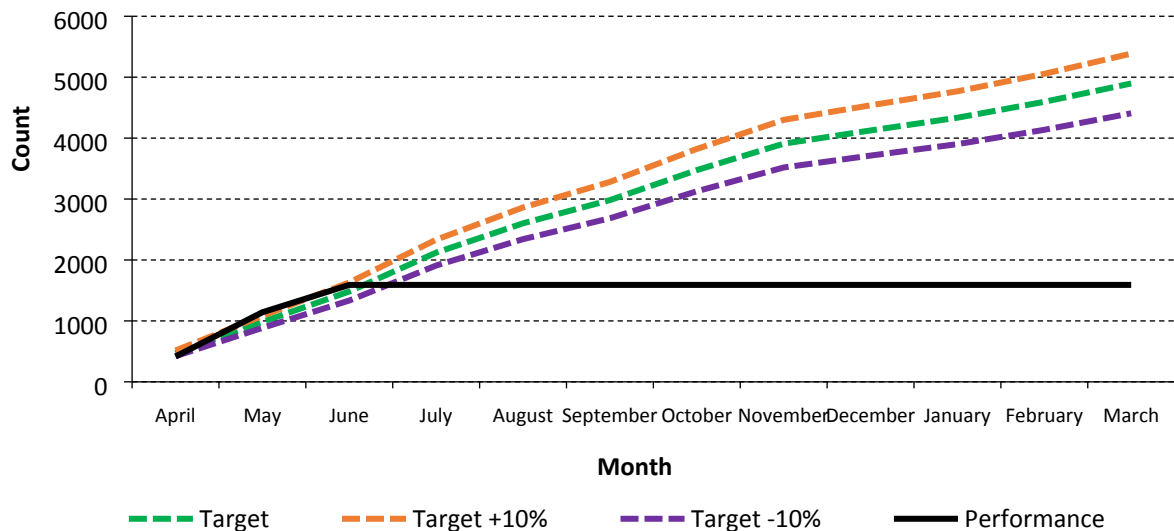
1483

Progress to Date

1591



## Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 1591 secondary fires during this reporting period. This is 375 more fires than quarter 1 2019/20 (1216). However this is because of the very high numbers attended in May (726) and June (449) when the long period of hot weather had started. As such during this period there was a notable increase in secondary fires accidentally getting out of hand, specifically the burning of garden / domestic waste – as local authorities were not collecting garden waste at the time.

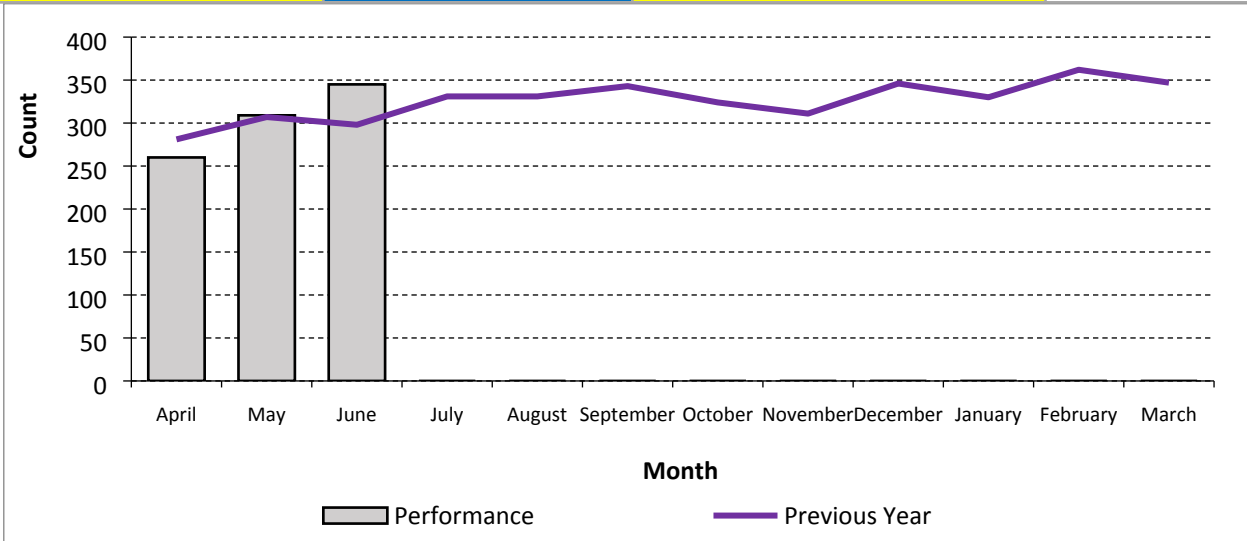
AC13

The number of anti-social behaviour fires attended are at little higher this year to date (1019). In May (431) and June (314), when the weather was warmer there was a spike in incidents, but the Arson Reduction Strategy continues to work with partner agencies on initiatives such as Beachsafe on the Sefton coast

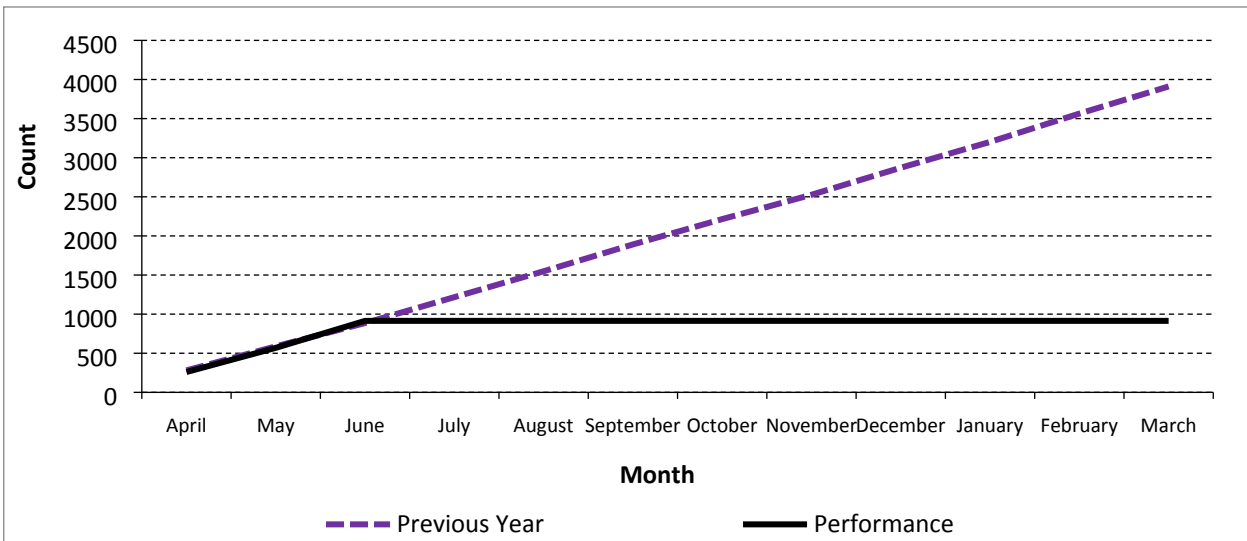
to discourage barbecues and fires being lit and left in the Pinewoods and sand dunes.

