

Public Document Pack



To: All Members of the Authority



R. Groves
Acting Monitoring Officer

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.

Tel: 0151 296 4000
Extn: 4230 Gemma Sung

Your ref:

Our ref GS/RG

Date: 22 June 2021

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on **WEDNESDAY, 30TH JUNE, 2021** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

There are 8 socially distanced available seats in the Sefton Suite for the public to attend the meeting. These seats are available on a first come first serve basis, so please contact DemocraticServices@merseyfire.gov.uk with your details if you require one.

The meeting will be available to watch via YouTube on the following link: <https://youtu.be/A2W5zJcYWkE>

Yours faithfully,

PP – G. Sung

Acting Monitoring Officer

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

AUTHORITY

30 JUNE 2021

AGENDA

1. Preliminary Matters

The Authority is requested to consider the identification of:

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

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

The Minutes of the previous meeting of the Authority, held on 10th June 2021, are submitted for approval as a correct record and for signature by the Chair.

3. IRMP 2021-24 Post Consultation Report (Pages 19 - 178)

To consider Report CFO/039/21 of the Chief Fire Officer, concerning the outcomes of public/stakeholder consultation on the Integrated Risk Management Plan (IRMP) 2021-24 and to seek approval for the publication of the final post-consultation version, which will be designed before publication.

4. Our People Plan 2021- 2024 (Pages 179 - 196)

To consider Report CFO/042/21 of the Chief Fire Officer, concerning the Authority's People Plan and revised Leadership Message which details our vision, purpose, aims, values and behaviours of the Service. The plan captures our key people priorities, developed in order to deliver the best possible services to our community through the professionalism and capabilities of our people.

5. Station 18 and 19 Merger (Pages 197 - 232)

To consider Report CFO/040/21 of the Chief Fire Officer, concerning the content of this report and approve the commencement of public consultation on the Integrated Risk Management Plan (IRMP) proposal to

merge Aintree and Croxteth Fire Stations (Stn 18 and 19), creating a new multi pump superstation as part of the development of a state of the art Training and Development Academy on Long Lane, Aintree, Liverpool.

These specific IRMP proposals are subject to a twelve-week period of public consultation to commence with effect from 15th July 2021. This is in addition to the twelve-week consultation period for the IRMP which ended on 24th May.

Members should note that this consultation relates to the operational response impact of the proposed merger in the context of the associated enhanced training opportunities offered by the overall development it does not replace any consultation relating to any future planning application.

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

10TH JUNE 2021

MINUTES

Present: Cllr Leslie T. Byrom CBE (Chair) Councillors Pam Thomas, Lynnie Hinnigan, Sharon Connor, Kathy Hodson, Lynne Thompson, Janet Grace, Brian Kenny, Lesley Rennie, James Roberts, Elizabeth Hayden, Paul Tweed, Andrew Makinson, Gillian Wood, Lisa Preston and Edna Finneran

Also Present: Anthony Boyle

Apologies of absence were received from: Hughie Malone & Linda Maloney

8. CHAIR'S ANNOUNCEMENT

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

The Chair welcomed the new Fire Authority Members and gave thanks to the Members that had previously been part of the Fire Authority.

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

1. Preliminary Matters

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

Resolved that:

- a) Cllr Thomas declared an interest in relation to the Membership of the Authority 2021-22 on the Agenda. She announced that the Police and Crime Commissioner, Emily Spurrell, was her daughter-in-law. This information was noted by Members. Cllr Wood also declared that she is employed by the Liverpool City Region Growth Platform, an organisation which is to be considered as part of the report on the Appointment of Members to Outside Bodies. Cllr Wood was advised to not partake in any discussion or approval on that report (of which Cllr Wood did not).
- b) no additional items of business were determined by the Chair to be considered as matters of urgency; and

- c) no items of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting

The Minutes of the previous meeting of the Authority, held on 20th May 2021, were approved as a correct record and signed accordingly by the Chair.

3. Election of Chair

Nominations were requested for the position of Chair of the Authority for the Municipal Year 2021/22.

Nominee:

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

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

Members resolved that:

Cllr Les Byrom be confirmed as the Chair of Merseyside Fire & Rescue Authority for the Municipal Year 2021/22, and preside over the remainder of the meeting.

4. Election of Vice-Chair

Nominations were requested for the positions of Vice-Chair of the Authority for the Municipal Year 2021/22.

Nominees:

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

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

Members resolved that:

Cllrs Brian Kenny and James Roberts, be confirmed as the Vice- Chairs of Merseyside Fire & Rescue Authority for the Municipal Year 2021/22.

5. Membership of the Authority 2021-22

Members considered Report CFO/030/21 of the Acting Monitoring Officer, concerning the changes to the membership of the Authority for 2021/22.

Members were advised that the Police Crime & Commissioner (PCC) Emily Spurrell had requested to join the Authority Committee as per her powers under section 7 of the Policing and Crime Act 2017.

Members were happy to welcome the PCC onto the Authority.

Members Resolved that:

the content of the report, be noted;
the membership of the Authority further to the appointments by the five district councils, be noted; and
the appointment of the Police & Crime Commissioner (PCC) for Merseyside to the Authority, be approved.

6. Structure of the Authority 2021-22

Members considered Report CFO/031/21 of the Acting Monitoring Officer:

- (a) Informing Members of:
 - (i) the minimum legal structure of the Authority
 - (ii) the existing decision making structure of the Authority; and
 - (iii) optional variations to the existing structure
- (b) requesting that the Authority determines an appropriate decision making structure for 2021/22; and
- (c) requesting that arrangements are made for the appointment of Committees, the nomination of Chairs, the determination of the powers and duties of Committees, the appointment of Members to Committees; and Special Responsibility Roles.

Members were informed that the structure of the Authority has remained the same as last years.

Members were advised that since the elections there had been a change to the political balance of the Authority and the groups are now represented as follows: 14 Labour Members, 2 Liberal Democrat Members and 2 Conservative Members.

Members were told that the list of names for each Committee Membership had been completed by each political party and that the Democratic Services Department would supply all Members with this.

Members resolved that:

- a) The following decision making structure of the Authority and appointments to roles and Committees for 2020/21, be approved:-

Chair of Authority:
Vice-Chairs of the Authority

Cllr. Les Byrom
Cllr. Brian Kenny
Cllr. James Roberts

Labour Group Leader:

Cllr. Les Byrom

Liberal Democrat Opposition Spokesperson:

Cllr. Andrew Makinson

Conservative Opposition Spokesperson:

Cllr. Lesley Rennie

Committee	Members
Community Safety & Protection Committee 9 Members (7,1,1)	1 Cllr (Chair) Kenny 2 Cllr Finneran 3 Cllr Grace 4 Cllr Hinnigan 5 Cllr Maloney 6 Cllr Thomas 7 Cllr Tweed 8 Cllr Thompson 9.Cllr Hodson
Policy & Resources Committee 9 Members (7,1,1)	1 Cllr (Chair) Roberts 2 Cllr Byrom 3 Cllr Connor 4 Cllr Hayden 5 Cllr Malone 6 Cllr Preston 7 Cllr Wood 8. Cllr Makinson 9. Cllr Rennie
Audit Committee 5 Members (4,(1or1)) (Plus 1 Independent Person)	1 Cllr (Chair) Maloney 2 Cllr Finneran 3 Cllr Grace 4 Cllr Preston 5 Cllr Makinson
Scrutiny Committee 9 Members (7,1,1) (Plus 1 Independent Person)	1 Cllr (Joint Chair / Scrutiny Lead) Grace 2 Cllr (Joint Chair / Scrutiny Lead) Tweed 3 Cllr Connor 4 Cllr Finneran 5 Cllr Thomas 6 Cllr Preston 7 Cllr Wood 8 Cllr Makinson 9 Cllr Hodson

Appointments Committee (3,1,1) Made up of the Chair, Vice Chairs, and Opposition Spokespersons	1 Cllr (Chair) Byrom 2 Cllr Kenny 3 Cllr Roberts 4 Cllr Rennie 5 Cllr Thompson
Appeals Committee (3,1,1) Made up of the Chair, Vice Chairs, and Opposition Spokespersons	1 Cllr (Chair) Byrom 2 Cllr Kenny 3 Cllr Roberts 4 Cllr Hodson 5 Cllr Thompson
Joint Fire & Police Collaboration Committee 4 Members (3,(1or1)) (Plus PCC & DPCC)	1 Cllr (Chair) Byrom 2 Cllr (vice) Kenny 3 Cllr (vice) Roberts 4 Cllr Rennie

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

7. **MFRA Report for Constitution 2021-22**

Members considered Report CFO/032/21 of the Acting Monitoring Officer, concerning the draft amended Constitution for Merseyside Fire and Rescue Authority (the Authority) for 2021/22.

Members were advised that there were minor amendments made to the Constitution, highlighting the change to Part 5 whereby the Code of Conduct for Members has been updated with the new model code which was approved by Members at the previous Authority meeting.

New Members to the Authority were informed that they will receive a copy of the Constitution for their own records and perusal and the existing Members were informed that they would receive the updated parts to add to their copies of the Constitution.

Members Resolved that:

- a) the draft amended Constitution for 2020/21, be approved;
- b) the Acting Monitoring Officer to the Authority, be instructed to keep the Constitution under review; and
- c) a further report be brought to the Authority, in the event of any relevant changes in legislation.

8. **Authority Meeting Dates for 2021-22 & 2022-23**

Members considered Report CFO/033/21 of the Acting Monitoring Officer, concerning the draft dates for Authority Committee meetings and events for 2021/22 and the draft provisional dates for 2022/23.

Members were informed that remote meetings had stopped taking place from May 2021 and face to face meetings were now taking place.

Members were advised that scheduled dates for Station Visits and Staff

Engagement Events were included in the calendars, however how these can be delivered, whether in person or remote, these will be dependent on any restrictions still in place due to the Covid 19 pandemic.

Members requested a miniature calendar of the committee dates and were informed that these would be produced for Members following today's meeting.

Members Resolved that:

- a) the schedule of meeting dates and events for 2021/21 (attached at Appendix A and provisionally agreed at the AGM on 11th June 2020), be approved.
- b) The draft provisional dates for 2022/23 (attached at Appendix B), be noted.

9. Members Allowance Payments 2020-21

Members considered Report CFO/029/21 of the Acting Monitoring Officer, concerning payments made to Members in the form of allowances, during the financial year 2020/21.

It was raised by Members that there was an error with regards to the Opposition Spokesperson Allowance in 2020/21, which should have been split 50/50 last year, until September 2020 when another Liberal Democrat Member joined the Authority.

Members were advised that this has been rectified and that due to that error (where the Conservative Opposition Spokesperson received the full allowance for 2020/21), it has been agreed that between the opposition parties that this year the Liberal Democrat Opposition Spokesperson will receive the full allowance.

Members Resolved that:

the information contained within the report and at Appendix A, be noted.

10. Scheme of Members Allowances 2021-22

Members considered Report CFO/034/21 of the Acting Monitoring Officer, concerning the current Scheme of Members' Allowances; and recommendations on any changes the Authority wishes to make to the Scheme.

Members were advised that as per the Budget Authority Meeting in February 2021, it was agreed that Members Allowances for 2020/21 would remain the same and not increase as per the Firefighters pay award.

Members were advised that if they have any considerations regarding next year's allowances (2022/23), that it would need to be raised before the Budget Authority Meeting in February 2022.

Members Resolved that:

- a) continuation with the current Members' Allowance Scheme, be confirmed;
- b) inflationary increases to the Authority's Scheme of Members' Allowance be noted as being aligned to the previous year's Firefighters' pay, however, the decision at the Authority's Budget meeting on 25th February 2021 to freeze all 2021/22 Members Allowances for the twelfth consecutive year, be noted;
- c) their intention to reject any pay increases in line with Firefighters' Pay Award for 2021/22, which would apply to 2022/23 allowances, be confirmed; and
- d) continuation of the combined roles of Co-opted Member and Independent Person, be confirmed, with the individual:
 - i. Being appointed to both the Audit Committee and Scrutiny Committee.
 - ii. Continuing to consider any complaints against Members, alleged to have breached the Members' Code of Conduct as "Independent Person" and serve on the Independent Panel in respect of Statutory Officers Disciplinary procedure;
 - iii. Being paid for conducting such roles following submission and verification of invoices, at a daily attendance rate of £50 (as and when required) as is the current case.

11. Questions on discharge of functions

Members considered Report CFO/035/21 of the Acting Monitoring Officer, concerning Member nominees from each of the five constituent District Councils as the Members responsible for answering questions in their Council on the discharge of the functions of the Authority.

Members Resolved that:

The following Members be appointed by the Authority as the Members responsible for answering questions in their respective Councils, on the discharge of the function of the Authority for 2020/21:

- | | |
|----------------------|------------------------|
| • Cllr Les Byrom | Sefton Council |
| • Cllr James Roberts | Liverpool City Council |
| • Cllr Edna Finneran | Knowsley Council |
| • Cllr Brian Kenny | Wirral Council |
| • Cllr Lisa Preston | St. Helens Council |

12. Appointment of Members to Outside Bodies

Members considered Report CFO/036/21 of the Acting Monitoring Officer, concerning the outside organisations to which it is currently affiliated; and to request where appropriate, confirmation of continuing affiliation for 2021/22 and the appointment of representatives to those organisations.

Members were advised that over the past 12 months due to the Covid 19 pandemic, that there had not been any meetings of the North West Employers Organisation or the North West Fire & Rescue Advisory Forum. Members were informed of the previous appointments to these Outside Bodies and told that they could re-nominate for these appointments if they wish when the meetings re-started.

Members were also advised that Liverpool City Region's "Liverpool Enterprise Platform", was now known as "Growth Platform".

Cllr Finneran was appointed to Merseyside's Community Safety Partnership.

Members Resolved that:

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

<u>Organisation</u>	<u>Representative Member</u>
Local Government Association Fire Services Commission	Cllrs Les Byrom, Brian Kenny & James Roberts
North West Employers Organisation	Cllr James Roberts
North West Fire and Rescue Advisory Forum	Cllrs Les Byrom and Lesley Rennie
Association of Metropolitan Fire & Rescue Authorities	Cllr Les Byrom
Liverpool City Region Growth Platform	Area Manager (AM) Gary Oakford
Merseyside Community Safety Partnership	Cllr Edna Finneran

13. Approved Conference and Outside Meetings

Members considered Report CFO/037/21 of the Acting Monitoring Officer, concerning approval for attendance at conferences and outside meetings by

representatives of Merseyside Fire & Rescue Authority, to be determined by the Chair of the Authority.

Members Resolved that:

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

14. Meetings with National Politicians at Party Political Conferences

Members considered Report CFO/038/21 of the Acting Monitoring Officer, concerning the attendance of Members at meetings held at the location of party political conferences, in order to make Authority related representations in line with the Members Scheme of Allowances.

Members Resolved that:

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

15. Firefighter Pension Schemes - McCloud/Sargeant Ruling - Treatment of HO Informal Guidance on Treatment of 'Immediate Detriment'

Members considered report CFO/020/21 of the Director of Finance concerning how the Authority may wish to implement the Home Office 'Immediate Detriment' informal guidance. The guidance proposes a methodology for removing the age discrimination suffered by some Firefighters who were members of the 1992 or 2006 Firefighter Pension Scheme (FPS) when the Government introduced public sector pension changes on 1 April 2015.

The report outlines the risks faced by the Authority and the eligible FPS members by implementing this informal guidance in advance of having all the required information and systems in place.

Members were provided with some background to the FPS pension changes introduced in 2015 and the findings of the Employment tribunal that deemed the Government's proposed transitional arrangements to be unlawful as they discriminated against some members based in their age.

The Government's proposal is to remove the age discrimination from all public pension changes, including the FPS and Local Government Pension Scheme arrangements. The Government's proposal includes 2 parts:

- the removal of the retrospective discrimination covering April 2015 – March 2022, known as the remedy period. Eligible members would be able to choose to receive benefits from the legacy scheme or the 2015 scheme, but this will apply for the full remedy period; and
- the removal of future discrimination by moving all members onto the reformed 2015 schemes from 1 April 2022.

Members were advised that a pension member who has been impacted by the retrospective discrimination, isn't required to make a decision over which scheme they wish to opt into over the remedy period until they retire. However, to enable them to make the decision they require two benefit statements outlining what each option will mean to them in terms of pension benefits, retrospective employee contributions and tax implications. The current view is that these statements will not be available until potentially October 2023.

Members were informed that the Home Office informal guidance would allow Fire and Rescue Authorities the ability to let eligible retiring firefighters have access to their legacy pension scheme immediately and in advance of the relevant Her Majesty's Treasury (HMT) and Local Government Association (LGA) guidance, along with the Pension Administrator's data and information systems being in place to produce accurate dual pension benefit statements.

Originally no Fire and Rescue Authority had intended to implement the Home Office informal guidance note on immediate detriment cases until the required guidance from the Home Office, HMT, and the LGA was available. The position of some Fire and Rescue Authorities has now changed and they are now implementing the Home Office informal guide for eligible firefighter retirements.

Members were advised that it is therefore right that the Authority now consider its position on the Home Office Immediate Detriment informal guidance note and were informed of some of the challenges the Authority would face in implementing the Home Office proposal.

Members were also advised that with:

- the LGA now signing off the data template, that it would be used to collect the relevant pension information to produce dual benefits statements;
- HMT are about to issue a policy statement on the tax issues surrounding the proposed remedy; and
- the development of a national framework to standardise the approach towards implementing the Home Office Immediate Detriment proposal by the Local Government Association, Fire and Rescue Authorities and other interested parties.

The Scheme Manager is now in a position to take a proposal for implementing the Home Office Immediate Detriment guidance notes to the next FPS Pension Board for scrutiny and sign-off. The Scheme Manager would then work with the Authority's FPS Pension Administrator and Payroll & Pensions team to implement the proposals as soon as possible.

Members resolved that:

- a) the report, be noted;
- b) the FPS' Scheme Manager, be instructed, to continue to progress the proposals to enable the Authority to implement the HO Immediate Detriment guidance;
- c) the Scheme Manager, be instructed, to take the final proposals to the FPS Pension Board for review;
- d) the agreement to offer those members who have yet to lose their tapered protection the option to remain within their legacy scheme if they so choose, to be included within the proposals to the Pension Board; and
- e) that the Scheme Manager prepare a 'waiver statement' that any member who wished to take up the option to remain in their legacy scheme in advance of the required guidance(s) must sign to acknowledge they understand the risks involved.

16. SERVICE DELIVERY PLAN 2020-21 END OF YEAR REPORT

Members considered Report CFO/028/21 of the Chief Fire Officer, concerning the scrutinising of performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2020/21.

Members were provided with an overview of the report highlighting the completion of the feasibility study and costing of the Training and Development Academy (TDA) redevelopment. Members were asked to focus on advised on the change of focus to the new build of the TDA and were informed that information on this will be in the Integrated Risk Management Plan (IRMP) report that will be going to the Authority Meeting on 30th June 2021.

The service endeavours still ensure collaborative Collaborative work continues, including the joint Service's response to COVID 19 and Members were informed the Local Collaboration Overview document has been updated and can be shared with them a copy has been sent to the Police Crime Commissioner.

Merseyside Fire & Rescue Authority's (MFRA) 'ground rules' have been updated empowering staff to identify and challenge inappropriate behaviour and the 'mission and values' have been discussed with staff and will be reviewed in 2021/22.

MFRA's staff survey was completed in November and December 2020 with significant improvements in staff engagement.

Members were advised that the objectives of the Service Delivery Plan for 2020/21 shows benchmark indicators are better and the majority of targets were met, including the total number of primary fires attended which had decreased from the previous year by 323.

The objective for the number of deliberate dwelling fires in occupied properties is indicated amber, meaning it is within 10% of the target and Members were informed that work will be carried out with Merseyside Police over this.

Members were advised that the objective for available shifts lost to sickness is indicated red due to the challenge that has been faced regarding Covid 19. The overall sickness percentage target is 4% and the result is just over this (4.27% for operational staff and 4.62% for non-uniformed staff). This was managed so well as MFRA has a sharp focus on business continuity ensuring preparation. If the Covid 19 absence was taken away from the sickness loss percentage, the available shifts lost to sickness would only be 2.54-2.58%.

Members were assured that the Authority has responded to the previous Her Majesty's Inspectorate inspection which was in 2018 and has continued to do so since then.

The management of performance and developing leaders is indicated Amber - Members were advised that staff-led work to revise our values and leadership message has been completed and that further engagement and a launch is being planned in 2021/22.

Making the fire and rescue service affordable now and in the future continues to be streamlined and automated using Microsoft Forms and InfoPath forms. Thirty six previously automated processes have been improved in this way since the last inspection. and finance have also automated previously paper-based processes such as virements.

Members were advised that within the IRMP there were some Amber indicators but these may change due to improving performance in communities.

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

The Urban Search & Rescue Team indicator will change from Amber to Green shortly due to MFRA choosing to take a different course with regard to training.

Regarding the Amber indicator for the 'use of technology to support the mobilisation of resources to all operational incidents types' - preliminary work has been undertaken in relation to the 999Eye application. This action is linked to the launch of the Vision 5 mobilising system which has now been upgraded. This technology will enable images/videos from phones being sent to Control

staff for live viewing and the recommendation for this to be up and running is within 12 months.

The Amber indicator for Safe and Well visits is lower than anticipated due to the fact that not as many visits have been done because of Covid 19 restrictions. Although we have continued to undertake safe and well visits and Home Fire Safety Checks, the risk of fire outweighs the risk of virus transmission. This also applies to Partnership work with the Police and Local Authorities to stop the transmission of the virus.

Newer Members were advised that the MFRA does a lot of work with that MFRA do to support children and young people, highlighting the work involving the Prince's Trust, Fire Cadets and Beacon Courses. It was added that the work MFRA do here is fantastic and something that the organisation is proud of. Members were encouraged to attend presentations that are held by these departments.

Members were also advised that a Business Support Group is to be re-enacted along with significant partnership work around Grenfell.

The Chair of the Authority requested that the Scrutiny Committee consider information from the IRMP and it was confirmed that this will be done by Scrutiny.

Members were informed that the Prince's Trust Presentation evenings are open for all Members to attend and that they are extremely worthwhile. It was added that the work done over 16 weeks by the Merseyside Fire & Rescues Prince's Trust teams is amazing and New Members of the Authority were encouraged to attend.

Members expressed how incredible they thought the sickness percentage was at 2.4% (not including the Covid 19 absences) and thanked and congratulated all MFRA staff. Members were informed that this had been a challenging time for staff, but the option of working from home was introduced to help with this and it worked really well. Fires were still extinguished, road traffic accidents were still attended and work was still completed by staff that worked tirelessly. Members stated that this was a testament to staff and added that they were grateful for all the work that is done.

Members Resolved that:

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

Close

Date of next meeting: 30th June 2021

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	FIRE & RESCUE AUTHORITY		
DATE:	30 JUNE 2021	REPORT NO:	CFO/039/21
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	IRMP 2021-24 POST CONSULTATION REPORT		

APPENDICES:	APPENDIX 1: DRAFT IRMP 2021-24 APPENDIX 2: ORS CONSULTATION REPORT APPENDIX 3: ONLINE SURVEY RESULTS APPENDIX 4: FOA RESPONSE APPENDIX 5: FBU RESPONSE APPENDIX 6: GMFRS RESPONSE APPENDIX 7: CONSULTATION DISTRIBUTION LIST APPENDIX 8: IRMP EIA 2021-24 APPENDIX 9: NW CCG RESPONSE
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Purpose of Report

1. To request that Members, consider the outcomes of public/stakeholder consultation on the Integrated Risk Management Plan (IRMP) 2021-24 and to seek approval for the publication of the final post-consultation version, which will be designed before publication.

Recommendation

2. That Members;
 - a. Consider whether the responses to consultation have been adequately considered by officers and are reflected within the IRMP 2021-24 (Appendix 1), where appropriate (shown with yellow highlights).
 - b. Note that the proposals within this IRMP have been subject to extensive public consultation. The outcomes of this consultation has been attached as appendices to this report.
 - c. Note the changes which have been made following the comments made (highlighted in yellow).
 - d. Approve the IRMP for 2021-24 and its implementation - which will see further increases in fire engine availability, building on the 2019/21 IRMP Supplement.
 - e. Approve the IRMP supplement 2021-24 for publication in a designed format.

Introduction and Background

3. It is a requirement of the Fire and Rescue Service National Framework 2018 to produce an IRMP. This IRMP has been written to ensure compliance with the National Framework.

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4. Merseyside FRA's IRMP is a medium term plan that evaluates progress made as a result of previous IRMPs and captures future aspirations and the strategic direction for the Authority in order to deliver its Mission: Safer, Stronger Communities; Safe Effective Firefighters.
 5. The IRMP and supplement deal in a strategic way with the implications of risk, demand and vulnerability in Merseyside, in the context of the resources available to the Authority.
 6. Subject to approval of the IRMP supplement 2021-24, the Chief Fire Officer will exercise his delegated responsibility in the management of any changes resulting from it.
 7. Future reports to the Authority will contain the detail on any such changes resulting from the IRMP.

Consultation

8. Since the draft IRMP 2021-24 was approved at the Budget Authority meeting on 25th February 2021 a twelve-week consultation process has taken place (1st March to 24th May) and the outcomes from this are summarised below and reported within Appendices 2 to 8.
9. The consultation process included the following:
 - a) Publication of the draft IRMP 2021-24 on our website
 - b) Publicity regarding the launch of the consultation process was published on the Authority website, Portal, Facebook and Twitter pages
 - c) One online public forum for all districts of Merseyside was hosted via Teams (30 people took part). This followed the five initial public engagement forums that took place in October/November 2020 (previously reported to the Authority)
 - d) Distribution of the IRMP to over 100 strategic partners and other interested parties
 - e) Meetings with staff Representative Bodies – Fire Brigades Union (FBU) Fire Officers Association (FOA), UNISON and UNITE
 - f) Principal Officer talks with staff
 - g) Chair and Chief Fire Officer meetings with Merseyside MPs, the Police and Crime Commissioner, the Metro Mayor.
 - h) An on line questionnaire on our website for the public and staff (41 responses)

Public Forum

10. Opinion Research Services (ORS) an independent research company were commissioned to facilitate an all-district public forum to consider the proposals in the draft IRMP 2021-24. This was hosted online by ORS. These forums would normally be held on fire stations but due to Covid 19 restrictions these meetings were online via Zoom. ORS's role was to recruit and facilitate the meeting and report outcomes. ORS worked with MFRA to prepare supporting material for the meeting, providing the fullest possible information for participants.
 11. MFRA has had an extensive programme of engagement with residents for a number of years and, in this context, ORS has regularly facilitated district-based and all-Merseyside forums. Within this on-going framework, MFRA has conducted 'listening and engagement' and 'formal consultation' meetings.
 12. The all-district consultation forum followed on from the five district based public engagement forums carried out in October/November 2020 where the public were asked if
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they considered how the Authority planned for Risk, Demand and Vulnerability was fair and reasonable. The forums also revisited the Authority’s Planning Principles which were endorsed by the public in 2016 and were used in planning the IRMP. The full ORS consultation forum report can be found at Appendix 2.

13. Consultation forums of this type are used because they enable the Authority to engage with a meaningful way with a cross section of representative members of Merseyside communities as demonstrated below:

LOCAL AUTHORITY AREA	GENDER	AGE	WORKING STATUS	LIMITING ILLNESS OR DISABILITY	ETHNIC GROUP
Knowsley: 6 Liverpool: 6 Sefton: 5 St Helens: 7 Wirral: 6	Male: 17 Female: 13	16-34: 4 35-44: 8 35:54: 8 55-64: 6 65+: 4	Working full- or part-time: 23 Not working/ retired: 7	5	White British: 29 BAME: 1

14. The consultation forum was **overwhelmingly supportive** of MFRS’s package of IRMP 2021-24 proposals, all were considered reasonable. They were particularly pleased with;
- The increase in fire engines via the strengthening of resource provision at Liverpool City and Kensington; the increased resilience and flexibility offered by the Hybrid duty system;
 - Introduction of the state of the art Stinger/Scorpion fire engine at St Helens;
 - The proposals to ensure specialist resources are ‘in the right place’;
 - The proposed Training and Development Academy and it’s potential as a National Resilience Centre of Excellence;
 - Prevention activity in general and, in particular, the continued targeting of vulnerable people;
 - The introduction of a drone capability and a new risk information management system;
 - Continued collaboration between MFRS and its Blue Light Partners; and
 - MFRS taking the lead in National Resilience.

On-line Questionnaire

15. An on-line questionnaire was available on the MFRS website. The full results report including comments is attached at Appendix 3. The questionnaire asked respondents for their views on the proposals in the draft IRMP. The vast majority of respondents supported the proposals with some including comments and suggestions that will be considered further when the plans are implemented, should the supplement be approved by the Authority. The summary of results is as follows:

Respondents were asked to consider how reasonable our proposals were when taking into account the risks, demand and vulnerability in the area and the financial position of Merseyside Fire and Rescue Authority.

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- 88% of respondents (36 of 41 valid responses) considered our Response proposals very reasonable/reasonable.
 - 93% of respondents (38 of 41 valid responses) considered our Training and Development Academy proposals very reasonable/reasonable.
 - 95% of respondents (39 of 41 valid responses) considered our Prevention proposals very reasonable/reasonable
 - 93% of respondents (38 of 41 valid responses) considered our Protection proposals very reasonable/reasonable
 - 93% of respondents (38 of 41 valid responses) considered our Preparedness proposals very reasonable/reasonable
 - 95% of respondents (39 of 41 valid responses) considered our National Resilience proposals very reasonable/reasonable
 - 88% of respondents (36 of 41 valid responses) considered our Equality, Diversity and Inclusion proposals very reasonable/reasonable
 - 98% of respondents (40 of 41 valid responses) considered the draft IRMP and proposals very easy/easy to understand. When writing this IRMP we have endeavoured to write it in plain English.
16. There were some additional narrative comments included in the survey responses relating to the proposals. The Service does not consider that any of those comments materially alter the IRMP proposals, but changes will be made to the final published version to ensure any typographical errors are corrected.
17. One member of the public also commented on the Draft IRMP via email making suggestions on ways of promoting firefighter recruitment, particularly amongst women, promoting mental health issues and working with schools. Some of these activities already take place, but these suggestions are welcome and will be considered by the teams responsible for these areas.

Principal Officer Talks

18. The Principal Officers delivered an update on our IRMP proposals to all stations, Fire Control Marine Rescue Unit and Support Staff. Staff were encouraged to ask questions, make suggestions and complete the online survey. A number of email responses were received from staff and the MFRS response is summarised below.

Staff Representative Bodies

19. Consultation meetings took place with all representative bodies.
20. The FBU's response (Appendix 5) raised a number of points relating to the IRMP which have been considered and the responses outlined below. Several other comments and recommendations did not relate specifically to the IRMP, but instead, are more general
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matters that will be picked up through the Service's normal representative bodies consultation and engagement processes.

21. FOA's response (Appendix 4) was generally supportive of all proposals.
22. UNISON have not submitted a written response but were support of proposals during the consultation meeting.
23. UNITE were supportive of the proposals during the consultation and commented:
"The 2021/2024 draft IRMP is much easier to digest and still gets the salient points over without too much business speak, therefore becoming a more attractive proposition to actually peruse through to the end and see the whole plan in its entirety."

Consultation with Partners

24. The IRMP and the on-line survey were sent to Chief Fire Officers, MPs, Chief Constable of Merseyside Police, the Police and Crime Commissioner, the Metro Mayor, Liverpool City Region democratic services and North West Ambulance Service. As libraries and One Stop shops were not available due to Covid restrictions copies were sent to Corporate Communications teams at all five councils with a request to make the IRMP available to residents. Senior Officers also shared the IRMP with partners.
 25. It is not possible to establish exactly who has responded to the survey as a result of this part of the consultation (as the responses are anonymous), but two specific written responses were received.
 26. Great Manchester Fire and Rescue Service commented in their response (Appendix 6):
"Firstly, we would like to say we found the document itself is really clear, accessible, and easy to understand. It avoids jargon and clearly sets out your ambitions for the future."
 27. The North West Clinical Commissioning group responded with some questions in Appendix 9, which have resulted in one clarification relating to ambulance driving and should the IRMP be approved, further conversations will take place regarding future support for NWAS.
 28. There have been some changes made to the IRMP as a result of the consultation process, the majority of which are clarifications or updates, or they reflect that the supplement is no longer a draft document. Notably;
 29. During the Principal Officers' consultation with staff, the crews at Kensington and Liverpool City fire stations provided feedback on the proposals for those stations. This feedback is welcomed and will be reflected during the implementation.
 30. Other feedback from staff at Crosby fire station has also been considered and although the Chief Fire Officer, unfortunately whilst logical and supportive, the proposal to extend the use of the hybrid system from Crosby would require an additional £1million. As such it cannot be accommodated at this time.
 31. Additional comments made by staff from Crosby included a desire to be included in the Service's specialist response to Marine and coastal risk. The Chief Fire Officer is keen to
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explore this further and the Service's response to marine risk may extend to include crews from Crosby Fire & Rescue Station during the life of this plan.

32. The FBU made a number of suggestions during the consultation process. Having considered these, changes have been made the section summarising the National Framework IRMP requirements, the section detailing Risk (reference has now been made to other types of risk), the section dealing with Operational Plans (making clear that these are a continued development rather than new) and the proposals relating to specialist equipment and capabilities (clarifying that the proposal is relating to the location and operation of these specialisms rather than suggesting that they are new ones).
33. In addition, the FBU response made statements referring to a number of other areas pertinent to the IRMP which are responded to for thoroughness notably:
- *That the amount of reserves held by the Authority is high.*
The 2021/22 – 2025/26 MTFP approved by the Budget Authority at the meeting on the 25th February 2021, approved the Reserves Strategy for the Authority. The Strategy included the establishment of a Capital Investment Reserve that would contribute to the cost of a new TDA and cover other specific risks and investments. The Authority receives regular financial review reports that include an update on the risks to the MTFP, Capital Programme update and the Reserve Strategy. MFRA will utilise circa £25m worth of Reserves as detailed within the Medium Term Financial Plan to deliver this IRMP (e.g. to minimise borrowing to redevelop the TDA).
 - *That the IRMP does not reference the risk posed by pandemics.*
Members will be aware of the extensive business continuity arrangements and levels of support provided by the Service in relation to the current pandemic and plans have been amended during this period to reflect learning. The action related to Demand Management Planning also reflects this work and the Service's duties under the Civil Contingencies Act 2004.
 - *That the variation in demand (emergency incidents) during the day and night time periods doesn't mean that fewer firefighters are required.*
Members will be aware that much of the content of recent IRMPs has reflected that the Service can be much more efficient and effective within available budgets if the emergency response provision reflects demand.
 - *That demand is high between 7pm and 10.30pm when resources reduce.*
We acknowledge that demand fluctuates and will review our current duty systems to reflect this comment.
 - *That the Authority does not pay the Living Wage.*
The Authority currently uses agreed national pay scales and a review of the implications of paying the Living Wage was presented to Members in 2016 (CFO/018/16). If Members wish, Officers can review that report and report back to Authority.
 - *That the Authority's response standard is not challenging.*
The current response standard, to attend Life Risk incidents within 10 minutes (from alert to in attendance) on 90% of occasions, was set during earlier IRMPs, following public engagement and the consideration of local risks and survivability. It enables the Service to respond quickly to Life Risk incidents and maintain its 10 Key Station methodology. It is a minimum standard with which the public can hold us to account, it is never the intention of the Service to take as long as 10 minutes to arrive at a fire once the crews are alerted - average attendance times for alert to in attendance is currently 5 minutes 44 seconds (accidental dwelling fires).
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- *That average response times are slower than they used to be.*
Members will be aware that average response times did become slower in the period leading up to the 2018 due to the budget cuts the Authority was required to make. On the recommendation of the CFO the Authority then made the bold decision in the IRMP Supplement 2019 to 2021 to use the budget differently and put resources back into the Service, quickening our average response times over the period (26 seconds faster to accidental dwelling fires). Based on the application of the Process Evolution software (which models response times based on resource allocation) the 2021-2024 IRMP will secure further improvements again (expected to be 2 seconds faster utilising predictive software).
 - *That the Authority should return to a policy of providing free smoke alarms for all.*
For several years, the Authority's home safety strategy has focused on vulnerability, analysing the data regarding fires and fatalities to focus the Service's prevention interventions where they are most needed. This has been a successful approach that was primarily directed at older people. This IRMP expands our approach to include people living in more deprived areas to ensure that the fire fighters and prevention teams operate where they can make the biggest positive impact.
 - *That the Authority is operating outside national procedures with its Hybrid duty system.*
The Hybrid duty system has been in operation since 2018, its introduction preventing the closure of Liverpool City and Wallasey fire stations of a night time, whilst increasing fire engine numbers. If the Authority was to return to an entirely wholetime (224) duty system for the whole Service, it is likely that the additional cost would result in the loss of at least eight fire engines, leading to fire stations closures.
 - *The FBU proposes the creation of a joint working party relating to equality, diversity and inclusion.*
The Diversity team welcome the opportunity to meet with the FBU to discuss ED&I matters. A meeting structure for such work is already established.
 - *The FBU suggests that the consultation on the IRMP has not been comprehensive.*
This report and its appendices set out in detail the extent of the consultation process which is broad and comprehensive.
34. FOA confirmed their support for the plan and have stated that they would like to support the Service's work with NWS to develop an Integrated Demand Management Plan. They are open to discussing how activities such as EMR and ambulance driving could continue, especially during periods when the ambulance service is experiencing extreme pressure.
35. Members are also asked to note that should the People Plan (also on this agenda) be approved, the Mission and Aims in the IRMP will be replaced with the new Vision, Purpose and Aims.

Equality and Diversity Implications

36. An Equality Impact Assessment (EIA) has been completed for the IRMP and is attached at Appendix 9 (updated to reflect the consultation). This has been reviewed following the consultation and contains references to the consultation outcomes but it has not been materially altered as a result of the consultation process.
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37. EIAs will also be completed for actions within the IRMP supplement prior to implementation where appropriate.
 38. The information provided in the EIA explains the ways in which different protected groups may be affected by the aims and objectives set out in the IRMP supplement, specifically the planned changes resulting from the reinvestment in services. It is believed that the proposals that are contained within the IRMP offer benefits to all groups within our communities.
 39. The range of duty systems detailed within the IRMP 2021-24 give staff increasing flexibility, the ability to self-roster and the potential to increase their earnings. Given the 24/7 role of the Fire & Rescue Service there will be times when staff who have caring responsibilities will be impacted by the hours of work. Opportunities to limit the impact will be considered as the changes are implemented so long as they don't have an adverse impact on the Service's ability to meet its statutory duties. The Authority has supportive flexible arrangements in place for any member of staff who wants the organisation to consider a request for a different pattern of working.
 40. The public forums, when considering the proposals presented to them, were reminded to consider the nine protected characteristics, plus socio-economic disadvantage which the Authority also includes. They believed the proposals were advantageous to all protected groups.

Staff Implications

41. In order to improve services to our communities the Authority is seeking to continue to re-invest in the front line and increase protection officer numbers.

Legal Implications

42. MFRA continues to discharge its statutory duties under the Fire and Rescue Services Act 2004 and by having regard to and complying with the National Framework for England 2018 by the actions detailed in this report and attached appendices.

Financial Implications & Value for Money

43. The financial implications were considered and approved during the development of the Authority's budget in February 2021. The outcome of the CSR 2021 and multi-year Government funding settlement and any implications on the IRMP will be considered during the 2022/23 budget process.

Risk Management, Health & Safety, and Environmental Implications

44. This document details the strategic approach to risk management, encompassing what the Authority plans to do to manage risk, demand and vulnerability in the coming two years.

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

45. The IRMP is a key document by which Merseyside Fire and Rescue Authority manage its resources with full consideration of the impact on risk to life for the people of Merseyside. This document details the actions we intend to take to achieve our Mission.

BACKGROUND PAPERS

CFO/111/11

If this report follows on from another, list the previous report(s)

GLOSSARY OF TERMS

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Merseyside Fire and Rescue Authority

Integrated Risk Management Plan 2021-24

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Foreword

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

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

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

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

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

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

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

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

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

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

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

We hope that you enjoy reading this plan., **Chief Fire Officer - Phil Garrigan**

Chair of Fire Authority – Les Byrom

***more details in our Medium Term Financial Plan [link to be added in published version]**

Introduction and Background

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

- **The Fire and Rescue Services Act 2004** which explains how we:
 - Respond to fires and other emergencies
 - Prevent fires and other emergencies (home and community safety)
 - Protect (commercial and public building)
 - Educate and inform the public

- **The Civil Contingencies Act 2004** which explains how we:
 - Work with other agencies to deal with emergencies

- **Fire Safety Order 2005** which explains how we:
 - promote fire safety in places such as offices, factories, shops, public buildings and high rise buildings

- **The National Framework 2018** which explains how we:
 - Identify and assess risk in Merseyside
 - Prevent fire and other emergencies and protect buildings and people
 - Respond to emergency incidents
 - Collaborate with other organisations
 - Put in place business continuity arrangements so we can deliver our services even when faced with an emergency like the pandemic
 - Provide National Resilience when major incidents happen anywhere in the country

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

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

Our Mission is to achieve:

Safer, Stronger Communities –

Safe Effective Firefighters

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

Our Aims are;

Excellent Operational Preparedness

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

Excellent Operational Response

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

Excellent Prevention and Protection (Legislative Fire Safety)

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

Excellent People

We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all. [link to People Plan will be included in published version - when approved]

Since we wrote our draft IRMP, the Core Code of Ethics and Guidance for Fire and Rescue Services (England) has been published. This has been

designed to help employees of the Fire and Rescue Service (FRS) act in the best way towards each other and while serving the public and we will be making arrangements to include its principles (below) into our policies and procedures.

- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity including being open, honest and consistent in everything we do.
- Dignity and respect - making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

About Merseyside

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

Merseyside spans 249 square miles (645 Km²) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's metropolitan districts has at least one major town centre and outlying suburbs.

