



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



The Protocol and Procedure for visitors attending meetings of Merseyside Fire and Rescue Authority can be found by clicking [here](#) or on the Authority's website:

<http://www.merseyfire.gov.uk> - About Us > Fire Authority.

**R. Groves
Monitoring Officer**

Tel: 0151 296 4000
Extn: 4230 Gemma Sung

Your ref:

Our ref GS/RG

Date: 24 August 2021

Dear Sir/Madam,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION COMMITTEE** to be held at **1.00 pm** on **THURSDAY, 2ND SEPTEMBER, 2021** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

There are 10 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/B4uqLmspTAg>

Yours faithfully,

PP – G. Sung

Monitoring Officer

Encl.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY
COMMUNITY SAFETY AND PROTECTION COMMITTEE

2 SEPTEMBER 2021

AGENDA

Members

Lynnie Hinnigan
Pam Thomas
Kathy Hodson
Brian Kenny (Chair)
Paul Tweed
Janet Grace
Linda Maloney
Lynne Thompson
Edna Finneran

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 - 12)

The Minutes of the Previous Meeting, held on 8th April 2021, are submitted for approval as a correct record and for signature by the committee chair.

3. IMPLEMENTATION OF THE REVISED LEADERSHIP MESSAGE AND VALUES (Pages 13 - 20)

To consider Report CFO/056/21 of the Deputy Chief Fire Officer, concerning the agreement to the structured organisational implementation of the revised leadership message and Values for all employees in conjunction with a selected external partner.

4. **Equality, Diversity and Inclusion Annual Report 2020/21** (Pages 21 - 106)

To consider Report CFO/048/21 of the Deputy Chief Fire Officer, concerning the progress made against the Authority's ED&I objectives for 2017-2020. The Equality, Diversity and Inclusion Annual Report 2020/21/19 is attached to the report at Appendix A.

5. **SERVICE DELIVERY PLAN 2021-22 APRIL TO JUNE UPDATE** (Pages 107 - 182)

To consider Report CFO/049/21 of the Deputy Chief Fire Officer, concerning the scrutinising of performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2021/22 for the period April to June 2021.

6. **Protection Grants** (Pages 183 - 188)

To consider Report CFO/052/21 of the Deputy Chief Fire Officer, concerning a current update and future proposals in the spending of the various grants provided by Her Majesty's Government ('HMG') to enhance the ongoing and emerging Protection work.

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

8TH APRIL 2021

MINUTES

Present: Cllr Brian Kenny (Chair) Councillors Doreen knight, Emily Spurrell, Paul Tweed, Jan Grace, Linda Maloney, Lynne Thompson, Edna Finneran and Allan Brame

Also Present: N/A

Apologies of absence were received from:

1. Preliminary Matters

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

Members Resolved that:

- a) There were no declarations of interest made by individual Members, in relation to any items of business on the Agenda.
- b) There were no additional items of business which the Chair determined should be considered as matters of urgency.
- c) There were no items of business requiring the exclusion of the press and public during consideration thereof, due to the possible disclosure of exempt information.

2. Minutes of the Previous Meeting

The Minutes of the previous meeting, held on 2nd February 2021, were approved as a correct record and signed accordingly by the Chair.

3. Remote Authority Meetings

Members considered Report CFO/015/21 of the Acting Monitoring Officer, concerning the future of remote Authority meetings and request that the amendments made to standing orders and procedural rules for remote meetings are withdrawn on the condition the regulations do expire on 7th May 2021.

Members were given a brief overview of the report and were informed that the next full Authority meeting will be after the time the regulations are due to expire on 20th May 2021.

Members were advised that the Democratic Services Team are reviewing the maximum capacity for Members to attend meetings at Merseyside Fire and Rescue Service (MFRS) Headquarters in the Conference Suites. At the smaller

committee meetings, there will be enough room for all Members and the press/public to attend, but at the full Authority meetings this will be more difficult and there will be a limited number of spaces for press/public to be present. Due to this only at full Authority meetings the press/public gallery will be on a first come first serve basis, whereby the amount of seats available will be advised on the Agenda pack prior to the meeting.

Members were happy with the way MFRS have conducted themselves and have been Covid safe on their premises and welcomed the next stage of the process.

Members queried if it would be possible to support the recent challenge in the High Court in relation to remote meetings for local authorities as there would be a preference to keep a hybrid system in place for future meetings as remote meetings had benefits and for some are a preferred method of attendance, as it gives Members lots of flexibility. Members were advised that lots of organisations were keen to support the hybrid system for future meetings and that the legal matter had been put to the High Court. Members were informed that we await the outcome of this case.

Members resolved that:

- a) The legislation to hold Authority meetings remotely has not been extended, be noted;
- b) The Acting Monitoring Officer be instructed to review the options available to the Authority for face to face meetings to recommence that will be compliant with Government guidance;
- c) The removal of the amendments to the standing orders and procedural rules contained within Appendix B from the constitution subject to the Remote Meetings Regulations expiring on 7th May 2021, be approved; and
- d) The changes to the constitution as detailed in paragraph 8, be approved.

4. HMICFRS inspection self-assessment

Members considered Report CFO/017/21 of the Chief Fire Officer, concerning the inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) will start on 10th May and that a self-assessment (Appendix A) and document request have been submitted as part of the inspection process.

Members were given an overview of the report and were reminded that we have had previous inspections. The details of key changes since the first round of inspections was highlighted to Members.

Members were advised that Merseyside Fire and Rescue Authority (MFRA) had no areas of improvement identified in a way that others have done since the last inspection, although MFRA have continued to improve as a Service.

Members were advised that this inspection will run over a 6 week period and that it will be virtual due to Covid19.

Members resolved that:

The information contained in this report about MFRS's forthcoming HMICFRS inspection, be noted.

5. MFRA Volunteer Workforce Support to the Merseyside Vaccination Programme

Members considered report CFO/014/21 of the Chief Fire Officer concerning, the support provided by Merseyside Fire and Rescue Authority (MFRA) volunteer workforce to health colleagues to support the delivery of the Covid19 vaccination programme.

Members were given a presentation updating the Authority on the utilisation of volunteers, to support the response to the pandemic.

Group Manager Mark Thomas introduced the following presentation – Merseyside Fire and Rescue Service Supporting the Vaccination Programme.

Members were updated with the following timeline:

- Covid19 arrived on the planet in December 2019
- On 31st January 2020, coaches from London carrying passengers from Wuhan were quarantined in Wirral (the start of the journey regarding Covid19 and the start of a huge multi agency response locally)
- March 2019 (6 weeks later) lockdown began and before Boris had even given this lockdown speech, clinical trials to find a vaccine against the Sars Covid 2 virus had begun across the globe
- April 23rd 2020 (4 weeks later) Dr Elisa Granato a Microbiologist was one of the first two people to trial the Oxford vaccine on 23rd April 2020
- MFRS officers co-opted onto various working cells as part of the multi agency response under the Local Resilience Forum (LRF), this split mid year to include vaccination cell which initially was focussing on hope that the flu vaccine would be delivered against a backdrop of Covid
- Then in October 2020 the cell was given information that the plan would not be used for Flu but for Covid vaccines which were in the advanced stages. Information was released that Covid vaccines would be ready (at scale) for deployment from 2nd December 2020 and plans were drawn up to deploy. It is hard to believe the pace.
- Structures were agreed through the LRF on a place based delivery model for Cheshire and Merseyside ~ 9 places
- 8th December 2020 Grandmother Margaret Keenan was the first person in the world to be given the Pfizer Covid19 vaccine as part of a mass vaccination programme

Since March 2020 MFRA staff had already undertaken various different tasks in support of the multi-agency response to the pandemic and with our well

established existing relationships with our health colleagues, it was asked what we could do to help.

MFRS asked the Nation Health Service (NHS) could they help and were told 'yes' they would appreciate the assistance. In December 2020 conversations were had with St Helens and Knowsley's NHS Teaching Hospitals Trust who were the designated workforce leaders for the vaccination programme. They wanted vaccinators and admin staff, so to begin with 60 volunteers from MFRS were provided.

All MFRS staff were asked if they would like to help and again staff volunteered their services in the hundreds. All staff (from every department of the service) stepped forward of their own accord as they all wanted to be a part of the solution to end the pandemic. Around 200 staff are part of the vaccination team.

Members were advised that there were challenges along the way. Protocols in law changed in January 2021 to allow non-medical staff to administer vaccines. Legal teams from MFRA, St Helens NHS and Knowsley NHS teamed up to work out liability and indemnity issues. Clearly there was a risk to MFRS staff administering injections without correct training, so a proper training regime was set up with NHS educators who had been reengaged to help the programme. Clinical negligence liability would fall under the NHS trust and the Authority would be indemnified, so there would be no risk to the Authority.

Training was given to staff by St John Ambulance initially, then NHS educators who had been redeployed from other frontline NHS duties and reengaged from retirement. There was online training plus face to face training meaning 136 vaccinators were now able to draw up, handle and administer the Oxford Astra Zeneca vaccine and the Moderna vaccine.

Before staff were deployed they were provided with welfare support which consisted of a 20 page induction pack, 15 page guidance document, risk assessment document and most importantly telephone numbers of managers - to communicate with staff and help them feel secure.

Vaccinations then started at the mass vaccination site in St Helens at the Rugby League Ground. The site is currently split into two levels – GP surgery on ground floor delivering inoculations and on first floor the Astra Zeneca vaccine. The 2nd floor will imminently start delivering Moderna vaccines.

Members were then informed of what MFRA staff in the programme had to say, which were all very positive and reassuring. Figures are received daily from the site and feedback from MFRS staff is too.

MFRS staff have made the following comments:

- A lady asked to have her photo taken whilst having her vaccine as she wanted to show her granddaughter and tell her this would go down in the history books.

- The setup is very slick and professional; those individuals I have worked with have been amazing. Listening to some of the comments from the members of the public is heart-warming and makes our efforts so much more special.
- A man I vaccinated said it was his first time out the house in 12 months and I was making it possible for him to meet his granddaughter for the first time. He has only ever met her over face time and he cannot wait to hold her in his arms.
- A lady very emotional how we were all there to do this and couldn't believe the fire service were involved.
- It ran like clockwork and I have met some fantastic people, it has been an honour to help out.
- I am so proud to say I am part of this amazing team.

Since 8th February 2021, around 5000 hours have been worked by MFRS staff, 18400 vaccinations have been administered by staff and 136 vaccinators & 55 support staff have assisted in this.

Members were then advised what will be happening next. MFRS will continue to work at the Mass Vaccination Site and will be supporting the second doses of the vaccine which started today. The Moderna vaccine will be arriving to the Mass Vaccination Site any day now and staff will be shown how to administer this. Staff are still volunteering their assistance daily. There are still more staff stepping forward daily to be trained as vaccinators and lots of things for staff to do to assist. MFRS will continue to support the communications task as 'vaccine hesitancy' is addressed and will contribute to ending the pandemic and help our communities to stay safe and alive.

Members were then shown a table of the cumulative percentage of total Covid deaths and the amount of vaccinations that are given to prevent deaths. It was explained that for every 1000 doses of vaccination that are given, 1 life can be saved. After MFRA have gave over 18000 vaccinations out, this figure shows how many lives have been contributed to being saved.

Members commended MFRS for their proactive response throughout the pandemic and were told that the local communities have been served so well in exceptional ways. The involvement in the vaccination programme is truly outstanding and Members are grateful as it is an amazing legacy for everyone involved.

Group Manager Thomas was thanked for an amazing presentation and was informed that the information that has been offered to Members today will be fed back to the Local Authorities.

Members were then asked to consider the figures of 65000 vaccinations delivered so far by the site in total to nearly 19000 vaccinations given by MFRA staff, which shows that 1 in 3 vaccinations have been given by a firefighter or member of MFRA staff. Teams have worked tirelessly with partners and have shared the learning beyond Merseyside – into Cheshire. People are safe and well thanks to MFRA's contribution, which is incredible to know and MFRA will continue to support this challenging environment.

Chief Fire Officer Phil Garrigan wanted to also record his thanks to the 200 staff that have assisted in this programme.

Members resolved that:

- a) the content of this report and the contribution of MFRA staff towards delivery of the vaccination programme with specific reference to deployment at the Merseyside Mass Vaccination Site, be noted; and
- b) Members formally agreed to add that they wish to record their sincere pride and gratitude to all relevant MFRS staff.

6. Current TDA Site Refresh - Increase to Capital Budget

Members considered report CFO/016/21 of the Chief Fire Officer concerning, an increase in the capital budget to support additional temporary classrooms and a general refresh of the facilities at the Training & Development Academy (TDA).

Members were given a brief introduction of the report, highlighting that there is a proposal in the 2021-24 draft IRMP to build a new TDA at Long Lane in 2023. Originally the current TDA site was planned for a full refresh costing around £5-6 million, but as a new TDA now may be agreed to be built, it is not worth spending that amount. Repairs etc still need to be completed on the current TDA site to meet the standard for training provisions which is why the request for £150,000 has been brought to the Authority.

The reasons for the additional needs to the site were brought to Members attention and they were advised that this is an interim arrangement.

Members asked for clarity regarding the Covid budget reserve that these costs are being used from to ensure there are sufficient funds to cover the costs and were informed that £300,000 was allocated to us from the Government at the end of last year. £200,000 is being carried forward into 2021-22 and MFRA premises are now Covid secure, meaning no more PPE is required, so Finance are confident the costs can be used from this budget.