**TC05 Total number of special services attended**

Service Plan Target	Quality Assurance	Progress to Date	<b>914</b>
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**Cumulative Performance**



<b>TC05 Total number of Special Services attended</b>	<b>For quality assurance only</b>
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<b>TC05</b>	The target for special service calls attended is for quality assurance only. There are a number of calls we are not able to influence nor would we want to discourage callers. Many are related to assisting partner agencies such as the Police and Ambulance, particularly related to providing medical assistance and effecting entry. Incident types we can influence such as road traffic collisions and water rescue incidents have been made into separate indicators. The number of special services attended (934) is higher than 2019/20 (886).
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<b>RC11 RC12 RC13</b>	The number of RTC's attended (96) is considerably lower than at this time in 2019/20 (163). This is because of the reduction in vehicles on the road due to the Covid 19 lockdown. Sadly there have been 2 fatalities in RTC's attended by MFRS and 37 injuries compared to 73 at the end of June 2019.
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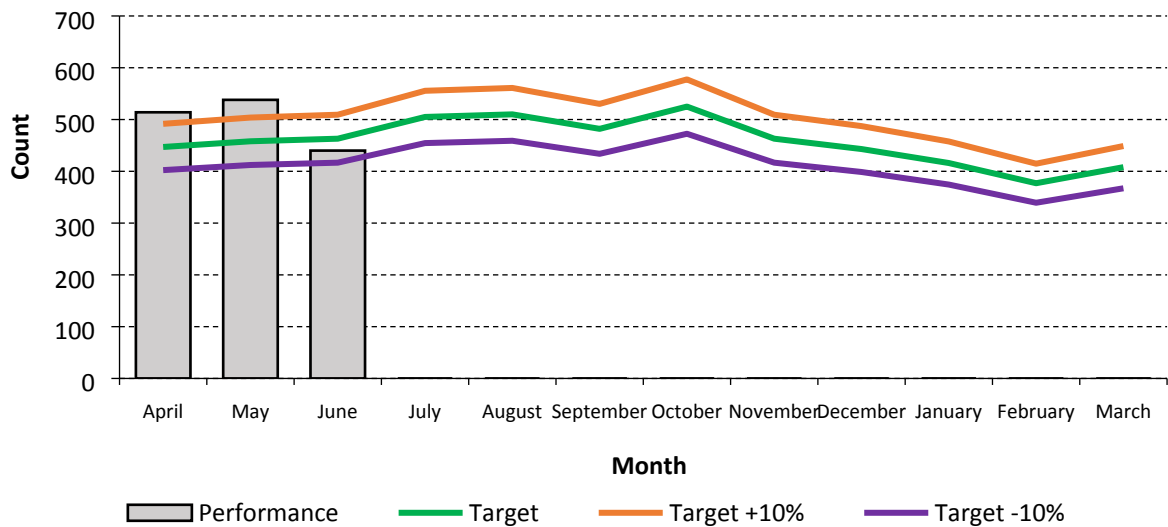
## TC06 Total number of false alarms attended

Service Plan Target  
Apr-Jun 2020/21

1368

Progress to Date

1492



### TC06 Total number of false alarms attended

TC06

The number of false alarms attended (1492) is within 10% of the first quarter target (1368). The increase in false alarms are related to the Covid 19 period, where there has been a large increase in False Alarm Good Intents – particularly associated with controlled burning of refuse and vegetation. There has been a large increase in this incident type since lockdown due in part to local authorities not collecting garden waste. Concerning Automatic False Alarm incidents in both Dwelling and Non Domestic property types, there have been comparative reductions when compared to the previous year and targets. Repeat attendances continue to be predominantly sheltered self-contained accommodation. Community Risk Management teams work closely with these premises to reduce false alarm calls.

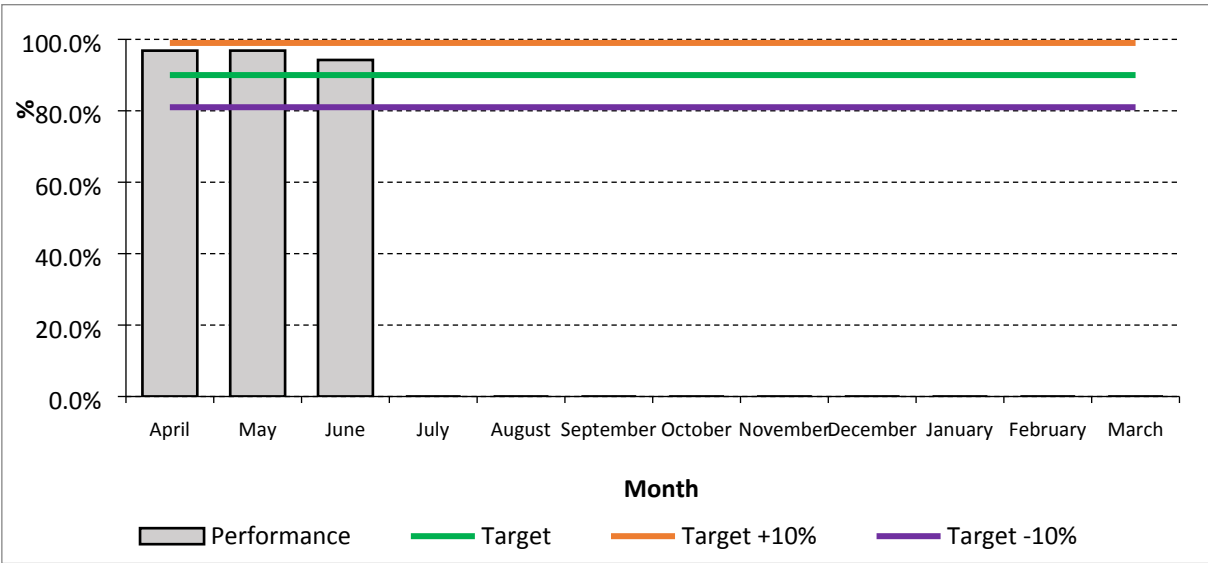
**TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes**