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

- Slightly more females than males in Merseyside (51.1% female against 48.9% male)
- More people above the age of 65 (19%) than children aged 15 and below (18.1%). These percentages are higher than North West averages

- Based on the 2011 Census, of the total population of over 65's in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic

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



Merseyside has a population of over 1.4 million residents



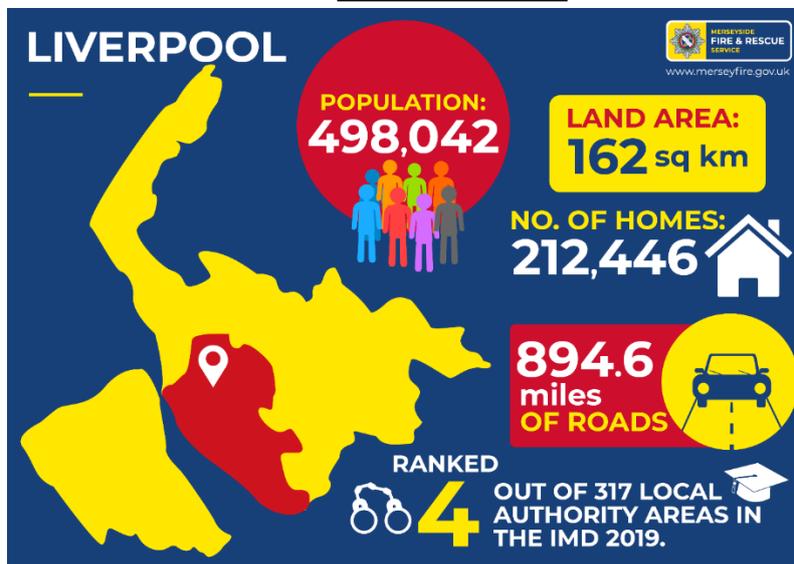
There are over 600,000 homes

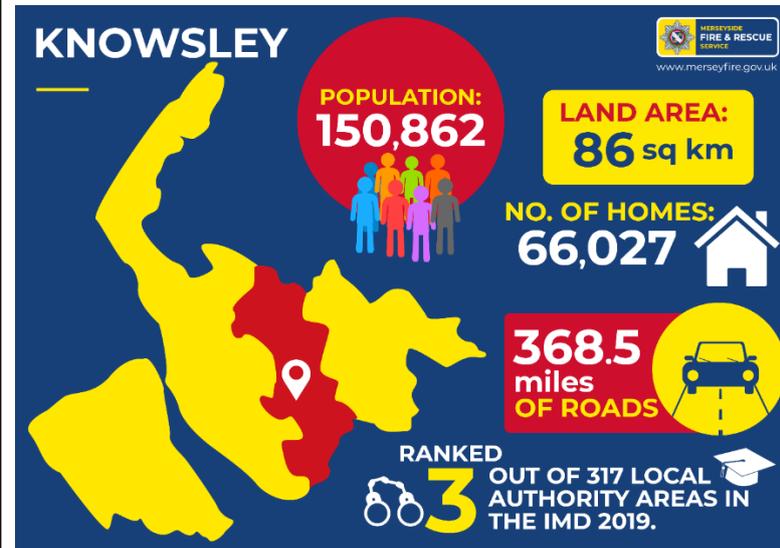
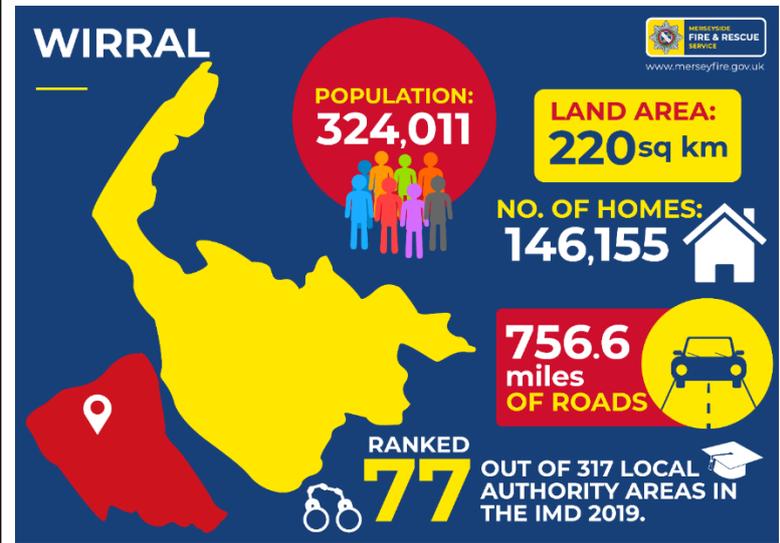
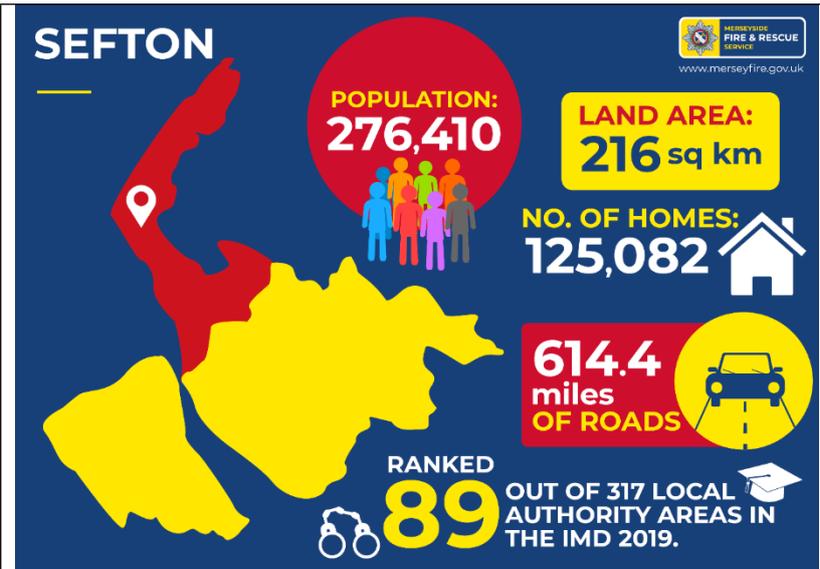


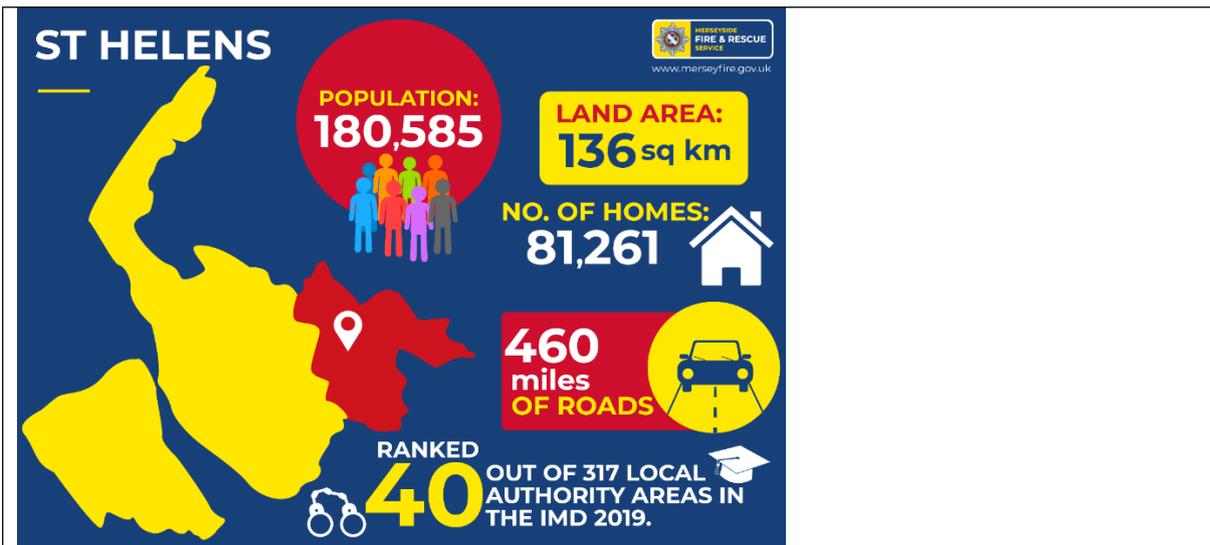
There are over 40,000 places of work



There are over 3,000 miles of road







Preparing our Plans

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

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

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

Vulnerability – we use information that we and other organisations collect to identify the types of people who would be most likely to have a fire or other emergency and who would be most likely to suffer harm. This could be because of personal characteristics such as age or illness, or something that might be related to where people live, work or visit

such as high levels of deprivation. For example, we use this information to provide services, on our own and with others, to prevent and respond to fires and other emergencies.

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

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

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

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

Risks in Merseyside

During preparation for the IRMP 2021-24 extensive work was completed around the National Security Risk Assessment (NSRA), to produce a Community Risk Register – on behalf of Merseyside Resilience Forum.

<https://www.merseysideprepared.org.uk/>

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

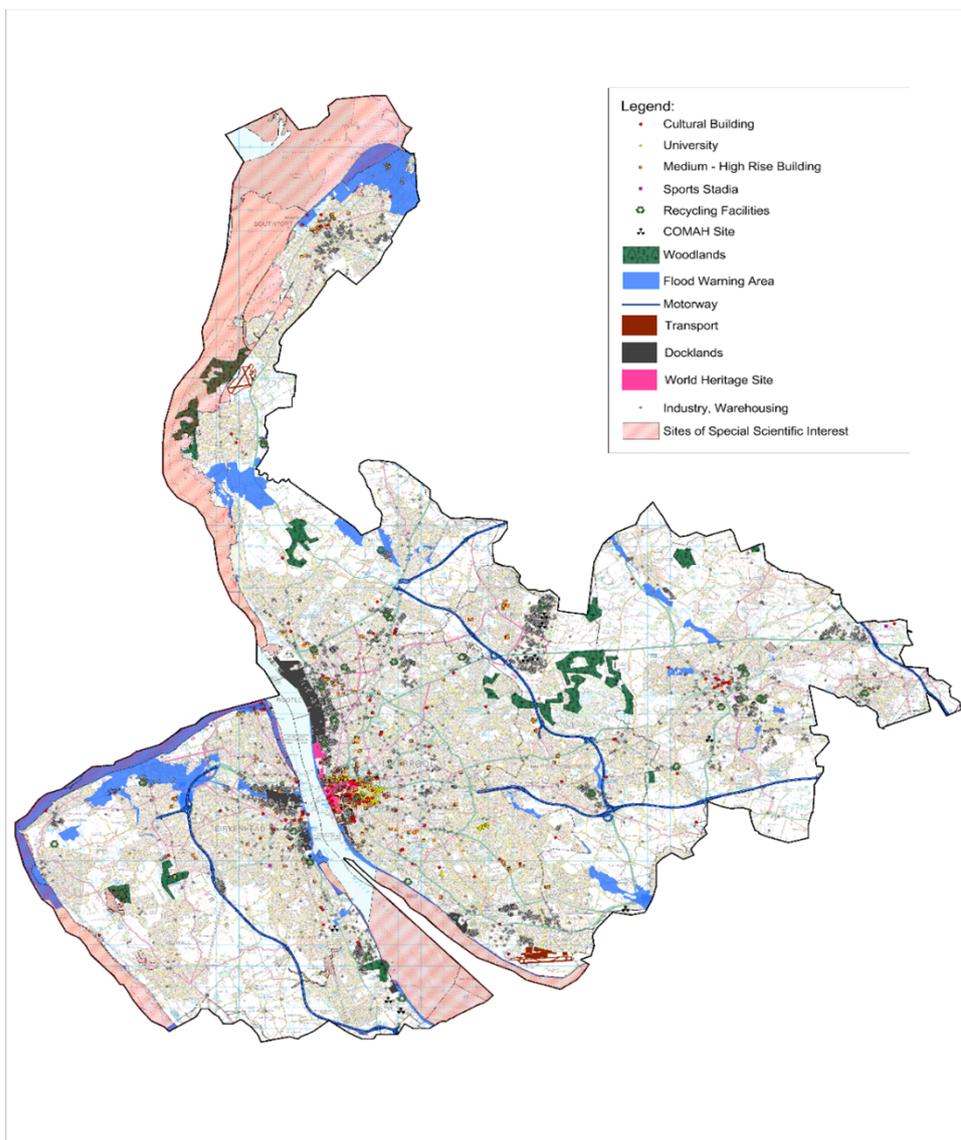
- Terrorist Related Incidents
- Marine Incidents
- Wildfire
- Flooding
- Fires in large buildings (High Rise)
- Fires at recycling and waste processing plants

These are the six high impact areas (identified using the NSRA and local community risk register) that we have established because of the impact they can have on the community and on our Service. They tend to occur less often, but take a large amount of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

This does not mean they are the only risks we are prepared for as there are many other types of incidents that we plan for and respond to. These include air, road, rail, tunnels and heritage sites. Many types of incidents such as road traffic collisions and house fires are sadly much more common and part of our day to day work, even though we also work hard to reduce these.

These risks are factored in to our wider training and exercise programme. Other sections of the IRMP, including those about Vulnerability, Demand and Response provide more information about our plans for those types of incident.

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



Map Identifying Potential Risks in Merseyside

Author: Business Intelligence, Strategy & Performance Date: December 2020 Produced Using MapInfo
 Map Reference:
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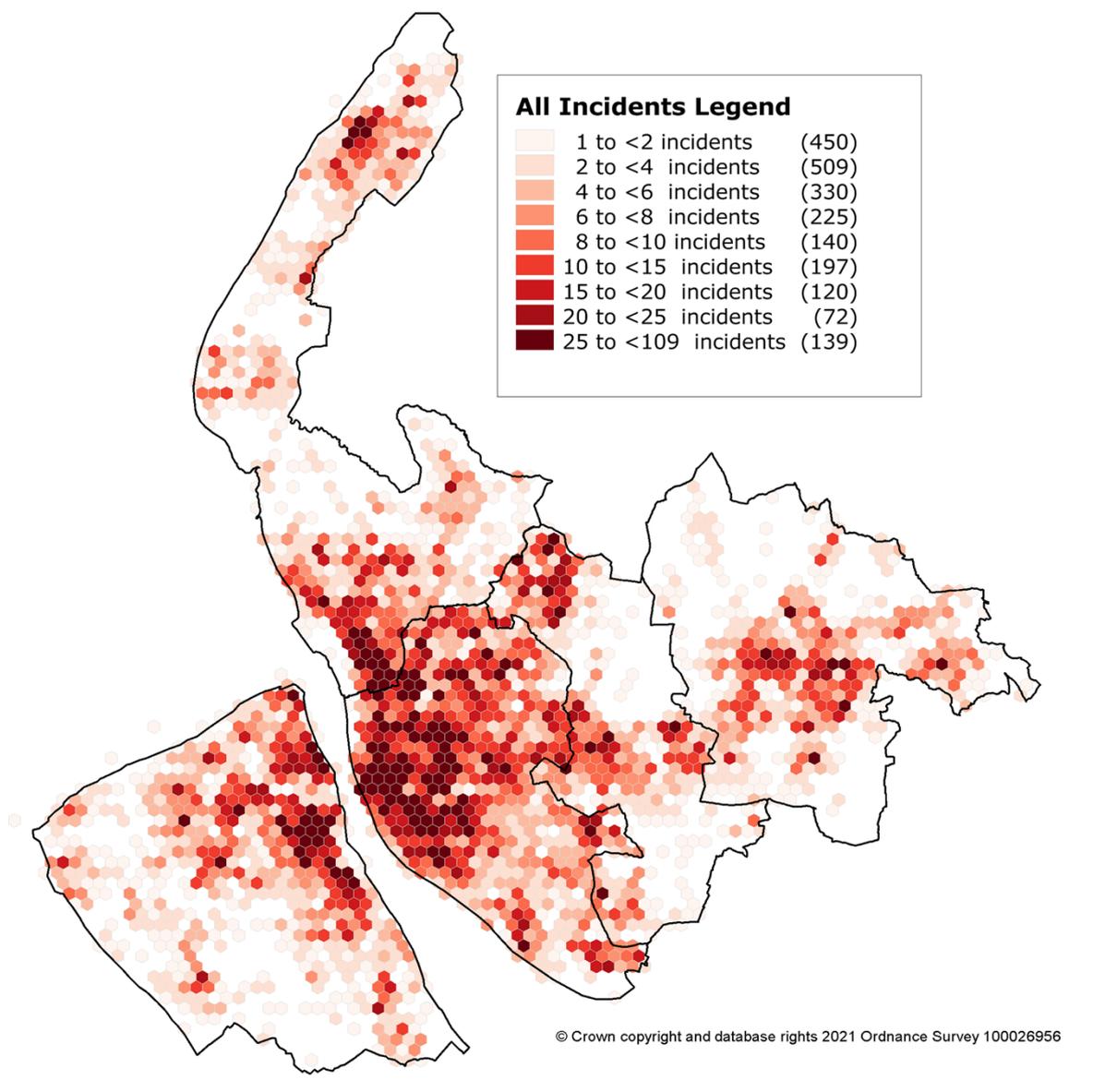
There are areas on this map which are important to the infrastructure of Merseyside supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they would be to the Liverpool City Region should an incident occur.

To ensure we can respond appropriately to these risks we gather site specific risk information and develop operational plans for these places, in addition to holding large scale exercises with partner agencies to test our plans. This ensures we have the right people, with the right equipment in the right place at the right time.

Demand for our services

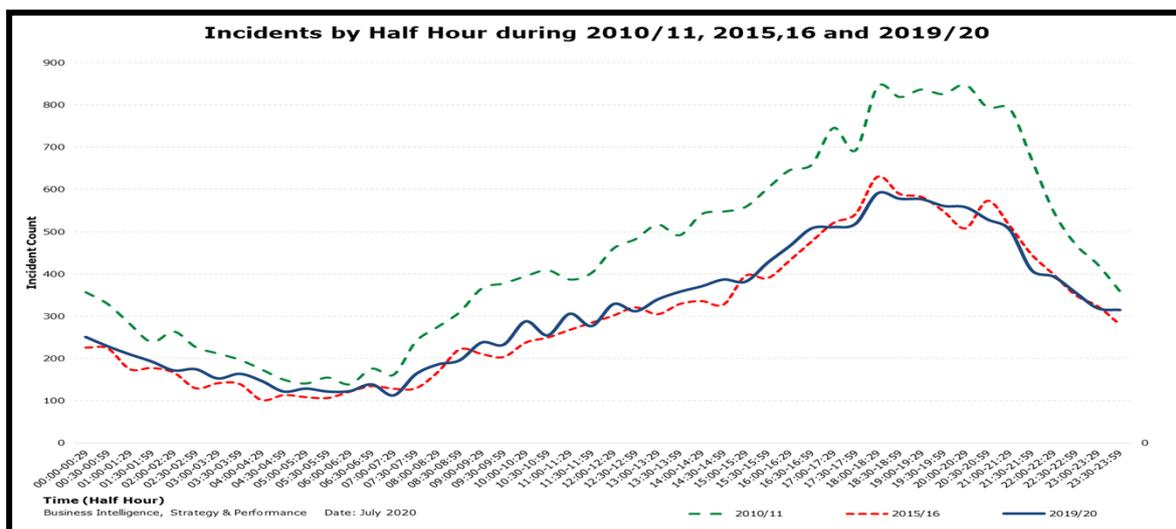
Knowing where emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people.

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



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

All Incidents - 1/4/2015 - 31/3/2020		
	Day	Night
Count	48879	28409
Proportion	63.24%	36.76%

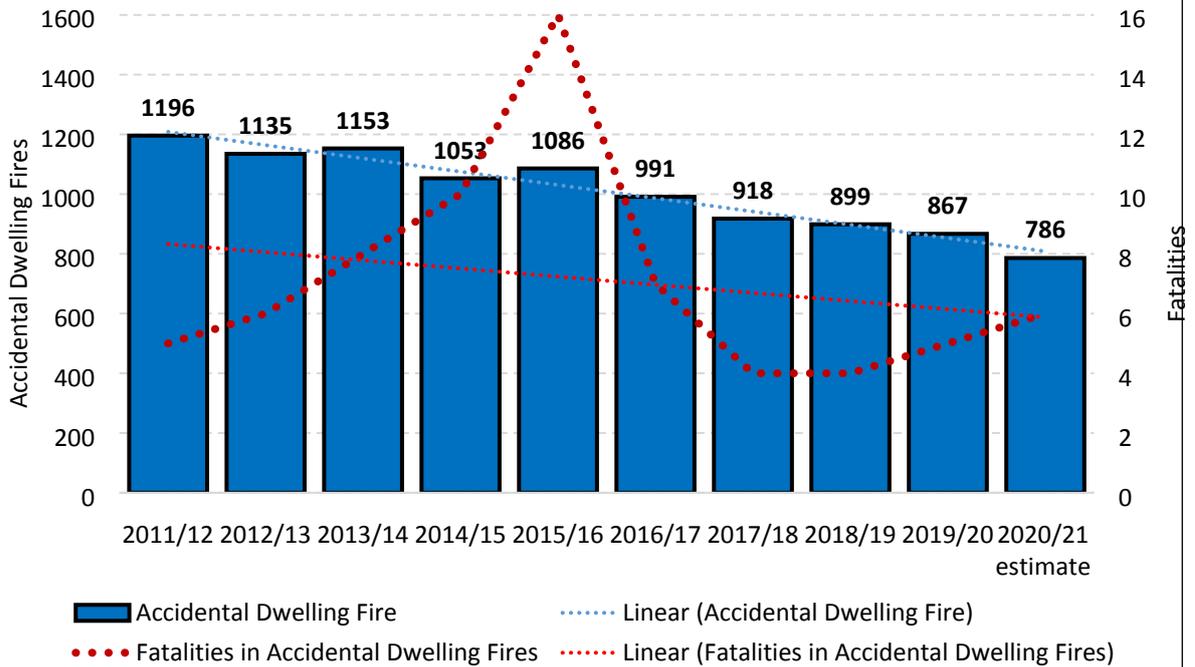


Vulnerability in Merseyside

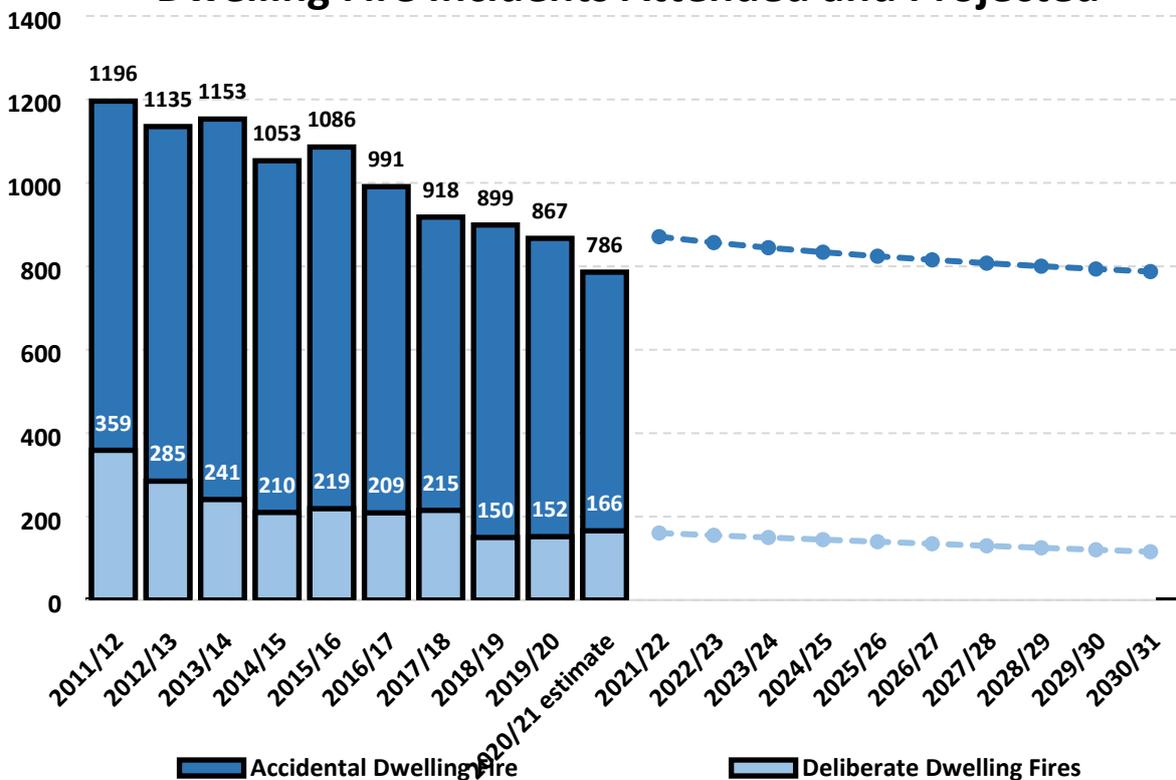
We also need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. We receive information about people aged over 65 from the NHS that we use to target our prevention services at this most vulnerable group of people and we work with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

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

Accidental Dwelling Fires and Fatalities - 10 Years

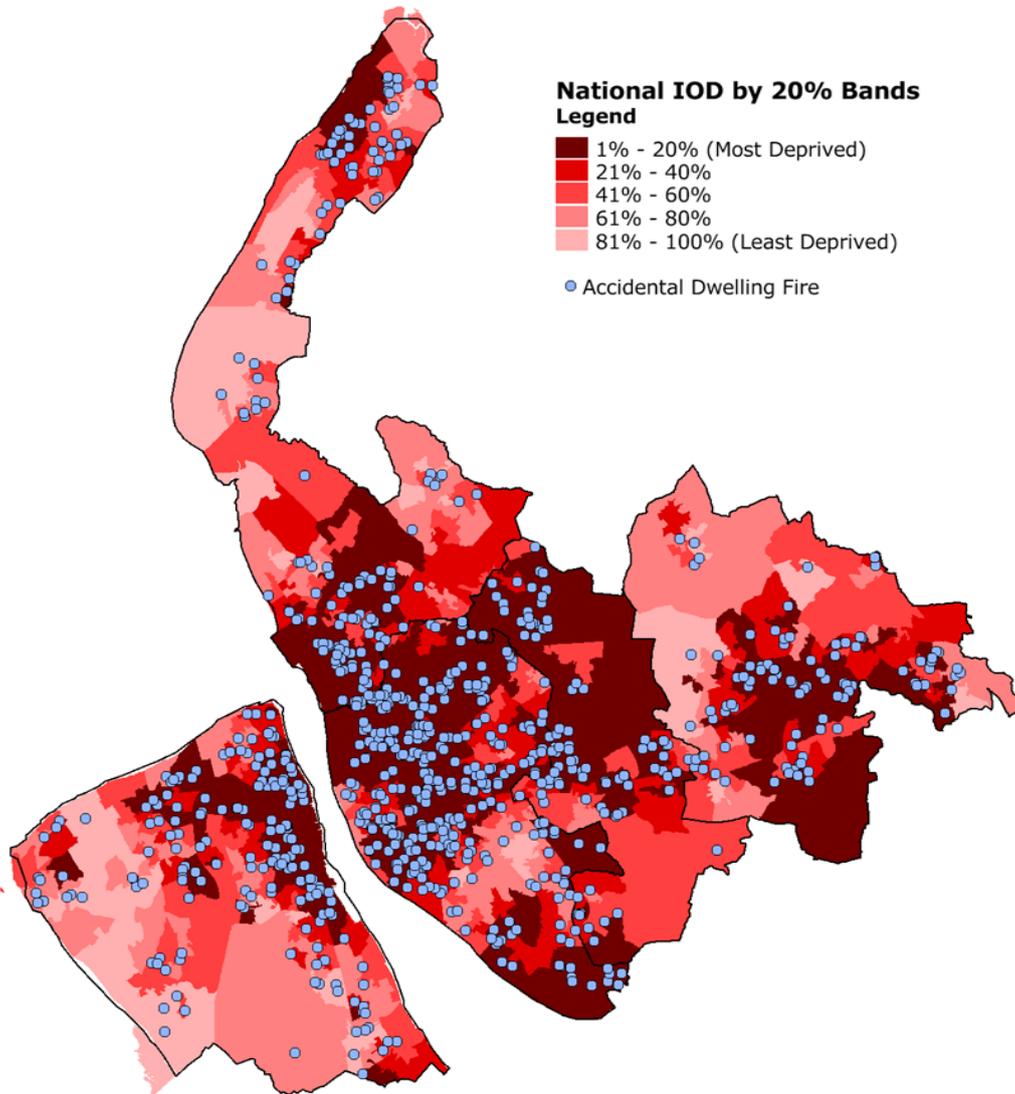


Dwelling Fire Incidents Attended and Projected



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

Accidental Dwelling Fires in relation to Deprivation



How do we integrate our response to best serve the public?

Around 1000 people are employed by Merseyside Fire and Rescue Authority at 22 Community Fire Stations, a Marine Rescue station, our Training and Development Academy, Headquarters, Fire Control and vehicle workshops.

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

Further details of our budget settlement and financial plans can be found on Page 17.

More information about how Merseyside Fire and Rescue Service works is outlined below:

Operational Preparedness

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

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

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

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

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

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

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

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

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

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

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

Operational Response

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

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

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

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

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

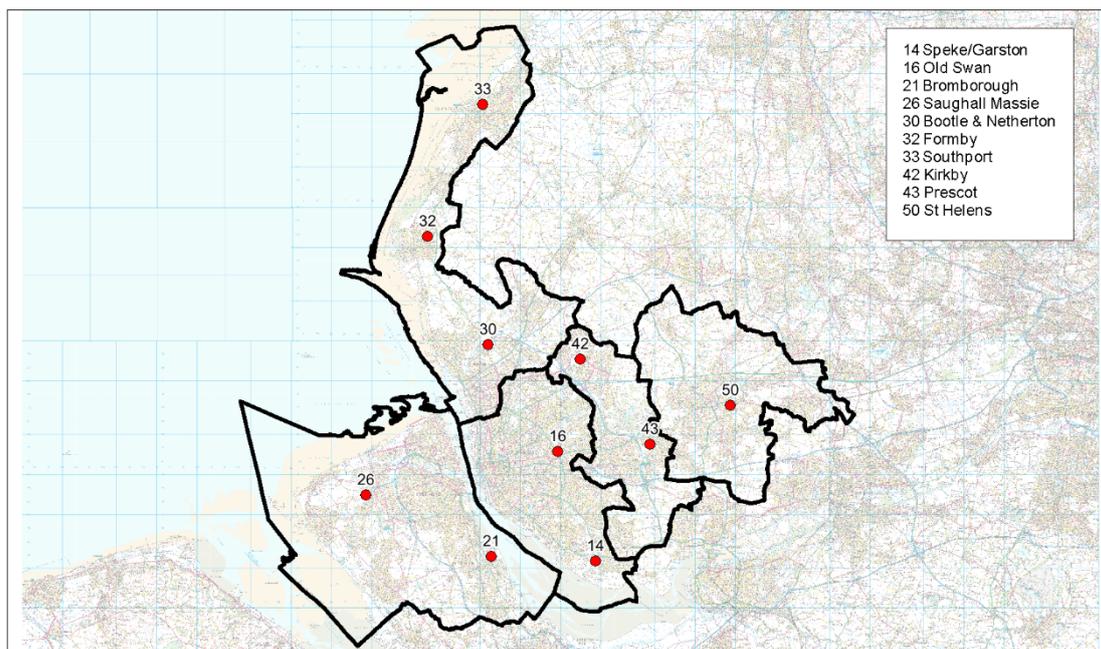
The Operational Assurance Team (OAT), along with Senior Officers, are responsible for the monitoring of how we respond to incidents and how we follow agreed procedures and consider the health and safety of all our

staff when responding to or dealing with fires and other emergencies. The team looks at how we can learn and improve following incidents attended and training. They will recommend training, equipment or changes that are needed to improve how we work and protect the safety of our staff and communities.

Our response to emergency incidents

We plan to attend all life risk¹ incidents in Merseyside within 10 minutes 90% of the time. This is our Response Standard.

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



Author: Nicholas Cowley
Date: 27.2.2019
Produced using MapInfo
Strategy & Performance

Map Reference: KIM \Work Requests\
Data and Systems\Useful Maps\Key Stations\Key_Stations.png

MFRS Key Stations

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It is not our target to get to life risk incidents in 10 minutes, this is a minimum standard. In reality our average attendance time is much quicker at 5 minutes 55 seconds² from a fire engine being alerted to an

¹ Life risk incidents are all incident types where there is risk of death or serious injury

incident by Fire Control to it arriving at the incident. This is one of the fastest response times in the country.

To make sure we make the most efficient and effective response to all incidents we use a variety of staffing systems including:

- **Wholetime** – crewed 24 hours a day, 7 days a week
- **LLAR (Low Level Activity and Risk)** – firefighters are available 1000-2200hrs on station, then available from accommodation on or near the station during the night
- **Day Crewing Whole Time Retained** – firefighters are available 12 hrs a day on station then on a 30 minute recall to provide resilience on stations during busy periods
- **Hybrid** - during the day 2 fire engines available on station with a 3rd available on a 30 minute recall to duty (retained element) and at night 1 fire engine will be available on station with 2 available on a 30 minute recall. (retained element) for resilience. This innovative system allows a flexible working approach for the staff that work within the system and allows the Fire and Rescue Authority to have more resources to call upon when needed at busy times or when we are dealing with a major incident.

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

² Overall average performance for 2020/21 to December 2020

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

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

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

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

Search and Rescue Team: Croxeth

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

Lead Authority National Resilience

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

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

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

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

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

Prevention

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

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

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

partnership with other organisations also increases our efficiency and effectiveness in the use of resources to help us improve safety for the communities of Merseyside.

Protection (Legislative Fire Safety)

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

We have used local and national information to help us identify over 65,000 places in Merseyside that need to comply with the Fire Safety Order. Over the life of this Plan our highly skilled and competent Fire Safety Inspectors will visit 7,500 very high and risk premises, including all of the High-Rise-Residential Buildings in Merseyside, and our firefighters will visit a further 6336 low to medium risk premises.

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

As well as the Fire Safety Order, we are responsible for enforcing other laws related to fire safety. This includes the safe storage of explosives and petroleum-spirit to reduce the risk of fire and explosion. We do this under the Health and Safety at Work Act 1974. During the lifespan of this IRMP our Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside. We will also monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.

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

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

following the Grenfell Tower Inquiry Phase 1 report, and is preparing for the Phase 2 report which is due in late 2021.

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

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

Our People

Our aim at MFRA is to have Excellent People

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

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

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

Support Services (Our internal frontline)

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

These departments include direct support for our emergency response staff, Finance, Legal services and Human Resources departments and

Estates Management, communications, vehicle management and ICT and information management services.

Our Previous IRMP

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

Our plans for 2021/24

Emergency Response

Fire engines and firefighters

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

We **plan to:**

- Increase the number of fire engines we can deploy from 29 (plus the Search and Rescue appliance) to 31 (plus the Search and Rescue appliance).
- Introduce a Hybrid duty system at Kirkdale fire station
- Combine the stations at Aintree and Croxteth fire stations to create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree
- Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid – including a Specialist Command and Control function
- Introduce a Stinger/Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder. This type of appliance would allow us to fight all normal fire types, but it can be used as a water tower and also has a lance attached that can be used on roof spaces or light industrial buildings.
- Introduce two new Hybrid stations at Kirkdale and Aintree (proposed Long Lane site) creates two additional fully retained appliances available 24/7 on 30 minute delay.

Our aerial appliances **will** be based at:

- Liverpool City (45m Combined Platform Ladder) – crewed 24/7

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

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

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

IRMP 2017-20		IRMP Supplement 2019-21		IRMP 2021–24 Proposed Long Lane Site	
KPI	Performance (%)	KPI	Performance (%)	KPI	Performance (%)
Overall Performance	91.7%	Overall Performance	93.7%	Overall Performance	93.9%

Average Response Time	6m 7sec	Average Response Time	5m 52sec	Average Response Time	5m 50sec
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Creating Specialist Capabilities

The work we have done to analyse the risks on Merseyside has helped us understand how moving our specialist appliances to new locations will provide better response to emergencies. The appliances will be based in locations where there is more likelihood of a particular type of risk occurring and as well as the appliances being based at these locations, the firefighters working there will have extra training to give them a higher level of knowledge about these risks and how to deal with them. Whilst these specialisms aren't new to us, we already plan and train for these types of incident. What is different is that we plan to locate these specialisms at specific stations and enhance the skills of the staff at those locations to deal more effectively with such incidents.

We want to create specialist fire stations at:

- **Liverpool City** - Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (deployed within 30 minutes)
- **Wallasey** – Marine and Ships Firefighting (Off Shore capability – Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (deployed within 30 minutes)
- **St Helens** – Hazmat – Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)
- **Long Lane** – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis
- **Kirkdale** – Terrorist Response Specialist Capability and Flood Response (Mass Decontamination Unit (MDU) / Marauding Terrorist

Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis

- **Belle Vale** – Water (High Volume Pump) including all LLAR stations – staffed on a whole time (permanent) basis
- **Heswall** – Wildfire – All terrain vehicle – Complementary crewed
- **Formby** – Wildfire – All terrain vehicle – Complementary crewed

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

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

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

Training & Development

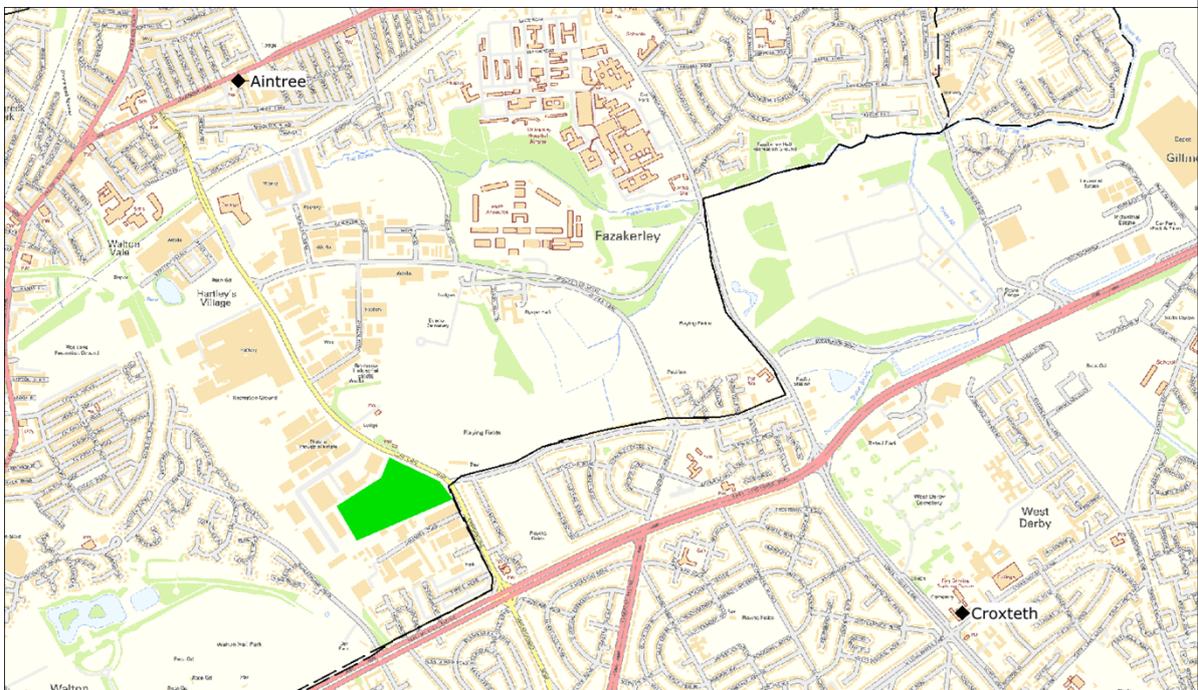
As mentioned above, our Training and Development Academy is outdated and too small for our needs, it is also in an area where there is very little room to expand. Making sure our staff are well trained is essential to how well we deliver all our services and we believe it is important to invest in new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

We want to:

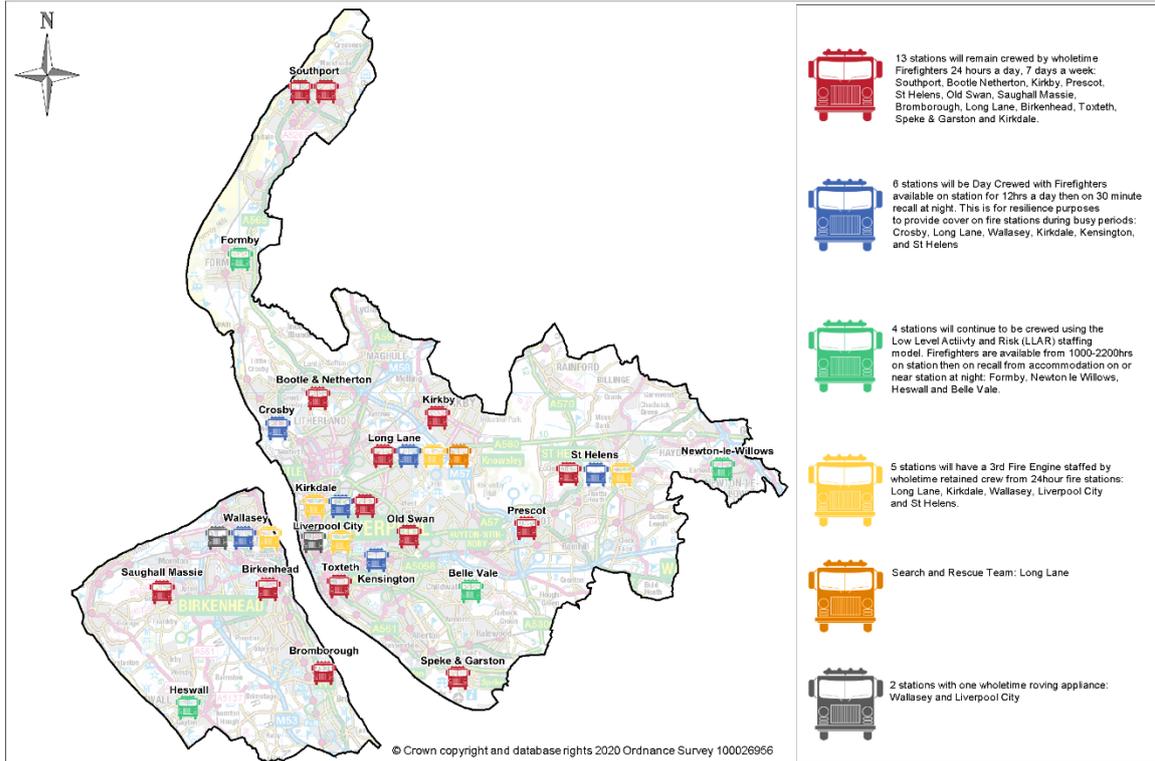
- Build a £25m state of the art Training and Development Academy. This would see the combination of the fire stations at Aintree and Croxteth to create a superstation (Hybrid/Specialist Rescue station)

along with the new Training and Development Academy to be built on land at Long Lane, Aintree.

- We are also looking into how a new Training and Development Academy could be used to provide training for other fire and rescue services to support our role as National Resilience Lead Authority and we are working to find funding to help with this.
- We used research and analysis to find the best location for a new Training and Development Academy and fire station, and the Long Lane site is the most suitable for us to maintain our level of emergency response for the Croxteth and Aintree areas.



The map below shows how our fire engines would be located and crewed if the proposed changes were approved and the new Training Academy and fire station is approved at Long Lane, Aintree



Produced using MapInfo / Strategy & Performance

Response Proposals - Long Lane

Prevention

We **will** continue with our successful approach of targeting our Home Fire Safety Checks and Safe and Well visits at the most vulnerable people in Merseyside. Our research continues to show us that the over 65s are still

at most risk of dying in fires in the home, but we know that poverty and deprivation play a part in increasing risk from fire too, so we want to:

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

Protection

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

We **will**:

- Build up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding. The temporary posts will be made up of four uniformed and four non uniformed posts. In the longer term we would like to make these new Protection Officer roles permanent but this will be

subject to sustainable funding being made available from government (we are lobbying hard in this regard).

- Visit **very** high and high risk premises (7,500 over the life of the Plan)
- Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place
- Increase mobile/agile working for staff
- Deliver a full response to Grenfell Tower Fire Inquiry recommendations
- Complete 6,336 medium to low risk visits over the life of the Plan. These will be carried out by our fire station-based firefighters.
- Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside.
- Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.
- In addition, our drone capability will be introduced after being proposed in our previous Plan.

Preparedness

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

We **will**:

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

- Prepare our fleet of vehicles for a move to alternative fuels
- Introduce ways of staffing our Fire Control that reflects the demands on the service, increases the resilience of the team and enhances development opportunities for staff

National Resilience

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

We **will**:

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

Finance

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

Principle 1

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

Principle 2

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

Principle 3

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

Principle 4

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

Principle 5

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

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

During 2010 to 2020 the Government implemented an austerity plan in an attempt to reduce national debt. A significant element of the plan was to reduce the level of Government funding for local government (this includes fire and rescue authorities). As the Authority had a relatively low council tax base it was more reliant upon Government grant funding to support its revenue budget and therefore suffered a more proportionate financial loss than almost every other fire and rescue authority in the country. The cumulative percentage reduction in Government revenue support for the Authority between 2010/11 (£46.3m) and 2019/20 (£30.8m) equated to a 33% cash reduction or

approximately 50% in real terms. That resulted in unavoidable reductions in the front line operational services over this period.

In 2010 the Authority;

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

The current budget provides for;

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

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

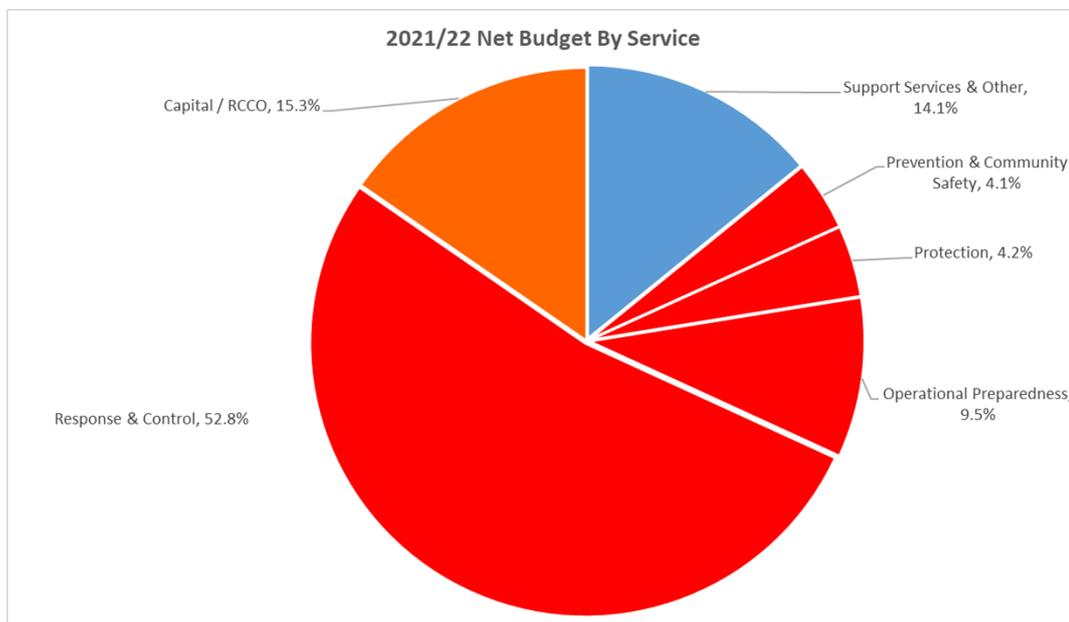
If any organisation wants to be successful, its budget setting and medium term financial plan must allocate resources to support its key strategic aims and priorities. This is a vital consideration when organisations face periods of severe financial challenge.