Members resolved that:

- a) the TDA requiring investment in order to maintain the expected standards for training delivery in the forthcoming three years' subject to the proposed move to the new site on Long Lane (subject to approval), be noted; and
- b) the allocation of £150,000 to support the capital work required for the essential maintenance of the current TDA and National Resilience facilities, be approved.

Close

Date of next meeting: 1st February 2022

Signed: _____

Dated: _____

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY & PROTECTION		
DATE:	2ND SEPTEMBER 2021	REPORT NO:	CFO/056/21
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	NICK MERNOCK
OFFICERS CONSULTED:	LYNN HUGHES		
TITLE OF REPORT:	IMPLEMENTATION OF THE REVISED LEADERSHIP MESSAGE AND VALUES		
APPENDICES:	APPENDIX A	LEADERSHIP MESSAGE	

Purpose of Report

1. To seek Members' agreement to the structured organisational implementation of the Authority's revised leadership message and values for all employees in conjunction with an experienced and knowledgeable external partner.

Recommendation

2. That Members;
 - a) Approve the utilisation of I Leadership to deliver training for the introduction of the Authority's leadership message for all employees.

Introduction and Background

3. Members will recall that they approved a revised People Plan for 2021 - 2024, within which the Authority agreed a new leadership message and a new set of organisational values and behaviours which sets the tone for the organisations' culture and performance.
4. The revised leadership message was constructed utilising a number of high performing employees from all areas of the Service within diverse focus groups to ensure full consideration of all organisational perspectives and inclusion. Leadership messages are pivotal for organisations to create shared purpose and meaning in the workplace, fostering a strong sense of working towards common goals and a sense of organisational belonging. This leads to enhanced performance and outcomes.
5. From those groups, a further cohort of employees were invited to attend focus groups to test out initial findings and further enhance the message. The purpose of the engagement with staff at the outset was to help determine what is

important, what the drivers are, what stands out about working for the organisation and what employees value. The valuable insights gained during this process were fundamental in the creation of the leadership message.

6. The clear messages from our employees saw the Authority's Mission changed to a Vision:

To be the best Fire & Rescue Service in the UK. One team, putting its communities first

The proposed training will focus on understanding and acknowledging difference and enabling employees to work effectively together with the Vision and Purpose at the heart of everything they do.

7. A Purpose was also added, which is ;

Here to serve. Here to protect. Here to keep you safe

This captures the essence of public service and putting the community first.

8. The Vision and the Purpose will be delivered through the organisational aims of the Authority which are:
9. **Protect** -We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.
10. **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.
11. **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.
12. **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.
13. Our values define what we believe in and how we behave. Compassion, integrity and courage were the defining themes of our conversations; taken together they capture us at our best.
14. The values include key behaviours which ensure that the values are evident in everything we do. The full Leadership message is attached as Appendix 1.
15. Organisational values are integral to us recruiting, developing and retaining a high quality and engaged workforce. These values will be built into our recruitment, internal promotion and development systems and all employee

appraisals. The proposed training will help consolidate and embed these processes which are fundamental to our People Plan.

16. Many organisations fail in this area by just designing and enforcing a senior team designed leadership message and expect all employees to adopt it and engage with it. Values need to be more than words on a page so that they are lived and enacted every single day. It captures our story, our place and our community.
17. A key element of the leadership message is to create a connection to it so that all members of staff have clarity in how they contribute. It is not about communication it is about changing culture. This is why it is essential that the revised Leadership message and values are delivered to all our employees to ensure that the high level of engagement continues.
18. It is proposed to deliver employee workshops to embed the leadership message that will not be hierarchically based, but will be integrated sessions of both operational and non-operational employees of all grades and ranks promoting a shared view of the vision of acting as one team.
19. A key element of the engagement training will be to explore the ways in which each individual prefers to work and communicate and how those ways of working impact on individuals, teams and our communities. The proposed external training providers have a powerful assessment tool that explores the preferences of how each individual operates within a work environment, but also builds in an appreciation of how colleagues may work in a different way.
20. The ability to understand how we work, and also appreciate how others differ, aligns the organisation around common goals and maximises the performance potential of the workforce. It enhances and improves teamwork and reduces silo working, making us more effective.
21. To deliver effective cultural change it is recommended that an inclusive approach regardless of grade or position is integral to successful delivery of the leadership message. Leadership are an experienced training organisation, working with blue light organisations to deliver an impactful, inspiring and engaging way of using their assessment tool to explore people's preferences, identifying colours to denote different styles of working.
22. Using this type of assessment to identify preferences of how people engage with work will ensure the benefits of this approach are realised across the organisation. The delivery of such training with an independent facilitator will assist with their skills and expertise to engage staff who undertake the assessments and embed the communication and impact across the Service. This will help to deliver the leadership message from concept to application in the workplace.
23. It is the preference that all employees have the benefit of an individual assessment and development plan. Officers have considered whether it would be a viable option to carry out individual assessments for supervisory managers

in the first instance, and while this could still be pursued if Members wished, officers do not believe this would deliver the full extent of the benefits.

24. It is recognised that this is a considerable investment for Members to approve, but one that is recommended to embed the leadership message in order to continue to enhance the levels of engagement and organisational delivery. The revised values and behaviours support the creation of a more inclusive and externally focused culture as well as a more adaptive and responsive workforce to better respond to future demands and the proposed training would be instrumental in delivering this.
25. We are now at the point of entering the next phase with the revised leadership message and values and consequently this investment in complete organisational engagement will drive Merseyside Fire and Rescue Service forward into the next stages of its development and towards its establishment as the best Fire and Rescue Service.

Equality and Diversity Implications

26. The focus groups and interviews that took place with over a 100 staff when developing the leadership message were representative of all employees as well as the staff networks
27. The development prescribed within this report, and if approved in its entirety by members would consequently be delivered to all employees

Staff Implications

28. The engagement training, and the individual development plans would allow all employees to fully engage in moving the organisation forward, increasing engagement across all departments and develop a full subscription to the organisational values and comprehension of each individual's role and value within Merseyside Fire and Rescue Authority

Legal Implications

29. The Head of Procurement has advised officers and ensured the procurement of these services remain compliant with the Authority's contract standing orders.

Financial Implications & Value for Money

30. Through the work of the procurement team a considerable discount has been achieved based on the normal external costings which has seen a considerable reduction in the cost of what is a major organisational piece of work for approximately 1,000 employees.
31. The expected cost of the delivery of the course for all our employees will be £50,000

32. The cost of producing an individual development plan for every organisational employee would be £45,000
33. To only produce the individual organisational development plan for just supervisory managers would be £21,500
34. The cost of the total organisational implementation of this piece of work (£71,500 to £95,000 depending on the individual development plan role out option) would be funded from a virement from the Authority Training Reserve.

Risk Management, Health & Safety, and Environmental Implications

35. The success of the Service is built on the highly engaged and driven employees, all who contribute to the continual development of the organisation. Fully delivering and implementing these employee-owned and designed values and leadership message as proposed will contribute to organisational engagement, staff retention and future development of the Service.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

36. The organisation strives to be an employer of choice, that fully represents the diversity of the communities we serve and supports all employee development and organisational engagement.
37. The delivery of this training and development opportunity to all employees will enhance the staff engagement and fully embed our ways of working putting in place a platform for the future.

BACKGROUND PAPERS

GLOSSARY OF TERMS

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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.
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:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	2 SEPTEMBER 2021	REPORT NO:	CFO/048/21
PRESENTING OFFICER:	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	VICKY CAMPBELL
OFFICERS CONSULTED:	MICHELLE KIRK		
TITLE OF REPORT:	EQUALITY, DIVERSITY AND INCLUSION ANNUAL REPORT 2020/21		
APPENDICES:	APPENDIX A:	ED&I ANNUAL REPORT APRIL 2020 – MARCH 2021	

Purpose of Report

- To update members on the progress made against the Authority's ED&I objectives for 2017-2020. The Equality, Diversity and Inclusion Annual Report 2020/21/19 is attached to this report at Appendix A

Recommendation

- That Members consider and approve the ED&I Annual Report for publication on the Merseyside Fire & Rescue Service (MFRS) website in order to demonstrate Merseyside Fire and Rescue Authority's (MFRA) commitment to equality, diversity and inclusion and in order to demonstrate how it has met its Public Sector Equality Duty.

Introduction and Background

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

5. In order for public authorities to demonstrate they are meeting the PSED there is a number of specific duties which require public bodies including MF&RA to carry out:
 - a. Publish information to show their compliance with the Equality Duty, at least annually
 - b. Set and publish equality objectives, at least every four years.
6. The PSED states that all information above must be published in a way which makes it easy for people to access it.
7. We will publish and promote the report on our intranet Portal and Website in this Word version and copies will be available for request in braille, large font and different languages on request
8. This report includes information on the effect that our policies and practices have had on people who share a relevant protected characteristic, to demonstrate the extent to which we have furthered the aims of the general equality duty for our employees.
9. The report also provides our fourth gender pay gap report which is required by all Public Sector Bodies over 250 employees.
10. MFRA recognises that a representative workforce will provide a Fire and Rescue Service that respects and responds to the diversity of the local communities that it serves. For the purposes of comparison in this report, the general population of Merseyside has been used and the national fire and rescue service staff population is used where available as a further benchmark.

Equality and Diversity Implications

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

Staff Implications

12. Staff have been integral to the creation of this report through a number of processes including attending the ED&I Steering Group, Staff Networks and meetings with the Diversity and Consultation Manager and providing regular written communication updates. The data contained in the reports will be used by officers carrying out future Equality Impact Assessments, changes to services or development of employment and service delivery policies.

Legal Implications

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

Financial Implications & Value for Money

14. There will be no financial implications this year.

Risk Management, Health & Safety, and Environmental Implications

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

Contribution to Our Vision: To be the best Fire & Rescue Service in the UK.

Our Purpose: Here to serve, Here to protect, Here to keep you safe.

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

BACKGROUND PAPERS

GLOSSARY OF TERMS

MFRA	Merseyside Fire and Rescue Authority is the physical and legal entity. When writing reports MFRA is the "object".
MFRS	Merseyside Fire and Rescue Service is the service provided by MFRA. When writing reports MFRS is the "action"
E.G.	You are employed by the Authority (MFRA). The job you do forms part of the Service (MFRS) provided by the Authority (MFRA). If in doubt use MFRA.

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Merseyside Fire & Rescue Authority

Equality, Diversity & Inclusion Annual Report

April 2020 to March 2021



Alternative Formats

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

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

Arabic

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

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

Bengali

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Chinese

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

French

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

Somali

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

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

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Foreword

Welcome to our 2020-21 Equality, Diversity and Inclusion (ED&I) Annual Report, this is our eighth report, providing a wide audience with an account of our progress against our strategic ED&I objectives.

The last year has been challenging for everyone, the pandemic having shone a light on the inequalities that exist across communities, and whilst we know there is still more to do we are understandably proud of the work we have undertaken in response to a global crisis.

Throughout this period, we have been at the heart of our communities, making a difference, with staff volunteering to help deliver mass testing, mass vaccination, as well as delivering food parcels and prescriptions to the vulnerable and isolated.

We have also looked after our own staff, recognising that some have been more vulnerable than others, we have acted together to put our communities first.

We have also made significant inroads internally, strengthening our own organisational culture and promoting diversity and inclusion throughout the Service. Our staff networks have gone from strength to strength and our senior leaders are engaged and involved sponsors, supporting the networks and working with staff with protected characteristics to ensure their voice is heard. The Service has improved significantly as a result.

But it is the Network Chairs who have brought our diversity to life, sharing their beliefs, feelings and ambitions for the Service. We feel more inclusive now than we have over the whole of my career, and this is without doubt generated from within.

We have broadened our ED&I training and development opportunities for staff, remote learning and webinars have become a key way of learning fast. Offering us opportunities to involve more staff in training and ED&I sessions than would ordinarily have been the case.

We have undertaken our fourth Staff Engagement Survey since our last Annual Report and we are extremely pleased with the results which show that 88% of staff are engaged with the organisation (a very high level).

We are creating a fire and rescue service where everyone feels they belong and I am very proud of the progress that we have made, we understand that the more diverse we are the better we are able to respond to our communities – we know that and so do our partners, who share this ambition.

We understand the power of listening, so we will continue to listen to the voices and needs of our diverse staff and our communities to ensure we continue to develop and respond to the changing ED&I landscape and make MFRA services and employment inclusive for all.

Chief Fire Officer

Phil Garrigan – Senior Sponsor for ED&I

In January 2020 I was fortunate enough to be able to represent MFRS as a part of the Fire Diversity & Inclusion Network in London at its first ever meeting. The aim of the Network is to create a positive impact on ED&I within Fire Services nationally. It is hoped that by contributing experiences, strengths and successes it will allow good practice to be shared and celebrated.

From this first meeting I was aware of how forward thinking MFRS is, planning and putting things in place now that will support the many divergent aspects of ED&I both now and in the future. In the short time since January 2020, despite the Covid-19 Pandemic, MFRS have pro-actively moved ahead, recognising and celebrating diversity, meeting the needs of both their staff and public with protected characteristics. The Strategic Leadership Team, acting as champions of the various newly developed and regenerated networks, LGBT, BAME, and Gender, is exceptional and apart from demonstrating significance this will have a practical positive impact for the members of the networks. Reading through the ED&I Annual Report 2021 I really do find it inspiring that so much credence and action has been applied, ED&I is now embedded in the Service, included in annual plans and therefore becomes a part of the Service Delivery Plan.