Service Plan Target  
Apr-Jun 2020/21

**90%**

Progress to Date

**96%**



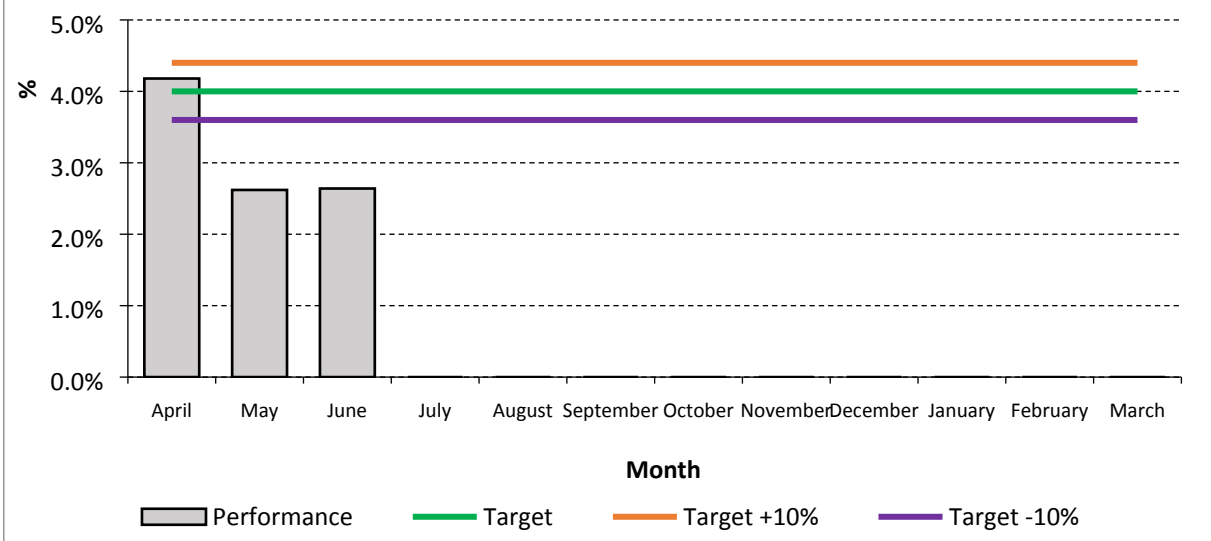
**TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes**  
**DR23 Alert to mobile in under 1.9 minutes**



<b>TR08</b>	Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 96% of occasions, achieving the target of 90%.
<b>DR23</b>	Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 96.8% of incidents achieving the target 95%.

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

Service Plan Target Apr-Jun 2020/21	4%	Progress to Date	3.11%
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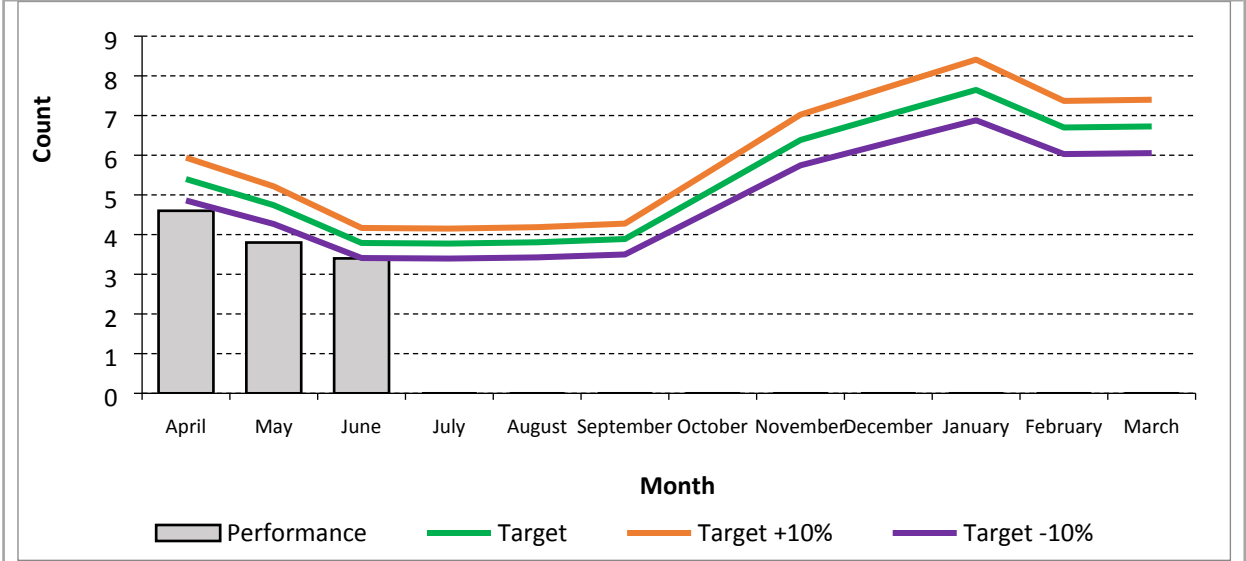


<b>TD09 The % of available shifts lost to sickness absence, all personnel</b>	
<b>WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel</b>	
<b>WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN &amp; RED book (non uniformed) personnel</b>	
<b>TD09</b>	Overall sickness among all staff at 3.11% shifts lost to sickness absence is below the 4% target. This is lower than at this time in 2019 (3.63%). If Covid 19 related absence is removed then sickness would have been 2.54%.
<b>WD11 WD12</b>	3% of shifts were lost to sickness absence among uniformed staff (2.50% with Covid related absence removed, this included staff self-isolating). Non uniformed staff absence was 3.27% (2.58% without Covid 19 absence). Absence is below target for all staff groups.



## TE10 Total carbon output of all buildings

Service Plan Target Apr-Jun 2019/20	<b>13.9</b>	Progress to Date	<b>11.8</b>
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### TE10 Total carbon output of all buildings

<b>TE10</b>	<p>Carbon output at 11.8 from all buildings is considerably lower than at June 2019 when the output was 13. This measurement is CO2 per metre per building. Overall energy use in this first quarter is lower than at this time in 2019. This is due in some part to many non-operational staff working remotely during the Covid 19 lock-down.</p>
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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>COMMUNITY SAFETY &amp; PROTECTION COMMITTEE</b>		
<b>DATE:</b>	<b>1<sup>ST</sup> SEPTEMBER 2020</b>	<b>REPORT NO:</b>	<b>CFO/047/20</b>
<b>PRESENTING OFFICER</b>	<b>CFO PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>STEWART WOODS</b>	<b>REPORT AUTHOR:</b>	<b>ANTHONY HOLLAND</b>
<b>OFFICERS CONSULTED:</b>	<b>STEWART WOODS HEAD OF ESTATES STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>HESWALL REFURBISHMENT PROJECT 2020</b>		

<b>APPENDICES:</b>	<b>APPENDIX A:            SITE PLAN</b> <b>APPENDIX B:            FLOOR PLANS &amp; ELEVATIONS</b> <b>APPENDIX C:            TENDER REPORT</b> <b>APPENDIX D:            OUTCOME OF TENDER EVALUATIONS</b>
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## Purpose of Report

1. To seek approval for the planned refurbishment and development of Heswall Fire & Rescue station. The costs are contained and in line with our Estate Asset Management Plans previously considered by the Authority. Heswall operates on the Low Level Activity and Risk (LLAR) duty system.

## Recommendation

2. That Members:
  - a. Note the outcome of the formal re-tendering process.
  - b. Agree to continue with the planned refurbishment of the Fire Station
  - c. Note the scope of works to exclude the following items of from the proposed refurbishment on the basis of affordability:
    - 1) New mist / sprinkler system.
    - 2) New external canopy.
    - 3) New external storage building.