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

£25m Training and Development Academy. The MTFP prioritises the allocation of resources to deliver the Authority’s mission and aims.

The pie chart below shows

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



Our Medium Term Financial Plan [[link to be added in published version](#)] provides more information.

Equality, Diversity and Inclusion

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

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

Objective 1

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

Objective 2

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

Objective 3

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

Objective 4

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

Objective 5

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

Full details of our Objectives can be found in Appendix 2.

During the consultation on this Plan we will consider the impact of our proposals on the nine protected groups³.

³ Age, disability, gender reassignment, race, religion or belief, gender, sexual orientation, marriage and civil partnership, and pregnancy and maternity. We also include a tenth characteristic of Social Economic Deprivation.

Consultation and Engagement

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

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

If possible and financially viable, we are considering:

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

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

Our Planning Principles

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

The public and Fire Authority would:

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

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

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

Consultation on this Plan.

We consulted on this draft Plan for 12 weeks from 1st March to 24th May 2021.

The consultation process included the following:

- a) Publication of the draft IRMP 2021-24 on our website
- b) Publicity regarding the launch of the consultation process was published on the Authority website, Portal, Facebook and Twitter pages
- c) One online public forum for all districts of Merseyside was hosted via Teams (30 people took part). This followed the five initial public engagement forums that took place in October/November 2020 (previously reported to the Authority)
- d) Distribution of the IRMP to over 100 strategic partners and other interested parties
- e) Meetings with staff Representative Bodies – Fire Brigades Union, Fire Officers Association, UNISON and UNITE
- f) Principal Officer talks with staff
- g) An on line questionnaire on our website for the public and staff (41 responses)

The public consultation forum was **overwhelmingly supportive** of MFRS's package of IRMP 2021-24 proposals, all were considered reasonable.

Online survey results

- 88% of respondents (36 of 41 valid responses) considered our Response proposals very reasonable/reasonable.
 - 93% of respondents (38 of 41 valid responses) considered our Training and Development Academy proposals very reasonable/reasonable.
 - 95% of respondents (39 of 41 valid responses) considered our Prevention proposals very reasonable/reasonable
 - 93% of respondents (38 of 41 valid responses) considered our Protection proposals very reasonable/reasonable
-
- 93% of respondents (38 of 41 valid responses) considered our Preparedness proposals very reasonable/reasonable
 - 95% of respondents (39 of 41 valid responses) considered our National Resilience proposals very reasonable/reasonable

- 88% of respondents (36 of 41 valid responses) considered our Equality, Diversity and Inclusion proposals very reasonable/reasonable
- 98% of respondents (40 of 41 valid responses) considered the draft IRMP and proposals very easy/easy to understand. When writing this IRMP we have endeavoured to write it in plain English.

Consultation with Trade Unions and Staff Associations

All trade unions and staff associations were asked for their views during the consultation period process. Most supported the Plan, the Fire Officers Association also asked to be involved in some of the implementation work and the Fire Brigades Union made a number of comments and suggestions for consideration.

Where appropriate, changes have been made to the Plan and other matters will be picked up during the normal arrangements we have for discussing our plans and services with the trade unions and staff associations.

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

APPENDIX 1

Risk

During preparation for the IRMP 2021-24 extensive work was completed around the National Security Risk Assessment (NSRA), to produce a Community Risk Register on behalf of Merseyside Resilience Forum.

<https://www.merseysideprepared.org.uk/>

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

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

These are the six high impact areas (identified using the NSRA and local community risk register) that we have established because of the impact they can have on the community and on our Service. They tend to occur less often, but take a large amount of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

This does not mean they are the only risks we are prepared for as there are many other types of incidents that we plan for and respond to these include air, road, rail, tunnels and heritage sites. Many types of incidents such as road traffic collisions and house fires are sadly much more common and part of our day to day work, even though we also work hard to reduce these.

These risks are factored in to our wider training and exercise programme. Other sections of the IRMP, including those about Vulnerability, Demand and Response provide more information about our plans for those types of incident.

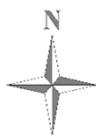
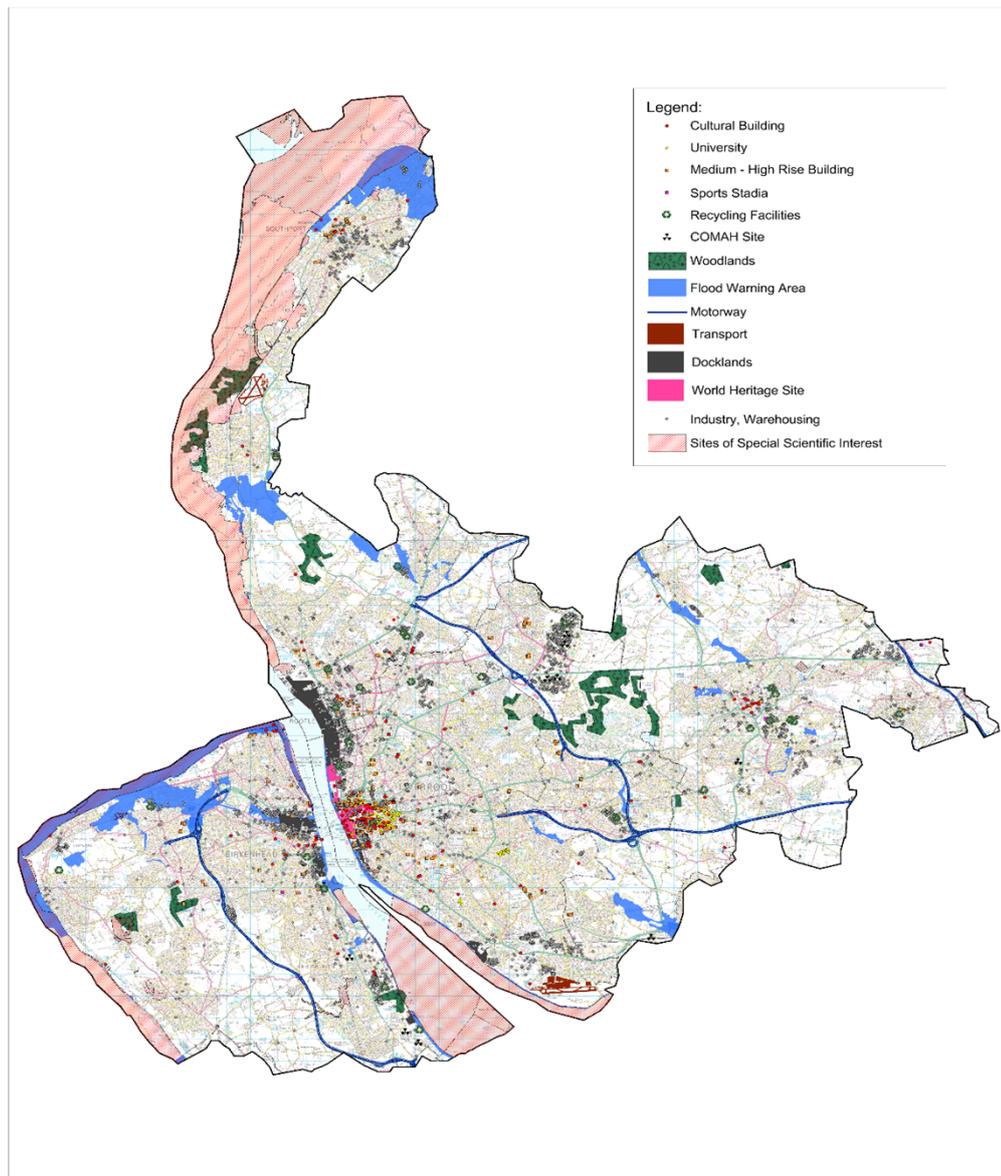
We then looked at how we can reduce risk against these incident types:

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

Knowing the foreseeable risks we face on Merseyside has allowed us to create the map below. Understanding where our risks are helps us plan where to put specialist equipment; e.g. a 45m Combined Platform Ladder where most high rise buildings are; in Liverpool City Centre.

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

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



Map Identifying Potential Risks in Merseyside

Author: Business Intelligence, Strategy & Performance Date: December 2020 Produced Using MapInfo
 Map Reference:
 © Crown copyright and database rights 2020 Ordnance Survey 100026956

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

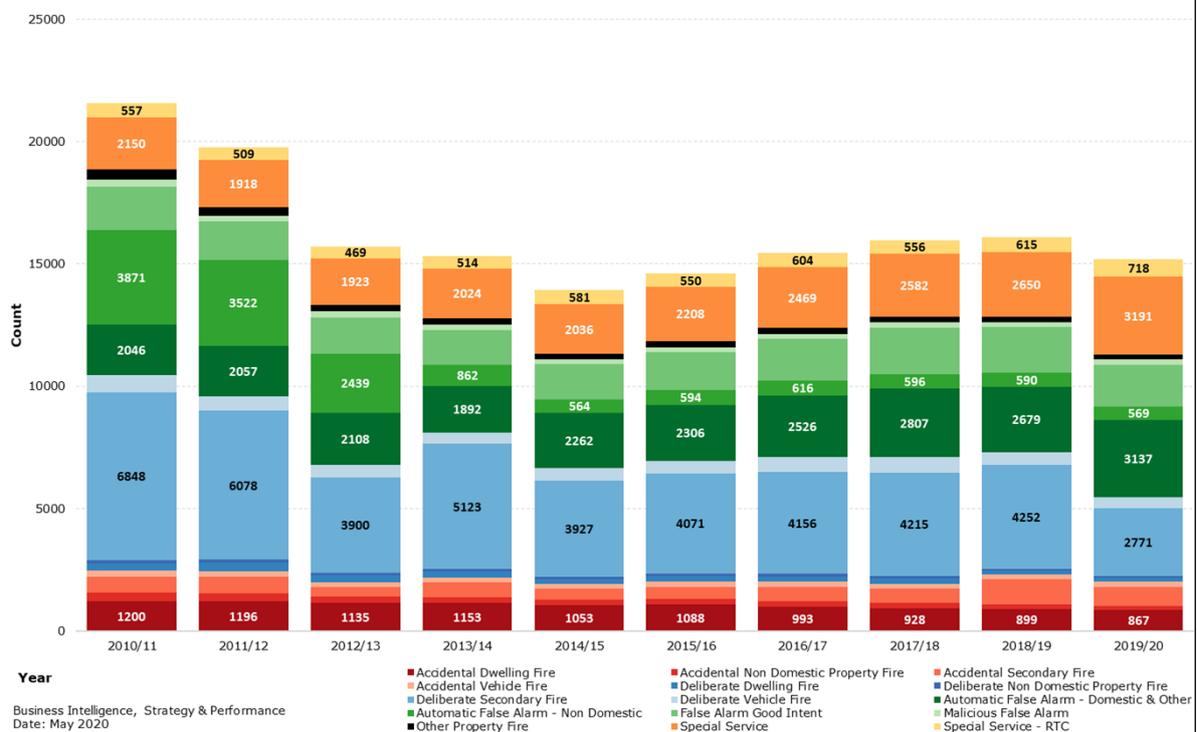
An external company (Risktec) looked at the work we had done to identify risk, demand and vulnerability on Merseyside. They concluded:

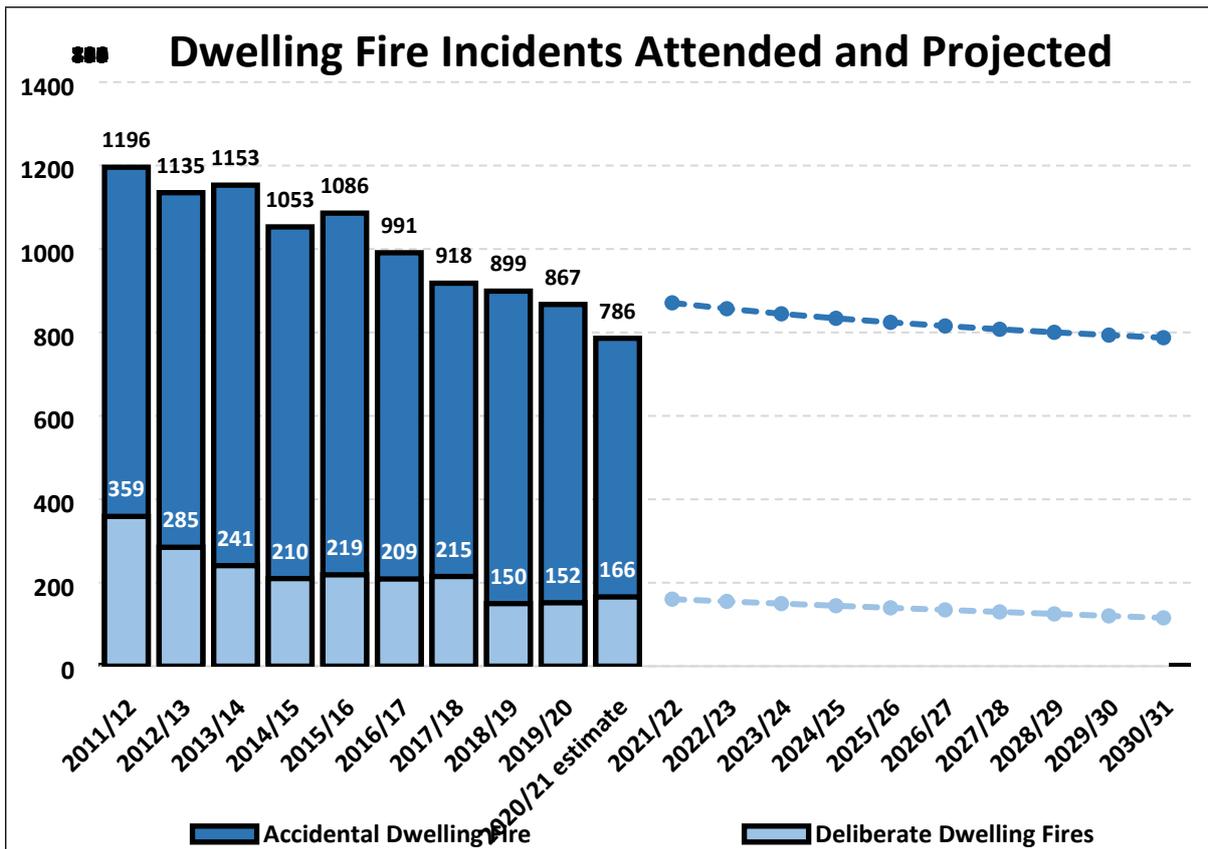
"That by using this methodology MFRS can make a direct link between the outcomes of the National Security Risk Assessment workstream and the IRMP. This will enable the Service to develop its approach to risk management and inform its view on the themes of Risk, Demand and Vulnerability".

Demand

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

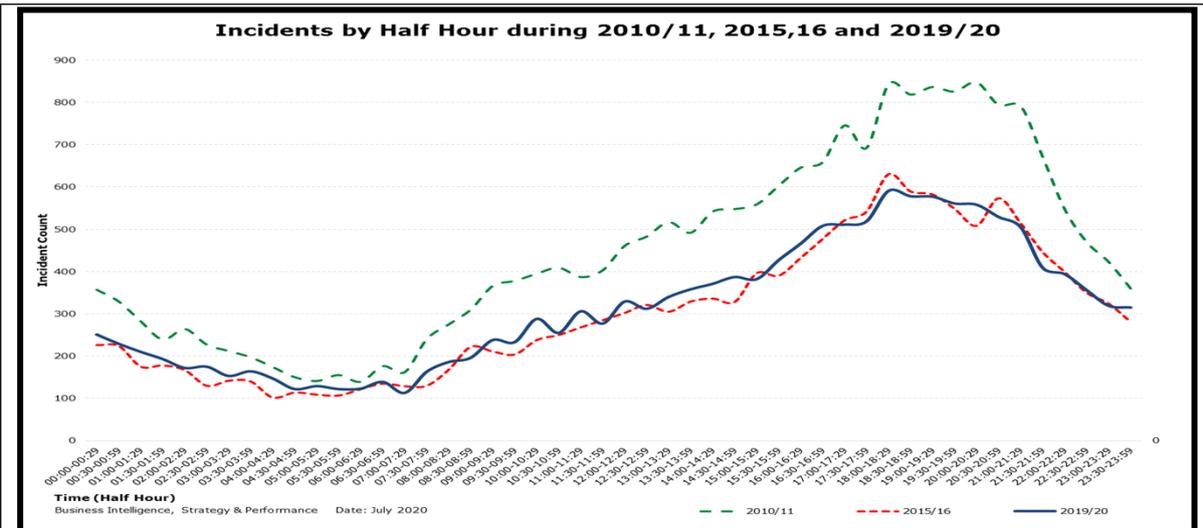
10 Year Distribution of Incidents by Type





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

All Incidents - 1/4/2015 - 31/3/2020		
	Day	Night
Count	48879	28409
Proportion	63.24%	36.76%

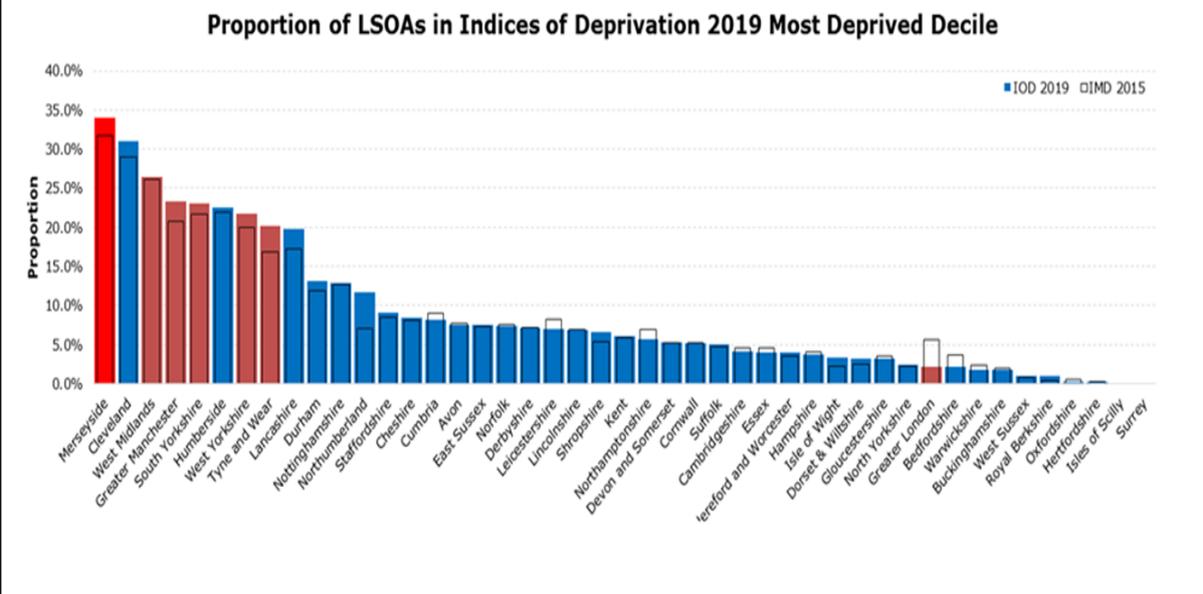


Vulnerability

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

Through analysis of our data we know that:

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



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

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

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

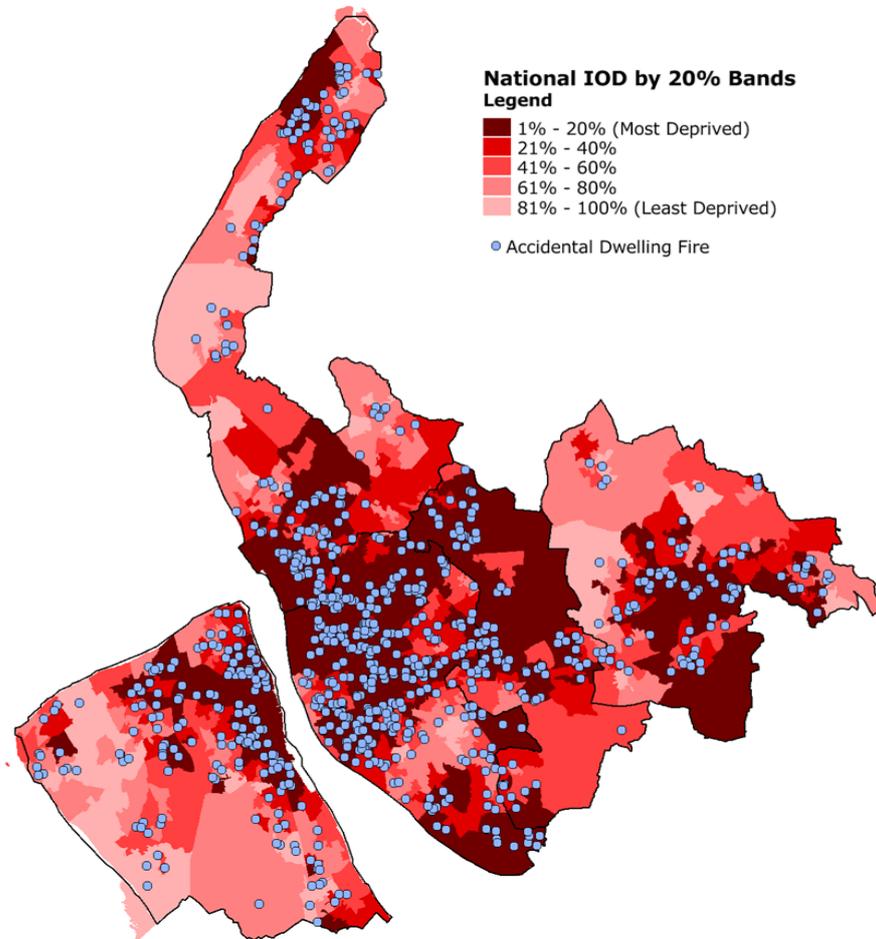
We deliver community reassurance campaigns in line with National and Local priorities; directing our campaigns toward those most at risk has been successful in reducing both accidental fires in the home and deliberate anti-social fires in our communities.

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

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

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

Accidental Dwelling Fires in relation to Deprivation



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

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

APPENDIX 2

EQUALITY, DIVERSITY AND INCLUSION

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

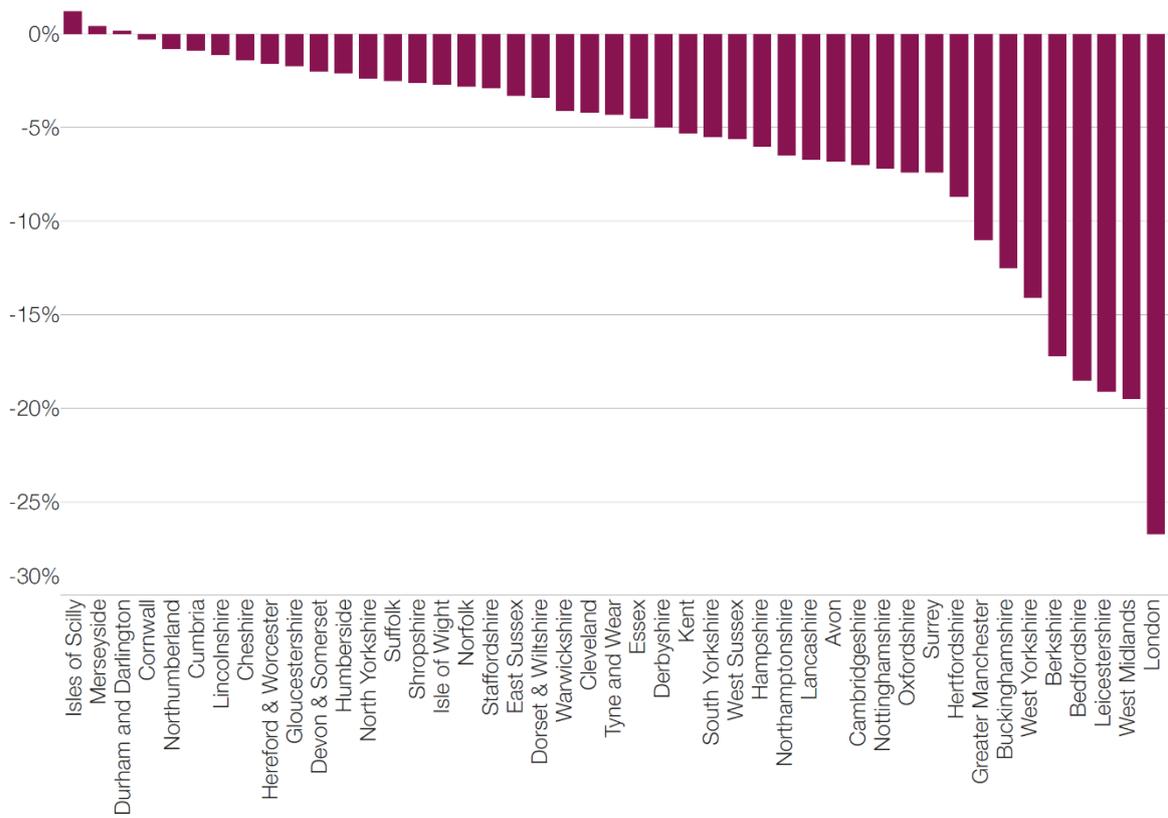
The tables below are from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services State of Fire Report 2019.

They said:

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

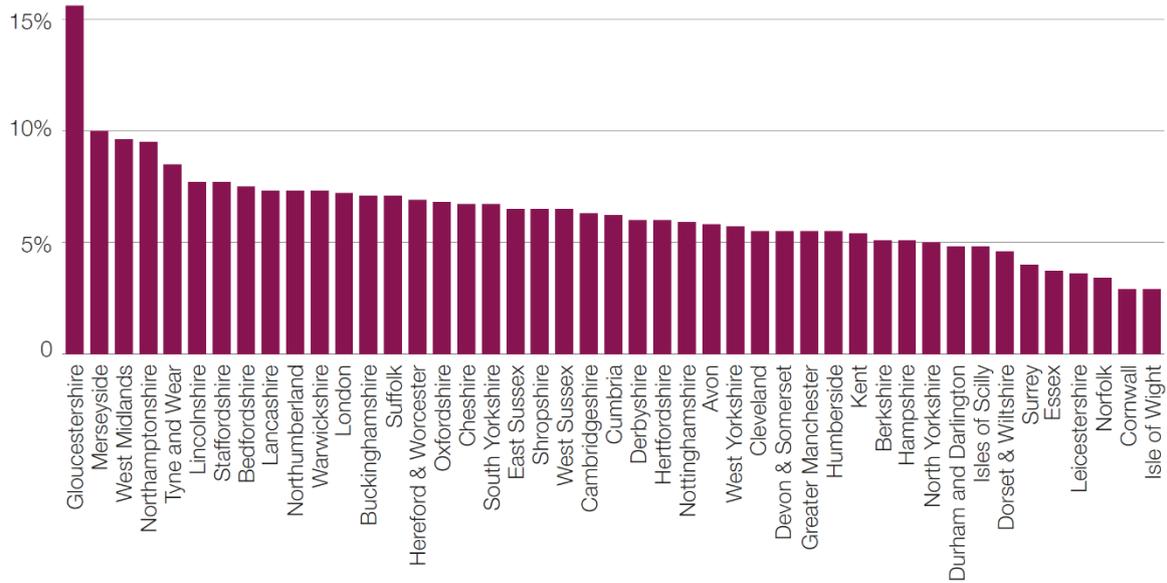
According to the 2011 Census, 14.6 percent of the English population were from an ethnic minority group. A very small number of services are representative of the communities they serve in terms of ethnicity, but the vast majority are not. Merseyside is one of the few fire and rescue services where the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

Percentage point difference between the Service's Black and Ethnic (BAME) residential population and it's BAME firefighters as at 31st March 2019.



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

Percentage of female firefighters as at 31st March 2019



Source:
 Staff headcount (firefighters) by gender: Home Office FIRE1103: 2018/2019
 Note: Data is as at 31 March 2019.

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

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

Equality, Diversity & Inclusion Objectives 2021-2024

Objective 1

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

Action

- Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups
- Delivering Positive Action programmes across all occupations, for recruitment, progression and retention where under representation exists, and learning from and sharing results
- Work across all departments to increase knowledge and understanding of what is needed to carry out a role and how to progress e.g. understanding fitness tests for new recruits and pathways for progression
- Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as employer of choice to those groups underrepresented in our workforce
- Encourage staff to act as role models at all levels throughout the organisation
- Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief
- Working with all our staff to ensure that MFRA is an inclusive place to work, where everyone feels they can be themselves.
- Continue to work with our Senior Sponsors and staff networks to ensure that MFRA is an inclusive place to work
- Reviewing progression and promotion across all levels of the organisation to understand any perceived barriers to promotion and progression and addressing them

How we will measure our success

We will see:

Increased diversity in our workforce and volunteers, at all levels, in order to reflect the local community, we serve.

Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.

We will be clearly supporting the progression, promotion and retention of staff across the organisation and especially those from currently underrepresented groups

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

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

Objective 2

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

Action	<ul style="list-style-type: none"> • Carry out activities to help us know and understand our diverse communities including: <ul style="list-style-type: none"> ○ Gathering data and intelligence to help us know and understand our diverse communities better in line with our legal responsibilities and best practice such as the National Fire Chiefs Council Strategic Improvement Plan and the Equal Access to employment and services summary ○ Engaging with diverse communities to understand their needs in relation to the services we provide ○ We will standardise the data we collect and use it to evaluate what we do and target services at the most vulnerable people and communities ○ Improving Equality Monitoring of the services we deliver to our communities (e.g. HFSC Monitoring, Business Safety Audits) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation • Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve
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How we will measure our success	We will have meaningful data and information that helps staff develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses) and services that meet their needs.
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How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

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

Objective 3

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

<p>Action</p>	<ul style="list-style-type: none"> • Continuing to prioritise Home Fire Safety Checks at vulnerable people and in vulnerable places • To continue to work closely with Businesses owned and/or operated by people from protected groups to aid increased fire safety amongst those groups • Continuing to engage with young people and others in deprived areas to reduce anti-social behaviour • Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, Business Safety Audits, hate crime and safeguarding • Analysing our performance each year using the Performance Indicators (PI's) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents • To use social media and other communication channels as a platform for safety messages and other campaigns, measuring the impact
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<p>How we will measure our success</p>	<ul style="list-style-type: none"> • We will contribute to a reduction in fires, deaths and injuries and other relevant incidents. • We will contribute to increasing the knowledge, understanding and importance of Fire safety to residents and business owners across Merseyside
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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

<p>Objective 4</p> <p>To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion ⁴</p>	
<p>Action</p>	<ul style="list-style-type: none"> • Continued development and delivery of equality and diversity training • Embedding Equality and Diversity in our volunteering programmes and youth engagement. • Helping Authority Members understand their role in scrutinising the organisation’s delivery of equality and diversity outcomes • Carrying out Equality Impact Assessments ensure that our Policies and services maximise any positive impacts and minimise any negative impacts on people from protected groups. • Creating a diverse supplier base for goods and services in our procurement procedures • Supporting and recognising the work of our staff networks in helping MFRA to understand and better support our diverse groups of staff and their contribution to the organisation. • The continued development of the Senior Sponsors roles within the organisation to support our staff networks and promote key issues related to their chosen protected characteristic • Using staff survey results to understand levels of engagement in relation to the protected groups
<p>How we will measure our success</p>	<ul style="list-style-type: none"> • Staff will feel better equipped to manage their functions and delivery of services to all communities in an inclusive way. This could be measured through: <ul style="list-style-type: none"> ○ Staff Engagement Surveys ○ the assessment of outcomes delivered to different groups ○ community feedback from after the incident reports and other customer satisfaction surveys ○ Monitoring the impact of training sessions completed around Equality and Diversity ○ Reviewing the grievance, complaints and disciplines to ensure there is no disproportionate impact. • We will see an improvement in levels of engagement amongst staff from the protected groups
<p>How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:</p> <p>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</p>	

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 Public Sector Equality Duty - Equality Act 2010

Equality Objective 5

To continue to aspire for ED&I excellence; measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors

- | | |
|---------------|---|
| Action | <ul style="list-style-type: none"> • Undertake an external ED&I Audit to identify and assess our current ambitions and identify key targets • Identify external benchmarking tools and awards currently available within ED&I sectors |
|---------------|---|

How we will measure our success	<p>We will use external ED&I audit to identify our current position and identify key areas for development moving forward, seeing improvements as a result.</p> <p>We will assess those results by undertaking external benchmarking such as the Employers Network for Equality and Inclusion (ENEI), assessment against the NFCC Strategic Improvement Plan and undertaking the Disability Confidence peer review to achieve Level 3 (Disability Confident – Leader)</p>
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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 9⁵protected groups.

APPENDIX 3

⁵ The 9 protected groups are: age, disability, gender reassignment, race, religion or belief, gender, sexual orientation, marriage and civil partnership, and pregnancy and maternity. MFRS also include a tenth characteristic of Social Economic Deprivation

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

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

- North West Ambulance Hazardous Area Response Team are based at Croxteth fire station this means that fire and rescue and ambulance service teams work closely together.
- Cross border risk information is now being shared with other fire and rescue services.
- Cross border training with our neighbouring FRS's supports that sharing of risk to make sure we can help each other to fight fires just over our borders.
- A risk based fire safety inspection programme for commercial premises has been developed and implemented so we can work with building owners to help them make sure that the highest risk buildings in Merseyside are safe.

Alternative Formats

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

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

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

Arabic

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

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

Bengali

Team, MF & , Bootle, L30 4YD. 0151 296 4422 diversityteam@merseyfire.gov.uk.

Chinese

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French

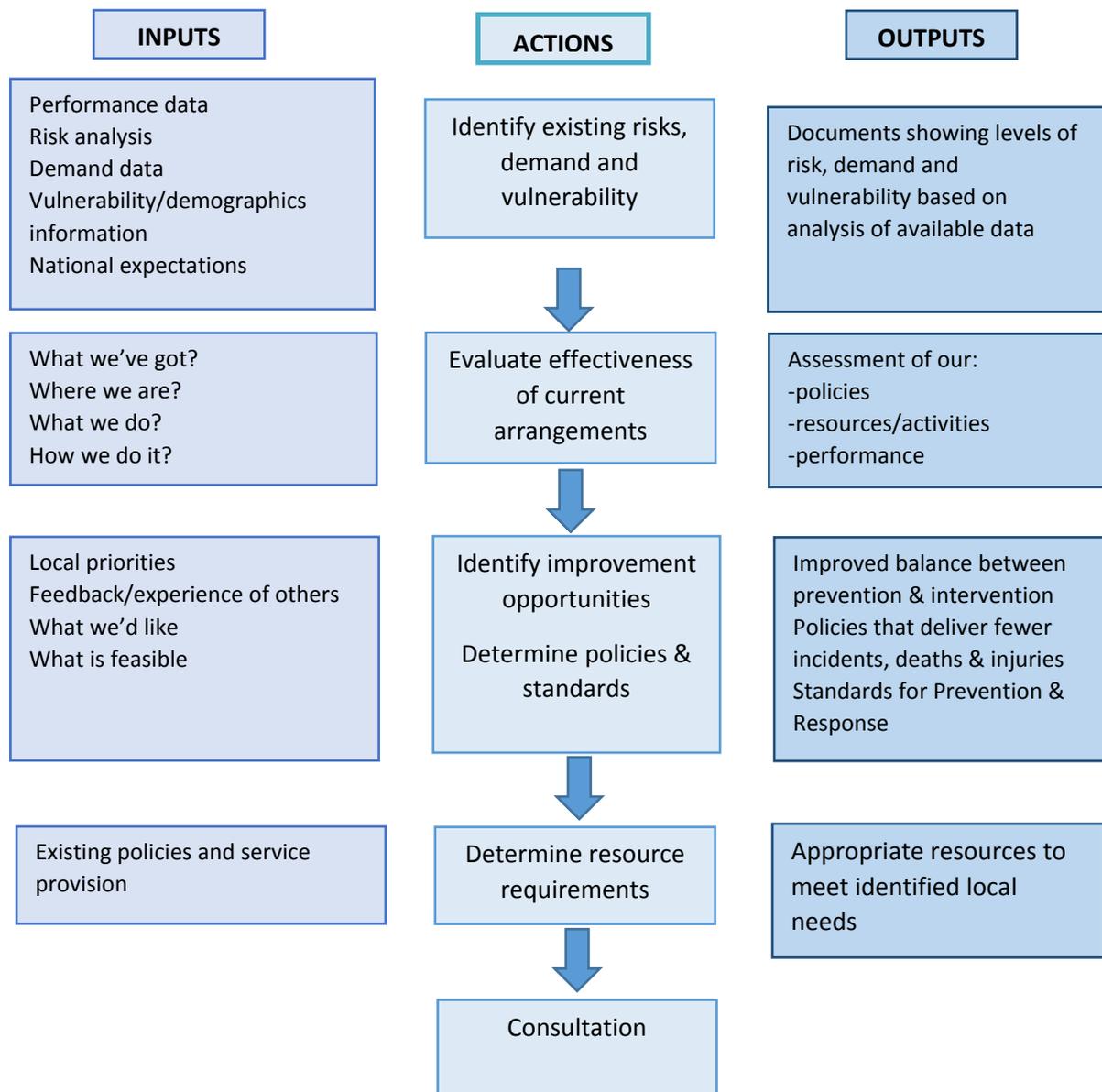
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Fire Authority Integrated Risk Management Planning overview:

Planning process





Merseyside Fire & Rescue Service

Integrated Risk Management Plan (IRMP) 2021-24 Consultation

Report of findings from a Community Consultation Forum



Merseyside Fire & Rescue Service Integrated Risk Management Plan (IRMP) 2021-24 Consultation

Opinion Research Services

The Strand · Swansea · SA1 1AF

01792 535300 | www.ors.org.uk | info@ors.org.uk

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Any press release or publication of the findings of this report requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation.

This version of the report will be deemed to have been accepted by the client if ORS has not been informed of any amendments within a reasonable period of time (1 month).

This study was conducted in accordance with ISO 20252:2012 and ISO 9001:2015.

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The ORS Project Team

Project design, management
and reporting

Kelly Lock

Focus group facilitators

Kelly Lock

Alastair Layne

Acknowledgements

Opinion Research Services (ORS) is pleased to have worked with Merseyside Fire and Rescue Service (MFRS) on the community consultation forum reported here. The diverse participants engaged with the issues and discussed their ideas readily, so we trust that this report of findings will help to inform service planning.

We thank MFRS for commissioning the project as part of its on-going regular programme of public and stakeholder engagement and consultation about its risk management and budget planning.

We particularly thank the senior staff who attended the session to listen to the public's views and answer questions. The meeting benefited considerably from their readiness to answer participants' questions fully and frankly.

We are grateful to the 30 members of the public who took part in the meetings to share their views with us: they were patient in listening to important and detailed background information before entering positively into open discussions about challenging topics.

At all stages of the project, ORS's status as an independent organisation engaging with the public as fairly as possible was recognised and respected. We are grateful for the trust, and we hope this report will contribute usefully to thinking about future service delivery.

1. Key Findings

Key consultation findings

There was overwhelming support for MFRS's IRMP-2021-2024 proposals

- 1.1 Participants were overwhelmingly supportive of MFRS's 'package' of IRMP 2021-24 proposals: all were considered reasonable.

Response proposals (firefighters and fire engines)

- 1.2 Participants were particularly pleased to see: the introduction of the state-of-the-art Stinger/Scorpion fire engine at St Helens; the strengthening of resource provision at Kirkdale, Liverpool City and Kensington; and, more generally, the increased resilience and flexibility offered by the Hybrid duty system.

Response proposals (specialist appliances)

- 1.3 Participants were satisfied that MFRS is proposing to ensure its specialist resources are 'in the right place'.

Response Proposals (training and development)

- 1.4 There was much support for the proposed Training and Development Academy and its potential use as a National Resilience Centre of Excellence which, it was felt, will raise the profile of MFRS and Merseyside.

Prevention proposals

- 1.5 There was a great deal of positivity around Prevention activity in general and, in particular, the continued targeting of vulnerable people – though one participant felt the *"target in deprived areas was a little low"*.
- 1.6 In terms of specific suggestions, participants suggested that MFRS could consider the following: using foodbanks to distribute smoke alarms to and educate those living in deprivation; and making better use of virtual communication tools to engage with a wider range of people.

Protection proposals

- 1.7 All proposals were supported, but the introduction of a drone capability and new Management Information System were particularly praised.

'Operational Preparedness' proposals

- 1.8 Participants were especially pleased that MFRS will continue working with and supporting its Blue Light partners: *"The collaborative approach is clearly effective and working with partners is very important"*.

National Resilience proposals

- 1.9 Participants were particularly supportive of the proposed National Resilience Centre of Excellence – they were *"proud"* to see MFRS taking the lead in what was considered essential UK-wide activity.

Equality, diversity and inclusion implications

- 1.10 Participants could see only positive impacts for people with protected characteristics¹ – especially in terms of more engagement between MFRS and residents in deprived areas, which are typically more diverse.

¹ Disability; sexual orientation; age; gender identity; sex; marriage and civil partnership; race; religion or belief; pregnancy and maternity.

2. The Consultation Process

Overview of the engagement

Background to the review

- 2.1 'Integrated Risk Management' is the development of a balanced approach by Fire and Rescue Services to reducing risk within the community. This is achieved by combining Prevention, Protection and Emergency Response, on a risk-assessed basis, in order to improve the safety of the community and create a safer working environment for firefighters.
- 2.2 In 2016, Merseyside Fire & Rescue Authority (MFRA) developed and consulted on its most recent Integrated Risk Management Plan (IRMP) 2017-20, which was subsequently approved. Since then, a number of significant national and international incidents have occurred and these, combined with changes to the City Region infrastructure and the findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), gave the Chief Fire Officer and Authority cause to review the suitability of its plans to ensure that they were still fit for purpose. In light of this, an IRMP supplement was drafted to extend the Plan to 2021, aligning it to MFRA's medium-term financial plans. A number of alternative proposals were consulted on and approved in 2019.
- 2.3 The Service began to develop its IRMP for 2021-24 in 2020, and in October/November of that year held five community engagement forums with members of the public, one in each of Merseyside's five local authority areas, to discuss how it might provide fire and rescue services during this period. The views expressed in those forums, along with other relevant evidence, have helped shape the IRMP 2021-24 proposals discussed at the session reported here, which was attended by 30 of the participants from the engagement forums.

The commission

- 2.4 Opinion Research Services (ORS) - a spin-out company from Swansea University with a UK-wide reputation for social research - was appointed to convene, facilitate and report an online forum with members of the public from across Merseyside. Pre-consultation listening and engagement and formal consultation meetings have been undertaken with residents across Merseyside on a regular cycle; and in this context ORS has facilitated both district-based and all-Merseyside forums for the Service for many years.

Deliberative engagement

Consultation forum

- 2.5 The forum reported here used a 'deliberative' approach that encouraged members of the public to reflect in depth about MFRS's IRMP 2021-24 proposals while both receiving and questioning extensive background information.
- 2.6 The meeting (which was held on 21st April 2021 using the online video conferencing platform Zoom) lasted for 2.5 hours and 30 diverse participants took part. The dates of the meetings and attendance levels by members of the public are as shown in the table overleaf. As aforementioned, all participants – who were recruited by ORS – had attended one of the engagement forums held in October/November 2020.