As Authority members it is our role to act as a 'critical friend', so we will always find questions to ask! The fact that the ED&I training programme has continued, albeit remotely, is yet another significant achievement, raising awareness is in itself a huge task. Supporting the vulnerable in our communities is something MFRS excels at. During Lockdown many residents had their food parcels delivered by MFRS staff, and an amazing achievement was the training of staff to deliver vaccinations to protect the lives of so many. There is so much more, such as working with the Anthony Walker Foundation, leading and inspiring by example in the Princes Trust and Fire Cadets, the Beacon Project or Healing Together. I am always amazed by what is achieved by MFRS, I am immensely proud and privileged to be a member of the Authority, this report epitomises why.

Cllr Jan Grace

Authority Lead Member for Equality and Diversity 2020/21

Introduction to this report and our governance of ED&I

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

This year's report provides an overview of:

- Progress made in the final year of our Equality Objectives 2017 – 2020 (including our Gender Pay Gap figures as at March 2021)
- An overview of our new Equality Objectives for 2021 – 2024
- Highlights of our Staff Engagement Survey results
- Highlights from our local plans in relation to delivery of ED&I objectives for 2021-22
- Delivery of ED&I events during the year

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

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

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

The ED&I team hold regular equality engagement meetings with the Representative Bodies (trade unions and staff associations), Staff Networks, and a variety of other

stakeholders to ensure that they are aware of the ED&I developments and have an opportunity to contribute to the consideration of the ways in which ED&I influences the provision of our fire and rescue services.

Equality Impact Assessments (EIAs) are carried out on policy, strategic and service delivery (including changes), these are attached to the governance documents when approved by the Authority, they are published on our website www.merseyfire.gov.uk with Authority meeting papers.

Equality Objectives - Progress 2020-21

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

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

- **Equality Objective 1**
Create a strong cohesive organisation that is positive to rising to the future challenges we face.
- **Equality Objective 2**
Ensure that people from diverse communities receive equitable services that meet their needs.
- **Equality Objective 3**
Reducing fires and other incidents amongst the vulnerable protected groups
- **Equality Objective 4**
To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to:
 - eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act,
 - advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't.
- **Equality Objective 5**
To continue to aspire to achieving excellence, or equivalent in a Fire and Rescue Service Equality Framework

This year we have reviewed and refreshed our Equality Objectives to reflect our aims and plans for 2021-24. We were happy that our objectives still reflect what we want to do as an organisation and only minor changes have been made. Our Objectives for 2021-24 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 practice and benchmarking tools within the Fire & Rescue Service and other sectors

Full details of our new Equality, Diversity and Inclusion objectives for 2021-24 can be found in Appendix 1, on page 71 of this report

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

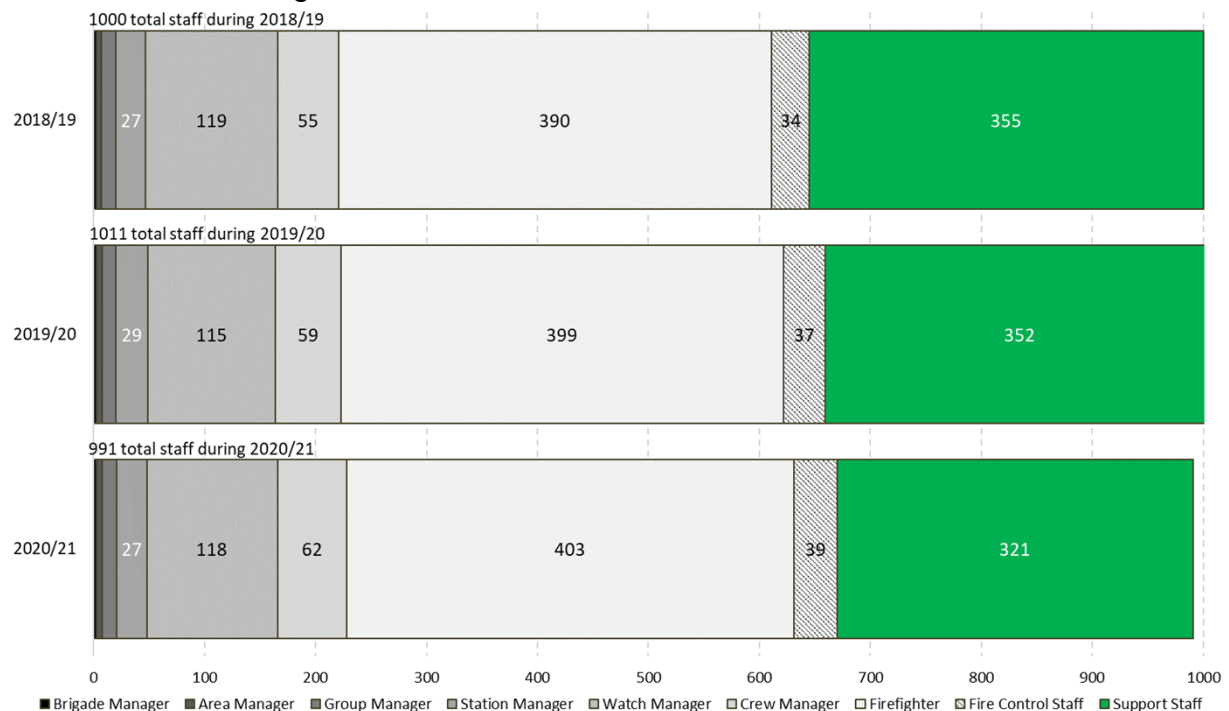
Equality Objective 1-

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

The following equality analysis data tables and charts demonstrate our progress in relation to the workforce at MFRA, showing diversity in relation to staff in post, recruitment, leavers and flexible working requests. We have also provided a benchmark to other fire and rescue services to demonstrate our progress in relation to the national diversity agenda. The equality analysis shows the breakdown of the workforce by gender, age, ethnicity, disability and religion and/or belief and sexual orientation. **All data provide within this report is based on head count as at 31th March 2021.**

Staffing Structure

Data chart 1: Staffing Structure over time



Key Results – Analysis of the staffing structure over time

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

- Over the 3-year period, total employees have reduced by 9, from 1000 during 2018/19 to 991 during 2020/21.
- Overall Operational personnel (shown as grey in the chart above) account for 63.7% of total staff (or 631)
- In combination, numbers of Firefighters and Crew Managers reduced by 3 during 2019/20, but overall they have increased from 445 during 2018/19 to 465 during 2020/21.
- Watch Managers have reduced by 1, from 119 during 2018/19 to 118 during 2020/21.
- Station Managers have reduced by 1 over the 3-year period, however there has been an increase of 3 when comparing 2020/21 to 2019/20.
- Fire Control has seen a number of new staff join the team as part of our workforce planning arrangements ensuring we maintain staff numbers at the required level. During 2020/21 Fire Control staff account for 3.9% of total workforce headcount.
- Support staff numbers have fallen year on year, from 355 during 2018/19 to 321 during 2020/21. During 2020/21 Support staff accounted for 32.4% of total workforce.

Analysis of MFRS Staffing 2020/21

Data table 1: Analysis of staffing by Gender

Role	Position	Total	Gender		
			Male	Female	% Female
Operational Staff	Brigade Manager	3	3		0.0%
	Area Manager	5	5		0.0%
	Group Manager	13	13		0.0%
	Station Manager	27	26	1	3.7%
	Watch Manager	118	115	3	2.5%
	Crew Manager	62	59	3	4.8%
	Firefighter	403	345	58	14.4%
	Sub Total	631	566	65	10.3%
Fire Control Staff	Group Manager	0	0	0	0.0%
	Station Manager	0	0	0	0.0%
	Watch Manager	11	1	10	90.9%
	Crew Manager	7	1	6	85.7%
	Firefighter	21	1	20	95.2%
	Sub Total	39	3	36	92.3%
Support Staff	Grades 12+	28	19	9	32.1%
	Grades 6-11	216	109	107	49.5%
	Grades 1-5	74	22	52	70.3%
	Apprentices	3	2	1	33.3%
	Sub Total	321	152	169	52.6%
Grand Total		991	721	270	27.2%

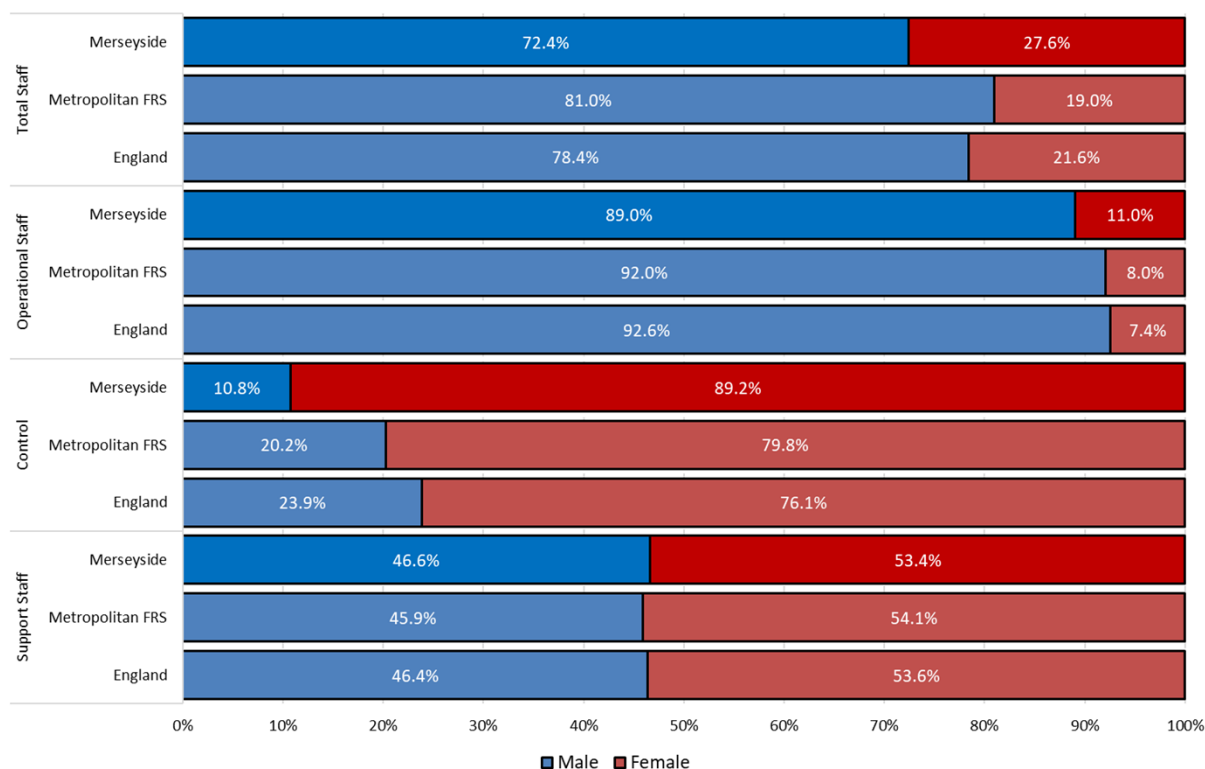
Key results – of staffing by gender

Data table 1 identifies the following when looking at the data by gender for 2020/21:

- There were 270 women working for MFRS, accounting for 27.2% of the total workforce.
- Women accounted for 65 or 10.3% of Operational staff, 36 or 92.3% of Fire Control staff and 169 or 52.6% of Support Staff.
- The highest ranked Operational woman was Station Manager. In Fire Control, there were 10 female Watch Managers and for Support Staff, 9 from 28, or 32.1% posts at Grade 12 and above, are held by women.