Approve the award of the contract to Novus Property Solutions for the sum of £ £300,761.62,

## Introduction and Background

3. Heswall Fire Station Currently operates under the Low Level Area of Risk (LLAR) duty system. The property consists of operational areas to the ground floor and LLAR staff living accommodation to the first floor.
4. The LLAR accommodation was recently refurbished in December 2018, however the operational areas to the building and site are now due for refurbishment and modernisation to bring the property up to date, and in line with MFRA estates strategy requirements and the IRMP 2019-21.
5. The proposal initially incorporated the following additions and changes to improve operational and community use of the station.
  - Demolition of the existing internal kit store and locker room to the appliance bay, to create added internal space for operational use.
  - Demolition of the existing timber outbuilding to the rear yard, and construction of a new purpose built unit to incorporate lockers, a drying room and kit store.
  - New external steel framed canopy to form a covered wash area to the rear of the station, for operational use.
  - Remodelling of the WC areas to create a new accessible entrance to the front of the station for community and station use with accessible parking space to the front. This also includes a new accessible WC and shower room for community use.
  - General modernisation of the station areas, including the watch office, watch manager's office, kitchen and the 1<sup>st</sup> floor office areas, ground floor gym and shower rooms.
  - Additional item, mist system to the whole station including the first floor living accommodation (added after the initial tender process was completed 2019)
6. The scheme has gone through a formal planning and building control process and we have successfully achieved full planning approval from Wirral MBC.

### **First tender Process:**

7. A formal tender process was initiated and carried from January to February 2019. Nine contractors expressed an interest and received all the relevant documentation and a formal invite to tender accordingly. Following this process a preferred contractor was identified.
8. The tender returns were scored based on a 60% weighting on commercial 40% quality. Due to the close scoring of the top 2 contractors a further tender evaluation was carried out by Todd & Ledson who are employed as an independent Quantity Surveying Consultant.
9. See Appendix D, section 1 for 1<sup>st</sup> tender process, commercial and quality scoring table.

### **Second Tender Process:**

10. The following information outlines the retender of the tender previously issued in January 2019 (as outlined above in sections 7-9). Following the first tender the scheme was adjusted to take in to account the requirement for a mist system to be installed as part of the works and that the bidding contractors had to review their working hours to accommodate the fire fighters being present on site for the night shifts (from 8pm till 10am).
11. It was felt that this was enough of a change to the scope of works that retendering the scheme was necessary. As with the initial tender, this was issued through the supply4nwfir portal. The initial bidders were all invited to resubmit a tender for this revised scope of works.
12. Notification was sent to all contractors:
13. Upon receipt of the tender notification four contractors confirmed they would provide another tender bid:
14. Tenders were received on the due date of 1 November 2019. Tenders were opened and recorded.
15. The tenders are shown in section 2 of Appendix D. This shows the tender figures in ascending order of value and the commercial /quality scoring tables.
16. Following the second tender process the proposals were reviewed by SLT and due to possible budget constraints and changes it was agreed that it may be beneficial to change the scope of works suitably to reduce the overall costs.
17. This approach was requested by SLT as MFRS are also looking at options to merge stations at some point in the future. It was therefore agreed that the authority would review a reduced scope of works and associated costs for the refurbishment of Heswall Fire Station.
18. It was agreed that a third full tender process was required which has been carried out and is detailed in the sections 19-23 of this report and the appendices.

### **Third tender Process:**

19. Following an internal budget review Estates were requested to approach the tendering contractors with a request to review their tenders to remove the following items; Mist System, External, Store Building and Rear Canopy from the Works.
20. Notification was sent to the contractors who had responded to the previous tender amendment: See Section 3, of Appendices D.
21. The revised tender enquiry documents were issued on 3rd February 2020 and received for review by MFRS and RLB in March 2020.

22. The revised tenders have been received and were scored on a 60% commercial 40% quality submission. The priced documents of all the tenders were subjected to arithmetical and technical checks. The quality submission was scored by RLB and MFRS Estates.
23. Section 3, of Appendix D shows the quality & commercial scoring with tender values.
24. Conclusion and recommendations: It is our recommendation that the tender of Novus Property Solutions provides the most economically advantageous tender based on the combined commercial and quality submission and the sum of **£300,761.62** be accepted.

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### **Equality and Diversity Implications**

25. Members have previously considered and approved the accessibility and Equality Impact Assessment for the all stations in earlier reports.

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### **Staff Implications**

26. The new development will provide improved facilities and working conditions. However operationally the fire station will have restricted use for the duration of the project. The refurbishment programme is planned for 25 weeks. In times that the rear yard and appliance bay is obstructed it is proposed to have the appliance parked on the front apron of the station to allow ease of access and egress.
27. Access to the LLAR living accommodation will be maintained of an evening. However SLT should note that during the works the contractor may have some difficulty in getting the services back on in time for staff to utilise the first floor accommodation. Although unlikely, a contingency plan for the station being unavailable should be discussed and in place for such an occurrence.

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### **Legal Implications**

28. A formal build contract will be entered into with Novus Property Solutions Ltd if approved by Members prior to any construction works starting on site.

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### **Financial Implications & Value for Money**

29. The total cost of the scheme will be £0.331m as outlined below:-

	£
• Main construction costs	300,761
• Consultant Fees	10,000
• Contingency	<u>15,000</u>
	<u>325,761</u>

These costs can be contained within the £500,500 approved capital provision for the scheme.

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**Risk Management, Health & Safety, and Environmental Implications**

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30. Key project risks will be managed in accordance with the current H&S regulations, including CDM 2015.

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

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31. The newly refurbished and modernised Fire Station will provide an improved working environment for firefighters.