- 2.7 In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors. The recruitment process was monitored to ensure social diversity in terms of a wide range of criteria including, for example: geographical area; gender; age; working status; and disability/limiting long-term illness (LLTI). Overall, as demonstrated in the table below, participants represented a broad cross-section of residents – and as standard good practice, people were recompensed for their time and efforts in and taking part.

LOCAL AUTHORITY AREA	GENDER	AGE	WORKING STATUS	LIMITING ILLNESS OR DISABILITY	ETHNIC GROUP
Knowsley: 6 Liverpool: 6 Sefton: 5 St Helens: 7 Wirral: 6	Male: 17 Female: 13	16-34: 4 35-44: 8 35-54: 8 55-64: 6 65+: 4	Working full- or part-time: 23 Not working/ retired: 7	5	White British: 29 BAME: 1

- 2.8 Although, like all other forms of qualitative engagement, deliberative forums cannot be certified as statistically representative samples of public opinion, the meeting reported here gave diverse members of the public the opportunity to participate actively. Because the meeting was inclusive, the outcomes are broadly indicative of how informed opinion would incline on the basis of similar discussions.

The agenda

- 2.9 The forum began with an ORS presentation to recap some contextual background information around MFRS's purpose and vision, and the importance of the Service factoring risk, demand and vulnerability into the way it uses its resources.
- 2.10 The slides used to outline this information can be seen below and overleaf.

Why the fire and rescue service exists – MFRS's Purpose



- The Fire and Rescue Services Act 2004
 - Respond
 - Prevent (home and community safety)
 - Protect (commercial and public building)
 - Educate and inform
- The Civil Contingencies Act 2004
 - Work with other agencies to deal with emergencies
- **The National Framework 2018**
 - Identify & Assess Risk
 - Prevent & Protect
 - Respond
 - Collaborate
 - Business Continuity (Intervention)
 - National Resilience
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)
 - They consider:
 - Efficiency
 - Effectiveness
 - People



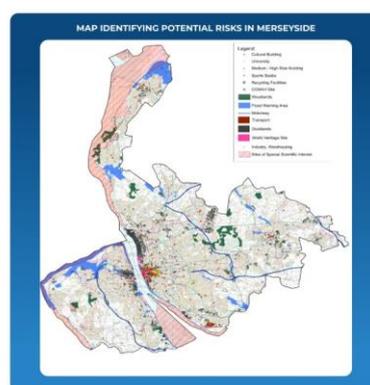
Risk, demand, vulnerability

Risk	<ul style="list-style-type: none"> Identifying people, buildings and places where there is a likelihood of an emergency incident happening that would have a potentially serious effect on communities
Demand	<ul style="list-style-type: none"> Using information about where, when and how often incidents have happened in the past to better understand what happened and plan to respond effectively/ efficiently to such demand in the future
Vulnerability	<ul style="list-style-type: none"> Using information from MFRS and other organisations to identify the types of people most likely to have a fire/other emergency and most likely to suffer harm



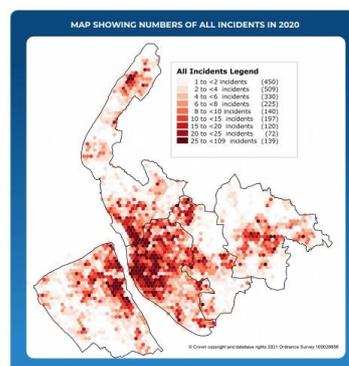
Risk...

- MFRS has identified 6 high impact incident types it should focus on:
 - Terrorist-related incidents
 - Marine incidents
 - Wildfire
 - Flooding
 - Fires in large buildings (e.g. high-rise [Grenfell])
 - Fires at recycling/waste processing plants
- Plotting these risks on a map → identify where risks are and place resources to meet them
 - (E.g. Combined Platform Ladder in the City Centre → most high-rise buildings)



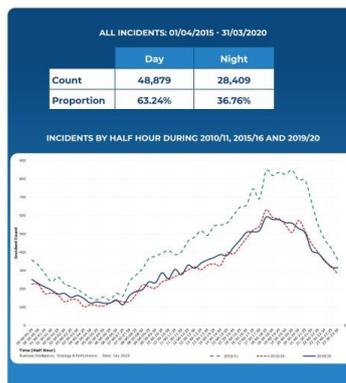
Demand is inextricably linked to deprivation

- Knowing where emergency incidents happen helps MFRS plan where it puts its...
 - Fire stations
 - Fire engines (+ other specialist equipment)
 - People
- Incidents aren't evenly spread across Merseyside



Demand... ...fluctuates

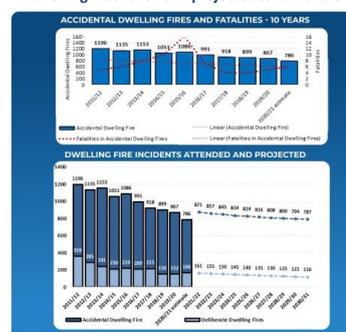
- Demand fluctuates between day and night
- Crews twice as busy and much more productive during the day than at night
- Knowing this, MFRS ensures its fire engines are in the right place at the right time



Vulnerability... ...prevention work is key

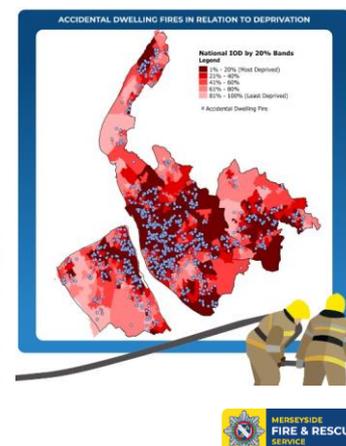
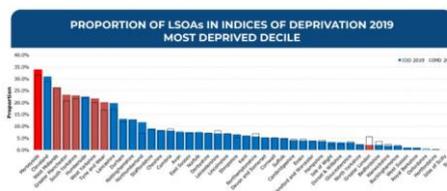
- Knowing where vulnerable people live → MFRS can plan how to deliver prevention services
- Service receives information about people aged 65+ from NHS...
- ...can target prevention services at most vulnerable group
- ...work with other partner agencies to help vulnerable clients

Prevention activities → deliberate/accidental dwelling fires fallen and projected to fall further



Vulnerability

- Vulnerability can be anywhere on Merseyside (so need resources available everywhere) 10 key stations
- ...but worse in areas of deprivation (Merseyside → some of highest levels in country)



2.11 The subsequent discussion then covered MFRS’s proposals for Response, Prevention, Protection, Operational Preparedness and National Resilience in turn (these are outlined in the following chapter). Participants were encouraged to ask questions throughout, and the meetings were thorough and truly deliberative in listening to and responding openly to a wide range of evidence and issues.

The report

- ^{2.12} This report reviews the sentiments and judgements of respondents and participants on MFRS's IRMP 2021-24 proposals. Verbatim quotations are used, in indented italics, not because we agree or disagree with them – it is for their vividness in capturing recurrent points of view. ORS does not endorse any opinions but seeks only to portray them accurately and clearly. The report is an interpretative summary of the issues raised by participants.

3. Focus Group Findings

Detailed consultation findings

Introduction

- 3.1 This chapter reports the views from a deliberative online forum with members of the public across Merseyside, which was independently facilitated by ORS. The session had two co-hosts: a main facilitator and a secondary host who was able to observe the session as well as address any technical issues arising from the online format.
- 3.2 The meeting followed a pre-determined topic guide which allowed space for a general discussion of the key questions under consideration. A series of information slides were shared at set points during the session, which ensured that participants had sufficient background information to actively deliberate on the proposals. The meetings were thorough and truly deliberative in listening to and responding openly to a wide range of evidence and issues.
- 3.3 In order to quantify views on some key questions, a series of ‘quick polls’ were undertaken during the groups. Responses to these were captured and are reported in this chapter, but it is important to note that this was a qualitative research exercise and the numerical findings from the polls are not statistically valid.
- 3.4 This is not a verbatim transcript of the session, but an interpretative summary of the issues raised by participants in a free-ranging discussion.

Main findings

Participants were overwhelmingly supportive of MFRS’s ‘package’ of IRMP 2021-24 proposals: all were considered reasonable. They were particularly pleased with:

The introduction of the state-of-the-art Stinger/Scorpion fire engine at St Helens; the strengthening of resource provision at Liverpool City and Kensington; and the increased resilience and flexibility offered by the Hybrid duty system;

The proposals to ensure specialist resources are ‘in the right place’;

The proposed Training and Development Academy and its potential use as a National Resilience Centre of Excellence;

Prevention activity in general and, in particular, the continued targeting of vulnerable people;

The introduction of a drone capability and a new Risk Management Information System;

Continued collaboration between MFRS and its Blue Light partners; and

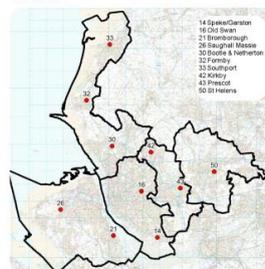
MFRS taking the lead in National Resilience.

Response proposals

- 3.5 Prior to discussion of MFRS’s IRMP 2021-24 Response proposals, participants were given some contextual information outlining the Service’s current resource distribution (as below).

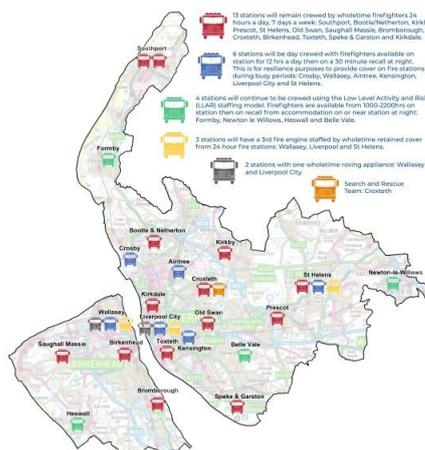
Response

- **23 fire stations (22 + Marine Rescue Unit)**
- **Strategically placed across Merseyside**
- **Staffed using a variety of shift patterns**
 - Whole-time
 - LLAR (Low Level Activity and Risk)
 - Day Crewing Whole Time Retained
 - Hybrid
- **Response Standard → all life risk incidents within 10 mins (of station alerted) 90% of time**
- **10 key fire stations**
 - With fire engine at each, majority of incidents reached within 10 minutes



Response

Current resources



Response proposals (firefighters and fire engines)

- 3.6 Participants were then firstly informed of MFRS’s following proposals around firefighters and fire engines, and were then offered the opportunity to ask any questions for clarification.

MFRS proposes to increase fire engines from 29 to 31 (plus Special Rescue Appliances) by ...

Introducing a Hybrid duty system at Kirkdale Fire Station

Combining Aintree and Croxteth Fire Stations into a new Hybrid/ Specialist Rescue 'superstation' at Long Lane, Aintree

Combining the duty systems at Liverpool City and Kensington Fire Stations to create a Dual Station Hybrid (including Command and Control function and improved aerial cover)

Introduce a Stinger/ Scorpion fire engine at St Helens (to replace the Combined Platform Ladder)

- 3.7 In order to establish the balance of opinion on these proposals, the group was asked the following question (via a Zoom poll): *“Which of the following statements do you agree with: MFRS’s response (firefighters and fire engines) proposals are completely reasonable; MFRS’s response (firefighters and fire engines) proposals are mostly reasonable; MFRS’s response (firefighters and fire engines) proposals are mostly unreasonable; MFRS’s response (firefighters and fire engines) proposals are completely unreasonable?”*
- 3.8 **29 of the 30 people who took part agreed that the proposals are completely reasonable, and the remaining participant considered them mostly reasonable.**
- 3.9 Participants were particularly pleased to see: the introduction of the state-of-the-art Stinger/Scorpion fire engine at St Helens (especially in light of increasing industrial and higher-rise development in the area); the strengthening of resource provision at Liverpool City and Kensington; and, more generally, the increased resilience and flexibility offered by the Hybrid duty system.

“Really happy with the investment in new technology such as the Scorpion ... ”

“Happy with the additional capabilities in St. Helens, particularly with the number of industrial warehouses currently going up around Haydock”

“I really agree with the investment in the new Scorpion fire engine. With the amount of high-rise development nowadays I think it gives security of reaching individuals if necessary”

“Strengthens Liverpool City and Kensington capabilities”

“The Hybrid stations increase resilience, capability”

Response proposals (specialist capabilities)

- 3.10 Participants were then informed of MFRS’s proposals for specialist capabilities as overleaf before being given the opportunity to ask any questions for clarification.



- 3.11 Because MFRS appreciates that introducing specialist teams at new locations will initially have an impact in terms of the time taken to train firefighters, participants were informed that the Service proposes to create a temporary capability (a 32nd fire engine) during 2021 to ensure there are no negative impacts on emergency response due to specialist training – and that the opportunity will also be taken to explore flexible duty systems and emergency response approaches.
- 3.12 They were then asked the following question (via a Zoom poll): *“Which of the following statements do you agree with: MFRS’s response (specialist capabilities) proposals are completely reasonable; MFRS’s response (specialist capabilities) proposals are mostly reasonable; MFRS’s response (specialist capabilities) proposals are mostly unreasonable; MFRS’s response (specialist capabilities) proposals are completely unreasonable?”*
- 3.13 **27 participants took part in the poll: they unanimously agreed that the proposals are completely reasonable.**
- 3.14 In discussion, participants commented positively that MFRS is proposing to ensure its specialist resources are ‘in the right place’. A typical comment was:

“Seems well thought out and resources are being deployed where required”

- 3.15 Some questions and mild concerns were asked and expressed around: firefighters’ and unions’ views on the proposed changes; and specialist appliance deployment and response times.

“Would the firefighters at Kirkdale be resistant to moving the specialist capabilities away from their location? I.e., is it de-skilling them at all?”

“How have the staff responded to the change in delivery of their skills etc. Has it been met with positive or negative impact, are the unions on board etc.?”

“Will specialist services be affected or compromised or confined by the location of the specialist appliance and the shift pattern at that area?”

“With moving the specialist units around can it run the risk of delaying response times?”

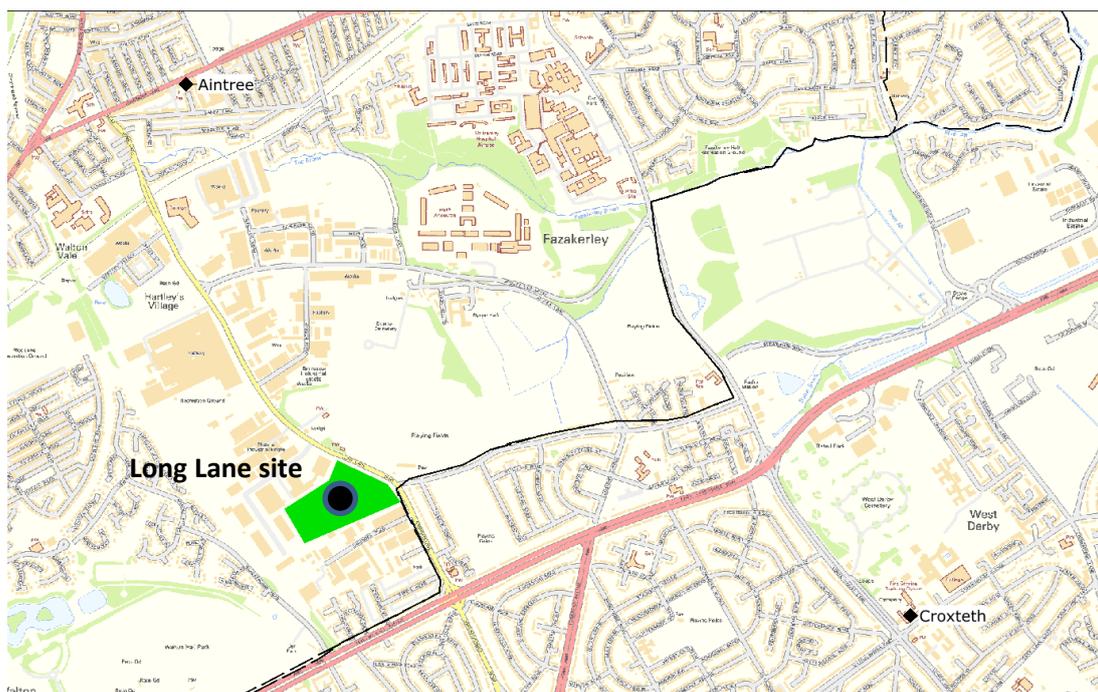
Response proposals (training and development)

- 3.16 Finally, in relation to Response, participants were informed of MFRS’s IRMP 2021-24 proposals for training and development and offered the opportunity for questions.

MFRS's current training and development academy is outdated, too small and in an area with very little room to expand, and its facilities do not reflect all foreseeable risks ...
MFRS proposes to ...

Build a £25m state of the art Training & Development Academy at Long Lane, Aintree

Look into securing Government funding to provide a “National Resilience Centre of Excellence”



- 3.17 They were then asked the following question (via a Zoom poll): “Which of the following statements do you agree with: MFRS’s response (training and development) proposals are completely reasonable; MFRS’s response (training and development) proposals are mostly reasonable; MFRS’s response (training and development) proposals are mostly unreasonable; MFRS’s response (training and development) proposals are completely unreasonable?”
- 3.18 **28 participants took part in the poll: they unanimously agreed that the proposals are completely reasonable.**
- 3.19 In discussion, there was a great deal of support for the proposed Academy and its potential use as a National Resilience Centre of Excellence which, it was felt, will raise the profile of MFRS and Merseyside itself.

“I welcome the update on training; this is a very positive approach ...”

“The training centre shows an investment in staff and the Service and the City”

“A new training centre in Liverpool will increase the profile of MFRS”

“The creation of the new training centre would be brilliant for the area”

- 3.20 There was some concern, though, that if Home Office funding is not forthcoming, the Centre of Excellence may not come to fruition – participants sought to understand what would happen to the existing site.

“What would happen if the funding was not provided, would this not take place?”

“What will happen to the old training academy? Will it be sold for additional revenue?”

Prevention proposals

3.21 Prior to discussion of MFRS's IRMP 2021-24 Prevention proposals, participants were given some contextual information outlining the Service's current approaches (as below).

Prevention

- **Two main approaches...**
- **Home Safety Strategy**
 - "Home Fire Safety Checks" → approx. 50k undertaken each year
 - Address fire safety concerns in the home
 - "Safe and Well Visits" → 10k a year carried out by Prevention Advocates
 - Also focus on key aspects of health
 - Connect people with partner agencies if needed
- **Community Safety Strategies**
 - Help MFRS reduce arson/other deliberate fires, improve road/water safety and work with young people
 - MFRS connected to what local councils, other partner organisations and other FRSS are planning



3.22 They were then informed of MFRS's proposals for this area of activity, before being asked the following question (via a Zoom poll): "Which of the following statements to you agree with: MFRS's Prevention proposals are completely reasonable; MFRS's Prevention proposals are mostly reasonable; MFRS's Prevention proposals are mostly unreasonable; MFRS's Prevention proposals are completely unreasonable?"



3.23 Of the 29 people who took part in the poll, 27 considered the proposals to be completely reasonable, and the remaining two considered them mostly reasonable.

- 3.24 In discussion, there was a great deal of positivity around Prevention activity in general and, in particular, the continued targeting of vulnerable people.

“I feel that the engagement is clearly effective ... every pound spent must save a fortune and the smoke alarms pay for themselves over and over, and help also prevent risk to firefighters”

“A positive approach, raising the profile of MFRS. It is comforting to know that smoke alarms are available to the vulnerable. The elderly would welcome home fire checks; they will feel protected”

- 3.25 It should also be noted that a few participants had recently received a Home Fire Safety Check and praised the Service offered, for example:

“We had two alarms fitted recently and the guys checked over sockets, lamps and many other safety aspects of prevention. An amazing service...”

- 3.26 In terms of specific suggestions, participants suggested that MFRS could consider the following: using foodbanks to distribute smoke alarms to and educate those living in deprivation; and making better use of virtual communication tools (that have been used so extensively by people of all ages during the COVID-19 pandemic) to engage with a wider range of people.

“Can you work with the food bank to distribute smoke alarms and educate?”

“The way people have communicated during the pandemic would suggest perhaps alternative ways to engage, educate. I thought that unlike with the use of technology etc. explored in the previous section regarding Response, this section seemed a bit more traditional and a bit less innovative”

“We have moved a lot of services via technology in NHS and it has been embraced by older people ... ”

- 3.27 Moreover, one participant felt the *“target in deprived areas was a little low”* – another was of the view that the target age for Prevention activity should be raised to 70 given people are now generally living healthier and longer lives.

“Speaking as a fit and healthy 65-year-old, should the target age perhaps be 70 now that we are generally healthier and living longer?”

Protection proposals

3.28 Prior to discussion of MFRS's IRMP 2021-24 Protection proposals, participants were given some contextual information outlining the Service's current activity (as below).

Protection

- **MFRS → legal duty to enforce "Fire Safety Order" and promote fire safety in i.e. offices, factories, shops, public + high-rise buildings**
 - 74,246 premises in Merseyside that need to comply with Order
- **Also...**
 - ... supports businesses/communities to meet legal fire safety duties
 - ...is responsible for enforcing other laws related to fire safety (e.g. safe storage of explosives and petroleum-spirit)
 - ...Building Regulations Team (including fire engineer) works with local councils to ensure buildings/people are safe
- **Following Grenfell → MFRA has committed to...**
 - ... inspect all high-rise residential buildings during first 12 months of Plan
 - ... work with building owners to make unsuitable cladding safe



3.29 They were then informed of MFRS's proposals in this area and offered the opportunity to ask any questions for clarification, before answering the following question (via a Zoom poll): *"Which of the following statements do you agree with: MFRS's Protection proposals are completely reasonable; MFRS's Protection proposals are mostly reasonable; MFRS's Protection proposals are mostly unreasonable; MFRS's Protection proposals are completely unreasonable?"*



3.30 **28 of 29 participants considered the proposals to be completely reasonable, and the remaining one considered them mostly reasonable.**

- 3.31 In discussion, the introduction of a drone capability and new Management Information System was praised – as was the proposed full response to the Grenfell Tower Fire Enquiry.

“The drones are very much a future asset”

“Really happy with the investment in new technology such as the ... drone”

“Making the most benefit of advances in technology and drones is an excellent idea”

“The planned changes to the management information systems must be a priority to assist the Service in their delivery”

“Happy to see lessons being learned and implemented after Grenfell”

‘Operational Preparedness’ proposals

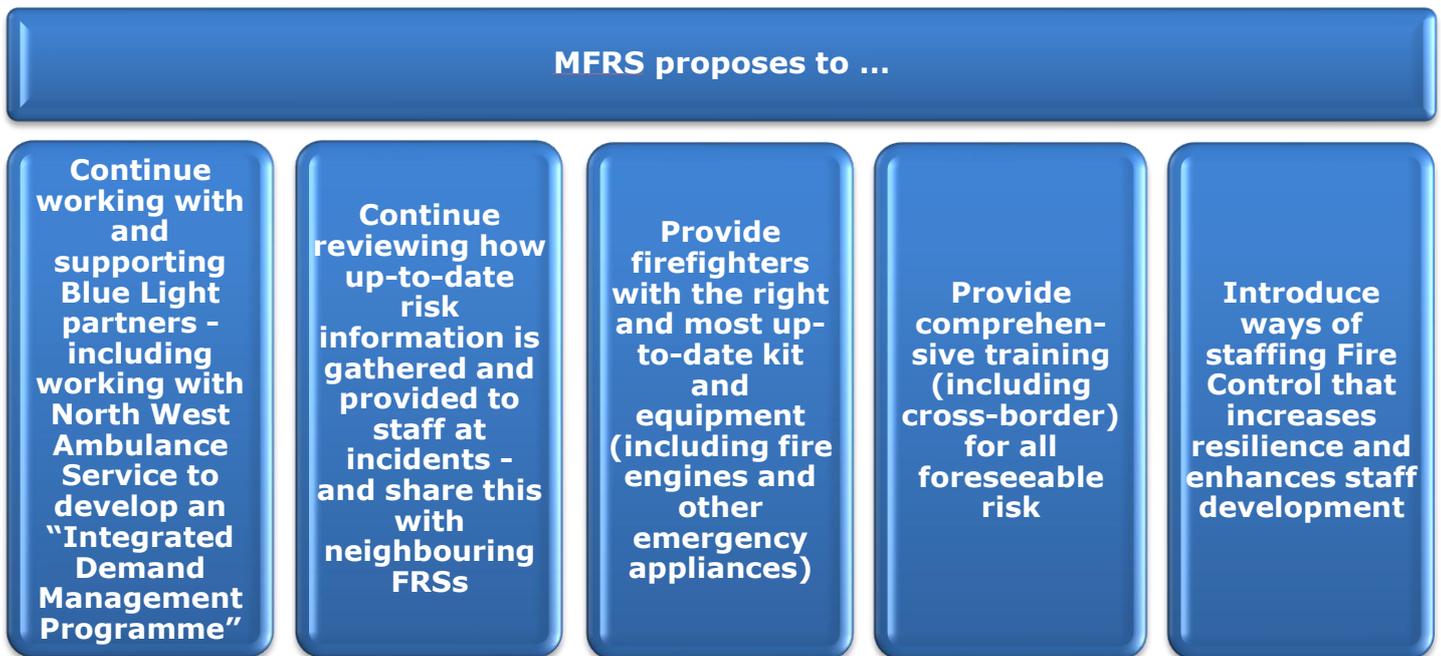
- 3.32 Prior to discussion of MFRS’s IRMP 2021-24 ‘Operational Preparedness’ proposals, participants were given some contextual information outlining the department’s work (as below).

‘Operational Preparedness’

- **‘Operational Preparedness’ department:**
 - **Considers all foreseeable FRS risks (local, national or international)**
 - **Works alongside partners (local councils, NHS, Police and Ambulance Service) to prevent/reduce the impact of risks that affect Merseyside**
 - **Ensures collaboration with other emergency services through “Blue Light Collaboration Team”**
 - **Organises business continuity arrangements (i.e. how services delivered when something unexpected happens i.e. COVID-19 Pandemic)**
 - **Provides firefighters/officers with training and information**
 - **Plans for major events such as the Grand National**
 - **Looks after ‘National Resilience’ assets, Search and Rescue Team, Marine Rescue Unit and MFRS Control**



- 3.33 They were then informed of MFRS’s proposals for this area of activity and offered the opportunity to ask clarification questions, before being asked the following question (via a Zoom poll): *“Which of the following statements do you agree with: MFRS’s ‘Operational Preparedness’ proposals are completely reasonable; MFRS’s ‘Operational Preparedness’ proposals are mostly reasonable; MFRS’s ‘Operational Preparedness’ proposals are mostly unreasonable; MFRS’s ‘Operational Preparedness’ proposals are completely unreasonable?”*



3.34 **27 of 28 participants considered the proposals to be completely reasonable, and the other considered them mostly reasonable.**

3.35 The general consensus in discussion was that:

"The collaborative approach is clearly effective and working with partners is very important"

National Resilience proposals

3.36 Prior to discussion of MFRS's IRMP 2021-24 'National Resilience' proposals, participants were given some contextual information outlining the Service's current activity in this area (as below).

National Resilience

- **National Resilience = arrangements that reduce impact of national risks inc. large building collapses, major transport incidents, terrorist attacks, major floods/wildfires**
- **MFRA → lead authority for National Resilience (funding provided by Home Office)**
 - **Manages specialist people, vehicles and equipment based around country**
 - **Also has responsibility for ...**
 - **National Resilience Fire Control → provides resources to wherever they are needed**
 - **National Resilience training → national courses on working with vehicles/equipment**
 - **Vehicle and equipment maintenance**



3.37 They were then informed of MFRS’s proposals for National Resilience, offered the opportunity to ask questions, and then asked (via a Zoom poll): “Which of the following statements do you agree with: MFRS’s National Resilience proposals are completely reasonable; MFRS’s National Resilience proposals are mostly reasonable; MFRS’s National Resilience proposals are mostly unreasonable; MFRS’s National Resilience proposals are completely unreasonable?”



3.38 **28 participants took part in the poll: they unanimously agreed that the proposals are completely reasonable.**

3.39 As reported above, participants were particularly supportive of the proposed National Resilience Centre of Excellence. Moreover, pride was expressed that MFRS is taking the lead in what was considered essential UK-wide activity – especially in the context of the current Manchester Arena Inquiry and forthcoming report and recommendations.

“Having been involved with the New Dimension procurement to create National Resilience, it is heartening to see that MFRA is providing the requisite lead in maintaining and developing this area of responsibility”

“We need to have the capacity to respond to recommendations following the Manchester Arena response review”

Equality, diversity and inclusion implications

3.40 Participants were informed that, in developing its proposals, MFRS must consider whether they will have a particular impact (either positive or negative) on people with protected characteristics².

3.41 No negative impacts were raised and, in fact, participants could only see positives – especially in terms of more and better engagement between MFRS and residents in deprived areas, which are typically more diverse.

² Disability; sexual orientation; age; gender identity; sex; marriage and civil partnership; race; religion or belief; pregnancy and maternity.

“I believe that the data supports the more deprived areas are the areas where there is greater diversity and so by engaging and increasing Prevention in this area, I think it would have a positive benefit...”

Overall comments

- 3.42 Overall, as evidenced by the following comments, participants were overwhelmingly in favour of MFRS’s ‘package’ of IRMP 2021-24 proposals.

“From all the years I’ve been part of these sessions this seems to be the most positive ever ... ”

“It creates a balanced and proactive way of both maintaining the high levels of service and response and improving the Service's functionality and position as a leading fire service”

“One of the recurring themes throughout our previous discussions has been to exploit flexibility. This strategy certainly delivers this. Excellent work!”

“It seems to me that the Fire Service has listened to the feedback from these sessions, taken account of the views of their staff and the change in types of risk over time and produced the best possible set of proposals for the future”

- 3.43 They were particularly supportive of an increased use of technology and innovative practice, and of MFRS’s ‘forward-thinking’ vision for what has, in the past, been considered a somewhat traditional service.

“It is good to see the Authority embracing new technology and being able to grow...”

“Nice to see how a Service can keep improving and keep up to date with modern technology without compromise elsewhere”

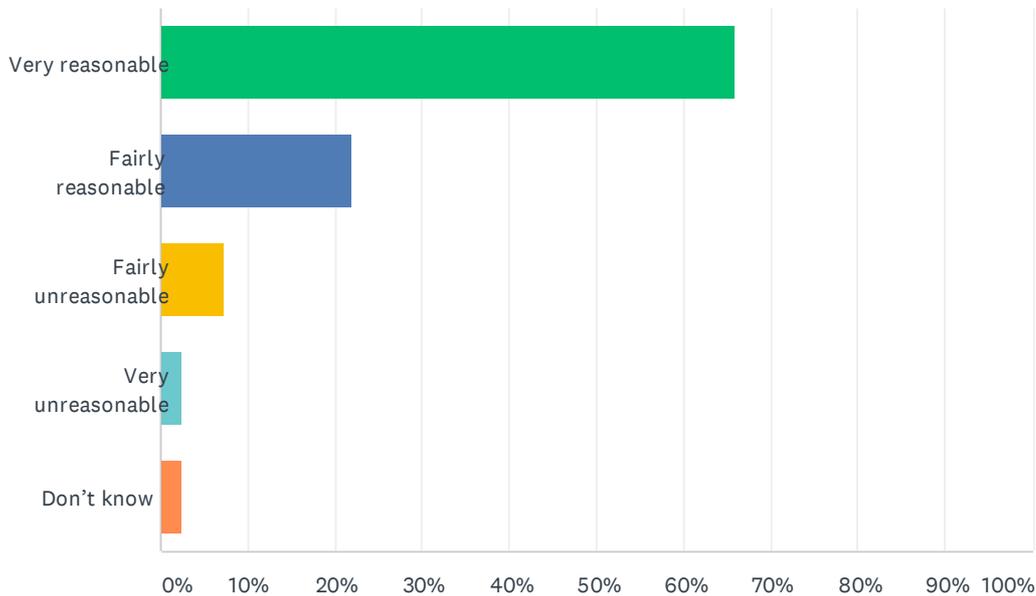
“Clearly MFRS have looked at their budget and proposed implementation of increased technology and training. They have vision for a Service that was looked upon as same old same”

“I'm proud of the innovative work being done by the local Service and as a trend setter nationally. Keep up the good work!”

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Q1 1. Considering the risks, demand and vulnerability in the area and the financial position of Merseyside Fire and Rescue Authority, how reasonable do you think our Response proposals are (page 30-35)?

Answered: 41 Skipped: 0

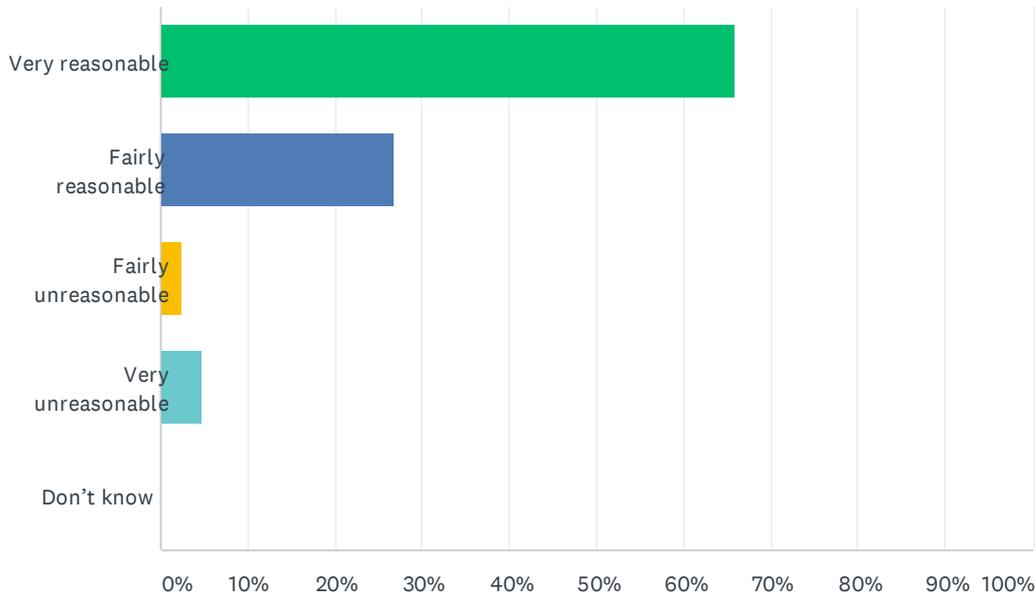


ANSWER CHOICES	RESPONSES	
Very reasonable	65.85%	27
Fairly reasonable	21.95%	9
Fairly unreasonable	7.32%	3
Very unreasonable	2.44%	1
Don't know	2.44%	1
TOTAL		41

#	IF YOU FEEL THIS PROPOSAL IS "UNREASONABLE" IN ANY WAY, PLEASE EXPLAIN WHY YOU THINK THAT:	DATE
1	Over resourced as it is , for instance Ambulance service is continually busy but Fire and rescue have capacity to get involved in all manner of activity . A joint model would be better with Fire fighters working as Paramedics and responding to (The very few) fires when required	3/30/2021 3:11 PM
2	Given the amount of time spent on dealing with fires and other relevant incidents it seems excessive.	3/22/2021 3:19 PM

Q2 2. Considering the risks, demand and vulnerability in the area and the financial position of Merseyside Fire and Rescue Authority, how reasonable do you think our Training and Development proposals are (page 33)?

Answered: 41 Skipped: 0

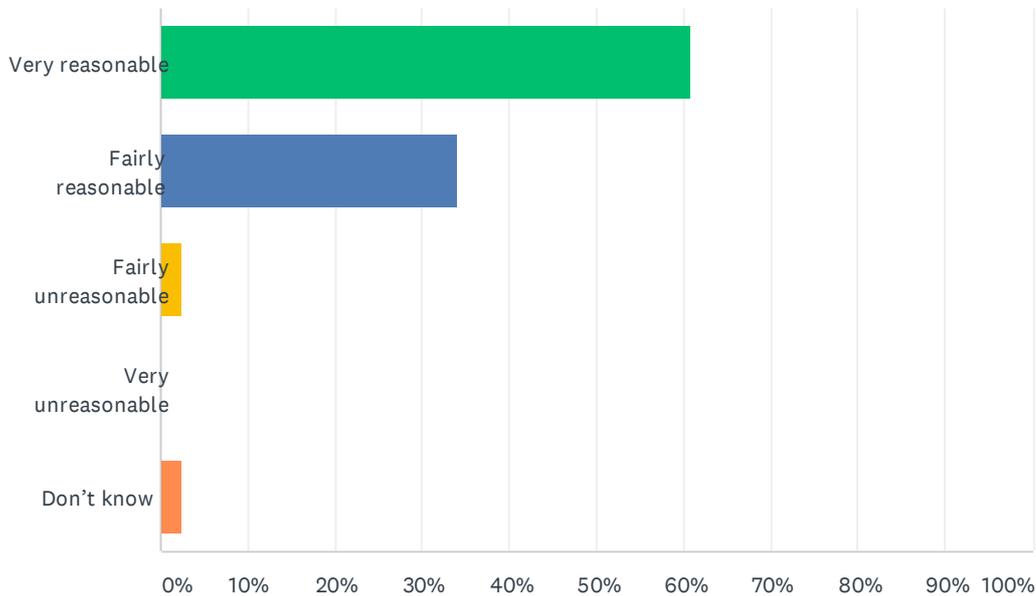


ANSWER CHOICES	RESPONSES	
Very reasonable	65.85%	27
Fairly reasonable	26.83%	11
Fairly unreasonable	2.44%	1
Very unreasonable	4.88%	2
Don't know	0.00%	0
TOTAL		41

#	IF YOU FEEL THIS PROPOSAL IS "UNREASONABLE" IN ANY WAY, PLEASE EXPLAIN WHY YOU THINK THAT:	DATE
1	Again should be joint training with NWAS to allow fire fighters to work with Ambulance service.	3/30/2021 3:11 PM
2	Having attended the facility it is very modern compared with others in the country. There is a large volume of staff. It is co-located with NWAS HART which is sensible.	3/22/2021 3:19 PM

Q3 3. Considering the risks, demand and vulnerability in the area and the financial position of Merseyside Fire and Rescue Authority, how reasonable do you think our Prevention proposals are (page 36)?

Answered: 41 Skipped: 0

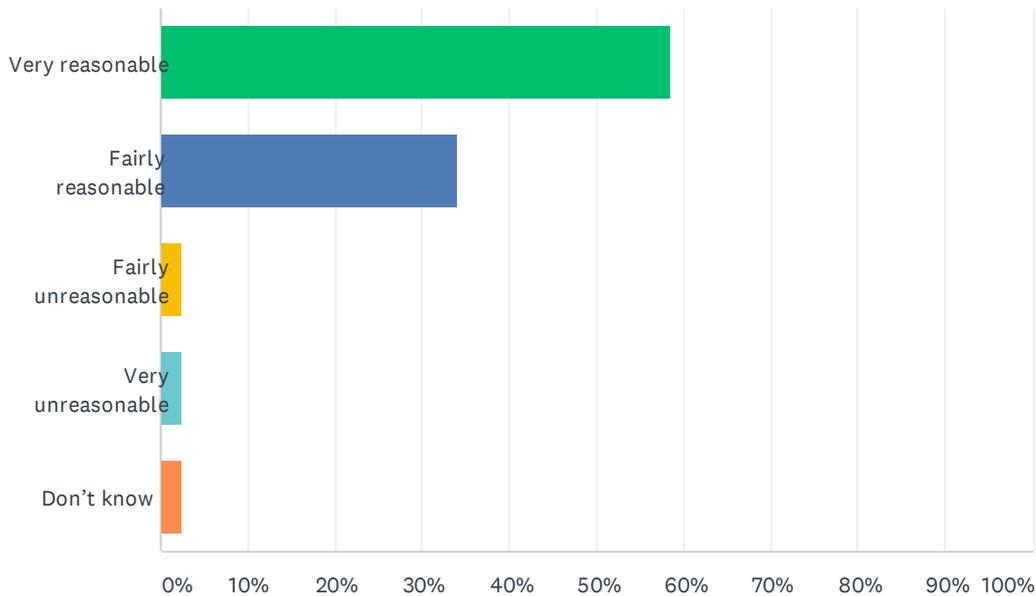


ANSWER CHOICES	RESPONSES	
Very reasonable	60.98%	25
Fairly reasonable	34.15%	14
Fairly unreasonable	2.44%	1
Very unreasonable	0.00%	0
Don't know	2.44%	1
TOTAL		41

#	IF YOU FEEL THIS PROPOSAL IS "UNREASONABLE" IN ANY WAY, PLEASE EXPLAIN WHY YOU THINK THAT:	DATE
1	Don't think the risks are particular high for Fire and Rescue , if anything its currently over resource	3/30/2021 3:11 PM
2	Given that the number of fires in private dwelling is reducing it is reasonable to maintain staffing levels rather than increase them.	3/22/2021 3:19 PM

Q4 4. Considering the risks, demand and vulnerability in the area and the financial position of Merseyside Fire and Rescue Authority, how reasonable do you think our Protection proposals are (page 37)?

Answered: 41 Skipped: 0

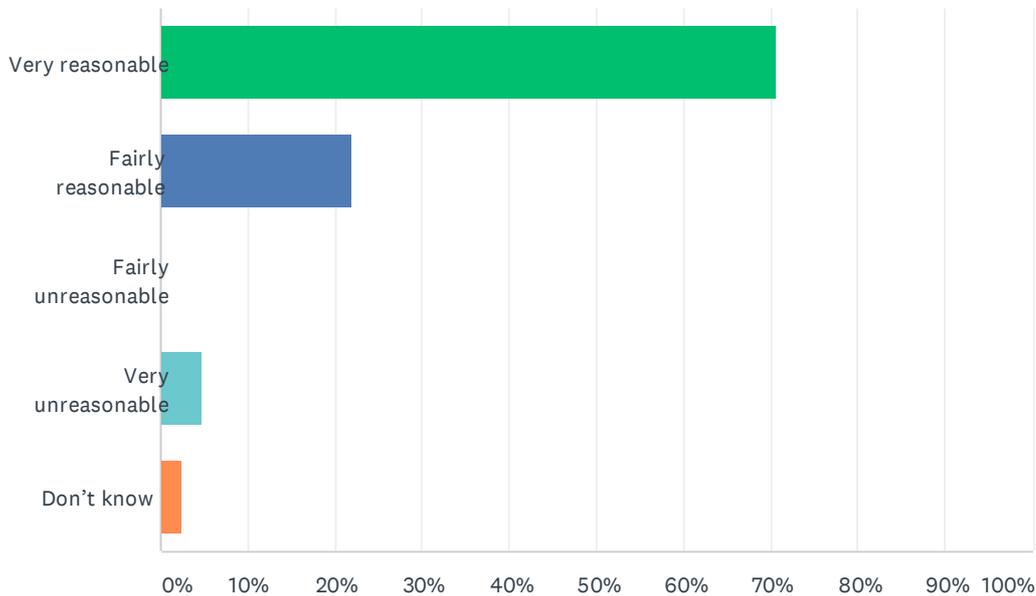


ANSWER CHOICES	RESPONSES	
Very reasonable	58.54%	24
Fairly reasonable	34.15%	14
Fairly unreasonable	2.44%	1
Very unreasonable	2.44%	1
Don't know	2.44%	1
TOTAL		41

#	IF YOU FEEL THIS PROPOSAL IS "UNREASONABLE" IN ANY WAY, PLEASE EXPLAIN WHY YOU THINK THAT:	DATE
1	As previous comment	3/30/2021 3:11 PM
2	You don't need to recruit more staff. You have lots of staff who could be trained in alternative roles. The fact that the fire service have used hundreds of their staff in non-fire related tasks during covid demonstrates that the organisation is overstaffed. The money could be better used to resource other organisations so they can do their role properly without the fire service getting involved during a crisis when they want to justify their existence.	3/22/2021 3:19 PM

Q5 5. Considering the risks, demand and vulnerability in the area and the financial position of Merseyside Fire and Rescue Authority, how reasonable do you think our Preparedness proposals are (page 38)?