Home Office Data – Benchmarking (Gender¹)

Data chart 2: Benchmarking Gender using Home Office Data



Key Results of Benchmarking gender against the national statistics

Data chart 2 compares MFRS to the Metropolitan fire and rescue services² and against fire and rescue services nationally on the topic of gender. The chart shows that:

- Overall in 2020/21, proportionally Merseyside had more women (27.6%) in the organisation than both the Metropolitan group (19%) and for English FRS (21.6%) as a whole.
- Concerning Operational Staff, proportionally Merseyside employs more women (11%) than the benchmark groups. Metropolitan groups (8%) and for English fire and rescue services as a whole (7.4%)
- Concerning Fire Control, Merseyside had a lower proportion of men (10.8%) than the benchmark groups. The Metropolitan group was 20.2% and the English fire and rescue services group was 23.9%

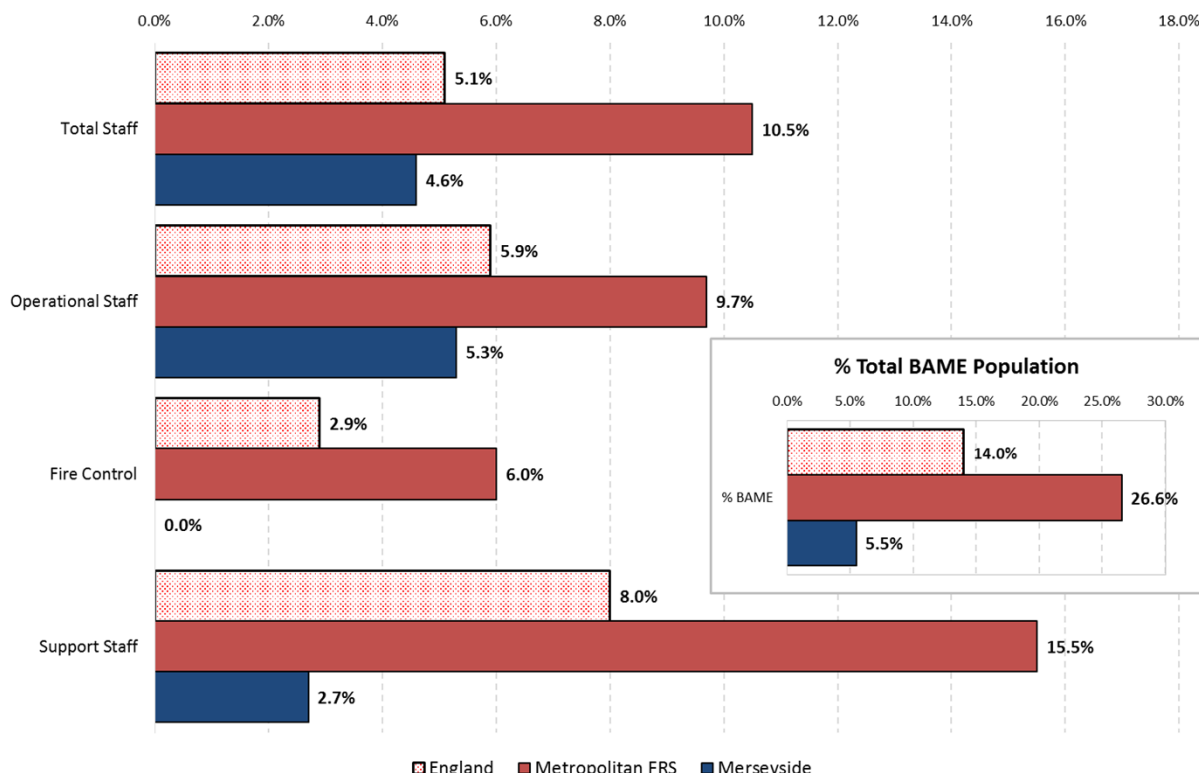
¹ Benchmarking data is based on the employee data supplied to the HO for the year 2019/20 and as such will differ from MFRA's 2020/21 data

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

- For Support Staff, in MFRS the proportions of the male and female workforce were slightly more balanced than the benchmark groups, with 53% of employees being female.

Home office - Benchmarking (Ethnicity)³

Data chart 3 Benchmarking Ethnic Origin



Key results of Benchmarking Ethnic Origin against national statistics

Data chart 3 compares MFRS to the Metropolitan fire and rescue services⁴ and against fire and rescue services nationally on the topic of ethnicity. The smaller inset chart provides the proportions of Black and Minority Ethnic (BAME) populations at an England and Metropolitan fire and rescue service level and locally within Merseyside⁵

³ Benchmarking data is based on the employee data supplied to the HMIC for the year 2019/20, so there are some differences with MFRS data which is 2020/21

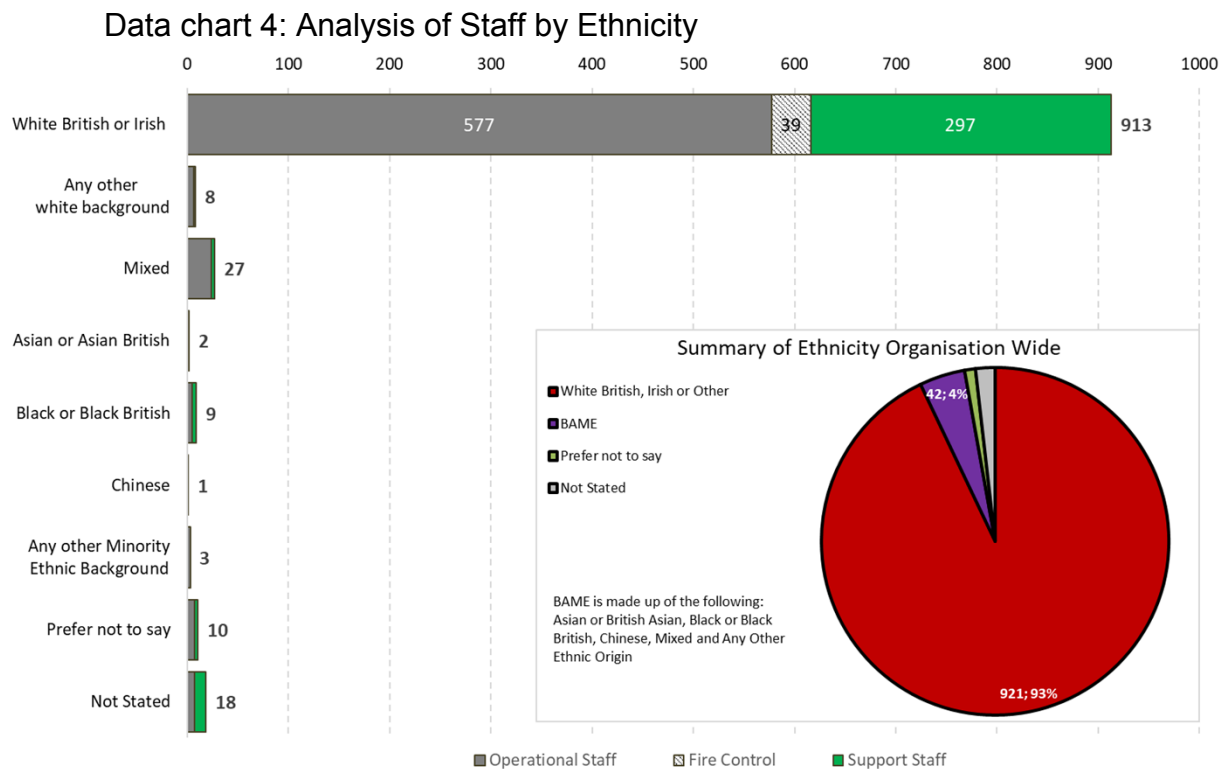
⁴ Merseyside fire & Rescue Service is a member of the Metropolitan Fire & Rescue Service (Met) family group. Please note in the Met calculation Merseyside is INCLUDED within this group.

⁵ Based on Census 2011 figures

The charts show that:

- The proportion of BAME employees in operational roles (5.3%) is very close to the local population (5.5%). We believe this to be the most accurate comparison in relation to MFRS being representative of our own communities and it shows the success of our positive action work in Merseyside. When compared to both the English average (5.1%) and Metropolitan fire and rescue services (10.5%), MFRS had proportionally fewer Black and Minority Ethnic (BAME) members of staff regardless of role (4.6%), but this comparison can be misleading due to significant differences in the proportions of BAME people throughout the country.
- Despite our success in relation to operational staff, we know that we can still improve and our continued positive action work will help us do that.

Analysis of Staff by Ethnicity



Data Table 2: Breakdown of Ethnic Origin by role

Role	Position	Total	White British or Irish	BAME	Any Other White	Prefer Not To Say	No Data
Operational Staff	Brigade Manager	3	3	0	0	0	0
	Area Manager	5	5	0	0	0	0
	Group Manager	13	11	1	0	0	1
	Station Manager	27	24	3	0	0	0
	Watch Manager	118	106	7	1	2	2
	Crew Manager	62	60	1	1	0	0
	Firefighter	403	368	22	4	5	4
	Uniformed Sub Total	631	577	34	6	7	7
Fire Control Staff	Area Manager	0	0	0	0	0	0
	Group Manager	0	0	0	0	0	0
	Watch Manager	11	11	0	0	0	0
	Crew Manager	7	7	0	0	0	0
	Firefighter	21	21	0	0	0	0
		Control Sub Total	39	39	0	0	0
Support Staff	Grades 12+	28	28	0	0	0	0
	Grades 6-11	216	195	8	2	3	8
	Grades 1-5	74	72	0	0	0	2
	Apprentices	3	2	0	0	0	1
		Support Sub Total	321	291	8	2	3
Total		991	933	42	8	10	18

Key results by Ethnic Origin by role

Data chart 4 identifies that in 2020/21:

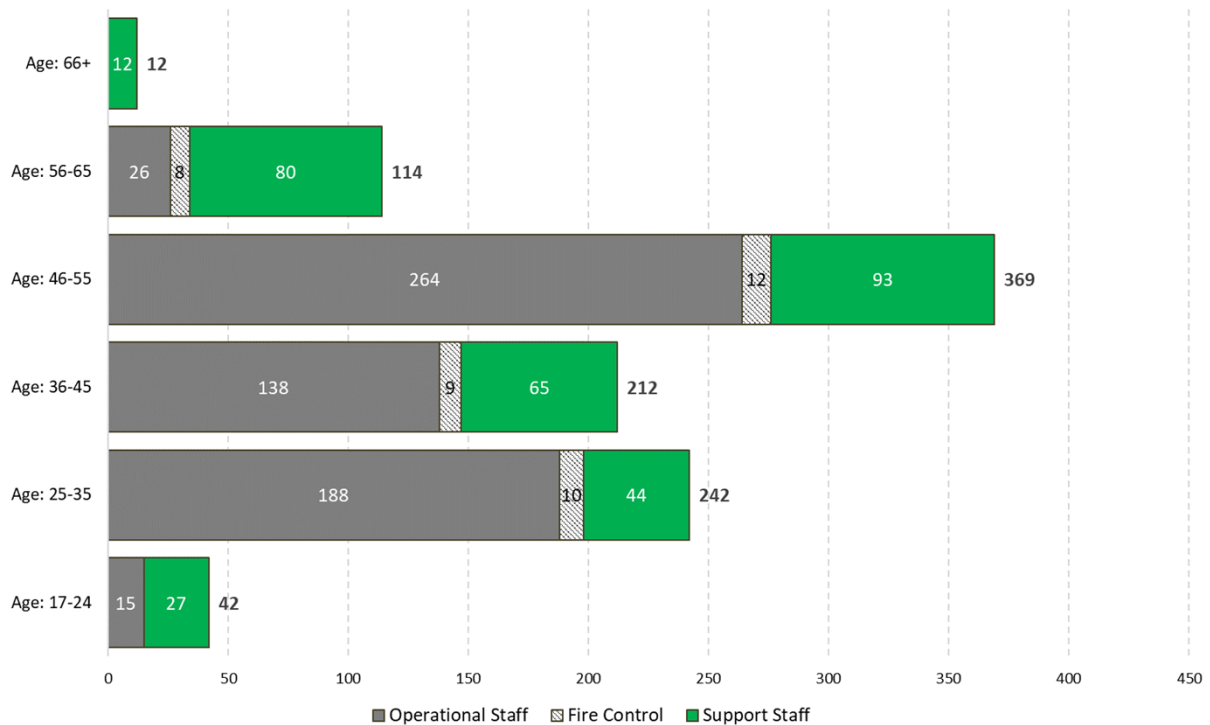
- Regardless of role, the most prominent ethnicity at Merseyside Fire & Rescue Service during 2019/20 was White British with 933 members of staff or 92% overall.
- In total 42 members of staff (4.2%) were classified as BAME (Black, Asian and Minority Ethnic)

Data table 2 provides a further breakdown of staff ethnicity by role, there were:

- One senior member of staff from a BAME background (Group Manger)
- Three Station Managers
- Seven Watch Managers
- Eight Support Staff grade 6-11

Analysis of staff age structure by role (Uniformed, Support Staff and Fire Control)

Data chart 5: Analysis of staff age structure

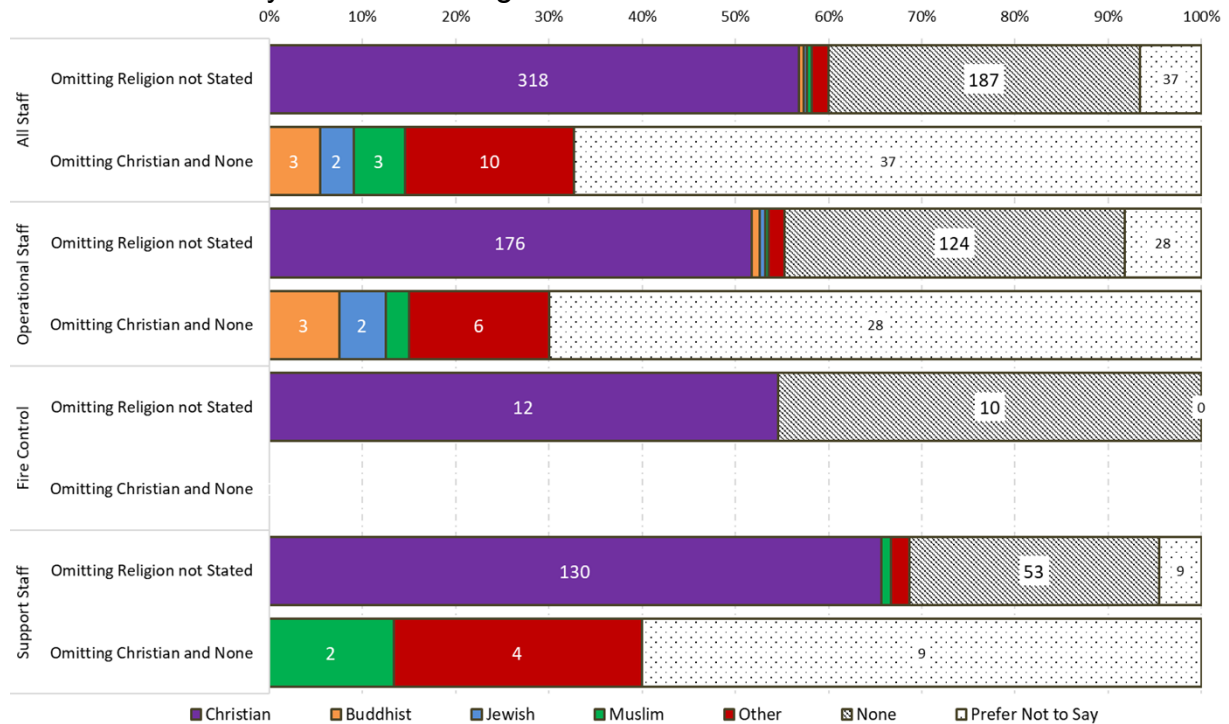


Key Results – Staffing by Age

Data chart 5 identifies that in 2020/21:

- The majority of staff (regardless of role) were between the age of 46-55.
- Concerning ages above age 56 – 65, there were fewer Operational Staff members (26) with the majority being Support Staff, (80)
- There were no Operational Staff above the age of 66+
- When looking at the lower age range, there was a total of 42 staff aged 17-24, of which 27 are Operational Staff and 15 are Support Staff.