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**BACKGROUND PAPERS**

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**SEE APPENDICES**

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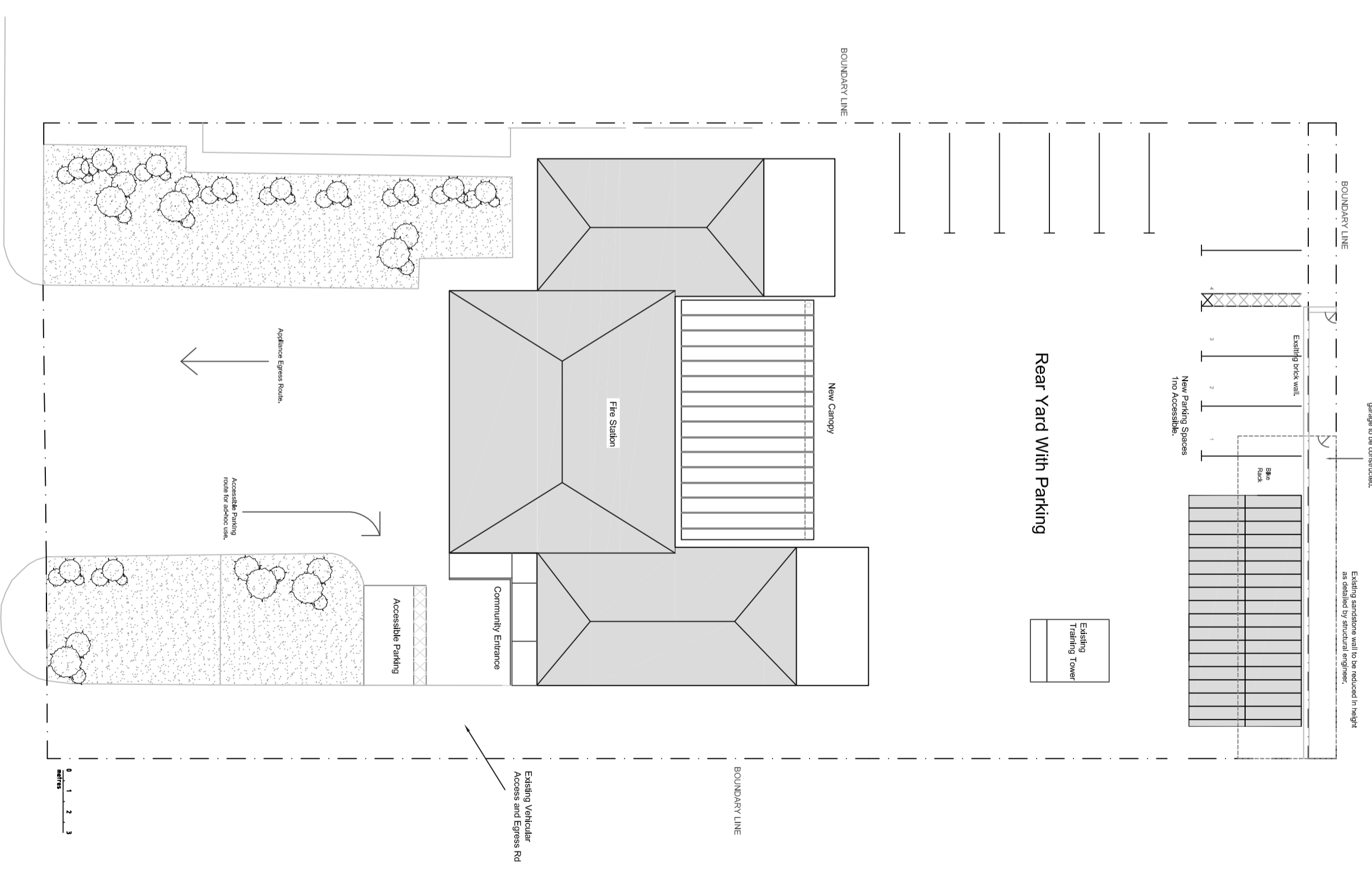
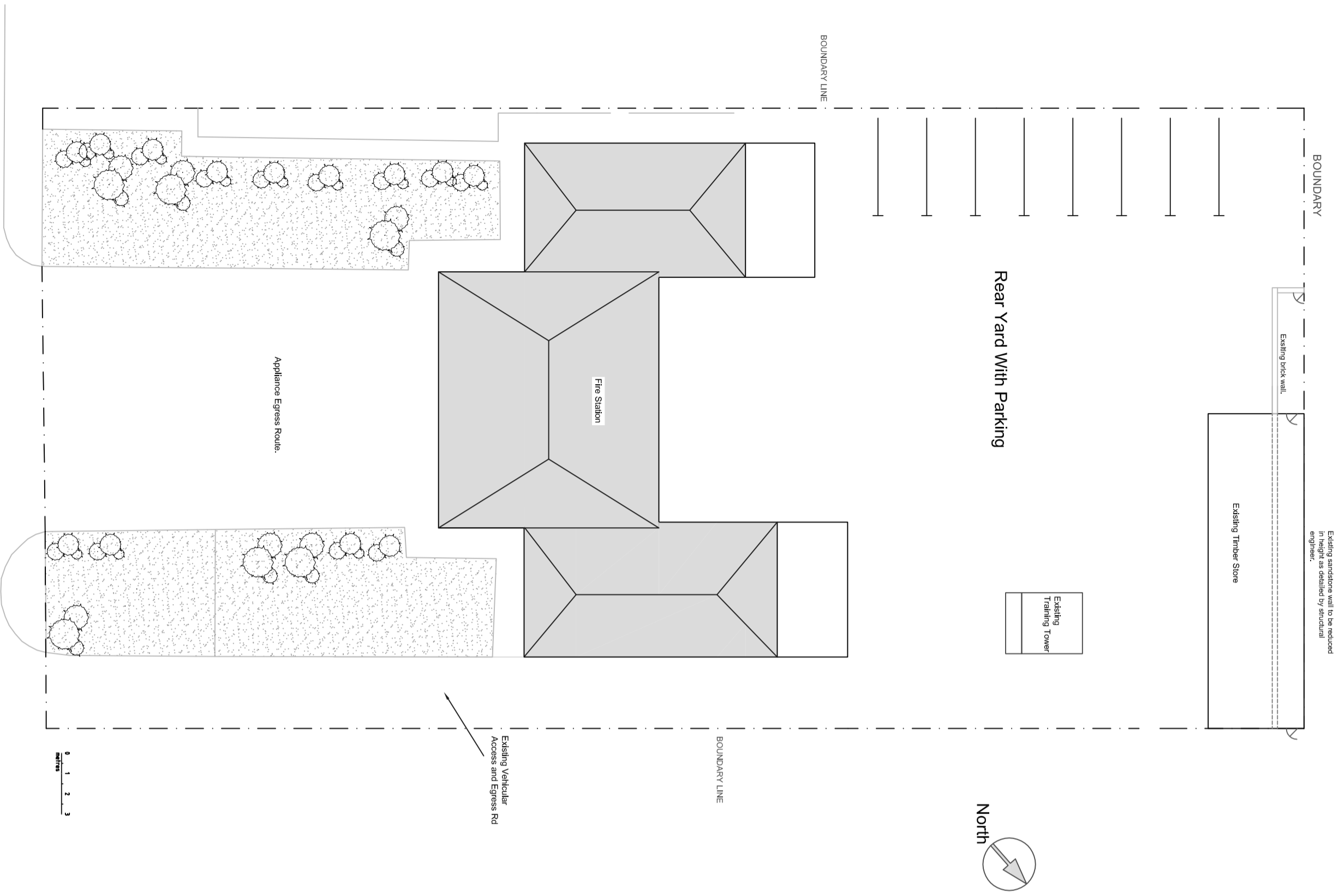
**GLOSSARY OF TERMS**

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<b>MBC</b>	<b>Metropolitan Borough Council.</b>
<b>MFRS</b>	<b>Merseyside Fire &amp; Rescue Authority.</b>
<b>LLAR</b>	<b>Low Level Activity and Risk.</b>
<b>RLB</b>	<b>Rider Levett Bucknall (cost consultant)</b>
<b>SLT</b>	<b>Strategic Leadership Team</b>

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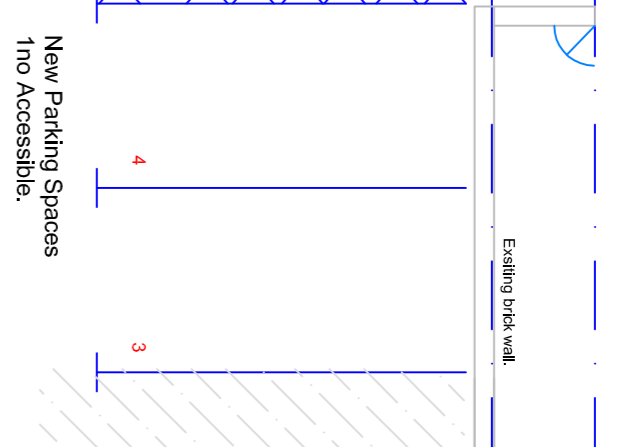
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	ALL DIMENSIONS IN MM.		NLP/GUP/RN - 41018229		DRAWING No:	MFRS 002			
DRAWING REF:	MFRS 002	REVISION:	Address of Premises	DATE DRAWN (MASTER):	2017				
			Address of Premises			DRAWN BY:	A Holland		
			Address of Premises					LAST AMENDED:	11.12.17
			Address of Premises						
			Hexwall						
			CH60 DAF						