Answered: 41 Skipped: 0

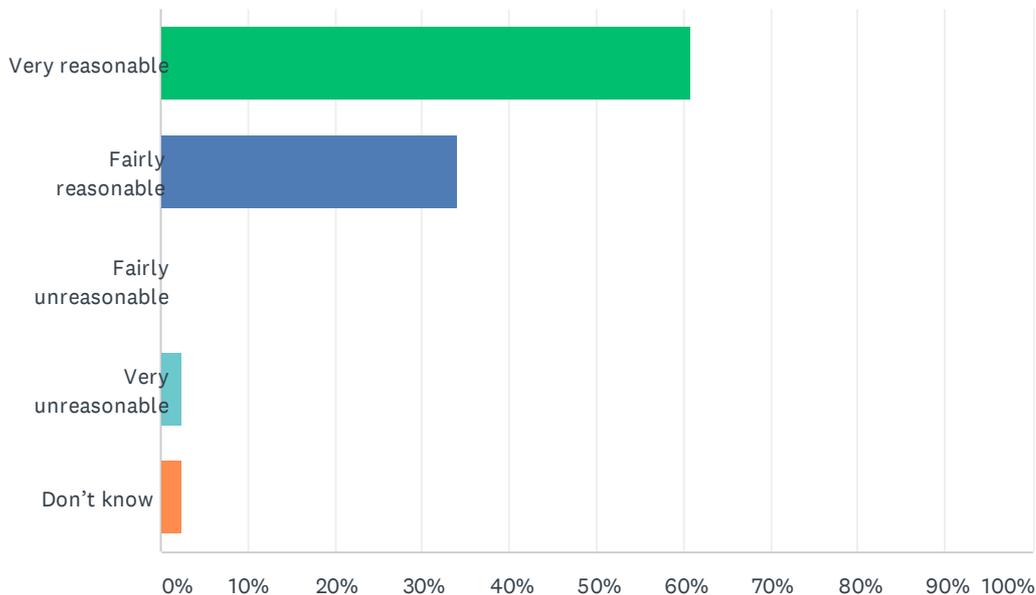


ANSWER CHOICES	RESPONSES	
Very reasonable	70.73%	29
Fairly reasonable	21.95%	9
Fairly unreasonable	0.00%	0
Very unreasonable	4.88%	2
Don't know	2.44%	1
TOTAL		41

#	IF YOU FEEL THIS PROPOSAL IS "UNREASONABLE" IN ANY WAY, PLEASE EXPLAIN WHY YOU THINK THAT:	DATE
1	For wildfires what type of appliance have you brought??	3/15/2021 12:49 PM

Q6 6. Considering the risks, demand and vulnerability in the area and the financial position of Merseyside Fire and Rescue Authority, how reasonable do you think our National Resilience proposals are (page 40)?

Answered: 41 Skipped: 0

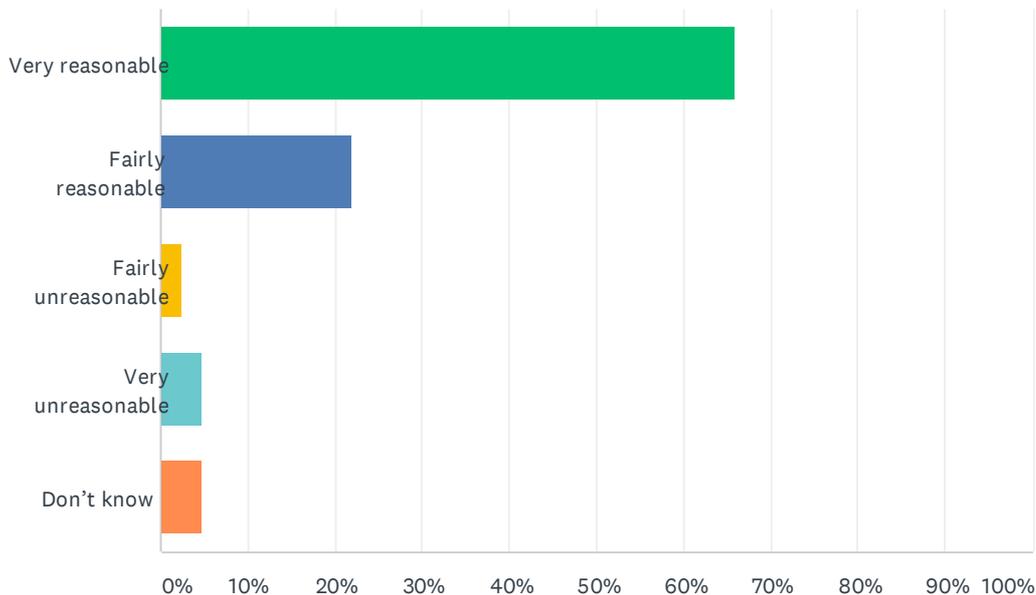


ANSWER CHOICES	RESPONSES
Very reasonable	60.98% 25
Fairly reasonable	34.15% 14
Fairly unreasonable	0.00% 0
Very unreasonable	2.44% 1
Don't know	2.44% 1
TOTAL	41

#	IF YOU FEEL THIS PROPOSAL IS "UNREASONABLE" IN ANY WAY, PLEASE EXPLAIN WHY YOU THINK THAT:	DATE
	There are no responses.	

Q7 7. Considering the risks, demand and vulnerability in the area and the financial position of Merseyside Fire and Rescue Authority, how reasonable do you think our Equality, Diversity and Inclusion objectives are (page 45 and appendix 2)?

Answered: 41 Skipped: 0



ANSWER CHOICES	RESPONSES
Very reasonable	65.85% 27
Fairly reasonable	21.95% 9
Fairly unreasonable	2.44% 1
Very unreasonable	4.88% 2
Don't know	4.88% 2
TOTAL	41

#	IF YOU FEEL THIS PROPOSAL IS "UNREASONABLE" IN ANY WAY, PLEASE EXPLAIN WHY YOU THINK THAT:	DATE
	There are no responses.	

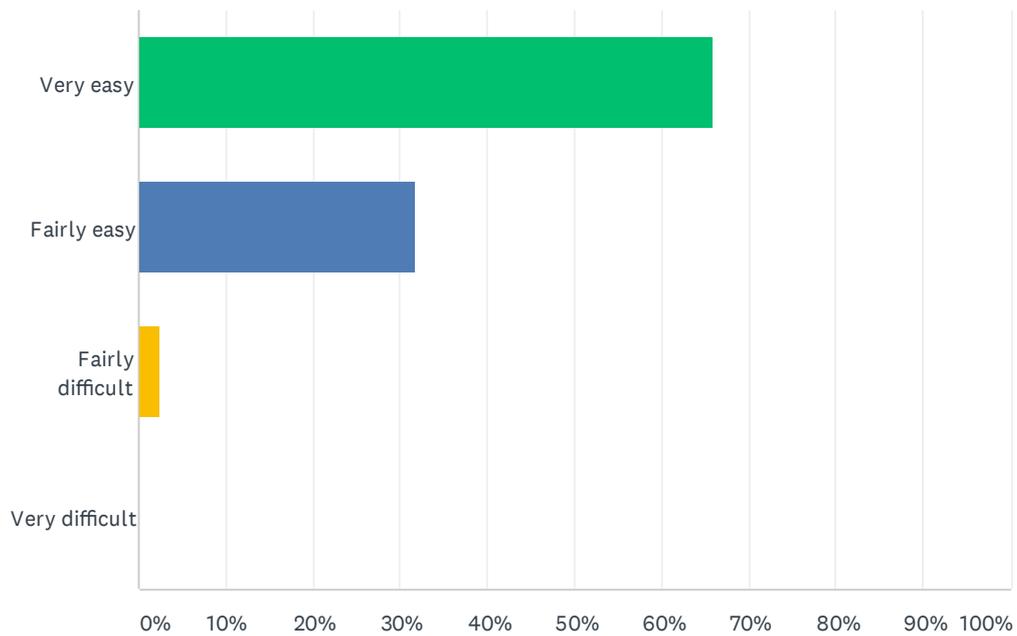
Q8 If you have any other comments concerning the MFRA Integrated Risk Management Plan, please complete the following:

Answered: 10 Skipped: 31

#	RESPONSES	DATE
1	Several mistakes, see below question 9	4/24/2021 1:18 PM
2	None	4/19/2021 9:28 AM
3	eee	4/14/2021 10:40 AM
4	I feel that alot of thought has gone into the risk management plan. The data that has been provided justifies the reasoning behind the plan and a good plan produced	4/10/2021 9:11 AM
5	Mersey Fire is massively overstaffed, especially at senior levels. This money could be better used on other services.	3/22/2021 3:19 PM
6	none	3/15/2021 12:49 PM
7	I note the proposal to reduce the ALPs to three which would include a new 43m ALP and Stinger appliance from the current four. Although the Stinger is an excellent piece of equipment it has no aerial rescue capabilities. I think therefore the ALPs should be kept to at least four. Also the provision of Engines and the proposed allocation which seems a very complicated system of operation, in particular a third on call Engine at some stations! As an example when Saughall Massie was proposed at the community meetings the then chief officer Dan Stephens stated there would be one whole time 24/7 Engine and one on call Engine (half hour response) by on call whole time fire fighters. This would compensate for the closure of West Kirby and Upton. The second Engine never appeared!! it's still a single Engine station. My whole point being how can you propose third and roving Engines when past promises were not kept.	3/5/2021 10:46 AM
8	does the service intend to still implement an increase in riders from 4 to 5 at all of its key stations. If it has already been done- will the service maintain this up to 2024.	3/2/2021 12:39 PM
9	Not sure if there is a typo on page 70 regarding the mobilisation of the HVP at Belle Vale, it states "deployed within 30 minutes". Given the fact Belle Vale is LLAR I would've thought it'd be immediately available for deployment as 30 mins could reach most areas of the county and obviously assist with a water supply at large-scale protracted incidents.	3/2/2021 12:15 PM
10	Is there scope for our service to complete our core (FREC or first aid equivalent) training with NWAS. Having recently completed a three day course to enable me to drive ambulances, I found that the skills I acquired in those three days, would be highly beneficial to my colleagues across the service. My reasoning would be purely to assist with the collaboration element of the IRMP, when the ambulance service may need our assistance and also the introduction of EMR. To do our core training and upskilling all with the same service. I believe would greatly assist with equipment familiarisation and better joint working inline with JESIP principles and also better working between both services for the future.	3/1/2021 2:40 PM

Q9 9. How easy was it to understand the Draft IRMP and our proposals?

Answered: 41 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very easy	65.85%	27
Fairly easy	31.71%	13
Fairly difficult	2.44%	1
Very difficult	0.00%	0
TOTAL		41

Q10 10. If you found the Draft IRMP difficult to read, please explain why you think that:

Answered: 4 Skipped: 37

#	RESPONSES	DATE
1	Several mistakes: * Page 19, line 2 - should read "twice as busy" not "twice a busy." * Page 24, - graphic covers the end of the first 4 lines. * Page 26 to Page 27 - The text in the blue box is in the wrong place, the text starts at the bottom of page 26 and continues onto the bottom of page 27, if these were actual separate pages the text on the bottom of page 27 would be in the wrong place, it needs to be at the top of page 27. * Page 48 - you mention "people attending our engagement meeting" and "checked them with the public" tell us how, when and where did this happen? * Page 48, Column 2, paragraph 7, line 1 - Should read "Understand the need for MFRS to deliver" not "understand the need to MFRS to deliver." * Page 50, column 1, line 1-2 - should read "preparing the 2021-24 IRMP has involved" not "preparing the 2021-24 has involved" * Page 50, column 2, line 1-2 - duplicated words "the" and "around" * Page 51, column 1, line 7 - space required between "entering" and "water" * Page 66, contact details, - should read "BY PHONE: 0151 296 4422" not "BY PHONE: 0151 396 4422."	4/24/2021 1:18 PM
2	None	4/19/2021 9:28 AM
3	n/a	3/15/2021 12:49 PM
4	I did not find the Draft IRMP difficult to read.	3/1/2021 2:40 PM

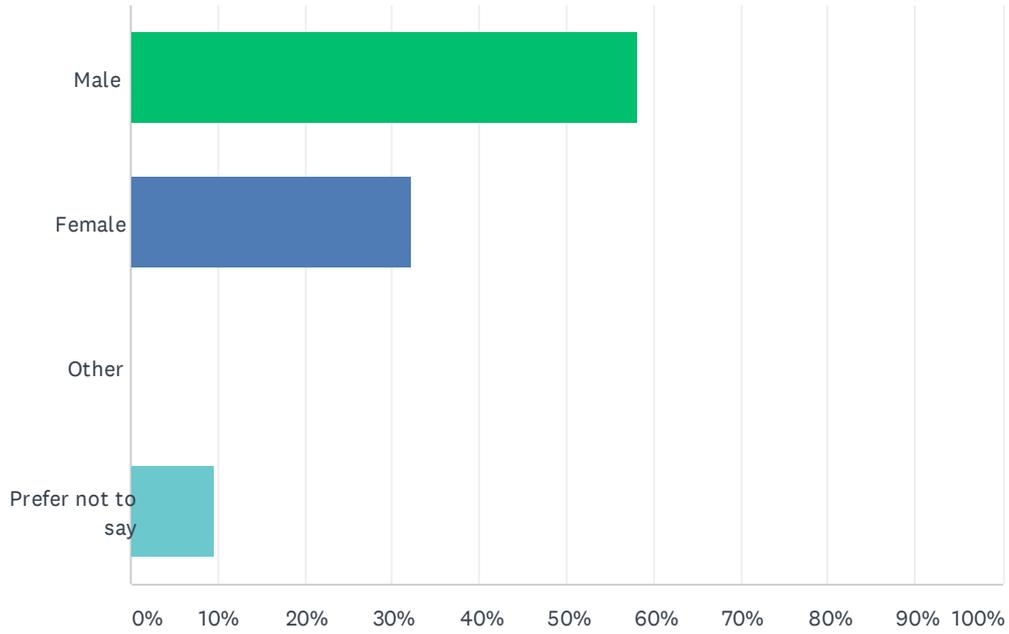
Q11 11. For the purpose of monitoring returns by Merseyside council area please provide your full home postcode, or business postcode if you are responding on behalf of an organisation:

Answered: 19 Skipped: 22

#	RESPONSES	DATE
1	PR8 3ET	5/19/2021 2:33 PM
2	L3 1BP	5/19/2021 12:51 PM
3	L31 1BR	5/19/2021 11:05 AM
4	L30 4YD	5/4/2021 12:06 PM
5	L9 8BH	4/24/2021 1:18 PM
6	Wa95rg	4/10/2021 9:11 AM
7	SY1 2HJ	4/7/2021 5:10 PM
8	L37 6AB	4/1/2021 3:47 PM
9	L37 6AB	4/1/2021 3:46 PM
10	L3 4BL	3/30/2021 3:11 PM
11	L14 7AH	3/22/2021 3:19 PM
12	CH44 5SD	3/20/2021 1:57 PM
13	L174LA	3/16/2021 2:32 PM
14	L30 1QJ	3/15/2021 12:49 PM
15	CH44 3DX	3/12/2021 1:45 PM
16	CH62 9ER	3/5/2021 2:47 PM
17	L11 7AW	3/2/2021 12:38 PM
18	ch428la	3/1/2021 10:35 PM
19	L30 4YD	3/1/2021 2:40 PM

Q12 Gender:

Answered: 31 Skipped: 10

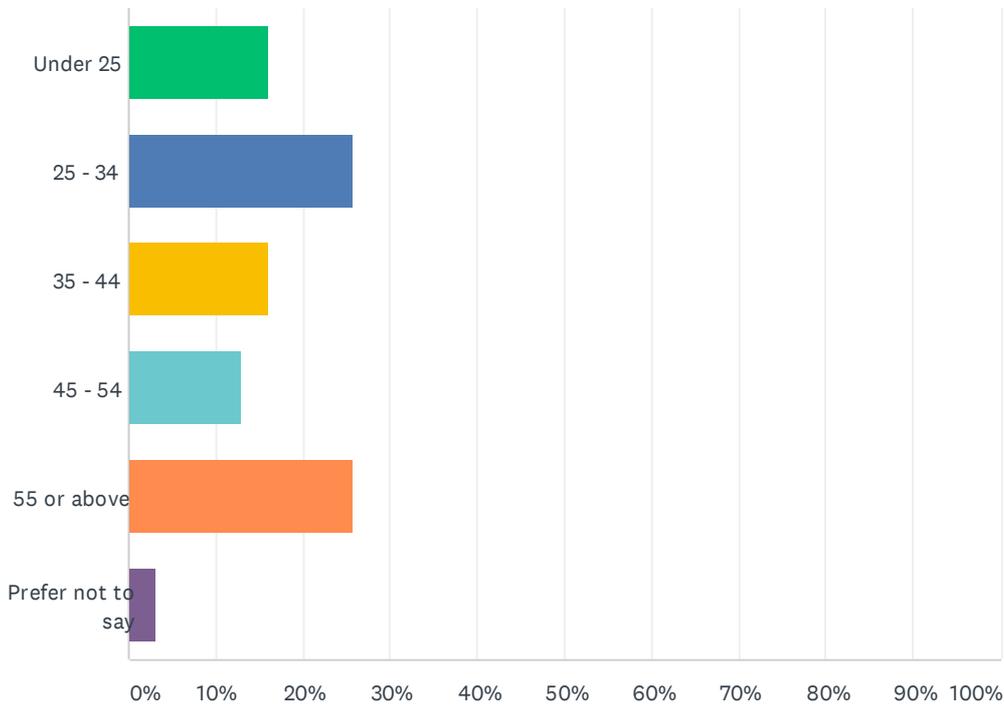


ANSWER CHOICES	RESPONSES	
Male	58.06%	18
Female	32.26%	10
Other	0.00%	0
Prefer not to say	9.68%	3
TOTAL		31

#	IF YOU PREFER TO USE YOUR OWN TERM, PLEASE SPECIFY HERE:	DATE
	There are no responses.	

Q13 Which age group do you belong to?

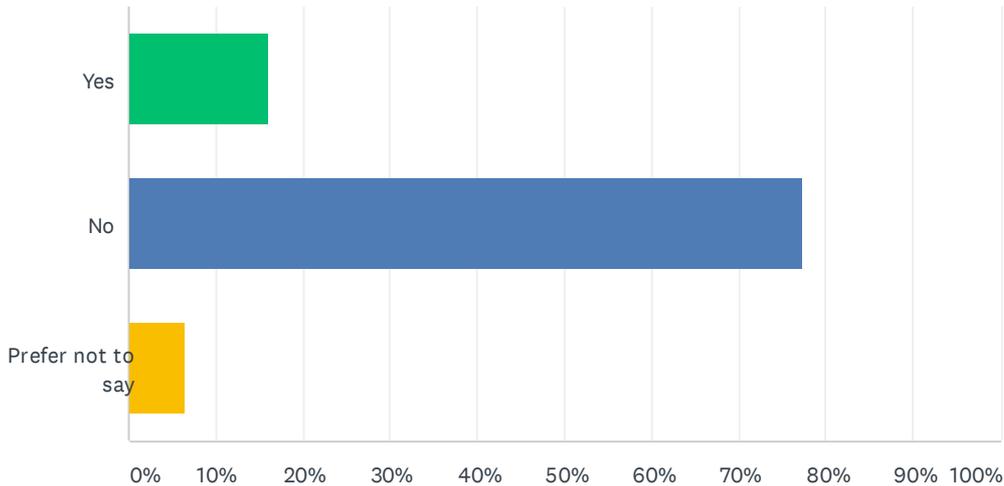
Answered: 31 Skipped: 10



ANSWER CHOICES	RESPONSES	
Under 25	16.13%	5
25 - 34	25.81%	8
35 - 44	16.13%	5
45 - 54	12.90%	4
55 or above	25.81%	8
Prefer not to say	3.23%	1
TOTAL		31

Q14 Do you consider yourself to have a disability?(Under the Equality Act 2010 a person is considered to have a disability if he/she has a physical or mental impairment or illness such as HIV, cancer, diabetes, heart condition etc. which has a sustained and long term adverse effect on his/her ability to carry out normal day to day activities).

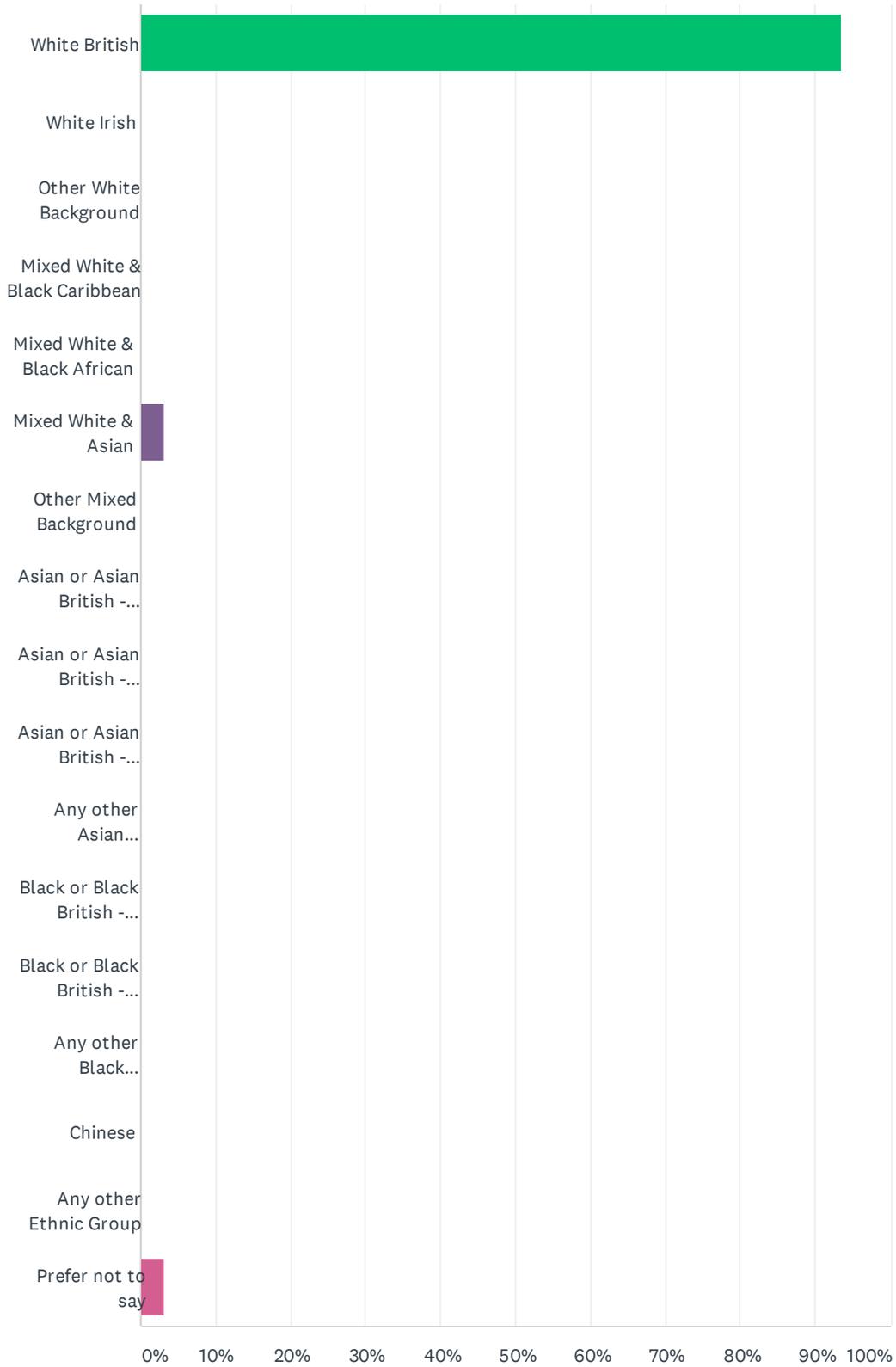
Answered: 31 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes	16.13%	5
No	77.42%	24
Prefer not to say	6.45%	2
TOTAL		31

Q15 Ethnicity:

Answered: 31 Skipped: 10

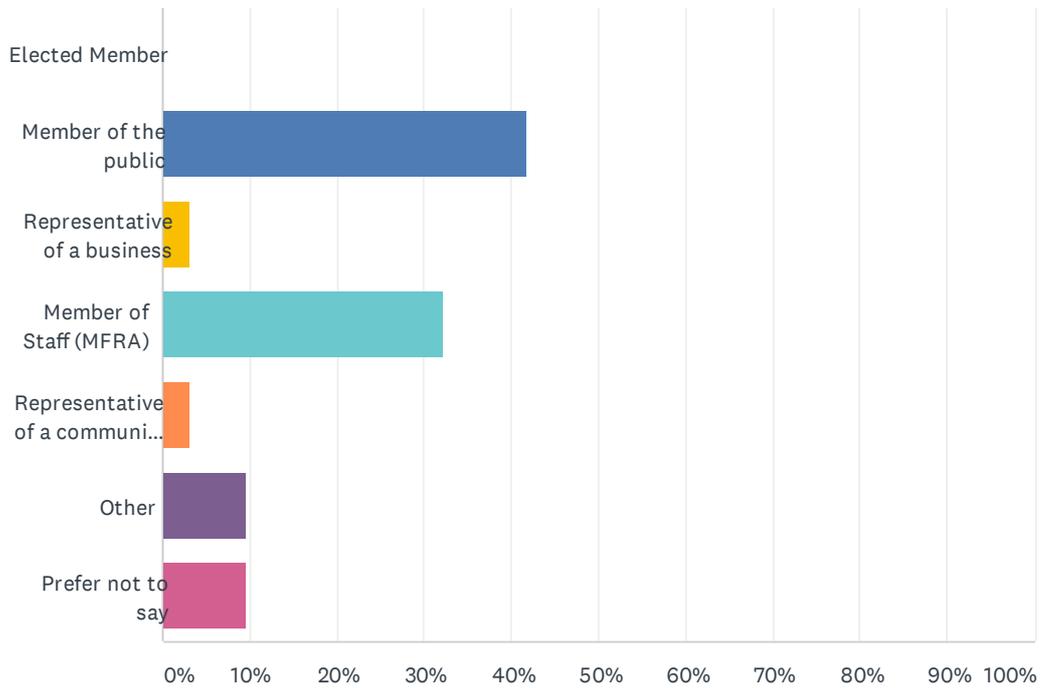


Integrated Risk Management Plan 2021-24 consultation

ANSWER CHOICES	RESPONSES	
White British	93.55%	29
White Irish	0.00%	0
Other White Background	0.00%	0
Mixed White & Black Caribbean	0.00%	0
Mixed White & Black African	0.00%	0
Mixed White & Asian	3.23%	1
Other Mixed Background	0.00%	0
Asian or Asian British - Indian	0.00%	0
Asian or Asian British - Pakistani	0.00%	0
Asian or Asian British - Bangladesh	0.00%	0
Any other Asian Background	0.00%	0
Black or Black British - African	0.00%	0
Black or Black British - Caribbean	0.00%	0
Any other Black Background	0.00%	0
Chinese	0.00%	0
Any other Ethnic Group	0.00%	0
Prefer not to say	3.23%	1
TOTAL		31

Q16 Status:

Answered: 31 Skipped: 10



ANSWER CHOICES	RESPONSES	
Elected Member	0.00%	0
Member of the public	41.94%	13
Representative of a business	3.23%	1
Member of Staff (MFRA)	32.26%	10
Representative of a community group	3.23%	1
Other	9.68%	3
Prefer not to say	9.68%	3
TOTAL		31

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Please find the FOA response below:

The FOA have been consulted on the draft IRMP 2021 – 2024 and have now had the opportunity to review the proposals contained within. The FOA would offer the following comments and observations.

We note the consideration of the National Security Risk assessment and the community risk register as well as the use of a wide range of historic business intelligence in the preparation of this plan. We support the approach of viewing this data in the context of risk, demand and vulnerability to identify potential harm to the communities MFRS serves. This approach also allows the service to train staff against the anticipated risks and demands to ensure they are well prepared for the hazards they face.

We fully support the wide range of duty systems and working patterns the service employs. We recognise that this allows the service to staff its resources in an efficient way but we also know that the variety of standard patterns and the ability to transfer between them, alongside the arrangements to make specific flexible working requests is appreciated by our members as it provides them with the ability to choose a duty pattern that suits their individual work life balance.

We support the outstanding work the service is doing in targeting its prevention work at those most at risk and the other community prevention activities that seek to reduce the number of incidents the service is required to attend.

We note the service continues to be the lead authority for National Resilience. Maintaining this position can only provide benefits to our members and other staff within MFRS, creating jobs and development opportunities.

We recognise that the protection function faces new challenges as a result of the Grenfell tower enquiry and welcome the investment in this department in relation to increasing the numbers of staff. We support the employment of a diverse mix of people, both grey and green book, and the opportunities this provides for people to consider a career in the fire service who may not wish to be operational firefighters.

We note the intention to introduce a stinger/scorpion type appliance and a 45M CPL. We would request that the outcomes of any report, considerations of cost/benefit and any alternatives are shared with the FOA for discussion before a definite decision is made to purchase.

We believe the decision to disperse the special appliances from Kirkdale is a positive step and will allow crews who are designated to support them better access to familiarise themselves with those assets. We would suggest that the equipment carried on these appliances is reviewed to ensure it is up to date and fit for purpose.

The decision to move to a new site for the TDA and combine this with a station merger of Croxteth and Aintree will provide MFRS with the opportunity to build a modern training

centre, fit for the needs of its staff and providing the facilities needed to train effectively and safely. This can only be a good thing for all staff and the community.

The FOA is interested in the proposal to develop and Integrated Demand management Program with NWAS. The service will be aware that FOA members were amongst the first to step forward and volunteer to assist the NHS during the COVID pandemic, with our H&S rep able to agree procedures and risk assessments locally, allowing this work to start and continue despite protracted national negotiations. We are open to discussing how activities such as EMR and ambulance driving could continue, especially during periods when the ambulance service is experiencing extreme pressure.

The proposals for prevention and protection activity are challenging but will focus activity in the areas where it will have the most effect. We welcome the introduction of a replacement for the current, very outdated, management information system used by protection.

We note the proposal to purchase a drone capability. This would represent a significant spending in terms of capital, ongoing maintenance, replacement and training for staff. FOA are aware of the usefulness of drones and the availability of them in the north west region with other FRS. We would seek to engage with the service to fully understand the rationale to introduce our own capability and whether collaboration opportunities have been fully explored.

We recognise the financial challenge faced by the authority and agree with the financial principles outlined in the plan to ensure effective use of the authorities budget.

The service has taken great steps in improving equality, diversity and inclusion over the last 10 years. It should be very proud of the fact that MFRS has some of the highest proportions of female and BAME firefighters in the country. There is always more we can do and the FOA is committed to working with the service to ensure all areas of the organisation fully reflect the communities we serve.

Kind Regards

Merseyside FOA Secretary.



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Merseyside Fire and Rescue Authority’s IRMP

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Foreword

The Fire Brigades Union (FBU) is the democratic, professional voice of firefighters, control staff and other workers within Merseyside Fire and Rescue Service. We represent the majority of operational firefighters and control staff within MFRS as well as across the UK.

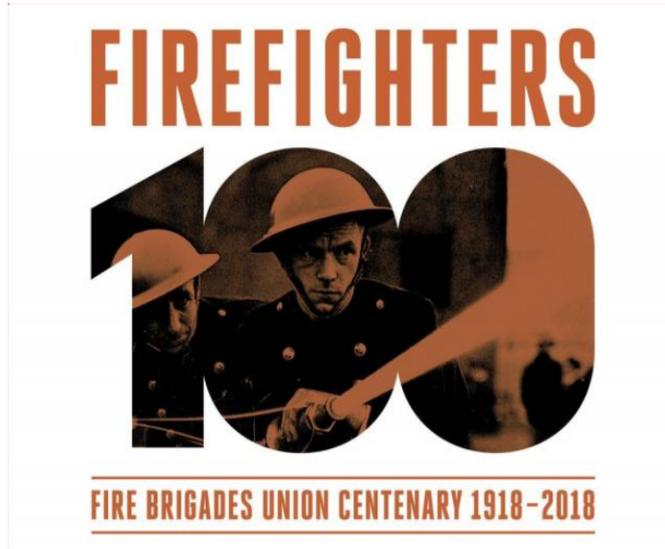
Merseyside Fire and Rescue Service (MFRS) is the statutory fire and rescue service for Merseyside and is administered by the Merseyside Fire and Rescue Authority.

Merseyside is made up of some significantly deprived areas as well as some less socio-economically challenged. Merseyside is a diverse, vibrant county with a proud industrial history.

The FBU has over 100 years of experience in representing workers in our industry, we strive to ensure our members are skilled at their craft and that their voices are heard; it gives the FBU no pleasure whatsoever to inform the reader that in its history that this MFRS (not the fire and rescue authority of which we will expand in more detail throughout this document) is the most anti trade union service the Union has had to deal with anywhere in the UK Fire and Rescue Service.

The reader will note that despite the Integrated Risk Management Plan (IRMP) being a consultation document, and that the FBU represents what can be described as **the** key stakeholder within MFRS, that there is not one single mention of the FBU in the entire document.

The IRMP seeks to extend working practises that are not agreed and are worked under contracts of employments that are simply unacceptable, have never been to subject of any negotiation with the FBU whatsoever and are entirely in breach of our joint trade union and employers national agreement, the National Joint Council for Local Authority Fire and Rescue Services Scheme of Conditions of Service (The Grey Book); that despite that MFRA is a constituent member of that National Joint Council (NJC).



The Fire Brigades Union hopes that the elected members of the fire and rescue authority, other locally elected councillors and Members of Parliament who are interested in the fire and rescue service and its employees will take this opportunity to correct a travesty and ensure that the people who work in the fire and rescue service and who risk their lives on a daily basis along with their representative body are treated with the respect they deserve.



Executive Summary

The FBU support significant areas of this IRMP but regrettably cannot support areas of the Plan as we have explained in this response document as we believe it compromises public safety such as ludicrously slow response standards which does not challenge MFRS to get to fires and other incidents as quickly as could be possible.

Furthermore, the FBU do not believe that other stakeholders such the communities we represent and politicians both local and national would

support the proposals, resisted by the FBU, if properly explained.

All references made by the FBU in this response is taken from Government data and/or statistics. All information will be referenced to the parent document for the reader to scrutinise this response which will inevitably be opposed by the Service.

The FBU make the following recommendations:

The Government is determined to silence the FBUs voice in the FRS and end collective bargaining. It has signalled that it is seeking to reform how we negotiate with our employers and to increase the powers of Chief Fire Officers to that of Chief Constables, reducing the role of the fire and rescue authority significantly and giving the CFOs a free hand to achieve what they wish not what is best for the worker.

- **Recommendation 1 – Merseyside Fire and Rescue Authority (MFRA) must not be seen to assist in this Tory led attack on firefighter and control members working lives and terms of conditions and the FBU seek that MFRA instruct MFRS to act within locally and nationally agreed procedures at all times. (Page 5)**

Regrettably MFRS has embarked on a strategy to bypass the FBU in terms of negotiations and have employed firefighters and control staff on contracts that they know are lesser contracts than those already in service as those had been subject to the normal negotiations through agreed industrial relations processes (MFRS getting what it desires rather than achieving via negotiations (see above)). This contract gives absolute authority for the Chief Fire Officer to change our members working life without having to have dialogue with the representative bodies nor seeking the employee's agreement. (Appendix 1&2)

- **Recommendation 2 – The FBU seek that MFRA give demonstrable support to the industrial relations machinery within MFRS, particularly the local joint secretaries' arrangement, and insist MFRS abide by all local and national agreements. (Page 6)**

The tragic Grenfell Tower fire demonstrates how and why fire and rescue service fire safety departments are so important given the devastating deregulation of the building and construction industry. The FRA is the enforcing authority that should stop another Grenfell Tower type fire from ever happening again but the cuts agenda by Government have also affected fire safety numbers.

- **Recommendation 3 – It is clear that investment is required to support the fire safety department and the FBU propose a joint lobbying approach with the authority to Government to seek that sustainable investment so as we can provide a fire and rescue service the people of Merseyside can be proud of. (Page 17)**





It is a sad reflection of how public service budgets have been decimated when support staff workers are paid below the living wage.

- **Recommendation 4 – The FBU formally proposed that all those workers in MFRA paid less than the living wage have their wages increased in line with that living wage as a matter of urgency. This to reflect local authority political positions and in line with the Liverpool City Region Combined Authority. (Page 17)**

As referred to above the issue of non-agreed contracts of employment remains one of the most damaging disputes the FBU have registered with MFRS and which are in breach of the agreed procedures the FBU have agreed with the Authority (available on request). The FBU continue to seek resolution but there is no indication or indeed evidence that the service is invested in decent industrial relations.

- **Recommendation 5 – That MFRA instruct MFRS to immediately return to the dispute resolution process involving the National Joint Council Joint Secretaries to assist in seeking urgent resolution to this significant dispute. (Page 17)**

This FBU response document explains the issues the FBU have identified in this IRMP in terms of equality, diversity and inclusion.

- **Recommendation 6 – The FBU formally proposes the creation of a FBU/MFRS Joint Working Party which would include the authorities’ equality champion/portfolio holder to examine the issues raised by the FBU and to undertake an equality audit of policies, procedures and the estate of the authority to ensure the highest levels of EDI. (Page 20)**

Context

To put the difficult relationship with MFRS in context the FBU remind the reader of the ground breaking Tri-Partite Agreement reached in March 2020 onwards. Those agreements paved the way for a huge amount of work undertaken under agreement with the FBU, the FRS National Employers and the National Fire Chiefs Council (NFCC). That work was underpinned by risk assessments that was agreed by all three parties and ensured, as much as was possible that the activities were carried out as safe as was possible. The Covid work activities undertaken under the Tri Partite negotiations were:

- Ambulance Service assistance: Ambulance Driving and Patient/Ambulance personnel support limited to current competence (Not additional FRS First or Co-Responding)
- Vulnerable persons – delivery of essential items

- COVID-19 – Mass casualty (Movement of bodies)
- Face Fitting for masks to be used by frontline NHS and clinical care staff working with Covid-19 patients
- Delivery of PPE and other medical supplies to NHS and care facilities
- Assisting in taking samples for Covid-19 antigen testing
- Driving ambulance transport not on blue-lights (excluding known Covid-19 patients) to outpatient appointments or to receive urgent care
- Driving Instruction by FRS driver trainers to deliver training for non-Service personnel to drive ambulances (not on blue-lights)





- The assembly of single use face shields for the NHS and care work front line staff
- Packing/Repacking food supplies for vulnerable people
- Known or suspected Covid-19 Patients: transfer to and from Nightingale hospitals under emergency response (blue light) or through non-emergency patient transfer (not on blue lights)
- Non-Covid-19 Patients: Transfer to and from Nightingale hospitals under emergency response (blue light) or through non-emergency patient transfer (not on blue lights) – this includes recovering and recuperating patients no longer infected with Covid 19



- Delivery of pre-designed training packages on Infection Prevention and Control, including hand, hygiene, PPE 'donning' & 'doffing' guidance and procedures; and supporting the care home staff testing i.e. to train care home staff to train others according to the principle of 'train the trainers.'
- Delivery of pre-designed training packages on Infection Prevention and Control, including hand, hygiene, PPE 'donning' & 'doffing' guidance and procedures; and supporting the care home staff testing i.e. direct to care home staff.
- Checking that potential higher risk premises are Covid-secure
- Assistance to public sector organisations to support the effectiveness of official contact, track and tracing initiatives.

Shockingly the fire and rescue service employers, advised by the NFCC, took the appalling and irresponsible decision to terminate all the agreements on the 13th January 2021, unilaterally undoing months of joint work and unacceptably compromising public and firefighter safety.

To attempt to resolve this poorly judged decision the FBU has tried to replicate those agreements locally in Merseyside with MFRS in order to continue to facilitate the Covid work listed above through the local joint secretaries' arrangements. Unfortunately due to the services adversarial attitude this was without success.

The rationale for such an unusual and counter-productive move by the fire and rescue service employers and the NFCC may lie in the gratuitous and quite frankly politically motivated attack from Her Majesties Inspectorate for the Constabulary and Fire and Rescue Services (HMICFRS) who criticised the FBU, without evidence, for delaying Covid work.

This is utter nonsense but it did fuel the drive from the Home Office to state it was to produce a White Paper on FRS Reform, potentially impacting on the Unions right to collectively bargain for our

members and has the effect of gifting unfettered power to the Chief Fire Officers similar to Chief Constables.

Consequently, the FBU respectfully ask the reader to ask themselves why would MFRS agree locally with the FBU to undertake life-saving Covid work, as we had done so from March 2020 and until the employers walked away from all the agreements reached, when the Conservative Government have indicated they would play their part in a huge power grab by the NFCC and give the CFOs the power to get what they desire.

What the FBU cannot fathom is the Government seem keen to give the leaders of an organisation (NFCC) which both Government and the HMI have identified as failing FRSs to the point of requiring statutory reform.

It also seems to the FBU that all the disregards to the National Joint Council for Local Authorities Fire and Rescue Services (NJC) procedures and the national terms of conditions of service by MFRS, undermining the FBU and our members, is in preparation for the possible outcome of the Reform.



Recommendation 1 – Merseyside Fire and Rescue Authority (MFRA) must not be seen to assist in this Tory led attack on firefighter and control members working lives and terms of conditions and the FBU seek that MFRA instruct MFRS to act within locally and nationally agreed procedures at all times

1. INTRODUCTION

The Fire and Rescue National Framework for England requires Fire and Rescue Authorities to undertake and produce an IRMP which must

- Reflect up to date risk analyses including an assessment of ***all foreseeable fire and rescue related risks*** that could affect the area of the authority, (FBU emphasis)
- Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents,
- Outline required service ***delivery outcomes including the allocation of resources for the mitigation of risks***, (FBU emphasis)
- Set out its management's strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005,
- Cover at least a three year time span,
- Reflect effective consultation throughout its development and at all review stages with the community, its workforce ***and representative bodies*** and partners, and; (FBU emphasis)
- Be easily accessible and publicly available.

It may surprise the reader on reading the IRMP that there is not one single mention of the Fire Brigades Union whatsoever, neither as a stakeholder or a partner, even in the section where the National Framework is explained it removes the mention of representative bodiesⁱ.

This epitomises this Services view of the FBU and trade unions both locally and nationally.

MFRS currently operate with a significant portion of the workforce, roughly 50%, who are employed on contracts of employment that have not been the subject of the collective bargaining process and not agreed by their unions, they have been imposed upon those newer firefighters and control room operators. MFRS may try to explain this is on an offer and accept basis, but most reasonable people understand that those who seek a career in the FRS would not, and should not scrutinise their contracts to ensure they were appropriate and comparable contracts with all other MFRS firefighters, sadly they are not.

For firefighters and control room operators to work under terms and conditions that have not been the result of collective bargaining and which are utterly determined by the employer represents the very worst practises of the private sector and will inevitably lead to worse terms and conditions (which it does), worse health and safety outcomes and poorer productivity and morale; a view not just of the trade union movement but also of the Organisation for Economic Co-operation and Development (OECD).ⁱⁱ

It remains a source of shame to the FBU that such a situation should exist in a Labour Party controlled Authority in a region with a rich and proud industrial heritage.

Recommendation 2 – The FBU seek that MFRA give demonstrable support to the industrial relations machinery within MFRS, particularly the local joint secretaries' arrangement, and insist MFRS abide by all local and national agreements.

The Fire Brigades Union provides comments on the Authorities proposed plan as follows:

2. MISSIONS AND AIMS

This section of the IRMP refers to the mission of MFRS as being for Safer, Stronger Communities – Safe, Effective Firefighters; this being a mission statement the FBU can fully support.

The aims of MFRS have been broken down to the following:

1. Excellent Operational Preparedness

MFRS profess to provide firefighters (and control staff) with the training, information, procedures and equipment to ensure we can safely and effectively resolve all emergency incidents and whilst that is a claim the FBU fully support it can only occur with the fullest engagement with the FBU. The formulation of policies and procedures in consultation with the FBU will provide for the safest and most effective systems with complete buy in from the staff we represent. Sadly, currently that seems to be lost on some MFRS managers who do not appear to acknowledge the benefits of engaging with the representative bodies on such issues as policies, safe systems of work and contracts of employment.

2. Excellent Operational Response

MFRS claim to maintain its excellent emergency response across Merseyside with safety and effectiveness at its core. This is one area where the FBU and MFRS remain distinctly and distantly apart. We will expand on this at the relevant section of the document.