Data chart 6: Analysis of Staff Religion



Key Results – Breakdown of religion across the service.

Data chart 6 provides a breakdown of religion across the service, based on valid data (the data that has been provided to us by staff). The chart identifies that:

- Christianity is the most common religion with 318 members of staff stating that they are Christian. This is 56.8% of the valid data.
- This is then followed by staff who have no religion, accounting for 187 or 33.4% of the valid data.
- Minority religions including Judaism, Buddhism and Islam account for 2.7% of the valid data.

Analysis of Staff Disability

Data table 3: Analysis of Staff Disability

Role	Position	Total	Yes	No	No Data
Operational Staff	Brigade Manager	3	0	3	0
	Area Manager	5	0	3	2
	Group Manager	13	0	8	5
	Station Manager	27	0	20	7
	Watch Manager	118	2	49	67
	Crew Manager	62	0	31	31
	Firefighter	403	5	226	172
	Sub Total	631	7	340	284
Fire Control Staff	Group Manager	0	0	0	0
	Station Manager	0	0	0	0
	Watch Manager	11	0	5	6
	Crew Manager	7	0	2	5
	Firefighter	21	2	12	7
	Sub Total	39	2	19	18
Support Staff	Grades 12+	28	0	15	13
	Grades 6-11	216	7	125	84
	Grades 1-5	74	1	38	35
	Apprentices	3	0	2	1
	Sub Total	321	8	180	133
Total		991	17	539	435
% of total response			1.7%	54.4%	43.9%
% of valid data (count = 556)			3.1%	96.9%	

Key Results – in relation to disabilities

Data table 3 shows that:

- In relation to disability, only 56.1% of data is valid, meaning that this proportion of staff have updated their records with disability data. This is a 12% improvement on the previous year's data, but we will continue to encourage staff to provide this data to ensure we have a full picture of how disability affects our workforce.
- Where staff have provided this data, it shows that there are 17 members of staff who have a disability, this equates to 3.2% of the valid data.

Where staff tell us that they have a disability, we work with them and Access to Work (an organisation that provides assistance to people with disabilities) to make reasonable adjustments to help them carry out their role.

Analysis of staff Sexual Orientation

Data table 4: Analysis of staff Sexual Orientation

Role	Position	Total	Hetero sexual	Gay / Lesbian	Bi sexual	Self-described	Other	*PNTS	No Data
Operational Staff	Brigade Manager	3	3	0	0	0	0	0	0
	Area Manager	5	3	0	0	0	0	0	2
	Group Manager	13	6	0	0	0	0	0	7
	Station Manager	27	17	0	1	0	0	1	8
	Watch Manager	118	38	1	2	2	0	3	72
	Crew Manager	62	22	0	0	0	0	3	37
	Firefighter	403	199	14	12	0	2	12	164
	Sub Total	631	288	15	15	2	2	19	290
Fire Control Staff	Area Manager	0	0	0	0	0	0	0	0
	Group Manager	0	0	0	0	0	0	0	0
	Watch Manager	11	2	0	0	0	0	1	8
	Crew Manager	7	4	0	0	0	0	0	3
	Firefighter	21	15	0	0	0	0	0	6
	Sub Total	39	21	0	0	0	0	1	17
Support Staff	Grades 12+	28	13	0	0	0	0	0	15
	Grades 6-11	216	121	3	1	0	1	9	81
	Grades 1-5	74	45	0	1	0	0	1	27
	Apprentices	3	2	0	0	0	0	0	1
	Sub Total	321	181	3	2	0	1	10	124
Total		991	490	18	17	2	3	30	431
% of total response			49.4%	1.8%	1.7%	0.2%	0.3%	3.0%	43.5%
% of valid data (count = 560)			87.5%	3.2%	3.0%	0.4%	0.5%	5.4%	

*PNTS – Prefer not to say

Key Results – in relation to sexual orientation

Data table 4 shows that:

- Across the Authority, 43.5% of staff have not recorded their sexual orientation, however, this is improving year on year, based on the valid count of 560 (up from 527 the year before),
- We will continue to stress to staff the importance of recording this information.
- 87.5% of staff reported that they were Heterosexual, which is below the national average of 93.7%⁶
- 3.2% said they were either Gay/Lesbian,
- 3.0% described themselves as Bisexual,

⁶ Office of National statistics May 2021.

<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2019>

- 5.4% preferred not to say
- 0.9% reported that they were either self-describing or other.

New Starters and Leavers

Data table 5: Analysis of New Starters by Gender

Role	Position	Total	Gender		
			Male	Female	% Female
Operational Staff	Brigade Manager	0	0	0	N/A
	Area Manager	0	0	0	N/A
	Group Manager	0	0	0	N/A
	Station Manager	1	1	0	N/A
	Watch Manager	1	1	0	N/A
	Crew Manager	0	0	0	N/A
	Firefighter	57	53	4	7.0%
	Sub Total	59	55	4	6.8%
Fire Control Staff	Group Manager	0	0	0	N/A
	Station Manager	0	0	0	N/A
	Watch Manager	0	0	0	N/A
	Crew Manager	0	0	0	N/A
	Firefighter	4	0	4	100.0%
	Sub Total	4	0	4	100.0%
Support Staff	Grades 12+	1	1	0	N/A
	Grades 6-11	12	8	4	33.3%
	Grades 1-5	4	1	3	75.0%
	Apprentices	1	1	0	N/A
	Sub Total	18	11	7	38.9%
Total		81	66	15	18.5%

Key Results – New Starters by Gender

Data table 5 shows that during the period 1st April 2020 – 31st March 2021:

- There was a total of 81 new employees within MFRS.
 - Of these new starters, they were predominantly men; 66 of the total (81.5%).
 - Concerning Operational (fire fighter) recruitment, there were 4 women, which equated to 7.0% of new recruits
 - Within Fire Control there were 4 new starters; all were women
 - Support staff; 7 new starters were women, equal to 38.9%.

Data table 6: Analysis of Leavers by Gender

Role	Position	Total	Male	Female	% Female
Operational Staff	Brigade Manager	0			N/A
	Area Manager	0			N/A
	Group Manager	0			N/A
	Station Manager	4	4		N/A
	Watch Manager	9	8	1	N/A
	Crew Manager	3	1	2	N/A
	Firefighter	33	29	4	12.1%
	Sub Total	49	42	7	14.3%
Control Staff	Group Manager	0			N/A
	Station Manager	0			N/A
	Watch Manager	0			N/A
	Crew Manager	0			N/A
	Firefighter	2	1	1	50.0%
	Sub Total	2	1	1	50.0%
Support Staff	Grades 12+	7	3	4	57.1%
	Grades 6-11	23	16	7	30.4%
	Grades 1-5	8	3	5	62.5%
	Apprentices	8	5	3	37.5%
	Sub Total	46	27	19	41.3%
Total		97	70	27	27.8%

Key Results – leavers by Gender

Data table 6 shows that during the period 1st April 2020 – 31st March 2021:

- 97 members of staff left MFRS.
 - Leavers were predominantly men, at 70 of the total (72.2%).
 - Concerning Operational leavers, 7 were women, equating to 12.1%,
 - Within Fire Control there were 2 leavers, 1 man and 1 woman
 - Support staff; there were 46 leavers, of which 19 were women, equal to 41.3%.
 - When leavers and new starters are compared there were proportionally more women leaving (27.8%) than starting (18.5%).

Leavers can complete Exit questionnaires and interviews if they wish to and we act upon any matters that arise from those returns by sharing those questionnaires /interview which contain any recommendations with Senior Manager for that department to implement if feasible/appropriate.

Flexible Working

In total there were 11 requests for flexible working during 2020/21, of which 9 were accepted by the Flexible Working Panel, 1 was withdrawn and 1 was ongoing at the time the data was collected. Of this total, 9 were from women and 2 were from men.

When analysed by age, there was:

- 1 request from the 21-30 age group,
- 7 requests from the 31-40 group,
- 1 request from the 41-50 group,
- 2 requests from the 51-60 group

When analysed by ethnicity:

- The majority of requests (10) were from White British or Irish members of staff
- 1 requester was of Asian or Asian British ethnicity.

No requesters stated that they had a disability.

Highlights in relation to Objective 1 during 2020-21

Positive Action

The year our normal activities around Positive Action recruitment have been limited due to Covid restrictions. Our Recruitment team have not been in a position to visit stakeholders or accommodate any “Have a Go Events” or station visits. However, the Team have kept in contact with stakeholders and ensured details of vacancies were circulated.

Positive Action activities will commence again as restrictions ease in line with the Government Covid Road Map. The Recruitment team are planning to broaden the programme of work by working closely with our Staff Networks with regards to stakeholder engagement. In addition, the team are engaging and building relationships with The Anthony Walker Foundation and looking to work with them to engage with more young people from underrepresented groups. We will be reviewing our communications around Positive Action too to help us engage more with underrepresented groups.

Gender Pay Gap

The gender pay gap reporting obligations are included in the Public Sector Equality Duty (PSED). This section reports on our fourth gender pay gap exercise which based on data taken as at 31st March 2021. Gender pay gap figures are based on a total of 959⁷ staff in scope for this exercise; 703 (73.3%) were male and 256 (26.7%) were female.

Measure 1: Mean gender pay gap

This measure is the difference between the mean (average) hourly rates of pay for male and female full pay relevant employees. A negative percentage indicates that women are paid less than men and a positive pay gap reflects the opposite.

Data table 7: Mean Gender Pay Gap 2020/21

Staff group	Male hourly pay £	Female hourly pay £	Pay gap £	2020/21 Pay gap %	2019/20 Pay Gap %
All staff	£16.32	£14.70	-£1.62	-9.9%	-11.4%
Operational Staff (inc Fire Control)	£16.22	£14.48	-£1.74	-10.7%	-12.9%
Support staff	£16.70	£14.83	-£1.87	-11.2%	-9.0%

Across the organisation, the mean gender pay gap is -9.9% or £1.62 per hour. For operational staff only the gap is -10.7% and for support staff the gap is slightly wider at -11.2%.

When the 2020/21 gender pay gap is compared to the previous year, the table identifies that overall the gender pay gap has reduced from 11.4% to 9.9% which indicates the overall progress we have made. For Support Staff the gap increased

⁷ A number of employees weren't included in the Gender Pay Gap Figures because they were not "Full Pay Relevant". This means that, for the reasons detailed below an individual did not receive a full month's salary for the reporting period.

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

from -9.0% during 2019/20 to -11.2% during 2020/21. For operational staff, the gender pay gap reduced from -12.9% during 2019/20 to -10.7% during 2020/21.

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

Measure 2. Median gender pay gap

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

Data table 8: Median Gender Pay Gap 2020/21

Staff group	Male hourly pay £	Female hourly pay £	Pay gap £	2020/21 Pay gap %	2019/20 Pay Gap %
All staff	£14.96	£14.57	-£0.39	-2.6%	-5.2%
Operational Staff (inc Fire Control)	£14.83	£14.63	-£0.20	-1.3%	-2.3%
Support staff	£14.98	£14.18	-£0.80	-5.3%	-7.7%

When compared to the mean gender pay gap, the difference between male and female staff is narrower, with a -2.6% difference at a MFRA level, a -1.3% difference for operational staff and -5.3% difference for support staff. The UK median gender pay gap according to the DIT gender pay gap report 2019 -20 is -15.9% for full time employees ⁸.