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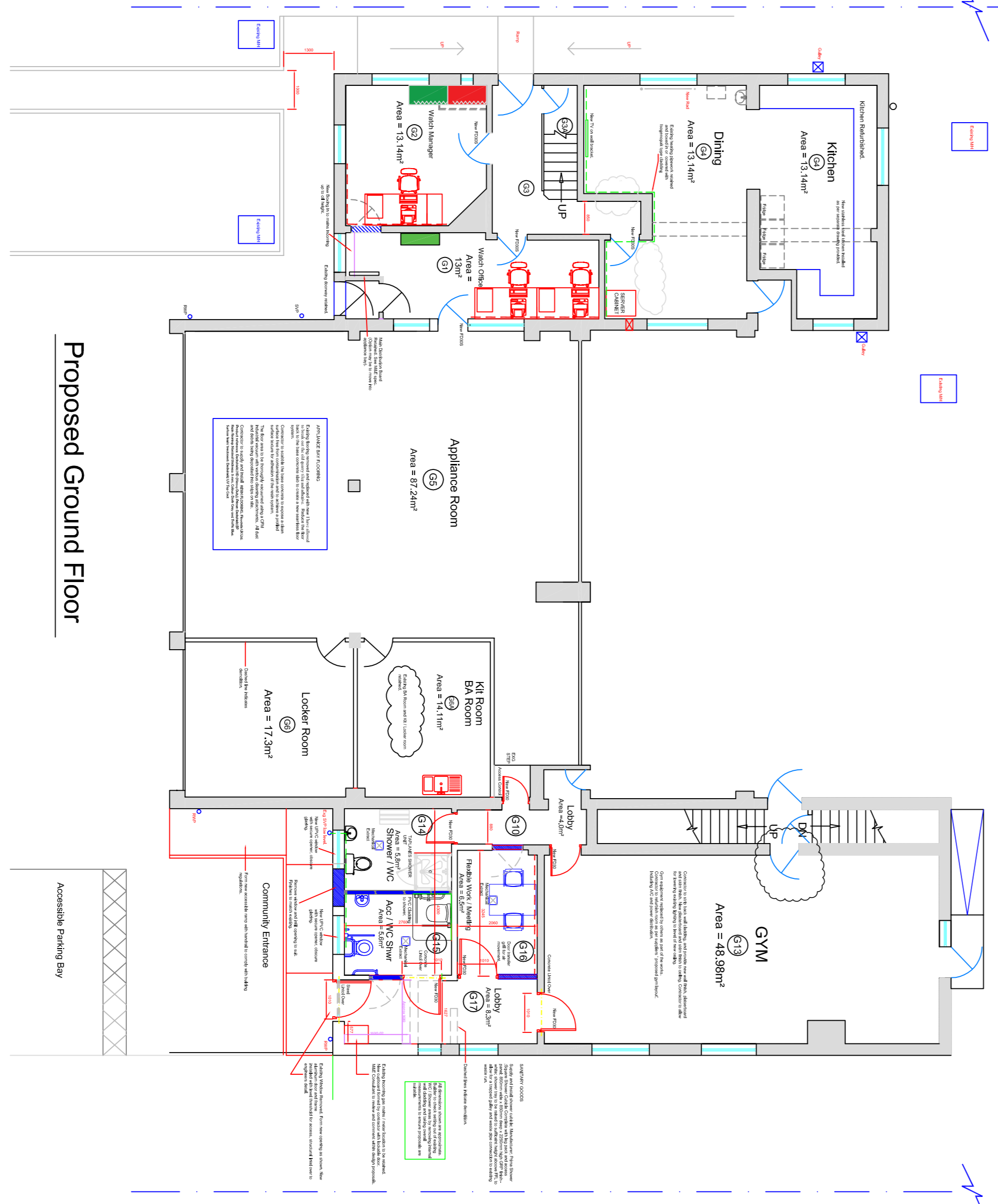
Top of building to be stripped and deck removed from site. All masonry to be retained until existing concrete slab is below ground and removed from site. New double garage to be retained.

Existing structure will be retained in height as indicated by ground engineer.

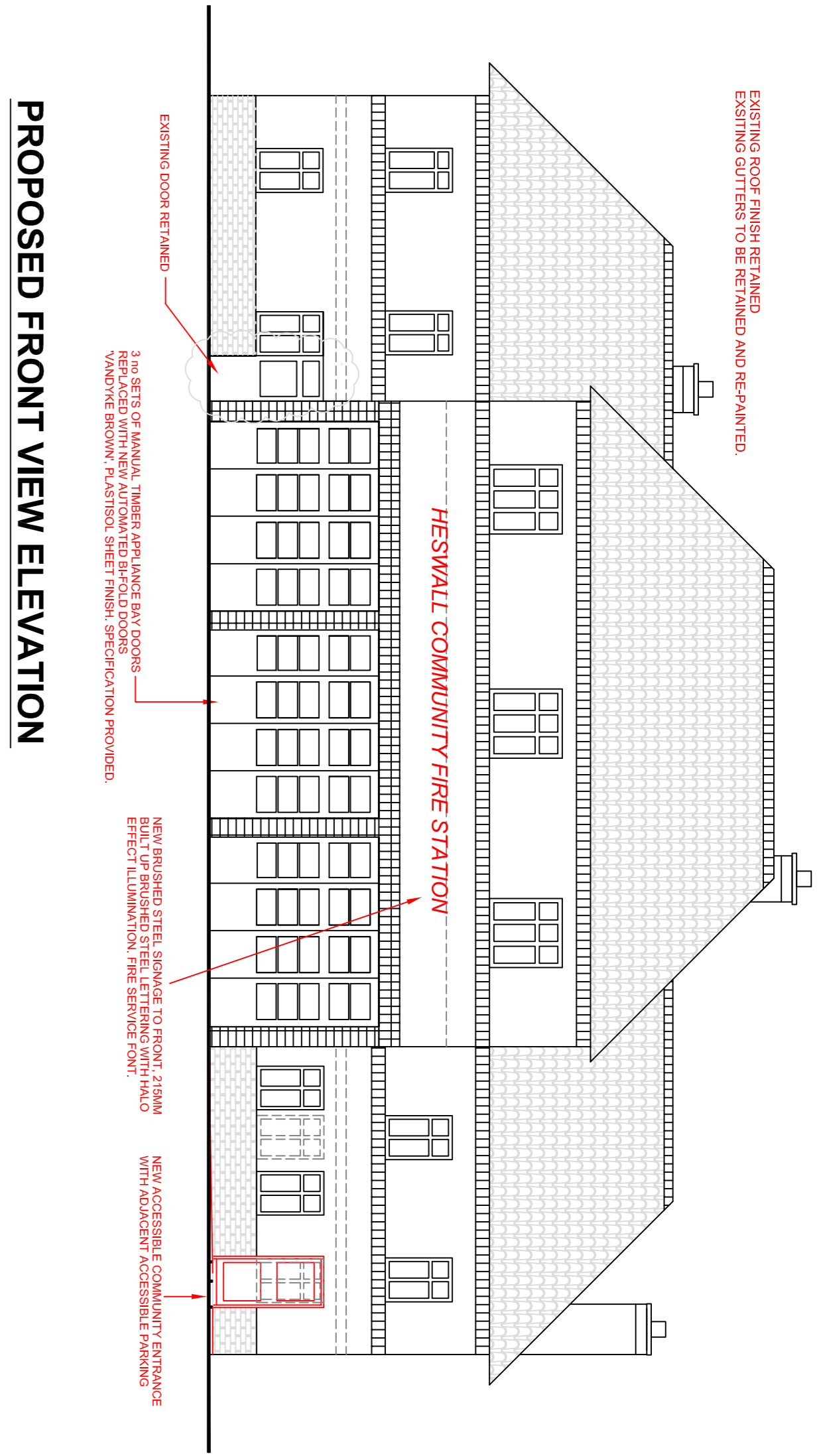
Approximate level of underpinning to be indicated by ground engineer.