3. Excellent Prevention and Protection (Legislative Fire Safety)

The aftermath of the Grenfell tragedy and the recommendations of the Inquiry along with the lack of any real intervention by the Government means that legislative fire safety is as important as ever and the FBU support the MFRS in this statement.

4. Excellent People

MFRS claim that they will develop and value all MFRS employees, respecting diversity, promoting opportunity and equality for all. The FBU fully support that aspiration yet regrettably MFRS have demonstrably failed in this regard. There can be no equality for all when some firefighters have different and worse terms and conditions than their colleagues working next to them and whilst facing the very same risks.

ABOUT MERSEYSIDE

The FBU support all that MFRS depict in this section and notes that the population of Merseyside has grown by 3.5% since the 2011 census.

The FBU agrees with MFRS in that Merseyside is one of the most deprived areas in England and reminds the Service that Liverpool is the local Authority with the most deprived areas in England with Fazakerley, Warbreck, Norris Green and Croxteth all within the top 10% of deprived areas in England.ⁱⁱⁱ More than a third of Local Super Output Areas in the Liverpool City Region are in the most deprived nationally, particularly in Knowsley and Liverpool. This deprivation is even more severe in terms of health, employment and income. In relation to the housing stock of the City Region (acknowledging that Halton resides in Cheshire FRA territory) 68% of the City Region’s housing stock is in Council Tax Band A or B, compared to 44% of housing stock in England.



is a significant economy in the North West of England. A recent economic renaissance has seen over £1bn added to its economy in the last decade, laying the foundations for truly transformational economic success in the years and decades to come.’ (Liverpool City Region Combined Authority Local Industry Strategy)

In terms of commerce the highest concentration of businesses in Merseyside is in Liverpool, with 35% of the total of all businesses in the City Region providing 38% of all jobs. The City Regions business base is growing faster than national levels and can boast high business start-up rates, 16% of all active businesses. However a business that starts in Liverpool City Region is less likely to survive three years than in other areas of the UK economy (a rate of 53% for businesses that started in 2015 compared to 57% nationally).

It is vital then that MFRS provides a service that protects both the communities but also provides industry and commerce with an environment that creates confidence with at least an equal but preferably a better FRS than other areas that may attract such industries away from Merseyside.

‘Liverpool City Region (LCR), comprising Halton, Knowsley, Liverpool, St Helens, Sefton, and Wirral,

‘Liverpool City Region is a place of transformation. A place where the ingenuity and creativity of its people is helping to pioneer the ideas, industries, and infrastructure of the future. A place that is once again emerging as an international centre for culture and commerce. A place where a spirit of innovation is providing the solutions to society’s deepest challenges. This Local Industrial Strategy sets out how Liverpool City Region will build upon these distinctive strengths and opportunities to transform together, and deliver a competitive, clean, and inclusive City Region.’ Liverpool City Region Combined Authority ‘Local Industrial Strategy’

PREPARING OUR PLANS

This should be the essence of an IRMP with the proper assessment of risk informing the provision and numbers of resources required to protect the communities of Merseyside from the hazards of fire and other emergencies.

We agree with the concept of protecting the vulnerable but years of poor decision making and cuts when cuts were avoidable have left a number

of legacy issues that impact upon delivering the best FRS to protect the most vulnerable.

There is the issue of the PFI stations that exist within MFRS have limited options to relocate resources with PFI stations at Southport, Formby, Newton le Willows, Kirkdale, Bootle and Netherton and Birkenhead meaning that critical options for the authority for efficiency savings have been removed.

The FBU is also more than aware of the limited resources years of austerity and budget cuts wreaked on the Authority by a Conservative Government has led to real challenges in terms of available budgets. Previously the FBU has urged FRAs to utilise the vast amounts of reserves stockpiled by Authorities, a mistake that has been used by countless Tory Ministers to inhibit any real investment in the FRS including MFRS. In 2021 the reserves balances remains astonishingly high

given the financial strains placed on the Authority with current totals reserves being more than 50% of the overall budget.

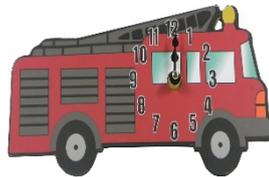
The National Risk Assessment (NRR) produced by the Cabinet Office has identified since 2008, that pandemics and diseases poses a significant threat to the UK, this IRMP does not assess and resolve this risk despite the obvious risks to the public and our members.

RISK, DEMAND & VULNERABILITY

Risks in Merseyside

This section is particularly confusing with the Plan stating that through work undertaken and involving the National Security Risk Register and the Community Risk Register MFRS has identified six high impact incident types that should be the focus of MFRS. That in itself seems to make perfect risk planning sense, if risk exists they must be considered and planned for and have been identified as:

- Terrorist Related Incidents
- Wildfire
- Fires in Large Buildings
- Marine Incidents
- Flooding
- Fires at Recycling and Waste Processing Plants



However the concern is caused by the following MFRS statement – *'Plotting these risks on a map of the Merseyside region allows us to identify where our risks are and place our resources to meet these risks, as illustrated in the map on page 17.'* The map referred to on page 17 is useless to the reader as an informative or reference information resource as it is too small to be of any use but the glaring omission of risk to life given the identification of the amount of deprived areas, age profiles and evident socio-economic challenges facing Merseyside is stark.

Demand for our Services

This section reinforces the concerns the FBU has which were generated from the previous section in that MFRS seems to rely on the demand placed on MFRS for the previous year rather than the risk presented it as referred to by the FBU. This is amplified by the ridiculous but often rolled out mantra that as incidents are less in number at night, less firefighter numbers are required.

Firstly, demand is useful only in an historic sense, it is not risk assessment or risk planning and to rely on the demand on the service may lead to the wrong disposition of resources. For example a targeted and focussed community fire safety campaign is intended to work and will have an impact on the numbers of fires in that community, it should not then be used as evidence to disregard the risk to the communities as that remains and is real.

Demand v risk can be explained to the lay person illustratively as pointing out that an airport fire station is very rarely used but is vital to the airport due to the risk, you would never dream of closing it.

Reducing firefighting resources at night time due to less activity reveals a real misunderstanding of the risk planning process. As most professional firefighters will confirm, most fatalities from fire occur at night-time with people more likely to be asleep or affected by substance abuse and with



less people around to alert the fire and rescue service to the fire, the fire is more likely to be well developed and as such significantly more dangerous both to the community member/s and the firefighters attempting to rescue the residents.

The graph on page 19 reinforces the FBUs point and clearly indicates that there is a high demand between 7pm and 10 30pm. MFRS have less fire appliances readily available in the night time than in the day time which is a significant issue of concern.

It is therefore absolutely vital to have adequate resources to effect the rescue successfully in as quickly a time as is possible, called the speed and weight of attack in the firefighting industry. Simply put if you get the speed and weight of attack correct, you rescue more people, if you get it wrong by not having enough firefighters to effect the rescue in the right place at the right time, you sadly increase fatalities to our community members and increase the risk to firefighters.

Vulnerability in Merseyside

This section of the plan should be the most informative and fundamentally important section in the plan and the FBU welcome its inclusion. That saying the section is regrettably woefully lacking in any analysis of risk to the vulnerable and simply refers to the known reduction in numbers of incidents over the previous numbers of years due to the significant intervention activities of our members in relation to home fire risk assessments.

The section makes passing mention of deprivation and includes a map showing the significant areas of deprivation, making a grand claim of MFRS mapping and considering how deprivation and fires are connected but includes no analysis, data research or outcomes to the consideration and as such it is reasonable to suspect that in its absence MFRS have either failed to actually consider the evidence or disregarded it, both are contrary to the requirements of the National Framework.

Again analysis and assessment of risk should have taken place as a priority to communities who are economically deprived, have high age profiles, ethnic impact should be assessed and issues such as levels of substance abuse, crime etc.

Resources

The FBU are more than aware of the damage to the FRS, particularly MFRS that this Conservative Government has caused through its massive cuts to the budget. The FBU also agree with the Plan when it states that the budget must be spent in a manner that has the most positive impact on our communities. It is puzzling though that the authority holds reserves amounting to £30.171m amounting to an astonishing 51% of budget. The FBU is tired of authority rhetoric of declaring elements of reserved as being reserved so not appearing to count in the overall budget consideration and be available to utilise to ensure contractual and operational commitments are met.^{iv}

‘The Authority has prudently planned to meet its financial challenges over the medium term. The plan the Authority proposes is based upon the key assumptions around changes to grant, pay, tax and pension costs. To protect and safeguard the Authority from unforeseen changes in circumstances, demands or assumptions made in setting the budget the Authority has an established general fund and specific earmarked reserves. The Authority forecast reserves as at 31.03.21 are £30.171m.’





	Estimated 2021/22 Opening Balance	Estimated 2021/22		Estimated 2022/23 Expected Use	Estimated 2023/24 Expected Use	Estimated 2024/25 Expected Use	Estimated 2025/26 Expected Use	Estimated Future Years Expected Use
		Base Budget	During 2021/2022					
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Committed Reserves								
Emergency Related Reserves								
Bellwin / Emergency Planning Reserve	222	0	0	0	0	0	0	222
Insurance Reserve	499	0	0	0	0	0	0	499
Modernisation Challenge								
Smoothing Reserve	1,555	0	-555	0	0	0	0	1,000
Recruitment Reserve	2,000	0	-400	-400	-400	-400	-400	0
Invest to Save / Collaboration Reserve	326	0	-326	0	0	0	0	0
Collection Fund	3,730	-2,758	0	-513	-459	0	0	0
Capital Investment Reserve	15,217	-5,000	690	-10,907	0	0	0	0
PFI Annuity Reserve	1,866	-91	0	-100	-120	-140	-160	1,255
Specific Projects								
Community Sponsorship Reserve	33	0	-33	0	0	0	0	0
Equipment Reserve	91	0	-91	0	0	0	0	0
Community Engagement Reserve	7	0	-7	0	0	0	0	0
Training Reserve	150	0	-50	-100	0	0	0	0
Health and Wellbeing Reserve	20	0	-20	0	0	0	0	0
Inflation Reserve	500	0	0	0	0	0	0	500
Clothing Reserve	328	0	-128	-200	0	0	0	0
Ringfenced Reserves								
Princes Trust Reserve	106	-106	0	0	0	0	0	0
Community Risk Management Reserve	308	0	-108	-200	0	0	0	0
Energy Reserve	97	89	-50	-50	-40	-46	0	0
New Dimensions Reserve	116	0	-116	0	0	0	0	0
Total Committed Reserves	27,171	-7,866	-1,194	-12,470	-1,019	-586	-560	3,476
General Revenue Reserve	3,000	0	0	0	0	0	0	3,000
Total Reserves	30,171	-7,866	-1,194	-12,470	-1,019	-586	-560	6,476

It must also be a source of some shame to the authority that MFRA does not support the payment of the living wage despite it being the policy of the Liverpool City Region Combined Authority.

The authority should also respect the outcomes of NJC negotiations and not to undercut the agreed

overtime rates by attempting to utilise secondary contracts to effectively reduce the overtime rate from 1.5 times salary to 1.2 times salary, which is a shameful and non-agreed practise denying overtime opportunities to hard working, loyal firefighters who risk their lives on a daily basis.





Consultation and Engagement

The closest the reader could presume that the FBU is referred to at all in this section would be to presume we are included in what is termed as 'other organisations'. This is regrettable, disappointing and disrespectful but illuminates the Services view of the FBU and trade unions. The FBU is a vital element of getting a FRS right. We are the professional voice of the firefighting and control room profession who ensures policies and

procedures remains as safe as is reasonably practicable and who ensures the firefighting staff and support staff we represent are satisfied that their union agrees with what is being asked of them, ensuring greater productivity, safer workplace and decreased absences.

This is absent within MFRS.

Risks in Merseyside

The FBU understands why MFRS have identified these risks but it appears to focus on those risks inferring that the day to day provision of an emergency fire and rescue service to communities who require our intervention either by rescue or saving their houses and possessions is somehow a less important issue than wild fires. The FBU are sure that is not what is intended and suggest that this is made clearer in the Plan.

It is right that the Plan supports the prosperity and heritage of Merseyside and it is right that the Plan seeks to ensure that we have the right people, with the right equipment in the right place at the right time, this Plan is deficient in that ambition in many regards.

ABOUT US

This section of the Plan reminds us how many people are employed by MFRS which is 'around 1000'. The Plan is refreshingly honest about the drastic cuts the numbers of operational staff available for emergency responses for the people of Merseyside.

investment and business strategies being developed by the Liverpool City Region Combined Authority such a reduction of firefighter and fire appliance represents a real threat for the future.

The Plan correctly identifies that in 2010 we had approximately 1000 firefighters, 42 emergency fire control staff, 42 fire appliances available immediately and 26 fire stations. Using Government statistics the position is bleak, made worse by recent organisational decisions without the agreement of the workforce.

This represents a 49% reduction in operational staff in 11 years despite a growing population, significant increase in housing stock and ambitious

Year	Operational Staff (including control)	% difference
2010	1033	
2011	927	10.3% cut
2012	869	6% cut
2013	836	4% cut
2014	821	2% cut
2015	750	8.5% cut
2016	717	4% cut
2017	681	5% cut
2018	662	3% cut
2019	639	3% cut
2020	653	2% increase
2021	525	20% cut



Operational Response

The section explains the disposition of fire appliances and fire stations across Merseyside, numbers of both of which have been decimated by the Government cuts.

It is important for the elected members of the Merseyside fire and Rescue Authority to be aware of what shifts are being required to be worked.

- **Wholetime** – without a doubt this is most effective shift system in which to provide a fire and rescue service will all fire appliances and stations ready for immediate mobilisation.
- **Low Level Activity and Risk (LLAR)** – without the collective agreement of the FBU achieved

in 2006, this is an unlawful duty shift system which would be in breach of the Working Time Directive. This system does not provide a 24 hour immediately available emergency response but is agreed with the FBU. Firefighters who work this system can transfer off it as they wish.

- **Day Crewing Whole Time Retained (DCWTR) and its Hybrid** – this is an extremely controversial and unnecessary duty shift system that forced firefighters wanting a career in MFRS to have to work two contracts, a wholetime contract *and* a retained contract. The firefighter has no choice but to work this system. This is not agreed with the FBU, and this firefighter who is forced to work on this system is employed on contracts that are different and worse than all other colleagues in MFRS. The retained contract requires a firefighter to respond within 30 minutes of being alerted. This firefighter has to be available to work or actually work for MFRS for 84 hours a week.

All firefighters who work in MFRS should have the same terms and conditions and employment opportunities as each other.

Our Response to Emergency Incidents

The FBU view this approach as simply unacceptable. MFRS has set itself a response standard that is not challenging, and is so low as unlikely ever not to be met and the people of Merseyside deserve better.

With the loss of national standards of fire cover and targets for responses to be set locally, the standards have gone through the floor.

In 1981, the Central Fire Brigades Advisory Councils set up a Joint Committee to review the

standards of fire cover. They recommended that proper risk assessment must necessarily have close regard for local circumstances, and that identification of relevant local factors and analysis of their significance in terms of risks were matters for the professional judgement of Chief Fire Officers.

Figure A2 shows the standards as they were then agreed.

	Attendance Time of Fire Appliances		
Risk Category*	1 st appliance	2 nd appliance	3 rd appliance
Special Risk (High)	Pre	Determined	Attendance
A	5 minutes	5 minutes	8 minutes
B	5 minutes	8 minutes	
C	8 to 10 minutes		

D	20 minutes		
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**A risk - normally to be found in the largest cities or towns of the country it should be of substantial size and should contain a predominating concentration of properties presenting a high risk of life loss or damage to property in the event of fire. Examples of such areas might include:*

- (i) Main shopping and business centres, with department stores, shopping malls and multi-storey hotels, and office properties.*
- (ii) Concentrations of theatres, cinemas, clubs, dance-halls and other entertainment centres.*
- (iii) Concentrations of high-risk industrial or commercial property.*

B risk - normally to be found in the largest cities or towns of areas not falling within category A risk. For an area to be as B risk, it should contain continuously built-up areas of substantial size with a predominating concentration of property presenting a substantial risk of life loss or damage to property in the event of fire. Examples of such areas might include:

- (i) Shopping and business centres, predominately of multi-storey properties, offering some degree of concentration.*
- (ii) Concentrations of hotels and leisure facilities such as occur in the larger holiday resorts.*
- (iii) Concentrations of older multi-storey property offering substantial amounts of residential accommodation.*
- (iv) Industrial or trading estates containing some higher-risk occupancies.*

C risk - normally to be found in the suburbs of the larger towns and built-up areas of smaller towns. For an area to be classified as C risk, it should contain built-up areas of substantial size where the risk of life loss or damage to property in the event of fire is usually low, although in certain areas the risk of death or injury may be relatively high. Concentrations of property may vary, but will generally be of limited extent. Examples of such areas might include:

- (i) Developments of generally post-war housing, including terraced and multistorey dwellings, deck-access housing and blocks of flats.*
- (ii) Areas of older, generally pre-war, detached or terraced multi-storey dwellings, with a predominance of property converted for multiple occupation.*
- (iii) Areas of suburban terraces, semi-detached and detached residential properties.*
- (iv) Mixed low-risk industrial and residential areas.
Industrial or commercial areas of smaller houses where there are few highrisk occupancies*

D Include all areas other than those classed as Remote Rural (RR), not falling within Categories A, B or C. v

Local fire and rescue services now set their own targets and as you can see from the table above, vast areas of Merseyside would have fallen within the risk category of A or B under the old national standards with MFRS having to ensure fire appliances arriving to the incident within 5 minutes for the first (and second for A risk) appliance and 8 minutes for the second. In 2021, some 15 years later, we have not improved standards but dramatically reduced them.

The response standard in 2021 is an utterly woeful 10 minutes for the first appliance to arrive on

scene where there is a risk of death or serious injury; this to be achieved on 90% of occasions, so even with a ludicrously low bar set to achieve, MFRS still plans to fail on 10% of occasions with the standards narrowly confined only to incidents with a risk of death or serious injury.

Furthermore, MFRS do not measure the response standards for the arrival of second and subsequent fire appliances for reasons known only to them however without the second and subsequent appliances on many occasions there are not sufficient firefighter numbers at the



incident to safely resolve the incident. The FBU believe that is a serious performance management flaw and is intentionally omitted to ensure an appearance of high performance.

The Plan reminds the reason this target is a minimum target which is sophistry as it is the only target set. It also reminds the reader that MFRS has one of the fastest response times in the country of 5 minutes 55 seconds. This require further analysis.

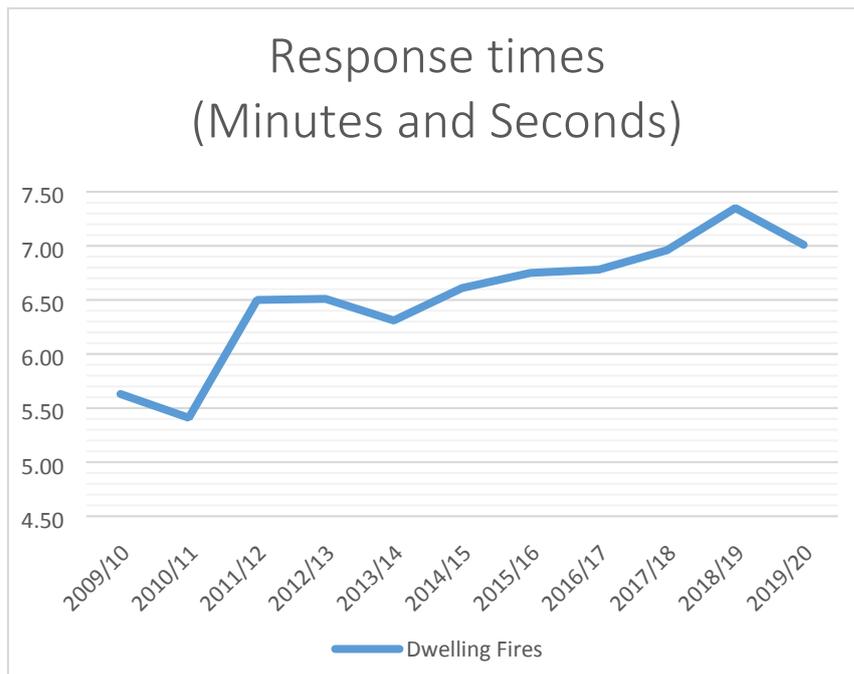
Firstly is how MFRS captures its data, the Government guidance for how to capture a response time for a fire appliance (regardless of whether it involves a risk of death or not) is the minutes and seconds elapsed from the time of call to the arrival of the first appliance to the incident.

MFRS strip out the time it takes for fire control to get the information from the community member, an essential part of the emergency service

operation without which the appliance will not be mobilised to any incident. Of course the result of stripping out part of the response time is that MFRS declares a response time which is not a response time, but the time it takes for one appliance to get from a fire station to an incident. It portrays a quicker time than it really is and is essentially hoodwinking the reader.

If we look closer at the real figures, compiled by the Home Office you will see the evidence is that the response times for MFRS has increased dramatically.

In 1994/95 the average response time for MFRS to respond to a dwelling house fire was 4 minutes 23 seconds^{vi}, in 2019/20 for the same dwelling house incident type it had increased to 7 minutes 1 second; a 60% increase in responding to emergencies and a significant failing that could be potentially unlawful under Best Value legislation.



This is even more alarming when one considers the real lack of second and subsequent fire appliance availability due to loss of appliances, appliances being delayed due to LLAR and appliances being delayed due to DCWTR(H). The FBU believe this is the real reason MFRS misrepresent the real statistics for the most

important key performance indicator which reveals a lesser service than that has previously been provided.

This is even more concerning when one consider that the MFRS geographical area is relatively small in relation to most other FRS's. Tyne and Wear is a



FRS in the Metropolitan fire group and a similar size and risk to Merseyside yet has an average response time to a dwelling house fire of 5 minutes, 55 seconds. The average for a Metropolitan FRS is 6 minutes 35 seconds for

attending a dwelling house fire and MFRS is now slower than London Fire Brigade, Greater Manchester FRS, Tyne and Wear FRS and West Midlands FRS all using Home Office statistics.

Prevention

The FBU agree with the Service that MFRS leads in the provision of community fire safety despite the huge budget cuts impacting upon the ability

for the authority to return to a policy to provide free smoke alarms to all.

Protection (Legislative Fire Safety)

The need for a fully resourced and professional legislative fire safety function within the FRS has never been evidenced as starkly as the tragic fire at Grenfell Tower. The drive to deregulate the building sector has led to the appalling situation where commercial interests has superseded the safety of the public with dangerous cladding wrapped around residential premises including high rise tower blocks and a breach of compartmentation of such residents leading to a break down in the engineered fire safety protections in the flats etc.; this knowingly undertaken by corporate interests as is being understood in the Grenfell Tower Inquiry (GTI).

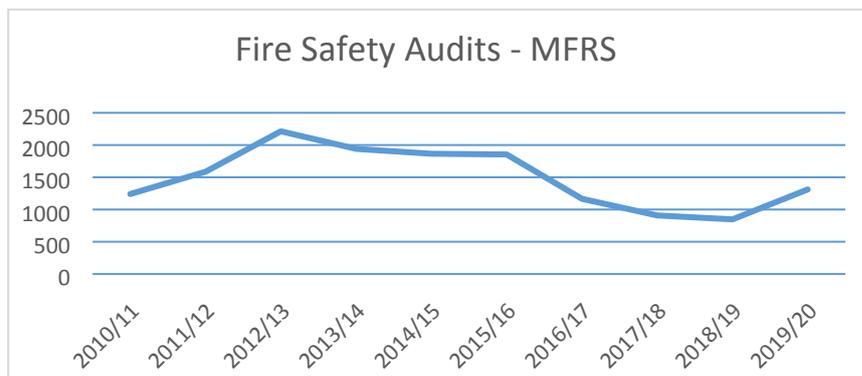


unknown numbers of dangerous property stock in Merseyside as the only practical way to identify such property is either by hoping the builder will inform us and as we have seen from the GTI, that is unlikely, or alternatively MFRS inspect as many premises as possible to enforce remedial action to

ensure property such as high rise block, factories, shops and entertainment premises are safe form fire. This will evidently require resources and the FBU is keen to join the Authority to lobby Government for those resources.

This has been exacerbated by years of cuts to fire safety numbers in FRS including MFRS leaving

The following table shows that even after Grenfell after ten years of constant cuts, the numbers of fire safety audits undertaken by MFRS Fire Safety staff has reduced leaving Merseyside people at peril.





Recommendation 3 – It is clear that investment is required to support the fire safety department and the FBU propose a joint lobbying approach with the authority to Government to seek that sustainable investment so as we can provide a fire and rescue service the people of Merseyside can be proud of.

Support Services (Our Internal Frontline)

The FBU particularly acknowledge the importance of support staff and indeed represent a significant number of them. They are vital in ensuring all equipment and people are where

they should be with the right Personal Protective Equipment (PPE) and welfare provisions. Such vital support staff should be recognised and their value to their organisation acknowledged.

Recommendation 4 – The FBU formally proposed that all those workers on less than the living wage have their wages increased in line with that living wage as a matter of urgency. This to reflect local authority political positions and in line with the Liverpool City Region Combined Authority.

Our People

Despite the bold claim of the Plan that the Aim of MFRA is to have excellent people and will develop and value all our employees, respecting diversity, promoting opportunity and equality for all, this is demonstrably not the case as we have explained previously in this response.

stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.’ In terms of leadership one should ‘always demonstrate the principles of a positive culture of equality, diversity and inclusion.’

<https://www.local.gov.uk/about/news/new-core-code-ethics-be-heart-fire-and-rescue-services>

The recently published Core Code of Ethics for Fire and Rescue Services which again did not involve the FBU but did involve the National Fire Chiefs Council (NFCC) has as one of its stated ethical principles of requiring FRS’s to ‘continually recognise and promote the value of equality, diversity and inclusion (EDI), both within the FRS and the wider communities in which we serve. We

The manner in which new entrants have been employed on non-agreed, non-negotiated contracts that are different and worse than their colleagues in MFRS amply demonstrates that MFRS are failing in their own core code of ethics for fire and rescue services

Recommendation 5 – That MFRA instruct MFRS to immediately return to the dispute resolution process involving the National Joint Council Joint Secretaries to assist in seeking urgent resolution to this significant dispute.

MFRS seeks the approval from MFRA within this plan to reportedly increase the number of fire appliances from 29 to 31 by expanding the Hybrid duty system.

As we have previously stated, this duty system is not an agreed (locally or nationally) duty system. It is in breach of the national scheme of conditions of service for local authority fire and rescue services and we simply ask that this FRA remains within those national and locally agreed procedures and respect agreements reached with the FBU in good faith.



The Plan seeks to extend the duty system to Kirkdale fire station despite knowing this is a system embroiled in a lengthy and damaging dispute with the FBU and can only be in place and tolerated by employing new staff straight onto it, imposing worse terms and conditions than their colleagues.

For years the FBU have attempted to resolve this dispute, including involving the national negotiators from both the FBU and the Employers side of the NJC (the Joint Secretaries) but MFRS refuse to move one single inch. In the view of the FBU this system is unlawful and would be deemed as such if the response time required for those who work on it would be the same as those who work on LLAR. Those who simply want to have a firefighting career have to effectively work 2 jobs (wholtime and retained) which we could facilitate under a voluntary arrangements that would respect worklife and carer issues.



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The same is proposed for what is termed a new superstation at Long Lane, this proposal is complicated by the fact that MFRS operate an unlawful duty system currently at Croxteth (24 hours) and it is puzzling why this Authority permits the Service to do so. If the Service considers to continue with the 24 hour duty system at Long Lane in whatever capacity then this is also unlawful as clarified in **R (on the application of the Fire Brigades Union) v South Yorkshire Fire and Rescue Authority**, where the High Court held that a shift pattern designed in deliberate breach of the WTR was unlawful, even though only volunteers worked under it.

South Yorkshire Fire and Rescue Authority introduced a shift system known as Close Proximity Crewing (CPC) at four fire stations in March 2012 (it has been called Day Crewing Plus elsewhere and LLAR in Merseyside). As the system involved working 96 hours of continuous duty, anyone who volunteered to work CPC shifts had to sign an opt-out from regulation 4 of the WTR. Those who did, received an additional 30 per cent on top of their basic salary plus an annual payment.

In 2015, members of the FBU brought a claim (*Mansell v South Yorkshire Fire and Rescue Service*, which found that the CPC system breached the WTR. The authority did not appeal the decision **but nor did it comply with it**. Following publication of the fire authority's Integrated Risk Management Plan in 2017 in which it refused to exclude use of the CPC system, the FBU brought an application for judicial review arguing that the CPC shift system breached regulations 6 and 10 of the WTR.

Regulation 6(1) stipulates that a night worker's normal hours should not exceed eight hours in each 24-hour period. Although workers cannot opt-out from the provision, nor bring a tribunal claim if it is breached, regulation 6(2) requires employers to take "all reasonable steps" to comply with the limit.

Regulation 10 states that workers are entitled to a rest period of not less than 11 consecutive hours in each 24-hour period of work. Regulation 22 dis-applies regulation 10 in the case of shift workers who change shift and cannot take a daily rest period between the end of one shift and the start of another.

With regard to regulation 10, the Court held that the authority's position was not defensible. Indeed the judge said that he could not see how the CPC system, in its current form, could operate lawfully in conjunction with regulation 10 as the breach was "blatant and obvious".

This applies to LLAR if the collective agreement reached between the FBU and MFRA in 2006 is terminated by either party and would render any system of 24 hour working (such as that currently worked at Croxteth Fire Station) without the collective agreement with the FBU, as being unlawful.

In relation to the disposition of aerials we naturally support the crewing of an aerial at City Centre crewed 24 hours a day 7 days a week. It is disappointing after the lessons of tragedies such as Grenfell Tower that



the other 2 aerials in MFRS are to be complementary crewed meaning that they cannot be guaranteed to attend the emergencies immediately and in fact probably would not be able to do so as the crew will be more likely mobilised to the incident.

PROPOSALS FOR 2021-24

Emergency Response – Fire Engines and Firefighters

Creating Specialist Capabilities

This is a slightly confusing section of the Plan as it purports to seek to *create* specialist capabilities and then identifies these capabilities as being:

- Command and Control
- Breathing Apparatus support Unit
- General Purpose Unit
- Hazmat
- Bulk Foam Unit
- Search and Rescue
- High Volume Pump
- Wildfire

These capabilities have not been created but have always been provided by MFRS and the FBU question why this has been presented as such.

The capability creation is evidenced by the proposal for:

- Marine and Ships Firefighting Offshore Capability

- Marauding Terrorist Attack Specialist Responder

It is important to understand that these proposals seek to change the role of a firefighters and along with it the contractual obligations of a firefighter. This would legally require agreement and has been the subject of extensive discussions within the National Joint Council for Local Authority fire and Rescue Services. The FBU look forward to formal proposals from MFRS to the FBU to open negotiations on this matter.

The same contractual position exists for the proposal for firefighters to undertake paramedic work called Emergency Medical Response (EMR) which will require agreement with the FBU and the Union looks forward to the commencement of negotiations.

Training and Development

The FBU understands and supports the need to relocate the training academy but is bemused at the description of using research and analysis to find the best location rather than being open

about the limited estate opportunities that exist in Liverpool to be able to build such an expansive development.

Prevention

The FBU note this section of the Plan.

Protection

The FBU support the increase in the numbers of fire safety officers but do not support the increase being resourced in part by non-operational posts. Fire safety is an important and integral part of a firefighter’s role and the skills, expertise and

experience achieved by working in such a specialist department should be re-invested into the operational station based response capability so those skills attained can be shared with others.



It is obvious that the only reason that there is a contemplation to use non-operational staff is simply due to cost but the FBU urge this to be short termism and counterproductive.

Preparedness

The FBU support most of this section but make the following comments:

‘We will develop operational plans for all key risks including heritage sites and sites of scientific interest’- this may be a badly written element of the Plan but all key risks etc. should be planned for in any event as part of our normal day to day operational existence, MFRS should reassure the reader that is the case.

FINANCE

The FBU reiterate that we are more than aware of the challenges 11 years of Tory imposed cuts have had on the ability of MFRS to be able to provide the best FRS to the people of Merseyside.

EQUALITY, DIVERSITY & INCLUSION (EDI)

The FBU has laid out in detail the deficiencies MFRS has in relation to equality but commits to

The proposal to use drones is an interesting proposal which on the face of it seems entirely sensible and we look forward to negotiations on introducing such an activity into the role of a firefighter as currently it is not.

‘Introduce ways of staffing our Fire Control that reflects the demands of the service.....’ Again it may be a case of a badly written section of the Plan but the service does not have the ability to *introduce* ways of staffing, it must discuss with the FBU on how best to staff control, it is our members who work in the control room and they are not pieces on a staffing chess set but real people with real issues.

The FBU however do wonder why the huge levels of reserves are not explained in more detail to the people of Merseyside.

working with the Authority to resolve these issues

Recommendation 6 – The FBU formally proposes the creation of a FBU/MFRS Joint Working Party which would include the authorities’ equality champion/portfolio holder to examine the issues raised by the FBU and to undertake an equality audit of policies, procedures and the estate of the authority to ensure the highest levels of EDI

CONSULTATION & ENGAGEMENT

This section reveals some form of pre-consultation consultation which is usually a benign issue until you are advised that *‘as you will have seen, we have based our proposals on what we discussed with the public’*. Regrettably this requires comment as this is both disingenuous and incompetent.

Firstly, the questions asked of the public are at best, loaded. Secondly how can any organisation

base proposals on what was to be discussed? Where are the details of numbers of consultees, their competence to be able to properly comment on FRS issues, the data analysis, the risk assessments, the gap analysis, the outcome of any pre-consultation consultation?

Simply put, this section makes no practical sense but seems to the FBU to be there to try and fool the reader that engagement has been comprehensive.

Our Planning Principles

This section is quite simply bizarre. The Plan states that MFRS has set Planning Principles agreed with the people attending engagement meetings in 2016/17. The identity of these people, the numbers of them and how they represent the people of Merseyside is unknown. This is important as the Plan states that **'The public and Fire Authority would:'**....which elevates the status of this unknown body of people who have apparently decided principles without evidence,

minutes or reports certain issues such as maintaining a ludicrously low and non-challenging response standard of 10 minutes *'rather than have some areas fall outside of that standard'* whatever that means.

The experience and knowledge of the fire and rescue service of this unknown group is also....unknown.

ⁱ Mfrs irmp pgs 6 and 7; Introduction and background – the national framework 2018

ⁱⁱ <https://www.oecd.org/employment/collective-bargaining.htm>

ⁱⁱⁱ Indices of deprivation

^{iv} <https://www.merseyfire.gov.uk/media/2106/merseyside-fire-rescue-authority-budget-summary-2021-2022.pdf>

^v <http://www.highrisefirefighting.co.uk/docs/the%20fire%20cover%20review%20technical.pdf#:~:text=The%20formulation%20of%20national%20standards%20of%20fire%20cover%2C,with%20mainly%20residential%20property%2C%20more%20widely%20spaced%20and>

^{vi} <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#response-times>

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Your Reference MFRS/IRMP/JS
Our Reference DD/SS/101259
Contact Sarah Scoales
0161 608 4046
scoales@manchesterfire.gov.uk



**GREATER MANCHESTER
FIRE AND RESCUE SERVICE**

Chief Fire Officer
Dave Russel, BSc, MIFireE

Greater Manchester Fire and
Rescue Service
146 Bolton Road
Swinton
Manchester M27 8US
Telephone 0161 736 5866
www.manchesterfire.gov.uk

20 May 2021

Dear Jackie

RE: MERSEYSIDE FRS IRMP 2021-24 - CONSULTATION

I am writing in response to the consultation on your IRMP 2021-24. Our response considers the proposals set out in your consultation document and assesses how they may impact our own current and future service delivery plans.

Firstly, we would like to say we found the document itself is really clear, accessible, and easy to understand. It avoids jargon and clearly sets out your ambitions for the future.

We are supportive of the operational response proposals set out and it is really positive to see that the changes you are proposing will assist in dealing more effectively with risks in these areas, whilst slightly improving performance.

All fire and rescue services are in a difficult financial situation, with services looking at the best way to continue to provide effective fire cover through a variety of ways. So, we understand and support your proposed changes to increase resilience through the introduction of a new duty system and increasing your current retained capabilities.

We support your plans to invest in improved training facilities. We recognise the importance of this and over the next 12 months we plan to complete our training centre at Bury, building further on our own facilities. It would be good to explore the scope for developing collaborative training programmes across the two sites to share good practice, different facilities and joined-up responding.



Highly Commended
PUBLIC SERVICE
AND LOCAL
GOVERNMENT
Sector Award



We are also intending to purchase a stinger/scorpion vehicle, which could provide an opportunity for us to collaborate on knowledge and training.

There appears to be nothing in your IRMP that affects GMFRS' response activities at present. However, as matters progress, if there are any changes affecting Section 13 agreements with us then we would appreciate if you could please notify us.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Dawn Docx', is centered within a light gray rectangular box.

Dawn Docx
Deputy Chief Fire Officer

IRMP Consultation 1 st March - 24 th May 2021 – DISTRIBUTION LIST			
Name	Organisation	Date of Meeting	
A link to the IRMP document and the survey was emailed to:			
All UK Chief Fire Officers	FRS		
Mick Whitley	MP		
Peter Dowd	MP		
Maria Eagle	MP		
George Haworth	MP		
Kim Johnson	MP		
Dan Carden	MP		
Paula Barker	MP		
Ian Byrne	MP		
Bill Esterson	MP		
Damien Moore	MP		
Conor McGinn	MP		
Marie Rimmer	MP		
Angela Eagle	MP		
Alison McGovern	MP		
Margaret Greenwood	MP		
Mick Whitley	MP		
Peter Dowd	MP		
[REDACTED]	Democratic Services - St Helens Council		
[REDACTED]	Democratic Services – Knowsley Council		
[REDACTED]	Democratic Services – Sefton Council		
[REDACTED]	Democratic Services – Liverpool City Council		
[REDACTED]	Committee Services – Wirral Council		
[REDACTED]	Chief Constable MerPol		
[REDACTED]	NWAS		
Police & Crime Commissioner			
[REDACTED]	Metro Mayors Office		
[REDACTED]	Metro Mayors Office		
[REDACTED] – Democratic Services	Liverpool City Region		
[REDACTED] – Corporate Communications	Liverpool City Council		Link sent to Corporate Comms/Press teams to request they display our consultation where possible as libraries and One Stop shops are shut due to Covid. When they open on 12 th April it is unlikely hard copy documents will be available in common areas as previously.
Communications	Sefton Council		
Corporate Communications	St Helens Council		
Press Office	Wirral Council		
Communications	Knowsley Council		
[REDACTED]	FOA – Rep Body	19/02/2021	
[REDACTED]	UNISON – Rep Body	19/02/2021	
[REDACTED]	UNITE – Rep Body	06/04/2021	

	FBU – Rep Body	16/04/2021	
IRMP Planning Public Forums x 5 districts	Knowsley Wirral Sefton St Helens Liverpool	26/10/2021 27/10/2021 28/10/2021 29/10/2021 02/11/2021	
IRMP Public Forum	Combined	21/04/2021	
Chamber of Commerce for Knowsley			
LEP Growth Paltform			

Equality Impact Assessment

Title of policy/report/project:	Integrated Risk Management Plan (IRMP) 2021 -2024 EIA
Department:	Strategy and Performance
Date:	February 2021 - Draft for Authority June 2021 - Updated following consultation
Completed by:	Deb Appleton and Michelle Kirk

1: What are the main aims and objectives outlined in the IRMP and are any of them in your opinion Positive / Negative or Neutral in relation to those protected groups outlined in section 6 below

The key proposals in the IRMP 2021/24 are listed below and are the basis for the completion of this EIA. This EIA sets out to review the proposals to ascertain the impact of their introduction on our diverse communities across Merseyside and specifically how the proposals affect the services we deliver to those communities **Positively, Negatively** or **Neutrally**. There will be separate EIA's carried out in relation to any of the proposals below that may have the potential to impact staff in terms of equality.

We will continue to review and monitor any potential equality impacts.

Proposed 2021-2024 Plans

- **Emergency Response**

Fire Engines and Firefighters

We propose to improve our emergency response and resilience by increasing our fire appliances from 29 (plus the Search and Rescue Appliance) to 31 (plus the Search and Rescue Appliance) through the expansion of the Hybrid Duty system.

We plan to:

- Introduce a Hybrid duty system at Kirkdale fire station
- Combine the stations at Aintree and Croxteth fire stations to create a superstation (Hybrid/Specialist Rescue station)
- Creation of a new £25m state of the art Training Development Academy which will include a secondary control room and National Resilience Centre of Excellence.
- Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid – including a Specialist Command and Control function and improved Ariel (Combined Platform Ladder) capability
- Introduce a Stinger/Scorpion Fire Engine at St Helens which would be staffed on a Day Crewed / Retained basis – making it available immediately or on retained.
- Combining the duty systems at Liverpool City and Kensington to create a Dual Station Hybrid – incorporating A Specialist Command and Control function and improved Ariel (Combined Platform Ladder) capability.
- Creating specialist capabilities at stations – Liverpool City, Wallasey, St. Helens, Long Lane, Kirkdale, Belle Vale, Heswall and Formby
- Base aerial appliances at Liverpool City, Southport, Saughall Massey and St Helens
- Further develop our drone capability as proposed in our previous plan
- Continue to assist the ambulance service when facing a surge in demand, like that experienced through the Covid pandemic (whilst maintaining response to fires/other emergencies).
- Given the training demands anticipated when moving to introduce a specialist teams model we would create a non-established 32nd fire engine to offset the impacts of the changes.
- Explore different duty systems/approaches

EQUALITY IMPACT

The proposed changes are considered to have a **positive impact** on the communities of Merseyside as there is an increase in fire and rescue coverage.

There is an overall increase in the number of fire engines available across Merseyside and these additional assets are distributed based on risk, demand and vulnerability. The heightened levels of demand are experienced more in areas of high deprivation, as such the plan reflects socio – economic disadvantage alongside more recognised protected characteristics.

The redistribution of specialist appliances will help us to deal more efficiently and effectively to emergencies in areas where there is a likelihood of a particular risk occurring e.g. there are more high rise buildings in Liverpool, so it makes sense to locate a higher reach aerial appliance there. Training our staff in the use of specialist equipment will have a positive impact on their development as it will build skills and confidence in delivering a service which is effective in meeting the need of all the communities we serve.

The introduction of the Hybrid Model Duty System at Kirkdale increases MFRS's resilience and response capability in areas of high deprivation. This innovative duty system allows a flexible working approach for the staff that work within the system and allows the MFRS to have more resources to call upon when

needed at busy times or when we are dealing with a major incident. A further EIA is to be completed around the equality impact on staff.

The introduction of the stinger/scorpion and the 32nd additional appliance will have the potential to provide a greater rescue and response service to the diverse communities and businesses of Merseyside. The introduction of the 32nd appliance will have a positive impact on Firefighters as it opens up the opportunity to explore different flexible and family friendly duty systems.

The creation of a new superstation will have a positive impact for both staff and communities. The proposed new site is well located to highway networks with ease to major trunk roads. Our research shows that relocating the two stations will actually improve our response time to emergencies overall.

The proposal of a new Training and Development Academy and development of a centre of excellence will have a positive impact allowing MFRS to expand and increase training and provide modern facilities with accommodation and facilities appropriate for all. This will allow staff to be well trained, developed and empowered to deliver our services.

The new builds will be designed in accordance with building regulations, ensuring ready access to all. A further EIA will be completed to ensure the builds are fit for purpose, fully accessible to end users and visitors who may require disabled access, suitable for those who wish to practise their faith and facilitate nursing mothers etc.

Working with North West Ambulance Service to develop an Integrated Demand Management Programme will have a positive impact on all communities. This is a development on our previous IRMP action to enter into Emergency Medical Response alongside the Ambulance Service. Our collaborative work during the Covid 19 pandemic has recognised by the HMICFRS. This proposal tackles the health inequalities that exist across Merseyside, as well as those directly related to fire.

- **Prevention**

- Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas.
- Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)

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

EQUALITY IMPACT

The proposals are considered to have a **positive impact** on the diverse communities of Merseyside as they are aimed at mitigating both current and future community risk identified and improving our prevention work in the community, by targeting our services at the most vulnerable residents.

The commitment to Home Safety Visits and Safe and Well visits will have a positive impact in supporting those who are most vulnerable within our communities. Especially as the Covid 19 pandemic has identified more vulnerable people e.g. those “clinically vulnerable or shielding” or whose circumstances (e.g. redundancy) have led to them becoming more disadvantaged.