Measure 3. Mean bonus gap

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

⁸ <https://www.gov.uk/government/publications/dit-gender-pay-gap-report-and-data-2019-to-2020/dit-gender-pay-gap-report-2019-to-2020#:~:text=The%202020%20mean%20gender%20pay,hourly%20difference%20is%20%20C2%A34.04.>

Measure 4. Median bonus gap

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

Measure 5. Bonus proportions

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

Measure 6. Quartile⁹ pay bands

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

Quartile pay bands

Data table 9: Quartile Pay Bands 2020/21

Quartile pay Bands	From hourly rate £'s	To hourly rate £'s	# of men	%	# of women	%
1. Lower	£4.55	£14.46	128	53.6%	111	46.4%
2. Lower Middle	£14.49	£14.83	186	77.5%	54	22.5%
3. Upper Middle	£14.83	£17.21	190	79.2%	50	20.8%
4. Upper	£17.21	£68.54	199	82.9%	41	17.1%

The table identifies that the gender pay gap within quartiles 2 (Lower Middle) and 3 (Upper Middle), the hourly rates are very similar; suggesting that pay parity is close between male and female staff, within these two quartiles. Within the Lower quartile there is a difference between hourly rates of £9.91, this increases in the Upper quartile (where there is a difference of £51.33 between hourly rates).

⁹ If a set of data is split into 4 equal parts, then each part is a quartile. The Lower / 1st Quartile is the first quarter of a dataset, the Lower Middle / 2nd Quartile is the equivalent of the Median, the Upper Middle / 3rd Quartile is the 3rd Quarter of a dataset and the Upper / 4th Quartile is the final quarter of the dataset.

MFRS WORKFORCE GENDER PAY GAP

BASED ON AN EQUALITY ANALYSIS OF WORKFORCE & EMPLOYMENT DATA AT 31ST MARCH 2021



MEDIAN* GENDER PAY GAP

-2.6%
DIFFERENCE -
OVERALL

-1.3%
DIFFERENCE -
OPERATIONAL

-5.3%
DIFFERENCE -
SUPPORT

* MEDIAN = THE MIDDLE VALUE OF A DATA SAMPLE



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

MEAN* GENDER PAY GAP

-9.9%
DIFFERENCE OVERALL
(£1.62 PER HOUR)
DOWN FROM -11.4% IN 2019/20

-10.7% DIFFERENCE FOR OPERATIONAL STAFF
(£1.74 PER HOUR)
DOWN FROM -12.9% IN 2019/20

-11.2% DIFFERENCE FOR SUPPORT STAFF
(£1.87 PER HOUR)
UP FROM -9% IN 2019/20

* MEAN = SUM OF ALL THE NUMBERS DIVIDED BY THE AMOUNT OF NUMBERS

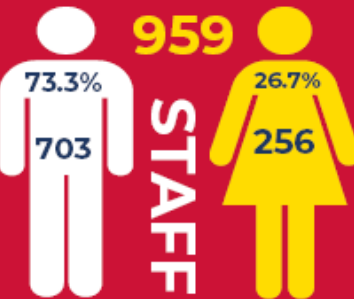


THE NATIONAL PICTURE



THE UK MEDIAN GENDER PAY GAP USING OFFICE OF NATIONAL STATISTICS DATA SHOWS AN AVERAGE PAY GAP FOR ALL EMPLOYEES TO BE **-7.4%** DURING 2020.

GENDER PAY GAP FIGURES BASED ON



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

PAY BAND	% MALE	% FEMALE
LOWER	53.6	46.4
LOWER MID	77.5	22.5
UPPER MID	79.2	20.8
UPPER	82.9	17.1

FOR ALL MFRA STAFF, DATA SUGGESTS THAT MEN'S PAY TENDS TO BE MORE CONSISTENT THAN WOMEN'S

MEAN VS MEDIAN: OUR GENDER PAY GAP (DIFFERENCE BETWEEN MALE & FEMALE STAFF PAY) IS **NARROWER** WHEN MEASURED BY MEDIAN



WHY IS THERE A PAY GAP?

♀ IS IT THE IMPACT OF HAVING A LOW NUMBER OF FEMALE STAFF AT HIGHER GRADES?

♀ DO WOMEN TAKE LONGER TO REACH THE TOP OF THEIR GRADE IF THEY TAKE TIME OUT FOR MATERNITY OR CAREER BREAKS, AS RESEARCH SHOWS?

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

THIS IS MFRS' GENDER PAY GAP EXERCISE

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

Equality Objective 2

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

The following ED&I data tables, analysis and case studies show our progress in relation to ensuring we are delivering an equitable service to the communities we serve. Normally this would be through our Home Fire Safety Checks (HFSC's) and our Safe and Well visits, but this year also includes the work carried out by our Prevention teams and volunteers from across the Service to provide help and support to the NHS, local councils and vulnerable members of the community during the pandemic. As well as through the range of courses offered by our Youth Engagement team.

Home Fire Safety Checks 2020 – 21 (HFSC)

The following data tables below show the number of HFSC's carried out by our operational staff during the period 1st April 2020 to 31st March 2021 (these figures were correct on the date of extraction (20th May 2021)), from the Service's information management system¹⁰.

It should be noted that due to the ongoing pandemic, MFRS was unable to carry out the normal number of HFSC's during 2020-21, so the figures within the following section are based on a total of 3484 HFSCs.

¹⁰ Please note: both Home Fire Safety Check and Safe and Well performance figures contained within this report differ to those published in the Service Delivery Plan. When a high risk re-visit occurs this overwrites the pre-existing visit – therefore when the data is refreshed; visits that were recorded in the previous year now have an updated visit date and therefore no longer appear in historical data.

Data table 10: HFSC's conducted by Operational Crews by Ethnicity

Ethnicity	2020/21 Total Visits	% Overall	% of Visits Omitting "Unknown"	% of Merseyside Resident Population
White - British	3127	89.8%	97.2%	91.8%
White - Irish	7	0.2%	0.2%	1.0%
White - Other	28	0.8%	0.9%	1.7%
Asian - Bangladeshi	2	0.1%	0.1%	0.2%
Asian - Chinese	6	0.2%	0.2%	0.8%
Asian - Indian	8	0.2%	0.2%	0.6%
Asian - Other	7	0.2%	0.2%	0.4%
Asian - Pakistani	2	0.1%	0.1%	0.2%
Black - African	8	0.2%	0.2%	0.7%
Black - Caribbean	4	0.1%	0.1%	0.2%
Black - Other	8	0.2%	0.2%	0.2%
Mixed - Other	2	0.1%	0.1%	0.4%
Mixed - White & Asian	0	0.0%	0.0%	0.3%
Mixed - White & Black African	0	0.0%	0.0%	0.4%
Mixed - White & Black Caribbean	5	0.1%	0.2%	0.5%
Other Ethnic Group	4	0.1%	0.1%	0.7%
<i>Unknown</i>	266	7.6%		
Total	3484	100.0%		

Key Results – HFSC Equality data for Ethnicity

Data table 10 identifies that:

- On only 7.6% of occasions the occupier of the dwelling did not state their ethnicity.
- 89.8% of our HFSCs have been carried out in homes where the resident identifies as White British, if visits involving persons where the ethnicity is unknown are omitted, then this increases to 97.2%.
- 1.7% of HFSC have been carried out in homes where the resident identifies as BAME compared to a Merseyside BAME population of 5.5%

Data table 11: HFSC's Conducted by Operational Crews by Religion

Religion	2020/21 Total Visits	% Overall	% Omitting "Unknown"	% of Merseyside Resident Population
Christian	1996	57.3%	82.4%	74.0%
Atheist / None	331	9.5%	13.7%	17.2%
Declined	24	0.7%	1.0%	0.0%
Other	52	1.5%	2.1%	0.3%
Muslim	7	0.2%	0.3%	1.4%
Jewish	6	0.2%	0.2%	0.2%
Buddhist	3	0.1%	0.1%	0.3%
Hindu	3	0.1%	0.1%	0.3%
Sikh	0	0.0%	0.0%	0.1%
Jehovah's Witness	0	0.0%	0.0%	0.0%
<i>Unknown</i>	<i>1062</i>	<i>30.5%</i>		<i>6.2%</i>
Total	3484	100.0%		

Key Results – HFSC Equality Data for Religion

Data table 11 above identifies that at the time the data was extracted from the MFRS information management system:

- On 30.5% of occasions the occupier did not state their religion which is a 3.4% increase on last year.

Based on valid data:

- 82.4% of responses indicated that they were of the Christian faith
- 13.7% were Atheist or had no religion
- Judaism, Buddhism and Islam accounted for 0.5% of valid data, with 1% declining to provide a religion
- The remaining 2.1% indicated other (but did not specify)

We are working to improve the number of responses we get when we ask people about their ethnicity and religion and we are confident that our continued efforts to introduce more diversity into our workforce (including actions in our Integrated Risk Management and People Plans), plus providing more information to explain why we want this data and further guidance for staff will help improve these responses.

Safe and Well Visits 2020 – 21 (S&W)

The following data tables represent the number of Safe and Well visits conducted by our Prevention team during the period 1st April 2020 to 31st March 2021 (these figures were correct on the date of extraction (27th July 2021)), from the Service’s information management system.

Data table 12: Safe and Well Visits conducted by Prevention Team by Ethnicity

Ethnicity	2020/21 Total Visits	% Overall	% Omitting "Unknown"	% of Merseyside Resident Population
White - British	7500	94.0%	96.3%	91.8%
White - Irish	42	0.5%	0.5%	1.0%
White - Other	59	0.7%	0.8%	1.7%
Asian - Bangladeshi	4	0.1%	0.1%	0.2%
Asian - Chinese	12	0.2%	0.2%	0.8%
Asian - Indian	2	0.0%	0.0%	0.6%
Asian - Other	14	0.2%	0.2%	0.4%
Asian - Pakistani	3	0.0%	0.0%	0.2%
Black - African	23	0.3%	0.3%	0.7%
Black - Caribbean	12	0.2%	0.2%	0.2%
Black - Other	16	0.2%	0.2%	0.2%
Mixed - Other	19	0.2%	0.2%	0.4%
Mixed - White & Asian	10	0.1%	0.1%	0.3%
Mixed - White & Black African	11	0.1%	0.1%	0.4%
Mixed - White & Black Caribbean	10	0.1%	0.1%	0.5%
Other Ethnic Group	53	0.7%	0.7%	0.7%
<i>Unknown</i>	<i>191</i>	<i>2.4%</i>		<i>0.0%</i>
Total	7981			

Key Results – Safe and Well Equality data for Ethnicity

Data table 12 identifies that:

- On only 2.4% of occasions the occupier of the dwelling did not state their ethnicity.
- 94.0% of Safe and Well visits have been carried out in homes where the resident identifies as White British, this increases to 96.3% if “unknown” data is considered
- 2.4% of HFSC have been carried out in homes where the resident identifies as BAME compared to a Merseyside BAME population of 5.5%

Data table 13: Safe and Well Visits Conducted by Prevention Team by Religion

Religion	2020/21 Total Visits	% Overall	% Omitting "Unknown"	% of Merseyside Resident Population
Christian	4,771	59.8%	64.5%	74.0%
Atheist / None	2,388	29.9%	32.3%	17.2%
Declined	108	1.4%	1.5%	0.0%
Other	52	0.7%	0.7%	0.3%
Muslim	43	0.5%	0.6%	1.4%
Jewish	15	0.2%	0.2%	0.2%
Buddhist	11	0.1%	0.1%	0.3%
Hindu	6	0.1%	0.1%	0.3%
Sikh	2	0.0%	0.0%	0.1%
Jehovah's Witness	0	0.0%	0.0%	0.0%
<i>Unknown</i>	585	7.3%		6.2%
Total	7,981			

Key Results – Safe and Well Equality Data for Religion

Data table 13 above identifies that at the time the data was extracted from the MFRS information management system:

- On 7.3% of occasions the occupier did not state their religion.

Based on valid data:

- 64.5% of people responding indicated that they were of the Christian faith
- 32.3% were Atheist or had no religion.
- Judaism accounted for 0.2%, Buddhism for 0.1% and Islam accounted for 0.5% of valid data. 1.4% of recipients declined to provide a religion.
- The remaining 0.7% indicated other (but did not specify).

Youth Engagement Team

At Merseyside Fire & Rescue Service we offer a range of interventions for children and young people. These include our Beacon Projects, Fire Cadets, Healing Together and our Prince's Trust Programme. 2020/21 has also presented challenges for our Youth Engagement work. In early 2020 all our development work with young people were suspended due to the Covid pandemic. In September however, we were able to start delivering our 12-week programme again with Covid secure arrangements in place and a mixture of both in person and virtual lessons. Both our Fire Cadets and Prince's Trust teams rose to the challenge and even altered the way in which they completed their community project, which this year has seen them get involved with litter picks, WhatsApp challenges, painting ¹¹Isla Stones and producing and delivering positivity books to care homes.

In 2020/21 we also introduced our new programme, Healing Together, which is a 6 week, 1 hour a week programme to support young people age 6-16 who have been impacted by domestic violence.

The programme has been developed by Innovating Minds, funded by the Merseyside Violence Reduction Partnership and is being delivered in partnership with Local Authorities. The course can be delivered either on a 1:1 basis or as a group session at an individual's school and is delivered by our trained Youth Engagement team. Healing Together has been designed to help children and young people learn about their feelings and how their body and brain can work together to help them feel safe and calm. Participants receive the tools, resources and coping strategies to feel comfortable in their own skin.

Prince's Trust Summary

During 2020-2021 there was a total of 74 attendees on our Princes Trust courses.