Proposed Rear Car park with new store



Proposed Ground Floor



PROPOSED FRONT VIEW ELEVATION

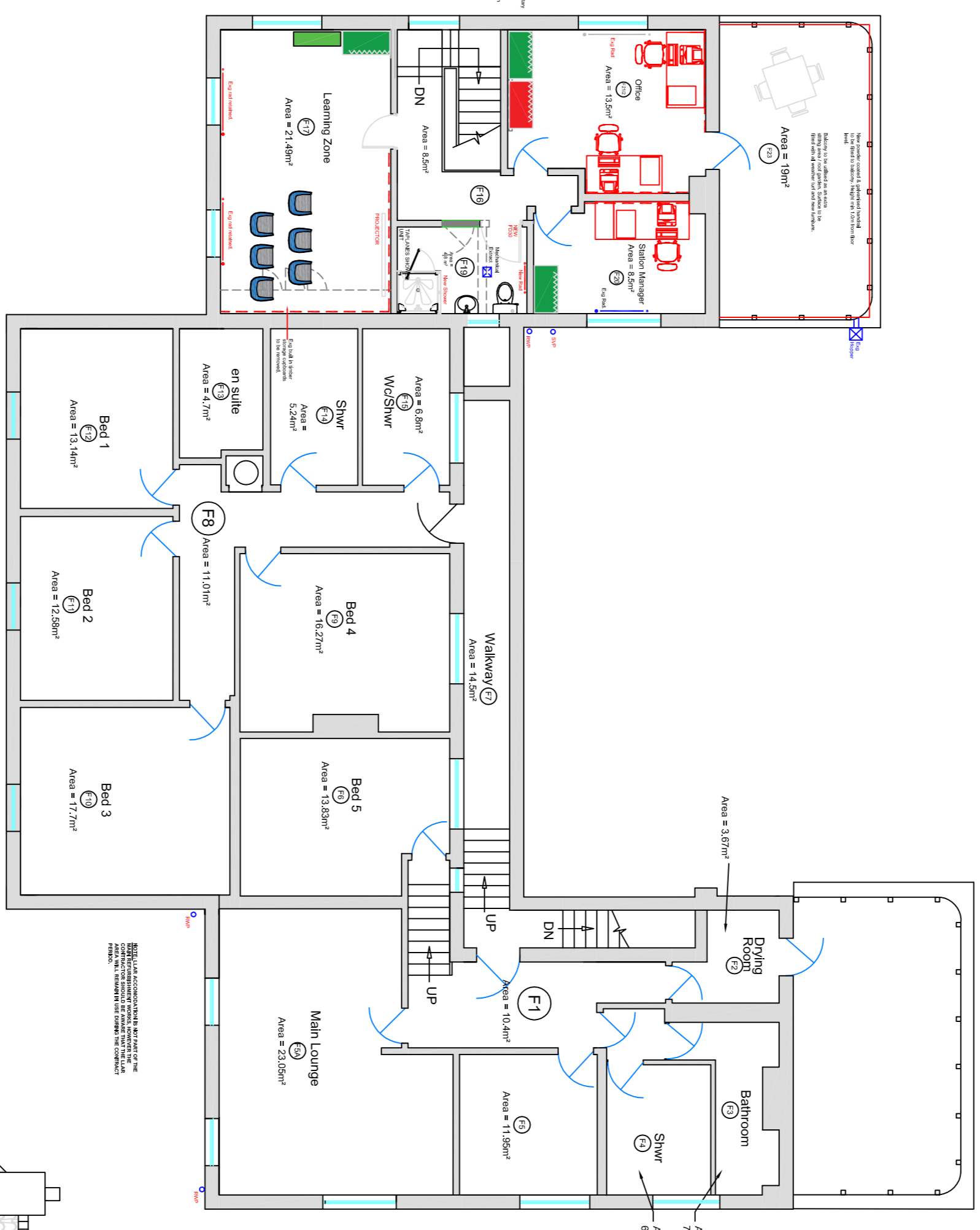
EXISTING ROOF FINISH RETAINED  
EXISTING SOUTHERN END RE-PAINTED

EXISTING DOOR RETAINED

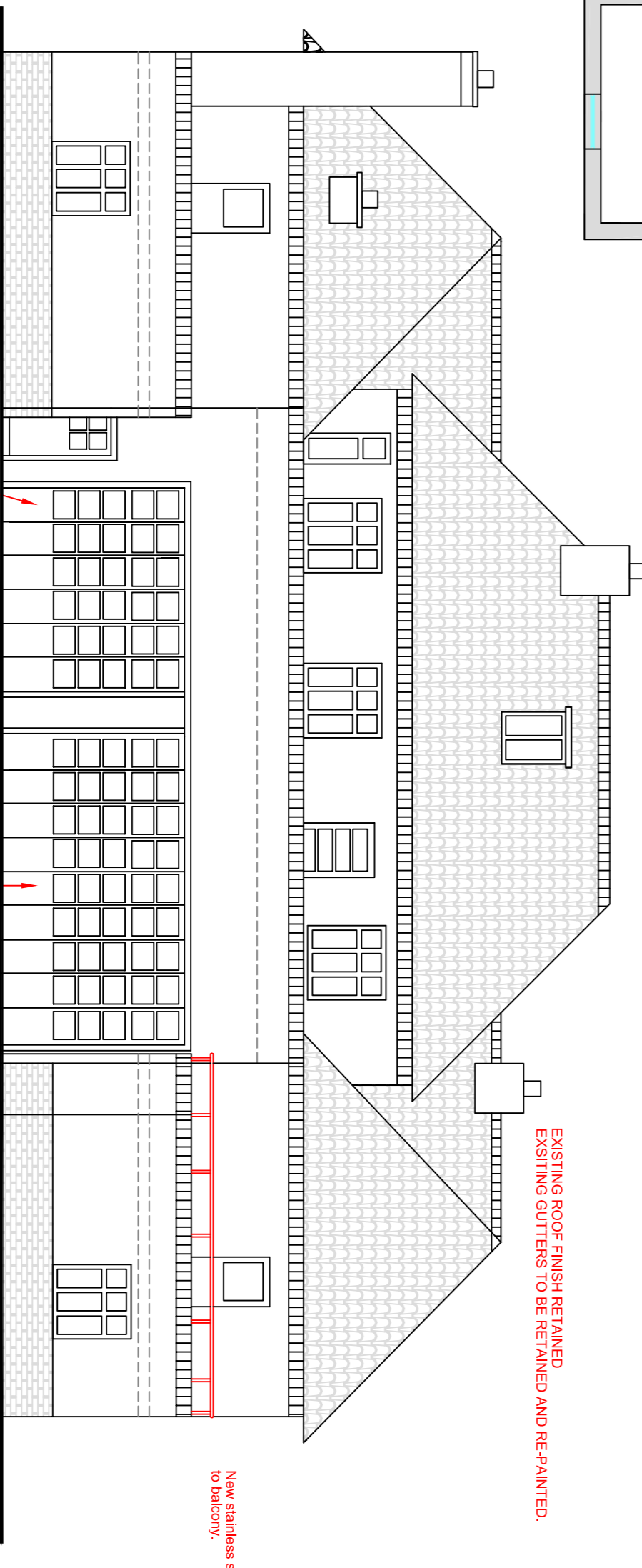
3rd SETS OF MANUAL TIMBER APPLIANCE BAY DOORS REPLACED WITH NEW AUTOMATED BRIFOLD DOORS. VANILINE BROWN PULSTON SHEET FINISH SPECIFICATION PROVIDED.