Extending the focus to target the most deprived communities across Merseyside – ensures the Service are tackling socio economic disadvantage. It is also acknowledged that a higher proportion of Black, Asian and Minority Groups live in the areas of highest deprivation. See knowing our communities.

The use of Positive Action to recruit Prevention staff will be an opportunity to increase the diversity of the workforce. The proposals are considered to have a positive impact on diverse business communities and the wider communities of Merseyside. The additional resources will assist with the delivery of Home Fire Safety and Fire Protection strategy.

Community Safety campaigns will have a positive impact on all communities and will allow staff to proactively and positively deliver fire safety education to diverse and vulnerable communities and embrace cultural differences.

Protection

- We will increase the number of protection officers (temporary) from 642-646 to ensure delivery of our Risk Based Inspection Programme. In the longer term we would like to make these new Protection Officer roles permanent.
- Visit every high and high risk premises (7500 over the life of the plan)
- Our firefighters will complete 6336 Medium to low risk visits
- Introduce a new fully functioning Management Information System which links the areas of Protection, the Firefighter Safety with Prevention activity
- Introduce mobile / Agile working for staff
- Deliver a full response to Grenfell Tower Fire Inquiry recommendations
- Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place
- Increase mobile/agile working for staff
- Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside.
- Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.

EQUALITY IMPACT

The proposals set out in this section are considered to have a **positive impact** as they have the potential to provide a greater Protection service to the diverse communities and businesses of Merseyside, this will help the current work around” Engaging Diverse Businesses” which is a programme of work designed to ensure diverse businesses are supported with Fire safety.

The use of Positive Action to recruit additional Prevention Officers will be an opportunity to increase the diversity of the Prevention workforce.

The introduction of Agile/flexible working will have a positive impact on staff. It has the potential to offer an improved work-life balance which could be a benefit to parents and those with caring responsibilities

The innovative use of new technology will have the potential to provide a greater rescue and response service to the Diverse Communities of Merseyside through sharing of available intelligence about risks and hazards.

A full response to the Grenfell Tower Inquiry will have a positive approach to improving public safety.

Preparedness

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

EQUALITY IMPACT

The proposed changes are considered to have a **positive impact** on the diverse communities of Merseyside

Our Blue Light partnership work will positively support and improve services to the public whilst maintaining our response to fires and other emergencies.

Ensuring appliances, vehicles, equipment and PPE introduced into the Service are fit for purpose will provide best value and meet the needs of the diverse communities of Merseyside.

A review of Fire Control will have a positive impact on staff development with the introduction of new flexible roles within fire control in addition to Crew Manager Development roles and long term aspiration to open up more career pathways towards senior management.

The proposals also introduce self-management, giving members of staff with childcare or parental care responsibilities access to flexible working arrangements.

The changes also ensure more fire control staff can be alerted / secured should the Service be called to a large or protracted incident locally or nationally.

National Resilience

We want to:

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

EQUALITY IMPACT

The proposed changes are considered to have a **positive impact** on the communities of Merseyside and beyond.

Comprehensive training and exercises against all risks will meet the needs of our local and national communities.

Finance

The Authority approved its budget in February 2021 and this and the Medium Term Financial Plan set out how the IRMP proposals are affordable.

2: Who will be affected by the objectives proposed in the IRMP and will this be Negative /Neutral or Positive?

MFRS services are intended to benefit all; the staff of MFRS, partners and members of the community. In relation to responding to emergencies, preventing emergencies and protecting the public, and supporting and developing our staff. Through the IRMP we plan and maintain our service to the public, and in particular continue to target the more vulnerable members of our communities through our prevention and protection work.

In addition:

- All Communities of Merseyside
- Visitors to Merseyside
- MFRA Employees
- Authority Members
- Local authorities and other Emergency Services
- Other Community Partners

3: What monitoring data have you considered?

Summarise the findings of any monitoring data you have considered regarding this IRMP. This could include data which shows whether it is having the desired outcomes and also its impact on members of different equality groups.

<p>What monitoring data have you considered?</p>	
<p>10-year performance report</p>	<p>Performance Indicator Data, Incident Mapping. Reports cover range of topics including: Incidents, Mobilisations, Fatalities, Injuries, Temporal and Geographic analysis</p>
<p>Performance data</p>	<p>Performance Indicator Data, Incident Mapping, Home Office Benchmarking Data, Station Planning Performance, Exception Reports, Functional Plans</p>
<p>Fatality BI reports</p>	<p>Annual reports that analyse data in relation to fire deaths, both reports analyse the circumstances of the deaths and cross matches</p>
<p>Mapping</p>	<p>Ordnance Survey mapping layers. Pin pointing of locations of where incidents took place. Thematic mapping of topics from deprivation to age profiles</p>
<p>Knowing our communities</p>	<p>Analysis and mapping of Protected Characteristic data (ONS, Google, CLG) broken down into districts including: age, gender, race, Deprivation etc.) As well as internal HFSC and incident data.</p>
<p>Staff data</p>	<p>Public Sector Equality Duty reporting</p>
<p>MFRS Fatal Fires</p>	<p>Data published as part of our Public Sector Equality Duty</p>
<p>ReportIMD Data</p>	<p>Data published on levels of deprivation</p>
	<p>Annual and 15 year reports exploring the analysis of fatalities in accidental dwelling fires.</p>

4: Research

Summarise the findings of any research you have considered regarding this IRMP. This could include quantitative data and qualitative information; anything you have obtained from other sources e.g. CFAO/CLG guidance, other FRSs, etc.

<p>What research have you considered?</p>	<p>What did it show?</p>
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<p>Fire and Rescue Service Act 2004 and National Fire and Rescue Framework 2012</p> <p>Appropriate legislation as it applies to the Fire and Rescue Service E.g. Equality Act 2010</p> <p>Previous MFRA EIAs carried out Key Policies</p> <p>Extensive work was completed around the National Security Risk Register – Community Risk Register – Local Resilience Forum in the Merseyside Community Risk Register: https://www.merseysideprepared.org.uk/</p> <p>Census</p>	<p>Establishes the powers and duties of the FRS and sets out the requirement to undertake an IRMP and what needs to be covered.</p> <p>Sets out the legal framework which the MFRA needs to comply with in relation to assessing the impact of any changes to services on different equality groups</p> <p>Helps to identify any Equality Issues to consider when making any changes to service provisions to the public and the impacts on different groups of staff.</p> <p>Population data</p>
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5. Consultation

Summarise any consultation you have had ,when developing the IRMP, with any protected groups (listed in 6 below) both internally and externally to the organisation about how the IRMP objectives might impact them either positively or negatively or neutral.

Public engagement meetings commenced in **Autumn 2020** to enable the public to shape the proposals for change as a result of the funding cuts from government.

The main findings of the public engagement meetings were:

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

A further 12 week consultation period took place from 1st March to 24th May 2021. We were aware that the Covid 19 pandemic has curtailed our face to face consultations however we used Zoom for consultation in October 2020 and this was successful, so we were confident to use this method again.

This consultation involved circulating the Plan to fire and rescue services, representative bodies (Fire Officers Association, Fire Brigades Union, Unison, Unite Merseyside councils, Merseyside Police and North West Ambulance Service as well as libraries and one stop shops. An online survey was also made available to all stakeholders.

A summary of responses is detailed below (the full responses are available on the agenda for the Authority meeting on 30th June 2021):

Members of the public:

- A number of suggestions were made with regards to recruitment and attracting underrepresented groups, further engagement with children and young people and raising awareness of mental health issues. (Acknowledged and details noted for further actions as appropriate)

Staff

- Alternative proposals regarding the high impact risk Marine in relation to station 25 and station 31. (Acknowledged by Chief Fire Officer who was pleased that staff had engaged in the consultation process. However, to implement their proposals would require an additional £1m which cannot be accommodated in this IRMP)

Cheshire & Merseyside CCG:

- Requested clarification in relation to the development of an Integrated Demand Management Programme and Emergency Medical Response with NWAS. (An invitation to meet to discuss further with the Chief Fire Officer was extended and accepted)

UNITE:

- Initial response no issues. Positive feedback in relation to accessible documents.

Fire Officer's Association (FOA)

- Generally supportive of all proposals.
- Would like to support working with NWAS to develop an Integrated Demand Management Programme.
- Would like to be involved in the introduction of the Drone, Stinger/Scorpion appliance and relocation of specialist equipment. (All acknowledged and noted for future development of these actions)

Fire Brigades Union (FBU)

- The FBU raised a number of points relating to the IRMP which have been considered and the IRMP amended as appropriate. Several other comments and recommendations will be picked up through the Service's normal representative bodies consultation and engagement processes where appropriate.

6. Conclusions - Provide any conclusions ascertained from section 2 to 5 above about the equality Impacts for each protected group – Describe the impact in terms of Negative, Positive or neutral.

(a) Age

POSITIVE IMPACT

People in this group are likely to fall into our vulnerable category. The number of people aged over 65 is increasing significantly across Merseyside. People are living longer but live with poor health for longer. Young people are more likely to be involved in fires relating to anti-social behaviour.

Our targeted prevention activity, youth engagement and increase in response is aimed at protecting vulnerable residents including this group.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(b) Disability including mental, physical and sensory conditions)

Living with a disability may increase the chances of experiencing poor health and social isolation.

POSITIVE IMPACT

People in this group are likely to fall into our vulnerable category. Our targeted prevention activity and increase in response is aimed at protecting vulnerable residents including this group. The new build project will consider disability access requirements.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(c) Race (include: nationality, national or ethnic origin and/or colour)

POSITIVE IMPACT

Areas within Merseyside with higher levels of social deprivation and diversity in relation to Race identified by our Community Profile maps will benefit from increase in response and prevention activity.

The increase in resources around Prevention and Protection staff will be an opportunity to increase the diversity of the workforce through our positive action programmes. These target under representative groups which include Black, Asian and Ethnic Minority groups.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(d) Religion or Belief

POSITIVE IMPACT

The new build project will consider facilities to practice religion or belief.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(e) Sex (include gender reassignment, marriage or civil partnership and pregnancy or maternity)

POSITIVE IMPACT

The increase of Prevention and Protection staff will be an opportunity to improve the diversity of the workforce through our positive action programmes. These target under representative groups which include Female Firefighters.

The introduction of the 32nd appliance will have a positive impact on our firefighters as it opens up the opportunity to explore different flexible and family friendly duty systems.

The new build project will consider accommodation and facilities that are appropriate for all.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.

(f) Sexual Orientation

POSITIVE IMPACT

The new build project will consider accommodation and facilities that are appropriate for all irrespective of their sexual orientation

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.

(g) Socio-economic disadvantage

POSITIVE IMPACT

An increase in response and resources will no doubt have a positive impact on the delivery of our Fire and Rescue Service which does have a focus on the risks of fire for this particular protected group. The additional resources will assist with the delivery of Home Fire Safety and Fire Protection strategy.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.

7. Taking into account the information contained in the sections above what are the final Outcomes and Decisions

If the IRMP or any of its objectives will have the potential to have a negative impact on members of one or more of the protected groups, explain how this will be managed or mitigated or justified as being an appropriate and necessary means of achieving the legitimate aims set out in your plan

The information provided in this EIA explain the ways in which different protected groups may be affected by the aims and objectives set out in the IRMP.

It is believed that the proposals that are contained within the IRMP offer the best service provision in the circumstances.

MFRS will continue to plan for innovative and efficient ways to engage with different communities of different ages to ensure that all emergencies receive the same high level of response.

This is a draft EIA that will be added to during the consultation period for the IRMP.

8. Equality Improvement Plan

The following activities have been identified by the Equality and Diversity Advisor as part of the EIA reviewing and signing off process. They will assist with the improving the implantation of the IRMP, ensuring that Equality Impacts are assessed and reviewed on an ongoing basis.

1. For each of the proposals outlined in the IRMP the Proposal owners should carry out their own EIA (in consultation with the Diversity Team). EIAs should take into account the feedback received from consultation on the IRMP and assess whether further consultation with different protected groups would assist in establishing any equality impacts (positive/ negative /neutral) in relation to protected groups as a result of carrying out or not carrying out the Proposals. This should include consultation with Staff Networks (LGBTQI+, Gender and BAME) and the Representative Bodies. The EIA should be completed using the feedback and any relevant equality monitoring data and research to assess potential impacts **before** any proposals are fully implemented.

ACTION: ALL Proposal Owners

Future Consultation on the IRMP should consider whether wider groups of Protected groups can be engaged with (specifically those at risk - over 65's by protected group, BME businesses and BME and minority groups). Knowing Your Communities and Partnership work streams will assist with this. It is important to ensure that the IRMP reaches those groups who are in the minority to establish if there are any equality issues both positive and negative to be considered when developing our services.

ACTION: Director of Strategy and Performance

9. Equality & Diversity Sign Off

The completed EIA form must be signed off by the Diversity Team before it is submitted to Strategic Management Group or Authority.

Signed off by:

Equality & Diversity Advisor

Date: 16/6/21

Comments: Chief Fire Officer and Director of Strategy and Performance consulted

For any advice, support or guidance about completing this form please contact the DiversityTeam@merseyfire.gov.uk or on 0151 296 4422

The completed form along with the related policy/report/project document should be emailed to the Diversity Team at: DiversityTeam@merseyfire.gov.uk

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Subject: Draft Integrated management Plan 2021-2024 - Consultation response

Sirs,

Further to your publication of the draft plan, I should like to comment as follows as lead commissioner for the North West Ambulance Service in Merseyside and my capacity as UEC Senior Programme Director:

- Pages 32 / 33 – “Also, we will continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand such as during the Covid 19 pandemic. This expands our previous IRMP action to enter into Emergency Medical Response alongside the Ambulance Service.” Can you please clarify this statement as I am unaware of any current ‘live’ operational arrangement with NWAS that provides for an MFRS Emergency Medical Response dispatch to a medical emergency, other than where your crews are at an incident and administer immediate aid to a casualty, pending NWAS arrival. I am aware of a small number of previous limited pilot arrangements involving a couple of your stations some time ago for a FRS response but understood that these had ceased. Details of your intentions would be appreciated so that we might consider this within the context of our planning with NWAS of future resource needs and the delivery model for emergency calls including the likes of Community First Responders and other partner agencies.
- Pages 48 / 49 – “Assist the ambulance service when it is facing a surge in demand, like that experienced through the pandemic (whilst maintaining response to fires/other emergencies)” and “Work with NWAS to integrate demand management plans including Emergency Medical Response”. Can you please clarify your intentions here as specific knowledge of what MFRS might be able to provide / deploy would greatly assist our joint planning with NWAS to determine paramedic and emergency ambulance resources, assets and resilience (particularly at times of extreme demand)
- Pages 64 / 65 – “MFRA remain committed to working with NWAS to support their response and during the Covid pandemic we have worked closely with our blue light partners assisting in food and prescription delivery driving ambulances and face fitting masks for NHS and care staff”. The contribution from MFRS in supporting medicines deliveries, vaccination centres and fit testing has been welcomed and much appreciated. However I should be grateful if you could clarify and expand upon the statement “driving ambulances” as I am not aware that fire service personnel have driven any emergency ambulances responding to 999 or other emergencies during the present pandemic.

Many thanks

NHS Liverpool Clinical Commissioning Group

Fourth Floor, The Department, 2 Renshaw Street, Liverpool, L1 2SA

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	30 JUNE 2021	REPORT NO:	CFO/041/21
PRESENTING OFFICER	CFO GARRIGAN		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	LYNN HUGHES
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	OUR PEOPLE PLAN 2021- 2024		

APPENDICES:	APPENDIX A: PEOPLE PLAN
	APPENDIX B: LEADERSHIP MESSAGE

Purpose of Report

1. To request that Members, approve the Authority's People Plan and revised Leadership Message which details our vision, purpose, aims, values and behaviours of the Service. The plan captures our key people priorities, developed in order to deliver the best possible services to our community through the professionalism and capabilities of our people.

Recommendation

2. That Members;
 - a. Approve the People Plan 2021- 2024.
 - b. Approve the Leadership Message which outlines our vision, purpose, aims, values and behaviours.
 - c. Approve the update of the IRMP to include the revised Leadership Message.

Introduction and Background

3. Our current Leadership Message was developed back in 2010 and shaped our people strategy, setting the foundation for a stronger culture and informing our recruitment, promotion and appraisal processes.
4. Feedback through staff focus groups and forums told us that the language could be simpler and needed greater clarity to what we are saying, to help people turn words into action. Staff also felt that the language had become somewhat dated and no longer represented the ambition of the Service.
5. Ensuring we have the right Leadership Message enables people to feel connected and clear about their contribution to organisational goals.

-
6. As a result, we undertook a significant listening exercise to determine what is important to our people, what their drivers are and what stands out about Merseyside Fire and Rescue Service (MFRS).
 7. A central tenet was our values and behaviours, identifying words which reflected in the message what we wanted to portray to the public and each other, the words of our people. It was also important to create an emotional attachment to it so that people feel a sense of purpose and value. 86 interviews were conducted as well as 6 focus groups representing a further 35 people.
 8. The conversations arrived upon 6 key insights which provided the framework for the Leadership message and People Plan. These have informed our revised vision, purpose, aims, values and behaviours.
 9. Our vision guides us into the future and states the importance to us of being at the centre of our community, trusted, needed and a visible presence. It establishes the importance of working together as one team no matter our role, all playing a part in looking after each other.
 10. Our purpose sets out the 'why' of what we do and captures the essence of public service. We are the guardians of our community for a reason: it's because we are here to make a real difference to lives.
 11. Our aims reflect the current aims but expressed in the words of our people, recognising everyone's part in achieving our vision and purpose. They should be the cornerstones of our strategy; outlining what it is we seek to do and guiding how we get there.
 12. Our values define what we believe in and how we behave. Courage, Integrity and Compassion were the defining themes of our conversations. We have distilled our values down to the three most powerful; the power of three.
 13. This People Plan 2021- 2024 replaces the People strategy setting out key deliverables to achieve and embed our Leadership Message. Its intent compels each and every one of us to play our part in making MFRS a great and successful place to work.
 14. It focuses on Leadership, culture and values, creating a strong inclusive organisation, Learning and Development, maximising the wellbeing of our staff, being a great place to work and workforce planning. It demonstrates our commitment to participation, openness to learning, equity and fairness, shared ownership and commitment - all vital in shaping processes that help organisations to become and remain healthy.

Our Equality and Diversity Implications

15. The Leadership Message and People Plan have equality, diversity and inclusion as cornerstones. It recognises the more diverse we are the better we are. It contains an action plan to create a strong inclusive culture and a sense of belonging. The actions reflect MFRS Equality Strategic objectives.

Staff Implications

16. The message and plan recognises the significant contribution our people make in achieving our vision, purpose and aims through a commitment to our organisational values and behaviours.
17. It has been a significant listening exercise to ensure that the message reflects the views of our people.

Legal Implications

18. There are no legal implications, beyond those covered in associated people policies.

Financial Implications & Value for Money

There are no financial implications, although more highly engaged staff deliver better outcomes.

Risk Management, Health & Safety, and Environmental Implications

19. Our people are our greatest asset, investing in them through a clear vision has obvious benefits.
20. The importance of fire fighter safety is clear throughout the document. Staff safety and wellbeing is paramount.

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

21. This plan replaces the old Mission and replaces it with a Vision and a Purpose more befitting of a modern day Fire and Rescue Service.

BACKGROUND PAPERS

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

GLOSSARY OF TERMS

MFRA	M erseyside F ire and R escue A uthority is the physical and legal entity. When writing reports MFRA is the “object”.
MFRS	M erseyside F ire and R escue S ervice is the service provided by MFRA. When writing reports MFRS is the “action”
E.G.	You are employed by the Authority (MFRA). The job you do forms part of the Service (MFRS) provided by the Authority (MFRA). If in doubt use MFRA.

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PEOPLE PLAN

2021-24



*Our people, our
culture, our place*



**MERSEYSIDE
FIRE & RESCUE
SERVICE**

A message from your Chief Fire Officer

Merseyside Fire & Rescue Service has a proud history of serving the people of Merseyside. We sit at the heart of our community - uniquely situated to help make a difference.

We are proud of the place we come from and are committed to creating a safe place for people to live, grow and thrive.

This plan reinforces our commitment to the public by delivering the best possible service to our community whilst harnessing the considerable talents of our staff.

Our people are instrumental in achieving our ambitions in an ever changing environment. We recognise the significant contribution our people make in achieving our vision, purpose and aims through commitment to our organisational values and behaviours.

This plan defines what we need from our people as well as what we, the Service, need to do to enable them to make a real difference in our community.

To do this it is vitally important that our people are able to reach their potential, give their best at work and are listened to and valued for their contribution.

With this in mind, the development of the plan and its strategic objectives have been achieved through extensive engagement with our workforce. Its intent compels each and every one of us to play our part in making Merseyside Fire & Rescue Service a great and successful place to work.

During the course of its implementation we will continue to seek the views of our staff and adapt to some of the approaches to reflect the feedback we hear – we know it will evolve.

It is vitally important that we listen to and hear the views of our staff, it is equally important that we recognise and act on the trust that the public places on each and every one of us.

We are committed to participation, openness to learning, equity and fairness, informed choices, shared ownership and creating a place where people belong.

Professional, competent, compassionate and community focused people are at the centre of our Service.



Leadership at all levels has never been more important - leadership has significant impact on our community, the service we deliver and the teams and individuals within it.

We want our leaders to lead by example, have a strong team focus and presence with a genuine interest in people.

In line with Robert Greenleaf's definition of servant leadership - *'The servant leader is servant first. It begins with the natural feeling that one wants to serve first'*.

The plan is not solely about personal leadership. It is also about strong organisational leadership where we seek to do the right thing, are accountable for our actions and take responsibility. We cannot afford to dwell on what we can no longer do but on what we can continue to do and do very well.



Phil Garrigan
Chief Fire Officer

OUR STORY

There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening.

Saving lives and keeping our Firefighters safe matters to us.

We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.

We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.

Our teams continue to shape our story putting our community at the heart of everything we do.

We have a long and proud history of being bold - a mindset of let's try it- let's do it.

For Merseyside Fire & Rescue Service, good enough is never good enough.

We are our community and we know the part we can play - **our place, our culture and our people** are what make us great.



WE ARE MERSEYSIDE FIRE & RESCUE SERVICE

OUR VISION

To be the best Fire & Rescue Service in the UK, acting as one team, putting our communities first and always improving for the greater good of the people we serve.

OUR PURPOSE

Here to serve. Here to protect. Here to keep you safe.

OUR AIMS

Protect

We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.

Prevent

We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities.

Prepare

We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.

Respond

We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe.

OUR SERVICE

We are bold

Embracing new ideas to build on the confidence and trust the community place in us.

We are professional

Always giving our best to be the best we can be.

We are safe

Protecting lives and keeping our firefighters safe.

We are built to help

Looking after people and looking after each other.

We are positive

Recognising how far we have come and being positive about the future.

We are relentless

Overcoming barriers to help people feel safe.

OUR VALUES

We serve with **Courage**

- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

We serve with **Integrity**

- By doing the right thing even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

We serve with **Compassion**

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference

Our story:

There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening. Saving lives and keeping our Firefighters safe matters to us.

We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.

We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.

Our teams continue to shape our story putting our community at the heart of everything we do.

We have a long and proud history of being bold - a mindset of let's try it-let's do it.

For Merseyside Fire & Rescue Service, good enough is never good enough.

We are our community and we know the part we can play - **our place, our culture and our people** are what make us great.

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Our vision:

To be the best Fire & Rescue Service in the UK, acting as one team, putting our communities first and always improving for the greater good of the people we serve.

We are one team, leading the way - saving, protecting and improving lives - helping those who need us, with compassion and kindness.

We are driven to transform the lives of our communities.

Our ambition is to tackle the inequality that puts our most vulnerable at risk. The passion to help burns within our people and places us in the hearts of our communities - ever present, ever ready to serve.



Our purpose:

**Here to serve. Here to protect.
Here to keep you safe.**

This captures the essence of public service- there is a higher purpose to what we do. We strive to do the right thing at all times and set ourselves high standards as the people of Merseyside deserve it.

Our aims

We are proud to...

Protect:

We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.

Prevent:

We are there for you.

We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities.

Prepare:

Always the best we can by having highly skilled trained people who plan for every risk and keeps our teams safe and effective.

Respond:

Being there when our community needs us most: pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities and teams safe.

Our aims recognise everyone's part in achieving our vision and purpose. They are the cornerstones of our strategy, outlining what it is we seek to do and guiding how we get there.



We have developed our leadership message through conversations with our people. We arrived upon six key insights that drive us...

Excelling in a crisis

We pull out all the stops to save and protect life.

Pride in belonging

We are proud to belong to something bigger than ourselves.

Built to help

We help people that need us most, and we help each other.

Pioneering mentality

We are not afraid to take leaps. We take safe and measured risks to make things better.

A deep connection to place

We embody the spirit of Merseyside - the place we live in, the place we brought our kids up in.

Developing the best

We invest in people because we want to see them grow.

OUR VALUES & BEHAVIOURS

We serve with **Courage**

- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

We serve with **Integrity**

- By doing the right thing even when it is hard or when no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

We serve with **Compassion**

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference



Our values have always shaped our People Plan whether that is recruitment into the organisation, promotion, development or how we manage performance. They set the foundation for a stronger culture which we have consolidated through further staff feedback. It is important to us that the words we use tell our story and words become action.

The intent of our People Plan compels each and every one of us to play our part in making Merseyside Fire & Rescue Service a great and successful place to work

We will continue to listen to and hear the views of our staff as well as recognise and act on the trust that the public place on us.

We have an opportunity to build upon our achievements set out in our previous people strategy. We have delivered what we set out to achieve so that we can continue to build and develop new areas to grow recognise the talents of the people that give us so much.

We have seen significant developments recognised in our last HMI Inspection as well as our staff survey (2020) in which our engagement score of 88% surpasses the external benchmark taking us up within the top quartile.

We will never stop seeking to get even better.

LEADERSHIP

Action	Impact	Completion
Embed our leadership message through workshops designed to bring it alive and into everyday action.	Leaders adopt positive impact on their teams, individuals, the organisation and community.	2021/22
Develop Leadership Pathways at level 5 and 7.	To provide structured support to those new in role and turning potential into performance.	2022/23
Deliver an accelerated development programme.	Increase leadership potential and create greater diversity in leadership positions.	2021/22



CULTURE & VALUES

Action	Impact	Completion
To build and embed a coaching and mentoring culture to support personal development and change, as well as a leadership style and behaviour.	To assist individuals and teams to develop their own solutions and take responsibility for their actions.	2021/22
Embed an inclusive culture by continuing to listen, involve, encourage contributions and embrace difference.	Workforce contributing to organisational change and have the channels to offer ideas and feedback.	2021/22
Embed a reward and recognition strategy.	To foster a culture of high performance through noticing and appreciating behaviours that demonstrate our values.	2021/22



CREATE A STRONG INCLUSIVE ORGANISATION AND A SENSE OF BELONGING

Action	Impact	Completion
Increase the diversity of our workforce and volunteers through positive action programmes across all occupations.	Increase applications for vacancies at all levels by people from protected groups currently underrepresented.	2022/23
	Improved relationships with diverse communities to make MFRA an employer of choice to those underrepresented groups.	

Ensure that all staff can undertake their role effectively - understanding the benefits of equality, diversity and inclusion, and the impact we can have in and outside of our workplace.

Staff feel better equipped to manage their functions and delivery of services to all communities in an inclusive way.	2021/22
Achieved through continued training, carrying out equality impact assessments and supporting and recognising our staff networks.	

Action	Impact	Completion
Support our staff networks to thrive. Giving people a voice so staff feel valued and that they belong.	Feedback that people feel included, valued and safe.	2022/23
Acting on their insights to better protect our communities.	Delivering better outcomes for our diverse communities (Equality Objectives).	



LEARNING & DEVELOPMENT

Action	Impact	Completion
Develop our capabilities against risk through building a purpose-built and dedicated training facility and delivery.	To ensure the safety and competence of our staff and our ability to respond to a variety of incidents.	2021/22
Embed a command assurance process.	Staff are able to demonstrate that they can command Fire Service assets assertively, effectively and safely.	2021/22
Build a culture of self-directed learning and continuous professional development through active monitoring and recognition.	Staff have more ownership of their learning and development with resources readily available.	2021/22
Develop a robust evaluation process.	To measure the return on investment.	2021/22



MAXIMISING THE WELLBEING OF OUR STAFF

Action	Impact	Completion
Create a health, safety and wellbeing culture through awareness campaigns, external support from partner agencies and continued engagement with staff. Renew our workplace wellbeing charter.	Feedback and evaluation from staff.	2022/23
Continue to manage absence and support attendance through proactive, supportive and informed health initiatives.	Decrease in sickness levels and continued feedback from staff. Increase self management support through psychological interventions, accessible physiotherapy and targeted interventions.	2021/22
Improve Occupational Health reporting and revise current processes.	Analysis and utilisation of services.	2022/23



A GREAT PLACE TO WORK

Action	Impact	Completion
Raise awareness of opportunities to under-represented groups, working in partnership with internal and external stakeholders.	Continued monitoring of numbers of staff joining the organisation to reflect the communities we serve.	2021/22
Continue to review and build flexibility in ways of working.	Flexible and agile workforce to adapt to changing needs.	2021/22



WORKFORCE PLANNING

Action	Impact	Completion
Deliver a workforce plan working with functional leaders.	Ensure our workforce is resilient supported through realistic succession plans.	2021/22
Develop to be an employer of choice by attracting great people who share our vision and values.	Ensure our workforce reflects the communities we serve and continues to strengthen our relationships with our community.	2021/22
Explore and embed further apprenticeship opportunities.	Increase the opportunities to develop a talent pool and continue to adopt frameworks to develop the knowledge, skills and behaviours of our workforce.	2021/22





**MERSEYSIDE
FIRE & RESCUE
SERVICE**

Merseyside Fire & Rescue Service Headquarters
Bridle Road, Bootle, Liverpool, Merseyside, L30 4YD

t: 0151 296 4000

www.merseyfire.gov.uk

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WE ARE MERSEYSIDE FIRE & RESCUE SERVICE

OUR STORY

There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening.

Saving lives and keeping our Firefighters safe matters to us.

We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.

We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.

Our teams continue to shape our story putting our community at the heart of everything we do.

We have a long and proud history of being bold - a mindset of let's try it- let's do it.

For Merseyside Fire & Rescue Service, good enough is never good enough.

We are our community and we know the part we can play - **our place, our culture and our people** are what make us great.

OUR VISION

To be the best Fire & Rescue Service in the UK.
One team, putting its communities first.

OUR PURPOSE

Here to serve. Here to protect. Here to keep you safe.

OUR AIMS

Protect

We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.

Prevent

We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities.

Prepare

We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.

Respond

We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe.

OUR SERVICE

We are bold
Embracing new ideas to build on the confidence and trust the community place in us.

We are professional
Always giving our best to be the best we can be.

We are safe
Protecting lives and keeping our firefighters safe.

We are built to help
Looking after people and looking after each other.

We are positive
Recognising how far we have come and being positive about the future.

We are relentless
Overcoming barriers to help people feel safe.

OUR VALUES

We serve with **Courage**

- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

We serve with **Integrity**

- By doing the right thing even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

We serve with **Compassion**

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	30TH JUNE 2021	REPORT NO:	CFO/040/21
PRESENTING OFFICER	CFO GARRIGAN		
RESPONSIBLE OFFICER:	DCFO SEARLE	REPORT AUTHOR:	AM MURPHY/GM BEN RYDER
OFFICERS CONSULTED:	STEWART WOODS, RIA GROVES, DEB APPLETON STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	STATION 18 & 19 MERGER LONG LANE SITE		

APPENDICES:	APPENDIX 'A'	STATION CHANGE METHODOLOGY (RESPOL07)
	APPENDIX 'B'	IRMP 2021-24 RESPONSE PROPOSALS
	APPENDIX 'C'	EIA LONG LANE PROJECT
	APPENDIX 'D'	DEMOGRAPHIC INFORMATION

Purpose of Report

1. To request that MFRA Members, consider the content of this report and approve the commencement of public consultation on the Integrated Risk Management Plan (IRMP) proposal to merge Aintree and Croxteth Fire Stations (Stn 18 and 19), creating a new multi pump superstation as part of the development of a state of the art Training and Development Academy on Long Lane, Aintree, Liverpool.
2. These specific IRMP proposals are subject to a twelve-week period of public consultation to commence with effect from 15th July 2021. This is in addition to the twelve-week consultation period for the IRMP which ended on 24th May.
3. Members should note that this consultation relates to the operational response impact of the proposed merger in the context of the associated enhanced training opportunities offered by the overall development it does not replace any consultation relating to any future planning application.

Recommendation

4. That Members;
 - a) Approve a twelve-week period of public consultation (to commence with effect from 15th July 2021) regarding the proposal to merge Aintree and Croxteth Fire Stations, in order to create a new multi pump superstation and state of the art Training and Development Academy on Long Lane, Aintree, Liverpool (which is subject to Authority approval).

- b) Support the proposal of the proposed merger of Aintree and Croxteth Fire Stations and the subsequent re-designation of appliances outlined in the Integrated Risk Management Plan 2021-24. This IRMP proposal will increase the number of fire appliances available across Merseyside. The IRMP is the subject of a separate report on this agenda.
- c) Note that following the conclusion of the public consultation process a further report will be submitted to the Authority which will detail the outcomes of the consultation process.

Introduction and Background

- 5. Merseyside Fire and Rescue Service's leadership message has shifted turning austerity into aspiration and the burning platform of budget cuts and restraints into a burning ambition to be the best fire and rescue service in the UK.
- 6. In order to build upon our lead Authority status for National Resilience the Service has put forward it's most challenging forward thinking IRMP to date.
- 7. Merseyside Fire and Rescue Service's IRMP 2021-24 states that: 'We propose to build a new state of the art Training and Development Academy which will allow us to expand and increase our training, with the potential to become a centre of excellence for national training. As part of that project, we also want to create a new station to replace two fire stations that are reaching the end of their useful life whilst securing an improvement in our response times.
- 8. The station merger consultation is an important element of a much broader project. One that MFRS have a huge amount of experience in, having successfully delivered a number of station merger projects in Knowsley, Wirral and St. Helens. This pioneering project will exponentially improve how we train our staff and colleagues from around the country. The project is both ambitious and forward thinking and this has been recognised by Home Office who have committed to being part of the project whilst enhancing our already positive relationship with a lead government department.
- 9. In this case the station merger involves closing Aintree and Croxteth Fire stations and opening a new state of the art Fire Station on Long Lane, Aintree, Liverpool. This site is almost equi-distant between the existing stations and is close to optimum in its location in order to improve our response standards to life risk incidents.
- 10. The Service continues to improve its emergency response and resilience, through innovation and prudent financial planning, to achieve this the Authority's IRMP supplement 2019-20 invested £1m back into the front line.
- 11. This investment has created a catalyst for change and the draft IRMP 2021-24 proposals are based on a robust risk methodology designed to further improve the Service based on the risk, demand and vulnerability in Merseyside.

12. The IRMP 2021-24 proposals will help MFRA deal more efficiently and effectively with risk. In essence, the move to a 12-acre site at Long Lane will enable MFRS to replace two very old fire stations along with an outdated training centre which is now unable to meet the demands of a modern fire and rescue service. MFRS proposes to replace these three locations with new facilities at one site designed to support and develop MFRS staff and the communities they serve. The proposals are based upon the purchase of a new site which would be subject to the Fire Authority approval and the closure of the two existing fire stations

The Existing Sites

13. Station 18, Aintree Fire Station, opened on 9th November 1926 and although the Service's Estates Team have worked hard to modernise the site, the building is not capable of offering our staff or communities the facilities they require. The site is not fully accessible to all and doesn't provide the necessary facilities for a diverse workforce or community use.
14. Station 19, Croxteth Fire Station, opened on 14th September 1962. The site has been renovated to house the Search and Rescue Team (SRT) and North West Ambulance Service's Hazardous Area Response Team. Similar to Aintree the site is not fully accessible to all, does not offer a community room and is not suitable or of sufficient size to host SRT and HART. This is further evidenced through HART not being able to meet audit requirements as defined by National Ambulance Resilience Unit (NARU).
15. The Training and Development Academy opened on 27th April 1967 and has been redeveloped, most notably in 1999/2000, in order to keep up with the demands of a modern fire and rescue service. MFRS have outgrown the site which is landlocked and which significantly restricts MFRS's ability to develop training facilities in line with the risk our fire-fighters face locally, nationally or internationally. This information is included for context only as the public consultation is only relating to the closure of the two existing stations and building of a new station, not the proposed TDA redevelopment.
16. The Service has recently commissioned an Access and Inclusion Audit. The audit is being conducted by Wilkinson Cowan with an audit being completed at every site across MFRA's estate. The audit of Aintree, Croxteth and the TDA is not yet available but given that the sites are amongst the oldest MFRS have they will require a significant financial investment to bring them up to a basic minimum requirement.

Review of Other Potential Sites

17. The review of potential sites was conducted in two phases. Phase 1 looked at creating a combined site at various locations in Knowsley with the majority located just off the East Lancashire Road.
18. Phase 2 involved the Service instructing Eddisons Estate Agents to consider sites within a 5 mile range of the ideal location for a merged station.

Phase 1

19. Potential sites looked at included: Alchemy Way, Moorgate Road, Ormskirk Road, Scottish Power site and Valley Road. The location of these sites provided 3 possible options in regard to how MFRS could approach a station merger including:

- Option 1 – close Kirkby, Aintree and Croxteth
- Option 2 – close Kirkby and Aintree
- Option 3 – close Kirkby and Croxteth

20. The sites that had been identified as being potentially suitable for the proposed development were subsequently found unsuitable when further enquiries were made. As detailed in the table below:

Map available in Appendix

Site Name	Reason Rejected
Alchemy Way	Not of suitable size for the project.
Moorgate Road / Dairy Crest	Not available for purchase.
Ormskirk Road	The developer was reluctant to sell and also wanted to design and build.
Scottish Power site	Not available for purchase.
Valley Road	Green belt land and the topography, including, electricity pylons made the site unsuitable.

21. The Kirkby area was initially considered as a location for the proposed merger, however given issues with procuring suitable and available land the decision was taken to instruct Eddisons Estate Agents to identify potential sites within a 5 mile range of the ideal location for a station merger.

Phase 2

22. The second phase identified a number of potential sites and rated them in terms of suitability.

Map available in Appendix

Site Name	Viability of Site
Stopgate Lane	Outside of Merseyside
Atlantic Park	The developer was reluctant to sell and preferred a lease option with potential restrictions on the design.
Ormskirk Road	The developer was reluctant to sell and also wanted to design and build.
Pighue Lane	Not of suitable size for the project.
Long Lane	Most viable option, officers to explore in more detail.

23. It was clear that the Long Lane site was the optimum option available and officers progressed with further analysis of the site and its viability to meet the needs of the Authority's IRMP.

24. The 12-acre site at Long Lane, Aintree, Liverpool is large enough to build a Specialist Rescue Station and new Training and Development Academy inclusive of a National Resilience Centre of Excellence, whilst continuing to collaborate with other blue light partners. This site is also predicted to improve our response times to emergencies.
25. Researchⁱ shows us that the average response time from the new station location would improve our performance when attending Life Risk Incidents across Merseyside.

KPI	IRMP Supplement 2019/21 ⁱⁱ		Proposed Long Lane Site	
	Overall Performance	Average Response Time	Overall Performance	Average Response Time
Performanceⁱⁱⁱ (%)	93.70%	00:05:52	93.90%	00:05:50

Modelling was completed using resource modelling software called FIRS. The system models change: to station locations, mergers, shift patterns and utilises a minimum of 3 years of incident data to model results.

This is based on: 16 Whole-time (WT) appliances, 4 LLAR appliances, 6 Day Crewed appliances and 3 Whole-time Retained (WTR) appliances

¹ Key Performance Indicator TR08: Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes. Based on Alert to Attendance Times. Life Risk incidents include: Dwelling Fires, Non Domestic Fires, Road Traffic Collisions, Hazmat, Water Rescue and other incidents to involve rescue.

Station Change Methodology

26. The Service has a robust station change methodology for managing the station merger process. The methodology is predicated on MFRA's experience in delivering successful station mergers in Knowsley, Wirral and St. Helens and is captured in Service Policy (Appendix 'A' - RESPOL07).
27. In order to achieve the most efficient and effective operational response the Service utilises a system called Fire Incident Response Simulator (FIRS). FIRS is an evidenced based toolset from Process Evolution. Process Evolution is a consulting-led company that helps Emergency Services manage their demand in a more efficient and effective way.
28. Their work is underpinned by an evidence-based toolset which helps MFRA to optimise where, when and how resources are deployed. To achieve this FIRS is loaded with:
 - 3 years incident data including appliance mobilisation times
 - 3 years appliance off-the-run data
 - Locations of stations and appliances
 - Key stations are identified
 - Station boundaries
 - Appliance/crewing shift patterns
 - Time travel matrix
 - Response Standard

29. In addition to the above datasets, FIRS also integrates with Maptitude mapping software and Simul8. Simul8 is the tool that runs the simulations and algorithms to predict future performance. IRMP 2021-24 response proposals are provided in a separate report on this agenda.

Response Time Analysis

30. The Service has utilised RouteFinder software to simulate the response time to each Life Risk incident during 2019/20 from the proposed site on Long Lane to incidents within the existing Aintree and Croxteth station areas only.

Average Response Times – Current and from RouteFinder

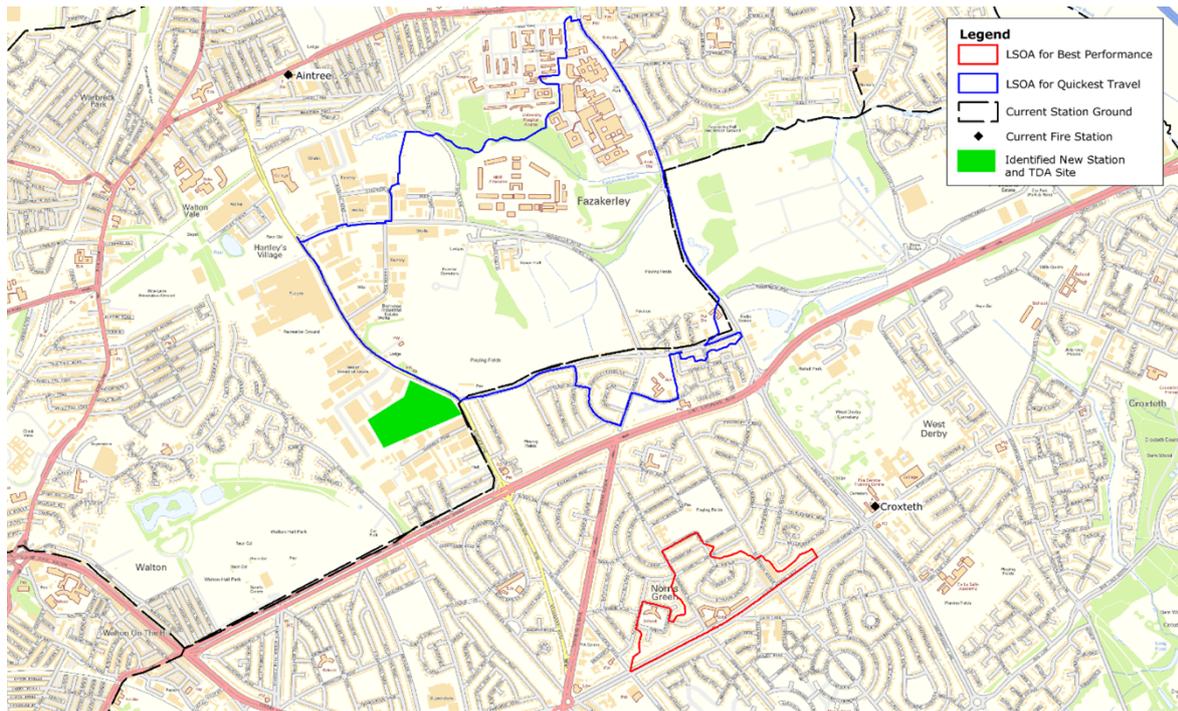
Site	18 – Aintree	19 - Croxteth	Overall
Current Stations	00:04:54	00:04:06	00:04:29
Long Lane	00:04:05	00:03:46	00:03:55

31. The table above shows the average response time of 3m 55 seconds is 34 seconds quicker than from the current stations. A significant proportion of this reduction comes from attending incidents in Aintree which is currently Day Crewed and therefore is reliant on surrounding stations attending incidents at night.