When analysed by age:

¹¹ Isla Tansey, a 7-year old girl, who sadly passed away in 2018 started a worldwide stone decorating movement. #Islastones is her legacy and we are proud to be part of it to raise awareness of DIPG and childhood cancer

- 38 (51.4%) of attendees were aged 16-18
- 36 of attendees (48.6%) were above the age of 19

When broken down by gender:

- 73% (54) were men
- 27 % (20) were women

When analysed by ethnicity, the following was identified:

- The majority of attendees were White British 87.8% (65 attendees)
- 5.9% (8 attendees) identified as Black, Asian or Minority Ethnic (BAME)
- 1.4% (1 attendee) preferred not to say

Twenty-eight attendees considered themselves to some extent disabled

Fire Cadets Summary

During 2020- 2021 there was a total of 51 attendees participating in our Fire Cadet groups.

When looking at these figures by age:

- The majority of participants came from the 15, 16 and 17 age group with 11 attendees from each age group.

When broken down by gender:

- 76% of attendees were male
- 24% of attendees were female

When analysed by ethnicity, the following was identified:

- The majority of attendees were White British (50 attendees)
- One attendee identified as BAME.

Twelve attendees considered themselves to some extent disabled.

Beacon Course Summary

During 2020-21 there was a total of 24 attendees participating in our Beacon Courses.

When broken down by gender:

- 66.66% of attendees were male
- 33.33% of attendees were female

When broken down by age

- Most participants were in the 13-year-old group with 7 attendees
- Followed by 14-year-olds with 6 attendees

When analysed by Ethnicity, the following was identified:

- All attendees were White British

Four attendees considered themselves to some extent disabled.

Within the our IRMP we have said that we will Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist. It is also important we consider how we attract to our courses and we will look to build this in to our review.

Healing Together Summary

During 2020-21 there was a total of 26 attendees participating in our Healing Together course.

When broken down by age:

- Most participants (7) were 9 years old
- Followed by 10-year-olds with 6 attendees

When broken down by gender:

- 58% of attendees were male

- 42% of attendees were female

When analysed by Ethnicity, the following was identified,

- The majority of attendees were White British (24)
- With 2 identifying as Mixed British

Fifteen attendees considered themselves to some extent disabled.

Highlights in Relation to Objective 2 during 2020-21

Safe and Well visits

Prevention Advocates have completed 7873 Safe and Well visits across Merseyside during the pandemic, where the risk of fire outweighed the risk of Covid.

Case Studies

During the Covid pandemic, our Vulnerable Person Advocates have gone above and beyond on a daily basis to support the vulnerable people in our communities whilst also offering support to the NHS and local authorities across Merseyside. The following case studies show the benefits of our interventions:

A request came in from Liverpool City Council for a prescription to be delivered to a lady who was 100 years old and was shielding. By chance, this was our 3,000th prescription delivery. The lady was visited by Jen Taylor (Volunteers Manager) who then referred her on to Age UK for a food parcel to be delivered as the lady was vulnerable and required essential items.



Prevention also received a referral from Knowsley Council for a prescription to be collected from a pharmacy and delivered to an elderly lady who was unable to leave her home due to shielding. When the member of staff involved delivered the prescription to her, they noticed that her smoke alarm was bleeping. The Advocate asked her if she would like them to replace the alarm to which she agreed. The Advocate wore full PPE and entered the property, completed a Safe and Well check as they noticed that due to the lady's age and lifestyle, and there were a couple of risk factors that required our attention. The staff member submitted a risk form explaining the lady's mobility problems, as she would not have been able to vacate the property in an emergency without assistance. This now means that should she ever require emergency assistance from a fire crew, they will know that she needs additional help to leave her home.

MFRS WORKFORCE PROFILE BY AGE

BASED ON AN EQUALITY ANALYSIS OF WORKFORCE & EMPLOYMENT DATA AT 31ST MARCH 2021



THE MAJORITY OF STAFF WITHIN MFRA (369 OR **37%**) ARE AGED **46-55...** WITH MORE PERSONNEL **ABOVE THE AGE OF 46** THAN BELOW, THE STAFFING STRUCTURE IS SLIGHTLY **TOP HEAVY**



WITH AN AGEING POPULATION

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

* without significant recruitment

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

HOW OLD ARE STAFF?

CONTROL	OPERATIONAL	SUPPORT
 AGE 25-35 - 25% AGE 36-45 - 23% AGE 46-55 - 31% AGE 56-65 - 21%	 AGE 17-24 - 0.02% AGE 25-35 - 30% AGE 36-45 - 22% AGE 46-55 - 42% AGE 56-65 - 6%	 AGE 17-24 - 0.08% AGE 25-35 - 14% AGE 36-45 - 20% AGE 46-55 - 29% AGE 56-65 - 25% AGE 66+ - 0.04%

THE MAJORITY OF EMPLOYEES IN THE 17-24 AGE GROUP (27 OF 42) ARE SUPPORT STAFF, AS ARE ALL EMPLOYEES AGED OVER 66.

Equality Objective 3

Reducing fires and other incidents amongst the vulnerable protected groups.

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

Highlights in Relation to Objective 3 during 2020-21

Autism Champions Scheme



This year we have been working with Autism Adventure to renew our Autism Champions status. The Autism Champions Scheme was developed and launched by Autism Together in 2016 and is open to any organisation and especially those organisations that provide a direct service to the public. Accessing new places or allowing new people into their home or known environments for autistic people can become very overwhelming and daunting, causing anxiety and resulting in individuals and families becoming isolated.

The aim of the scheme is to ensure that people with autism:

- Are better supported by healthcare professionals and the emergency services
- Feel confident and safe travelling on public transport
- Can go shopping, take part in sports and leisure activities, visit cultural places of interest and dine out in restaurants independently
- Are able to do anything everyone else does

To become an Autism Champion organisations, need to:

- Make a commitment to become an autism friendly organisation by signing the Charter
- Ensure that a least 10% of public facing staff receive Autism Champions/Awareness training.
- Make reasonable, autism friendly adjustments to the physical environment and practice
- Provide autism friendly specific sessions/days where possible
- Commit to a review every 3 years; ensuring that the required standards and skills have been maintained.

Autism Adventure provide training and awareness programmes for organisations to enable them to adapt their business to cater for families living with Autism and have been working with our Advocates and Youth Engagement Team, delivering Autism Champions/Awareness training. Training was started in October 2020 but due to Covid restrictions, has had to be postponed and will be completed in 2021-22.

We are also showing our ongoing support to the Charter and both Autism Together and Autism Adventure Charities by displaying the charter logo and key messages on one of our fire appliances in Liverpool, which was launched in April to celebrate Autism Awareness month.



Prevention Directorate

Our Prevention Directorate is committed to promoting and valuing diversity in every aspect of the work they do. This has been particularly evidenced during the past year dealing with Covid. The Prevention teams have been able to support the most vulnerable people in our communities by providing different services than normal including prescription and food deliveries, in addition to maintaining a level of fire prevention service delivery across all districts of Merseyside. To continue to support vulnerable communities we must be able to know, reach and influence them accordingly and our Prevention teams do this by using business intelligence and data to inform our Home and Community Safety strategies.

Covid pandemic – workforce response

At the start of the pandemic a request for volunteers was sent to all MFRS staff to ask for support for a wide range of NHS and other key partners. Overall,

approximately 570 workforce volunteers have assisted with various roles during the pandemic including:

- Delivery of essential items (food and prescription deliveries)
- Vaccination delivery and support
- Mass testing, surge testing and lateral flow testing for staff
- Face mask fitting testing for NHS and care staff

Prescription and food deliveries during the pandemic

During 2020/21, staff from the Prevention Directorate assisted the NHS and local authorities across Merseyside in the delivery of over 8000 essential items including food and prescriptions to those who were most vulnerable and were unable to leave their homes due to shielding. Some specific examples include:

- Workforce volunteers (operational and non-operational staff) delivered in excess of 1,000 food parcels to homeless members of the community with a St Helens based charity (Teardrops) and also to Torus Housing tenants in Liverpool.
- Crews at St Helens and Prescot Community Fire stations were involved in the delivery of food parcels on behalf of Age UK.
- In the region of 600 Age UK health and wellbeing parcels were delivered to elderly residents every Thursday (during the first lockdown) who were shielding in Knowsley during the pandemic.
- 12 staff volunteered on Christmas Day to assist Age UK in the delivery of a hot meal to Wirral residents who were alone and vulnerable.
- From December 2020, MFRS assisted a charity called “New Beginnings – Improving Lives” which offers support to families living in poverty across the City. Workforce volunteers supported on a weekly basis and delivered approximately 1,000 food parcels to families who needed them most.

- Along with delivering food and essential items, our pool of volunteers delivered in excess of 100 Easter parcels to children who were living in poverty or were vulnerable.

Mass Vaccination Programme

Since January 2021, MFRS has been involved in the mass vaccination programme providing continued support at the vaccination hub in St Helens. 130 members of staff received training from the NHS to become vaccinators, with a further 60 members of staff volunteering as administrative support. This meant that our volunteers were able to offer resilience at the site 7 days a week.

We directly administered over 22,000 Oxford AstraZeneca and Moderna vaccines and drew up in excess of 29,000 vaccines between January 2021 and April 2021.

Surge and Lateral Flow Testing

Staff assisted local authorities with Lateral Flow Testing and at mass testing at sites in St Helens and Knowsley, meeting, greeting and directing members of the community as they arrive at the sites. Members of the community returning postal testing kits for analysis, were able to drop off them at their local community fire station where they were collected by Royal Mail. Our Prevention Advocates also received training from NHS staff on how to use PPE correctly which they then delivered to care homes. Staff also assisted with Surge Testing in parts of Southport when the South African variant was confirmed and became a variant of concern.

MFERS WORKFORCE PROFILE BY ETHNICITY

BASED ON AN EQUALITY ANALYSIS OF WORKFORCE & EMPLOYMENT DATA AT 31ST MARCH 2021



MINORITY ETHNICITIES BY GROUP

- 27 MIXED RACE
- BLACK / BLACK BRITISH 9
- OTHER WHITE 8
- CHINESE 1
- 3 OTHER MINORITY ETHNIC
- ASIAN / ASIAN BRITISH 2

(10 staff members preferred not to state ethnicity & 18 others did not give any data)

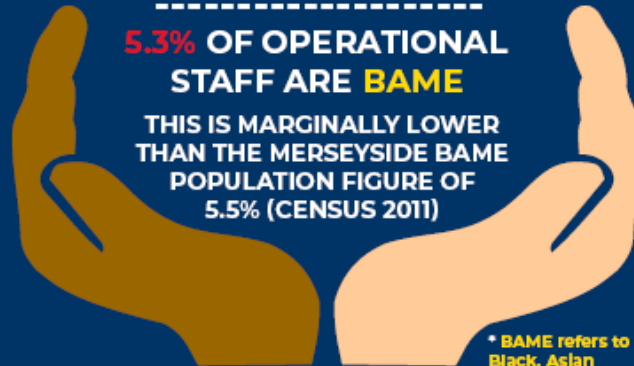
92%

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

4.6% (42) BEING **BAME***

5.3% OF OPERATIONAL STAFF ARE **BAME**

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



* BAME refers to Black, Asian & Minority Ethnic

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

THE NATIONAL PICTURE

ON FACE VALUE...

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

HOWEVER...

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

INDEED

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



Equality Objective 4

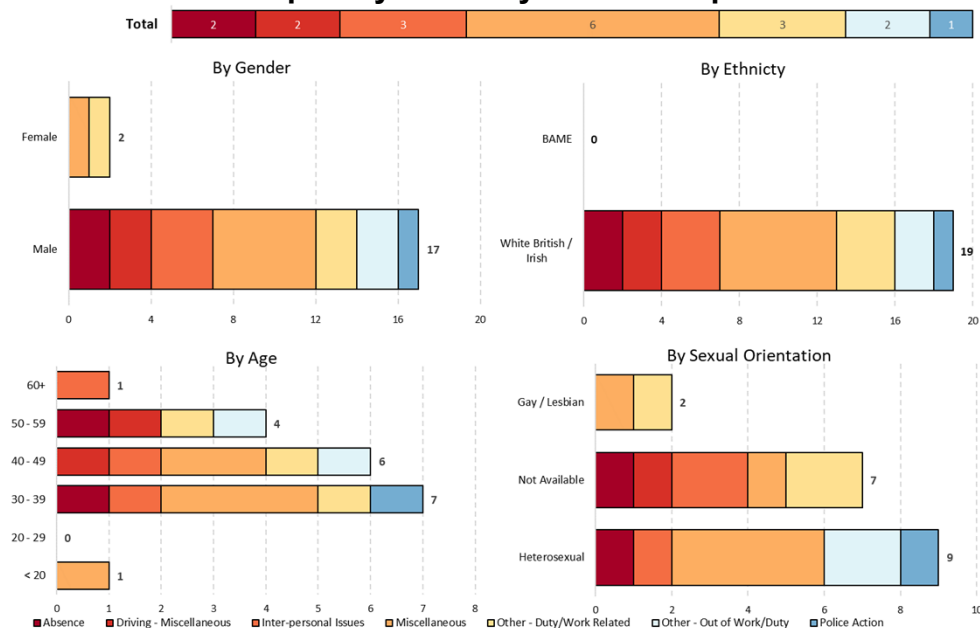
To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share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

The following ED&I data tables, analysis and case studies show our progress in relation to ensuring that our staff are better equipped to deliver their roles whilst showing due regard to the need to eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act. In this section we look at the data around Employment Tribunals, internal Grievances and Disciplinary cases, and the delivery of our Equality, Diversity and Inclusion Essentials training.