NEW BRUSHED STEEL SIGNAGE TO FRONT 219MM BUILT UP BRUSHED STEEL LETTERING WITH HALO EFFECT. VANILINE BROWN PULSTON SHEET FINISH SPECIFICATION PROVIDED.

NEW ACCESSIBLE COMMUNITY ENTRANCE WITH ADJACENT ACCESSIBLE PARKING



Proposed First Floor

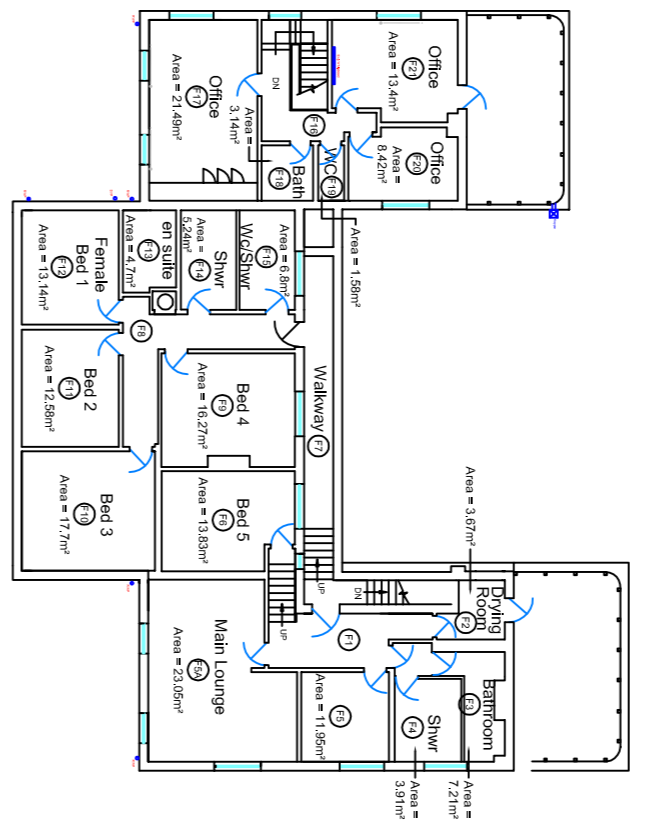


PROPOSED REAR ELEVATION

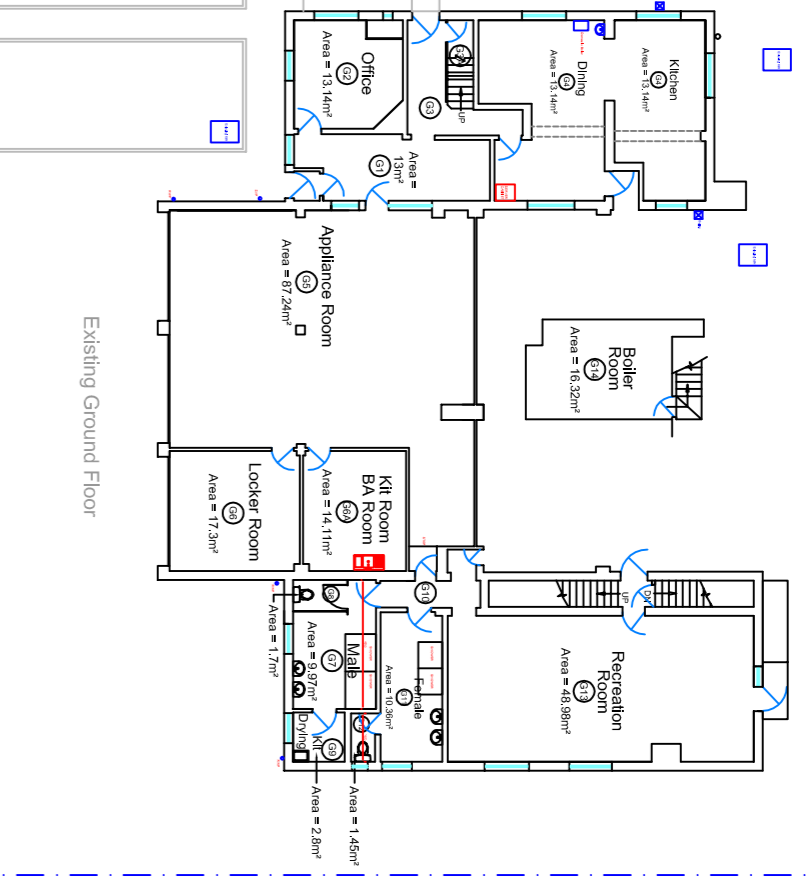
EXISTING ROOF FINISH RETAINED  
EXISTING CUTTERS TO BE RETAINED AND RE-PAINTED.

3rd SET OF MANUAL STEEL APPLIANCE BAY DOORS REPLACED WITH NEW AUTOMATED BRIFOLD DOORS. VANILINE BROWN PULSTON SHEET FINISH SPECIFICATION PROVIDED.

NEW ACCESSIBLE STEEL HUNDRED TO LIVERY



Existing First Floor



Existing Ground Floor

Revision notes:  
Rev A & B 3/1/18 Plan to outbuilding updated to show fire requirements.  
Front elevation. Door to be retained leading into watch office.  
Rev C 3/8/20 Canopy and new external store removed from scope of works. Kit Room and BA Room retained in appliance bay.

DRAWING REF: MFRS/001  
REVISION: C  
SCALE: 1:100 & 1:50 @ A1  
DRAWING No.: Heswall Drawing 001  
DATE DRAWN (MASTER): 2016  
DRAWN BY: A Holland  
CHECKED BY: 3/8/20  
Estates

Plan Details  
N/PG/UPRN - 42113215  
Address of Premises  
Heswall Fire Station,  
Telegraph Road,  
Heswall, Merseyside,  
CH60 0AF

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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of the Local Government Act 1972.

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