Facility Location Planner Analysis

32. To identify the best possible location for a new merged station and Training Academy, MFRS utilised software called Facility Location Planner (FLP) which was developed by Process Evolution. The software uses Lower Layer Super Output Area (LSOA) geography to identify the best location for a site within a given area. This process was simulated twice, initially for best performance and then for quickest response time.

Facility Location Planner (FLP) Best Performance and Quickest Travel LSOAs



Recommended LSOA for Best Performance, Recommended LSOA for Quickest Travel, Identified New Station / TDA Site and Current Fire Station Locations

Author: Business Intelligence, Strategy & Performance Date: December 2020 Produced Using MapInfo
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33. The map above shows the current fire stations, locations for the Lower Layer Super Output Area (LSOA) for the best performance (red border) and for the quickest travel time (blue border) and a parcel of land that has been identified as being large enough for a combined new fire station and Training and Development Academy (TDA).
34. The LSOA selected for the best performance (red border) is impractical as this a residential area with no available land and it is not far from the existing fire station in Croxteth. The identified parcel of land is adjacent to the LSOA for quickest response times (blue border), which is a more suitable area for development given main roads are close by and it is not a residential area. We therefore consider that the location is the best that we can practically achieve.

IRMP Considerations

35. The table below provides a comparison of proposals contained in the IRMP 2017/20 and IRMP Supplement 2019/21 along with the proposed development at the Long Lane site.

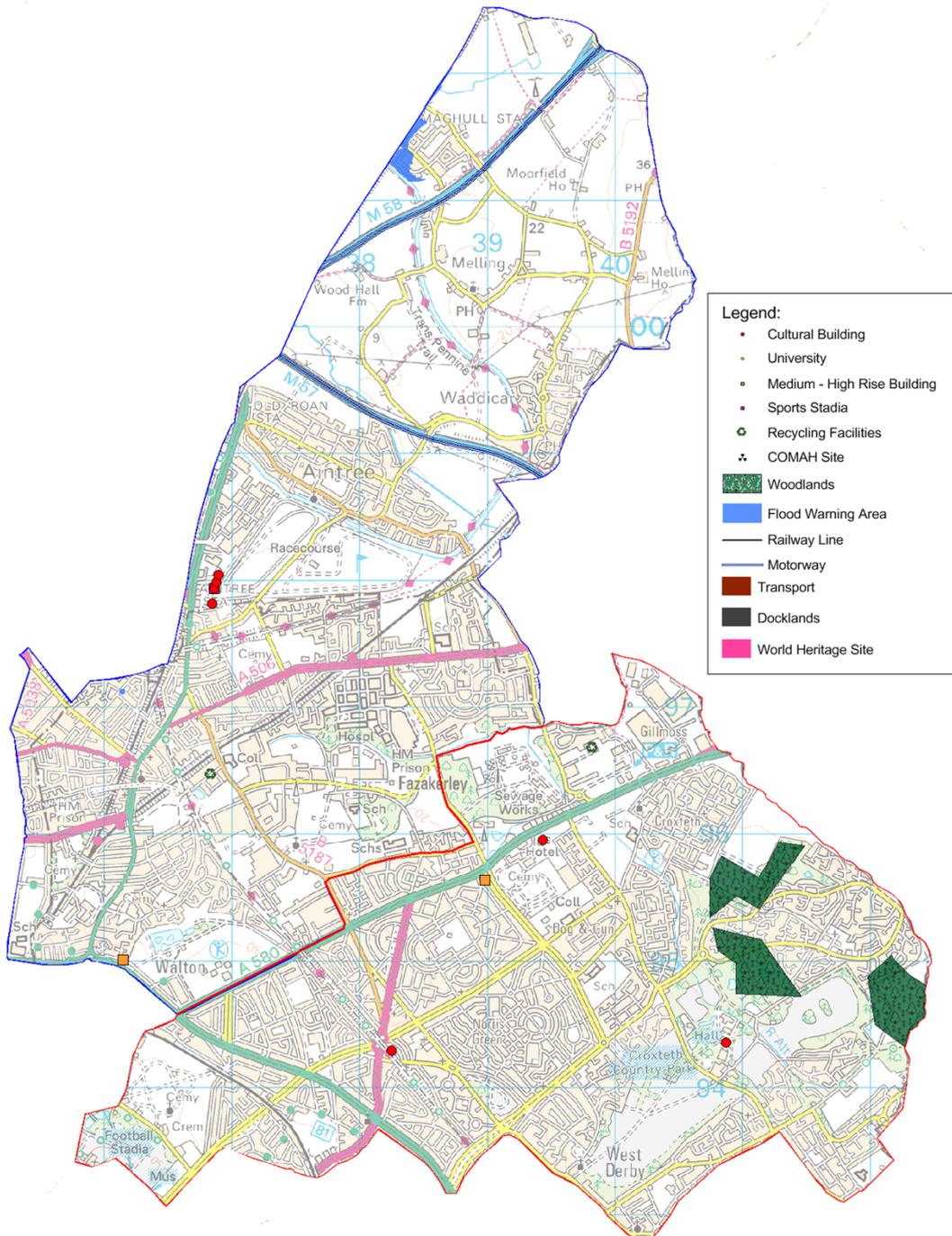
Comparison of Life Risk Attendance Time Performance (Merseyside Wide), based on proposals in 2019/21 IRMP Supplement and the proposed Long Lane site

	IRMP 2017/20		IRMP Supplement 2019/21		IRMP Supplement 2019/21 with proposed Long Lane site	
KPI	Overall Performance	Average Response Time	Overall Performance	Average Response Time	Overall Performance	Average Response Time
Performance	91.70%	00:06:07	93.70%	00:05:52	93.90%	00:05:50

36. Based on the current proposals, it has been predicted that overall Merseyside response to life risk incidents within 10 minutes would be achieved 93.7% of the time, with an average attendance time of 5m 52 seconds (from alert to in attendance).
37. Amending the above to close the Aintree and Croxteth Fire Stations and building a merged station on Long Lane, predicts a faster response in terms of attending life risk incidents pan Merseyside. This results in an improved prediction of 93.9% of life risk incidents being attended within 10 minutes and an average attendance time of 5m 50 seconds (from alert to in attendance).

The Area Under Consideration

38. The following map describes what of the proposed station merger area looks like. Outlined in Blue is the Aintree Station area and in Red is the Croxteth Station area. Also identified on the map are significant landmarks, as well as potential risks to business and the community.



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39. Within the immediate vicinity to the proposed Long Lane site is the site of HMP Altcourse, a location where over the years there have been spates of fires. Neighbouring this is Aintree University Hospital, which occupies a large complex site.
40. Within close proximity are two waste recycling centres, on Hartley Avenue, L9 7DB and Bridgehouse Lane, L10 5HA. Waste recycling centres and scrapyards

have been responsible for some of the largest fires attended by MFRS in recent years.

41. Moving slightly further away from the proposed site is Aintree Racecourse, Anfield Football Stadium, HMP Liverpool, as well as the Aintree Industrial Estate, Racecourse Retail Park and Aintree Shopping Park.
42. Major transport infrastructure in the locality of the proposed site includes: A580 East Lancashire Road, A5058 Queens Drive, M57, M58 and Northern Line to Kirkby. As well as greenspace attractions including: Croxteth Country Park and Manor, Craven Wood, River Alt and Leeds Liverpool Canal.
43. All station areas have significant landmarks and potential risks. However, the modelled improvement in response to life risk incidents within the proposed merged station area is certainly a major positive for MFRS and our stakeholders including: partners, residents, visitors and businesses. Our comprehensive predictive analysis indicates this station merger will improve response times to life risk incidents in across Merseyside including both the Aintree and Croxteth station areas.

The Consultation Process

44. If Members approve the recommendation outlined in this report and proceed with the twelve-week public consultation, the process will take place in the Aintree and Croxteth station areas. This consultation will seek the views of staff, representative bodies, station users and the local community. The consultation process is outlined below

Consultation Process July - October 2021

Key Points:

- The public consultation process regarding the merger of Croxteth and Aintree Stations will run for twelve-weeks from 15th July to 07th October 2021, assuming the project is approved by MFRA on the 30th June 2021.
- In a standard consultation of this type, as we have carried out with previous station closures/mergers, there has been a combination of online and in person consultation. However, given the current conditions there may still be some restrictions to public events etc. which will affect how this consultation is carried out. With the current lack of clarity owing to the pandemic restrictions, we are considering two approaches as outlined below:

No Covid Restrictions	Covid Restrictions	Timescale
Preparation of consultation documents, survey, other media plus meetings and events	Preparation of consultation documents, survey, other media plus meetings and events	Mid-June – 15 th July
Consultation opens after approval by Authority	Consultation opens after approval by Authority	15 th July

Digital consultation launches with video on Social Media and link to MFRS website consultation (including survey)	Digital consultation launches with video on Social Media and link to MFRS website consultation (including survey)	15 th July
Copies of consultation document sent to Councils, Merseyside Police, NWAS and other stakeholders	Copies of consultation document sent to Councils, Merseyside Police, NWAS and other stakeholders	July
Consultation with Representative Bodies	Consultation with Representative Bodies	July - August
Consultation with Staff - Aintree and Croxteth	Consultation with Staff - Aintree and Croxteth	July - August
Consultation with MFRS staff networks	Consultation with MFRS staff networks	July-August
*3 focus groups carried out (in person)	3 focus groups carried out (online)	Early September
3 public meetings carried out (in person)	3 public meetings carried out (online only)	Early September
Leafleting local areas	Leafleting local areas	July -Sep
End of consultation	End of consultation	7 th October
Report to Authority on consultation responses in October/November (date TBC)		

Equality and Diversity Implications

45. A full Equality Impact Assessment and all associated Equality and Diversity considerations will be completed throughout the corporate management of the project. The MFRA Diversity, Engagement and Consultation Manager is integral to the project management structure, ensuring close liaison is maintained throughout the project.
46. A full draft EIA has been completed by the ED&I officer (Appendix C), this will be updated following the outcome of the consultation.

Staff Implications

47. The provision of sector leading facilities at the new TDA site with an infrastructure fit to meet the ambitions of the Service will exponentially improve the working conditions and training provision for MFRA personnel.
48. There will be a detailed consultation and communication process supported by and delivered through a designated project team in line with Service Instruction 0881 (Consultation and Engagement Framework).
49. MFRS Corporate Communications Team and the station management team for Aintree and Croxteth have been engaged in the process. They will contribute to the planning and delivery of the consultation process. They will be instrumental in engaging with the public, distributing information, attending public meetings and answering questions.

50. If the station merger is approved by Authority following the twelve-week consultation process. The implications to our staff will be carefully considered and managed by the Aintree and Croxteth station management teams and POD. This will include engagement with representative bodies and take account of employee's personal circumstances. The merger will be subject to the approval of any purchase of land by the Authority.

Legal Implications

51. It is considered that in carrying out the extensive twelve-week consultation that is proposed, the Authority will be fully complying with legal requirements and best practice guidelines. The outcomes of this twelve-week public consultation process will be fully reported to Authority prior to a decision being made.
52. Dialogue continues with the owner's representative of the Long Lane site, however any agreement for the purchase of the land would be subject to full Authority approval. The legal searches and terms for any exchange for a conditional sale continue to be undertaken by the legal team.
53. Subject to Fire Authority approval to complete the purchase of the identified site and feedback from the public consultation, the legal parameters for the sale of the two existing fire stations that are proposed to merge would also be sought and executed as appropriate.

Financial Implications & Value for Money

54. The new TDA / station merger project budget is estimated at £25,251m based on a high level cost plan that reflects the project requirements. The estimated project costs will be reviewed and confirmed as the project proposals are developed and will be reported back to Members' for approval as we progress through to the next stage of the development.
55. The project team will challenge the high level cost plan throughout the design process in line with the fiscal resources identified for the build.
56. The public consultation costs are estimated at approximately £18,000.

Risk Management, Health & Safety, and Environmental Implications

57. A risk register has been developed to manage and mitigate associated risks. The register is reviewed regularly at the Project Board. The Chair/Vice Chair of the Project Board or Project Manager escalate risks by exception to the project's Executive Group.
58. MFRA will reduce any associated corporate risk by completing extensive consultation on the proposed station merger.

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

59. The twelve-week consultation process will enable the public and other stakeholders to carefully consider the implications of the proposed station merger and contribute valuable opinions that will be considered by the Authority.
60. New facilities will provide an improved working environment for MFRA staff, including enhanced training facilities for internal and external personnel. It will also provide improved community facilities compared to those available at the current TDA and station sites.

BACKGROUND PAPERS

PREVIOUS MERGER REPORTS (TBC)

GLOSSARY OF TERMS

MFRA
CDM
LCC
RIBA
TDA

ⁱ Modelling was completed using resource modelling software called FIRS. The system models change: to station locations, mergers, shift patterns and utilises a minimum of 3 years of incident data to model results.

ⁱⁱ This is based on: 16 Whole-time (WT) appliances, 4 LLAR appliances, 6 Day Crewed appliances and 3 Whole-time Retained (WTR) appliances

ⁱⁱⁱ Key Performance Indicator TR08: Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes. Based on Alert to Attendance Times. Life Risk incidents include: Dwelling Fires, Non Domestic Fires, Road Traffic Collisions, Hazmat, Water Rescue and other incidents to involve rescue.

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Service Policy: RESPOL07 Operational Response Change Methodology Policy

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Document Control:

Active date	Review date	Author	Editor	Publisher
01/06/15	April 2021	GM Bolton	AM Keen	

Amendment History:

Version	Date	Author	Reasons for Change
1.0	01/06/2015	GM Hitchen	New Policy
1.1	06/06/2017	GM Berry	Annual Review & name changes
1.2	01/04/2018	GM Berry	Annual Review
1.3	6/6/19	Deb Appleton	Amended to include validation of evaluation of duty systems
1.4	29/07/2020	GM Bolton	Annual Review

Equalities Impact Assessment:

Initial	Full	Date	Reviewed by	Comments
x			Wendy Kenyon	Portal: Approved EIA Forms

Civil Contingencies Impact Assessment:

Date	Reviewed by	Comments

Related Documents:

Doc. Type	Ref No.	Title	Location

Distribution List:

Name	Position	Department

Sign-Off List:

Name	Position

Target Audience:

All MFRS	Principal Officers	Senior Officers	Operational Crews	Fire Safety	Community Fire Safety	Support Staff
X						

Ownership:

FOI exemption required?	Yes	URL
	No	X Reason

Legislation:

Title
Fire and Rescue Service Act 2004
Fire and Rescue Service National Framework 2012
Civil Contingencies Act 2004

Contact:

Department	Email	Telephone ext.
Operational Response	deanbolton@merseyfire.gov.uk	4501

RESPOL07 Operational Response Change Methodology Policy

1. Policy Introduction and Background:

The Authority continues to face significant grant reductions from central government as part of measures to reduce public spending. It is anticipated that these financial cuts will continue necessitating further changes to the way in which Operational Response is provide for the foreseeable future. In particular, we predict that these changes will impact upon the numbers of fire appliances we have available, the number of fire stations we have and how we use these assets to provide the best possible service to our communities.

The Fire and Rescue National Framework set out priorities for all fire and rescue authorities to:

- identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately;
- work in partnership with their communities and a wide range of partners locally and nationally to deliver their service;
- be accountable to communities for the service they provide.

MFRA believes that a fire or other emergency is no less hazardous to those involved no matter where it may occur and for this reason the Authority aspires to provide a consistent emergency response to all areas of the County. The Authority implemented changes to its response standard in 2013 by introducing a single response standard for Merseyside this being an attendance by MFRS within 10 minutes to all life risk incidents.

This document provides details of processes and risk factors that will be considered by the Authority to ensure that when changes have to be made to our infrastructure or ways of working, that we ensure optimal locations for our resources/assets are identified. By adhering to a defined methodology we will ensure that any changes considered will safeguard the commitment to our response standard. This methodology provides a consistent approach that Officers will utilise to underpin proposals made to our communities for changes which are required The Authority continues to face significant grant reductions from central government as part of measures to reduce public spending. It is anticipated that these financial cuts will continue necessitating further changes to the way in which Operational Response is provide for the foreseeable future. In particular, we predict that these changes will impact upon the numbers of fire appliances we have available, the number of fire stations we have and how we use these assets to provide the best possible service to our communities.

The Fire and Rescue National Framework set out priorities for all fire and rescue authorities to:

- Identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately;
- Work in partnership with their communities and a wide range of partners locally and nationally to deliver their service;
- Be accountable to communities for the service they provide.

MFRA believes that a fire or other emergency is no less hazardous to those involved no matter where it may occur and for this reason the Authority aspires to provide a consistent emergency response to all areas of the County. The Authority implemented changes to its response standard in 2013 by introducing a single response standard for Merseyside this being an attendance by MFRS within 10 minutes to all life risk incidents.

This document provides details of processes and risk factors that will be considered by the Authority to ensure that when changes have to be made to our infrastructure or ways of working, that we ensure optimal locations for our resources/assets are identified. By adhering to a defined methodology we will ensure that any changes considered will safeguard the commitment to our response standard. This methodology provides a consistent approach that Officers will utilise to underpin proposals made to our communities for changes which are required in support of either maintaining or improving our service delivery. This methodology will provide evidence and clarity to our communities that any changes proposed are appropriate and are in accordance with the priorities of the national framework.

2. Policy Explanation:

Risk Modelling Methodology:

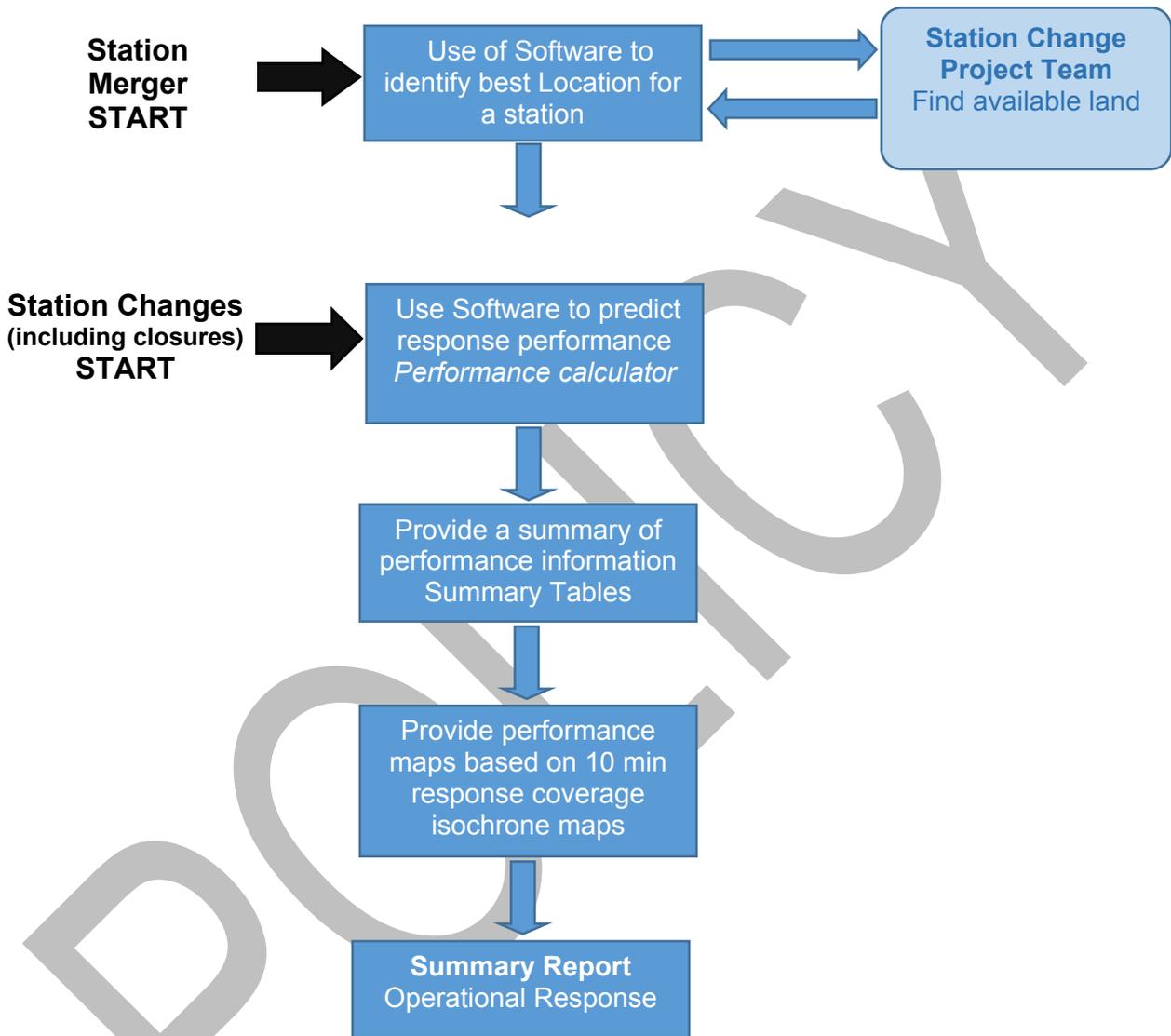
Extensive research underpins all proposed station changes and information comes from various sources which includes the use of specialist software applications to assist in the analysis of the following information:

- Operational incident data (empirical evidence)
- Predictions of future demand and risk
- Appliance turnout data (activity and demand at certain times of the day, week, year and seasonal variations)
- Changes in profiles of communities (new houses, commercial buildings etc.)

The methodology contains several distinct stages, all of which require detailed analysis in order to produce a final report in which confidence for strategic decision making can be placed.

MFRA endeavours to continually improve its approach to its response change methodology by incorporating lessons it learns from each adopted change. MFRA accepts that numerous external factors need to be considered before a final decision can be advanced, not least the opinions and views of the public, MFRA endeavours to take a pragmatic approach to any recommendations for change, all information is used in conjunction with professional judgement, by working in partnership with other agencies and by working with the public through numerous public consultation forums and events. MFRA strives to ensure that all proposed changes are fully considered and have the least detrimental impact upon local communities' possible.

Operational Response Change Methodology:



Details on the application of this flow chart are contained in Appendix A

Additional Considerations:

- The data sets utilised will be aligned to the dates recognised as being a financial year (31st March to 1st April).
- Response arrangements have been implemented mid-year for example a change of duty system.
- For station closures/mergers data sets include attendances to all life risk incidents within a stations area, regardless of the attending pump.
- Data sets utilised will be the attendance of the first rescue appliance to “life Risk” incidents.
- Demographics of areas under consideration (households housing & lifestyles).
- Levels of deprivation (income, health, education, overcrowding, remoteness, crime environment).
- Emergencies and Site Specific Risk Information (SSRI).
- Areas containing high risk properties and individuals that can be categorised as high risk.
- Volume of incidents and level of activity.
- Proximity of other Fire Stations to the location where change is being considered.

Validation of Alternative IRMP Proposal Assessment:

When new and alternative IRMP proposals are being considered, the evaluation methodology must be used to determine which is the most advantageous option. The evaluation process (Appendix B) is based on the Planning Principles adopted following public consultation in 2016 and re-validated by public consultation in 2019 and scoring is weighted according to the value placed on each principle during the consultation. Officers evaluating proposals against the methodology must have sufficient understanding of all aspects of the methodology, and to ensure that, this is best done by a small group of staff.

The evaluation methodology was independently evaluated in 2019 by Liverpool John Moores University.

3. Policy Implementation:

The Service Instructions used to underpin this Policy are:

Staff should familiarise themselves with these Service Instructions:

- SI 0160 Estates:
- SI0193: Health and Safety Organisational Arrangements:
- SI 0415: Provision of resources during spate conditions:
- SI0420: Reserve and Whole-time appliances:
- SI0435: Protection of data: GDPR arrangements.
- SI 0517: Planning application:
- SI 0631: Station work routines/timetable:

Appendix A

1. **FLP (Facility Location Planner) software** – making use of this software to establish an optimum location for the proposed fire station. This could be in the form of an SOA (Super Output Area) or Ward.
2. **FIRS (Fire Incident Response Simulator) software** – once the station change project team have identified possible location(s) for the proposed station, the FIRS software is used to assess the impact of performance as well as any additional workload placed on surrounding stations.

This stage is also used to produce a future station location profile which contributes towards the decision making process for station closures.

3. **Station Performance Summary Tables** – tables providing counts by incident type, for the last 3 years of attendances for appliance(s) directly affected by the station closure or merger.

On the Run Analysis:

Breakdown of proportion of time that appliances within the station closure or merger area(s) are actually available "On the Run", compared to surrounding pumps.
Based on data provided by Time & Resource Management.

Demographics:

Population of station area by age grouping. This is based on LSOA (Lower Super Output Area) data based on mid-year estimates for station area(s) affected by station closure or merger. Response standard isochrones will be over laid to establish what types of people/protected groups are impacted by changes. This information is included in an equality impact report which forms part of the wider considerations for station changes.

4. **Performance Summary** – a combination of 10 minute response coverage isochrones will be produced comparing the current coverage with the proposed future coverage. This is produced using MapInfo Route Finder software.
5. **Summary Report** – Operational Response to collate the output of all stages and produce a summary report outlining recommendations.

IRMP 2021-24 Response proposals evaluationⁱ

IRMP Response proposals: IRMP 2021-24 proposal [*New TDA with hybrid station, hybrid at Kirkdale, Liverpool and Kensington combined hybrid, and pod relocation (day 26+5, night 20+11)*] – comparison with IRMP Supplement 2019-21 [*Hybrid stations (day 26+3, night 20+9)*]

1. Consider the aspects of the proposal against the comparator for each of the sub questions for the Planning Principles and score as follows (include notes to explain your score):
Scores – 0 – worse; 1 – no difference; 2 - minimal benefits; 3 - reasonable benefits; 4 - maximum benefits
2. Calculate the initial score and weighted final score to arrive at a total.

Factors based on IRMP Planning Principles	Description	Initial score	Weighting ⁱⁱ	Final score	Notes to explain the score
Response to emergencies	1. Maintaining fast response times,	2	Score multiplied 0.26	0.52	1. Average response time is faster (5m50s v 5m52s). Performance is better (93.9% v 93.7%) 2. Specialist pods are now located at more appropriate locations 3. Easier to cover key stations with more appliances 4. Slightly more flexibility 5. Provides additional resilience meaning it may be slightly easier to continue with 4 pumps at TDA for training. Significantly improved training facilities.
	2. matching resources to varying risk,	3		0.78	
	3. prioritising 10 key stations,	2		0.52	
	4. having flexible working practices and duty systems, and	3		0.78	
	5. excellent training*	4		1.04	
Safety focused	1. Ensuring the safety of staff	4	0.17	0.68	1. More appliances needed. Improved training facilities – safer staff 2. More appliances when needed to help with simultaneous incidents and spate conditions 3. Specialist pods located appropriately 4. Better training facilities, better trained staff
	2. and the public,	4		0.68	
	3. and being properly equipped,	4		0.68	
	4. with the right number of trained staff, to resolve emergencies effectively	4		0.68	
Meeting demand	Ensuring the		0.16		1. Average response time is faster (5m50s v 5m52s). Performance is better (93.9% v 93.7%). Specialist pods are now located at more appropriate locations determined by risk 2. No real change to productivity due to no additional resources available during the day 3. Another hybrid station giving greater flexibility to scale up and down
	1. right level of resources are in the right place at the right time [^] in order to	3		0.48	
	2. maximise productivity	1		0.16	
	3. and flexibility	3	0.48		

Focused on the Community	1. Targeting those most at risk, particularly the frail and elderly living alone, and those with precarious lifestyle or high risk factors	1	0.13	0.13	1. No change
Continuous Improvement and Innovation	1. Collaborating with other fire and rescue services, 2. widening the scope of home fire safety checks, and 3. seeking more efficient firefighter shift patterns.	3 1 1	0.10	0.30 0.10 0.10	1. Potential for hosting joint training events at proposed new TDA 2. No change 3. No change
Value for Money	Recognising that cuts are a fact of life that have to be made, and ensuring policies are financially sustainable by 1. promoting efficiency 2. and productivity throughout	3 1	0.09	0.27 0.09	1. No financial cuts required in this IRMP but the increased variety of crewing systems will lead to more opportunities for efficiency. 2. No real change to productivity due to no additional resources available during the day
Based in the Community (amended following Oct 2020 consultation)	1. Maintaining accessible local fire stations, where possible, while assessing the need for stations in the context of local risk levels 2. Closing/merging fire stations is acceptable when a) performance standards can be maintained/improved, b) the station has become unfit/inefficient, c) it is a financial necessity 3. Opening stations for community use 4. Promoting blue-light collaboration at fire stations	2 3 2 3	0.09	0.18 0.27 0.18 0.27	1. Less stations, but more scope for collaboration with other blue-light services at the proposed new TDA which has good access from all areas of Merseyside and is also close to residential areas. 2. Slight improvement in performance. Replacing two of our oldest stations. 3. New build will provide better facilities 4. NWAS HART will be located at the new super-station and new TDA will provide opportunities for collaborative training.

TOTAL		57 / 88	1	9.37 / 13.72	
Additional considerations					
*Training	Four appliances available for training each week day				
^Maximising resilience	Ensuring sufficient appliances/staff to deal with 1 x 20 pump incident and 2 x 10 pump incidents.				

ⁱ The evaluation methodology is based on the Authority Planning Principles agreed in 2016 and discussed at public forums during in June of that year and again in April and May 2019 (facilitated by Opinion Research Services - ORS). They were ranked by the forums during that consultation process and that ranking has been used to develop the weighting (see note ii). The methodology has been externally validated by Liverpool John Moores University.

ⁱⁱ Based on ORS report June 2016 findings – points out of 105 allocated by the focus group participants for each planning principal. Weighting calculated by dividing the points for each planning principal by 105 (making a total of 1). Original points score then multiplied by the weighting to get a final score.

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Equality Impact Assessment

Title of Policy/Service Instruction/Report/Plan Projects/Events/Consultation/Functional Plans or Strategy	TDA Development and station merger Project
Department:	Cross-Directorate
Date:	Consultation
Completed by:	GM - Ben Ryder ED&I Advisor - Michelle Kirk

1: What are the main aims and objectives outlined in the Projects/Events/Consultation/Functional Plan etc. and are any of them in your opinion Positive / Negative or Neutral in relation to those protected groups outlined in section 6 below

Scope of the EIA

The key proposals of the project re listed below and are the basis of the completion of this EIA.

The purpose of this EIA is to review information and intelligence available at an early stage in the development of options for the Long Lane Project. It is intended that the EIA can be used to help inform decisions as the options progress and will help Principal Officers and Authority Members to understand equality related impacts on the decisions being made in relation to local diverse communities

The EIA will be a living document which will developed further during the life cycle of the consultation stages. This initial EIA will provide be an opportunity to plan ahead for various activities such as community and staff consultation and equality data gathering.

The Project

As proposed in the 2021-24 IRMP:

- To purchase a 12-acre site at Long Lane, Aintree, Liverpool
- To merge Aintree and Croxteth Fire Stations (Station 18 and 19) at a new station Specialist Rescue Station on Long Lane, Aintree, Liverpool.
- To build a new state of the art Training and Development Academy inclusive of a National Resilience Centre of Excellence at Long Lane, Aintree, Liverpool

The EIA will be conducted in a number of stages:

Stage 1 - Desk Top Assessment

A desktop assessment has been completed in order to consider ED&I implications for this initial draft.

Stage 2 - Consultation (External and Internal):

If the project is approved by MFRA on 30th June 2021, a twelve-week public consultation will take place from **15th July to 7th October 2021** regarding the merger of Croxteth and Aintree Stations.

The consultation process will aim to develop and maintain a positive engaged response from staff, partners and local communities. To deliver key messages in multiple formats to encourage a clear understanding of the proposed benefits of the new development and to gather valuable feedback and to ensure equality impacts are considered throughout the process and included in the final version of the EIA for review by final decision makers. The standard consultation process may be restricted in line with Covid 19 restrictions. If face to face consultations are curtailed, having used Zoom in October 2020 for IRMP consultation, we are confident to use this method again.

Stage 3 - More detailed assessment

Following the consultation process all responses will be considered and findings will be updated within this document.

EQUALITY IMPACT

The proposals set out in the project are considered at this time to have a positive impact for both staff and communities.

- The creation of a new superstation will have a positive impact for both staff and communities. The proposed new site is well located to highway networks with ease to major trunk roads. Our research shows that relocating the two stations will actually improve our response time to emergencies in the Croxteth and Aintree areas. The redistribution of specialist appliances will help us to deal more efficiently and effectively to emergencies in areas where there is a likelihood of a particular risk occurring. Training our staff in the use of specialist equipment will have a positive impact on their

development as it will build skills and confidence in delivering a service which is effective in meeting the need of all the communities we serve.

- The proposal of a new Training and Development Academy and development of a centre of excellence will have a positive impact allowing MFRS to expand and increase training and provide modern facilities with accommodation and facilities appropriate for all. This will allow staff to be well trained, developed and empowered to deliver our services.
- The new builds will be designed in accordance with equality legislation and building regulations to ensure they are fit for purpose, fully accessible to end users and visitors who may require disabled access, suitable for those who wish to practise their faith and facilitate nursing mothers etc.

2: Who will be affected by the objectives proposed in the Projects/Events/Consultation/Functional Plan etc. and will this be Negative /Neutral or Positive ?

- Local communities of Aintree and Croxteth
- MFRS operational and support staff
- Represented bodies

Partner agencies The more detailed impact is described in sections below and will be expanded upon following consultation.

-

3: What monitoring data have you considered?

Summarise the findings of any monitoring data you have considered regarding this Projects/Events/Consultation/Functional Plan. This could include data which shows whether it is having the desired outcomes and also its impact on members of different equality groups.

What monitoring data have you considered?

Station 18 and 19 Incident Data

Data shows that the combined area of Aintree (Station 18) and Croxteth (Station 19) saw a 3.1% increase (+37) in the overall number of incidents in 2019/20 when compared to 2015/16. The combined area has seen a reduction of 12.5% (-176 incidents) when comparing 2019/20 to 2018/19, the lowest since 2015/16.

The increased count of incidents over the five-year period is specifically related to increases in Special Service calls including:

<p>Facility Location Planner Analysis</p>	<p>assisting other agencies, effecting entry to property and road traffic collisions. It is worth noting that we have entered into arrangements with other blue light partners specifically to assist them (e.g. effecting entry to homes where a call for an ambulance has been made) and we do not aim to reduce those types of incidents. Other types of Special Services such as Road Traffic collisions are incident types we aim to reduce and work with communities to do so. This type of incident fits with our proposal for Long Lane to be a specialist rescue station.</p> <p>To identify the best possible location for a new merged station and Training Academy, MFRS utilised software called Facility Location Planner (FLP) which was developed by a supplier called Process Evolution. The software uses Lower Layer Super Output Area (LSOA) geography to identify the best location for a site within a given area. This process was simulated twice, initially for best performance and then for quickest response time.</p> <p>The map above shows the current fire stations, locations for the Lower Layer Super Output Area (LSOA) for the best performance (red border) and for the quickest travel time (blue border) and a parcel of land that has been identified as being large enough for a combined new fire station and Training and Development Academy (TDA).</p> <p>The LSOA selected for the best performance (red border) is impractical as this a residential area with no available land and it is not far from the existing fire station in Croxteth. The identified parcel of land is adjacent to the LSOA for quickest response times (blue border), which is a more suitable area for development given main roads are close by and it is not a residential area. We therefore consider that the location is the best that we can practically achieve.</p>
<p>Response Time Analysis</p>	<p>The Service has utilised Route Finder software to simulate the response time to each Life Risk incident during 2019/20 from the proposed site on Long Lane to incidents within the existing Aintree and Croxteth station areas only.</p> <p>The table above shows the average response time of 3m 55 seconds is 34 seconds quicker than from the current stations. A</p>

<p>Legal Implications</p>	<p>conditions and training provision for MFRA personnel. If the station merger is approved the implications to our staff will be carefully considered and managed by the Aintree and Croxteth station management teams and POD. This will include engagement with representative bodies and staff and take account of employee’s personal circumstances. Any outcomes will be logged in this EIA and considered by the project board.</p> <p>It is considered that in carrying out the extensive twelve-week consultation that is proposed, the Authority will be fully complying with legal requirements and best practice guidelines. The outcomes of this twelve-week public consultation process will be fully reported to Authority prior to a decision being made. Dialogue continues with the owner’s representative of the Long Lane site, however any agreement for the purchase of the land would be subject to full Authority approval. The legal searches and draft terms for any conditional exchange continue to be undertaken. Subject to Fire Authority approval to purchase the identified site and feedback from the public consultation, the legal parameters for the sale of the two existing fire stations that are proposed to merge would also be sought and executed as appropriate.</p>
<p>Risk Management, Health and Safety and Environmental Implications</p>	<p>A risk register has been developed to manage and mitigate associated risks. The register is reviewed regularly at the Project Board. The Chair/Vice Chair of the Project Board or Project Manager escalate risks by exception to the project’s Executive Group. MFRA will reduce any associated corporate risk by completing extensive consultation on the proposed station merger. Any outcomes from the consultation and EIA process that potentially pose risks will be included in the risk register.</p>
<p>Demographics of the merged area</p>	<p>The proposed merged station area of Aintree and Croxteth has a combined population of 108,857 people, making the proposed station area the second largest in Merseyside. There are approximately 16,645 residents above the age of 65, this is 15.3% of the area’s population, this is below the Merseyside average of 18% and proportionally the 7th lowest station area for over 65s. Concerning ethnic backgrounds of residents, according to the</p>

	<p>2011 census, 93.1% of local residents are White British. Overall, the merged station area lies within the 10-20% most deprived LSOA's within England.</p>
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5. Consultation

Summarise any consultation you have had ,when developing the Projects/Events/Consultation/Functional Plan etc. with any protected groups (listed in 6 below) both internally and externally to the organisation about how the objectives might impact them either positively or negatively or natural

Engagement – The project manager has engaged extensively with the Chairs and Vice Chairs of the staff networks.

Station Change Methodology – The station change methodology is informed by station merger projects in Knowsley, Wirral and St. Helens. The project team has engaged with staff to gather lessons learned which will inform the current project e.g. learning from accessibility audits from other MFRA sites.

TDA Development – The project team and TDA staff have engaged extensively with other FRS's in order to gather information on lessons learned during capital build projects. There has been a particular focus on recent training and development projects in neighbouring Service's such as Cheshire and Manchester.

National Resilience – MFRA have engaged extensively with each of the capability leads to ensure that we have best practice examples from the sector lead delivery model for our training zones.

6. Conclusions - Provide any conclusions ascertained from section 2 to 5 above about the equality Impacts for each protected group – Describe the impact in terms of negative, positive or neutral.

(a) Age

People in this group are likely to fall into our vulnerable category, 15.3% of the merged area population are within this age group – though this merged station area has below the Merseyside average for over 65's. The largest concentrations of persons above the age of 65 are within the wards of West Derby (Liverpool) and Molyneux (Sefton). There are numerous sheltered housing locations, particularly in the existing Croxteth station area (359 against 66 in Aintree), though even in combination, this makes up only the 9th most populous station area for such housing. The

number of people aged over 65 is increasing significantly across Merseyside. People are living longer but live with poor health for longer.

Positive Impact: The new build will consider accessibility for all.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(b) Disability (including mental, physical and sensory conditions)

Positive Impact: The new build project will consider disability access requirements.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(c) Race (include: nationality, national or ethnic origin and/or colour)

According to the 2011 census, 93.9% of the merged area population is recorded as British white. Whilst there are small populations of Asian, Middle Eastern and European people, there is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(d) Religion or Belief

Positive Impact: The new build project will consider facilities to practice religion or belief.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(e) Sex (Gender)

Positive Impact The new build project will consider accommodation and facilities that are inclusive and appropriate for all.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(f) Gender Reassignment

Positive: The new build project will consider accommodation and facilities that are inclusive and appropriate for all.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(g) Marriage or Civil Partnership

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(h) Pregnancy and Maternity

Positive: The new build project will consider facilities for nursing mothers

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

(i) Sexual Orientation

The new build project will consider accommodation and facilities that are appropriate for all irrespective of their sexual orientation

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.

(j) Socio-economic disadvantage

There is much deprivation within the proposed area, particularly within the: Croxteth, Norris Green and parts of Fazakerley wards, though there are less deprived areas including: West Derby and Aintree Village. Analysis has shown an improvement in average response times, so regardless of whether how deprived an area is, we are still able to achieve the 10 minute response standard. There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic

7. Taking into account the information contained in the sections above what are the final Outcomes and Decisions

If the Projects/Events/Consultation/Functional Plan etc. or any of its objectives will have the potential to have a negative impact on members of one or more of the protected groups, explain how this will be managed or mitigated or justified as being an appropriate and necessary means of achieving the legitimate aims and objectives.

The information provided in this EIA explain the ways in which different protected groups may be affected by the aims and objectives set out in the proposed project.

It is believed that the proposals that are contained within the project offer the best service provision in the circumstances.

This is a draft EIA that will be added to during the consultation period for the proposed project.

8. Equality Improvement Plan

The following activities have been identified by the ED&I Team as part of the EIA reviewing and signing off process. They will assist with the improving implementation, ensuring that Equality Impacts are assessed and reviewed on an ongoing basis.

9. Equality & Diversity Sign Off

The completed EIA form must be signed off by the ED&I Team before it is submitted to Strategic Management Team or Authority.

Signed off by: Currently In Draft

Date: 22/062021

Comments:

See Action Plan in section 8 above

For any advice, support or guidance about completing this form please contact the DiversityTeam@merseyfire.gov.uk or on 0151 296 4236

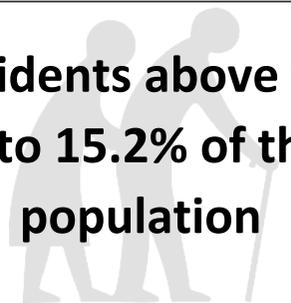
The completed form along with the related documents should be emailed to the ED&I Team at: DiversityTeam@merseyfire.gov.uk

Proposed Long Lane Site Station Profile

Primarily made up of the wards of: Warbreck, Fazakerley, Molyneux, Clubmoor, West Derby, Norris Green, Croxteth



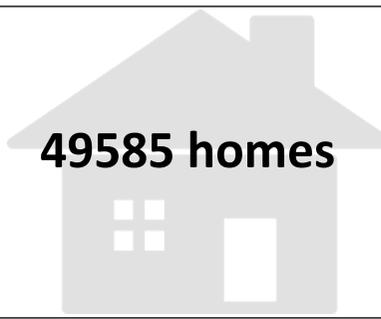
Has a population of **108857** residents,
equivalent to **6.5%** of Merseyside's total
population



Has **16645** residents above the age of 65.
Equivalent to **15.2%** of the station's
population



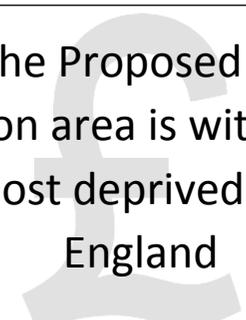
6.1% of residents are Black, Asian, Minority Ethnicity (including: non English, Welsh, Scottish and Northern Irish White population)



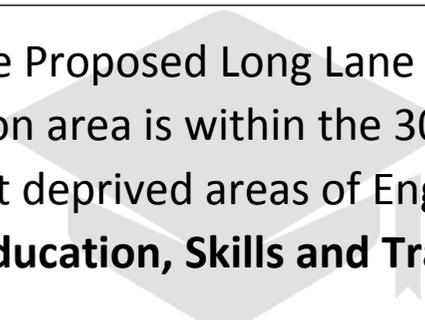
49585 homes



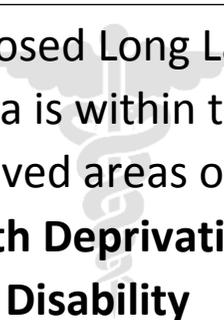
2528 places of work



Overall the Proposed Long Lane Site station area is within the 10-20% most deprived areas of England



The Proposed Long Lane Site station area is within the 30-40% most deprived areas of England for **Education, Skills and Training**



The Proposed Long Lane Site station area is within the 0-10% most deprived areas of England for **Health Deprivation and Disability**

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