Staff Discipline Cases

During 2020-2021 there was a total of 19 disciplinary cases, this was a reduction when compared to the five-year average of 23 per year. The following section analyses this data by gender, age, ethnicity and sexual orientation - as well as reference to the reasons for and outcomes from the disciplinary cases.

Data chart 7: Disciplinary cases by cause and protected characteristic



Key Results – Disciplinary cases by cause and protected characteristic

Data chart 7 shows that during 2020/21:

- There was a total of 19 disciplinary cases
 - the majority (6) were classified as Miscellaneous
 - The next most common disciplinary issues were Other – Duty/work related and Inter-personal issues with 3 each.
 - These were then followed by: Absence, Driving – Miscellaneous and Other – Out of Work/Duty with 2 each.
 - There was a single disciplinary case involving Police Action.

When looking at the 19 disciplinary cases by gender:

- 17 (89.5%) were related to men
- 2 (10.5%) were related to women

When comparing the disciplinary cases by age:

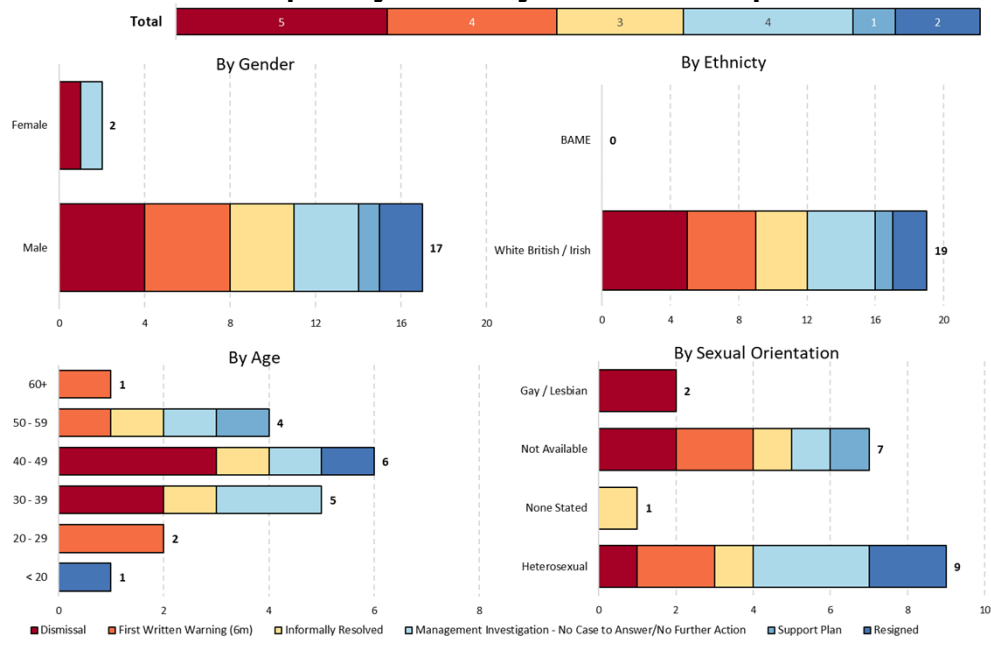
- 1 case involved an employee who was less than 20 years,
- 0 cases involved 20-29 year olds
- 7 cases involved 30-39 year olds
- 6 cases involved 40-49 year olds
- 4 cases involved 50-59 year olds
- 1 case involved an employee above the age of 60.

All 19 disciplinary cases involved people of White British Irish ethnic origin.

Concerning sexual orientation:

- 9 cases involved heterosexual people
- 2 cases involved Gay/Lesbian people
- The data is unavailable for the remaining cases

Data chart 8: Disciplinary cases by outcome and protected characteristic

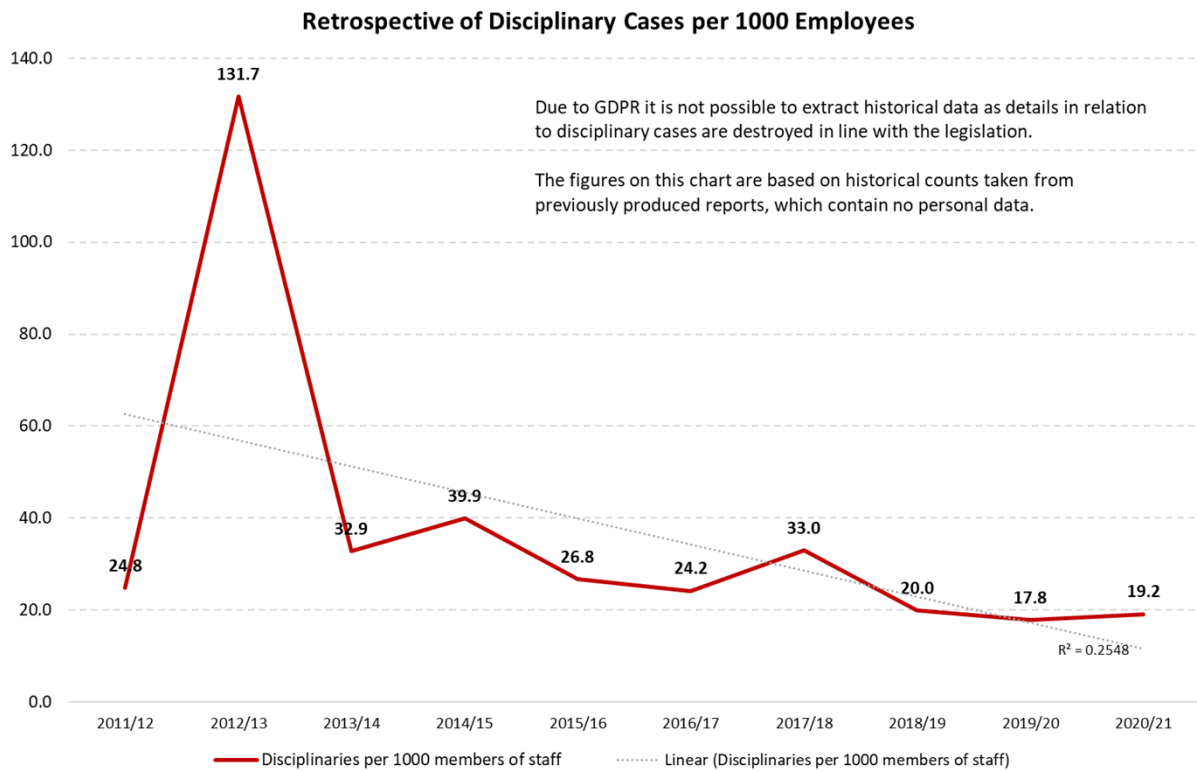


Key Results – Disciplinary cases by outcome and protected characteristics

Data chart 8 shows the Disciplinary cases by outcome and protected characteristics and shows that:

- 5 staff members were dismissed,
- 4 were issued with a First Written Warning,
- In 4 cases following a Management Investigation there was no case to answer,
- 3 were informally resolved,
- 2 resigned
- 1 received a support plan.

Data chart 8: Retrospective Disciplinary cases, per 1000 Employees



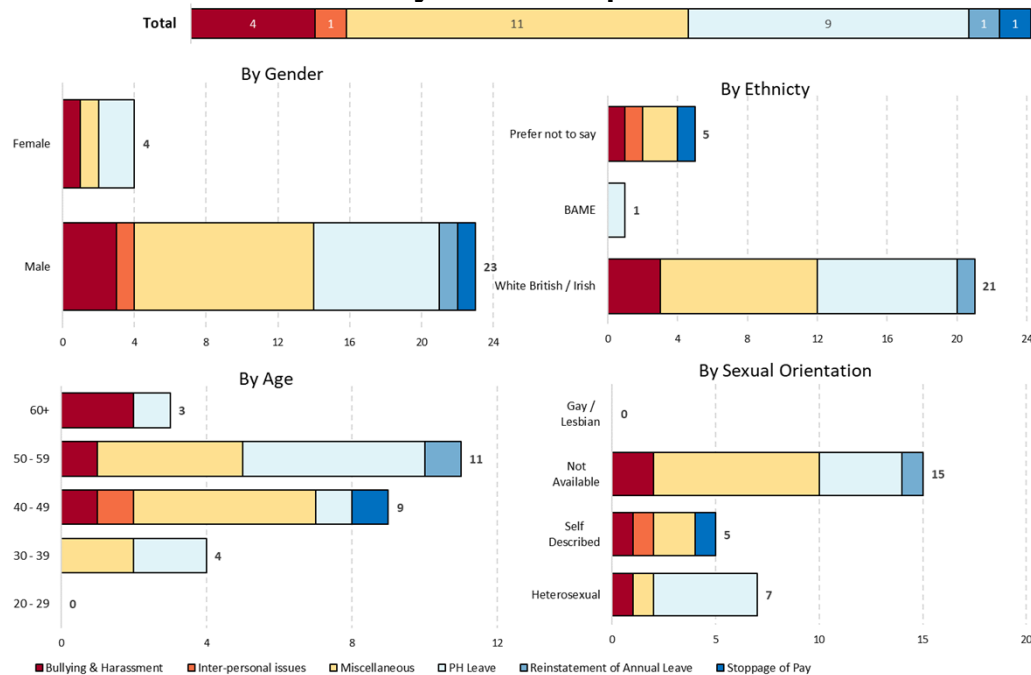
Key results – Retrospective of Disciplinary cases per 1000 employees

Data chart 8 shows that over the 10-year period (2011/12 – 2020/21), the number of disciplinary cases per 1000 members of staff has gradually fallen.

Staff Grievance

During 2020/21 there were 27 recorded grievances, a reduction on 2019/20 when 36 grievance cases were raised. The following section analyses this data by: gender, age, ethnicity and sexual orientation - as well as reference to the reasons and outcomes from the grievance.

Data chart 9: Grievances by cause and protected characteristic



Key Results – Grievances by cause and protected characteristic

Data chart 9 shows that during 2020/21:

- There were 27 grievances.
 - The majority fell into the Miscellaneous category (11).
 - The next most common grievance was related to Public Holiday Leave (9)
 - Bullying and Harassment claims resulted in 4 grievances
 - Inter Personal Issues, Stoppage of Pay and Reinstatement of Annual Leave all resulted in 1 case each.

When looking at the grievances by gender:

- the majority involved men (23).

When grievances are split by age:

- 4 grievances involved 30-39 year olds,

- 9 cases involved 40-49 year olds,
- 11 cases involved 50-59 year olds
- 3 grievances involved individuals who were aged above 60.

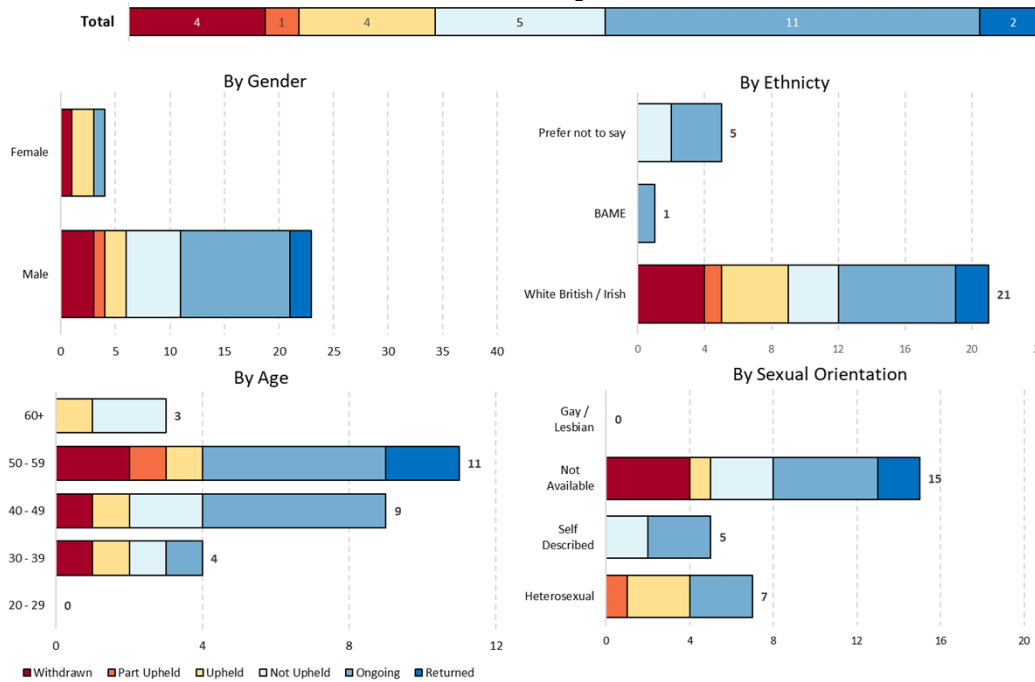
Taking ethnicity into accounting:

- 21 grievances were raised by staff who were White British/Irish
- 1 member of staff was BAME.
- There were 5 cases where the staff member preferred not to say.

Concerning sexual orientation, less information was available. Of the valid data:

- 7 were heterosexual
- 5 Self Described.

Data chart 10: Grievance Outcomes by Protected Characteristic



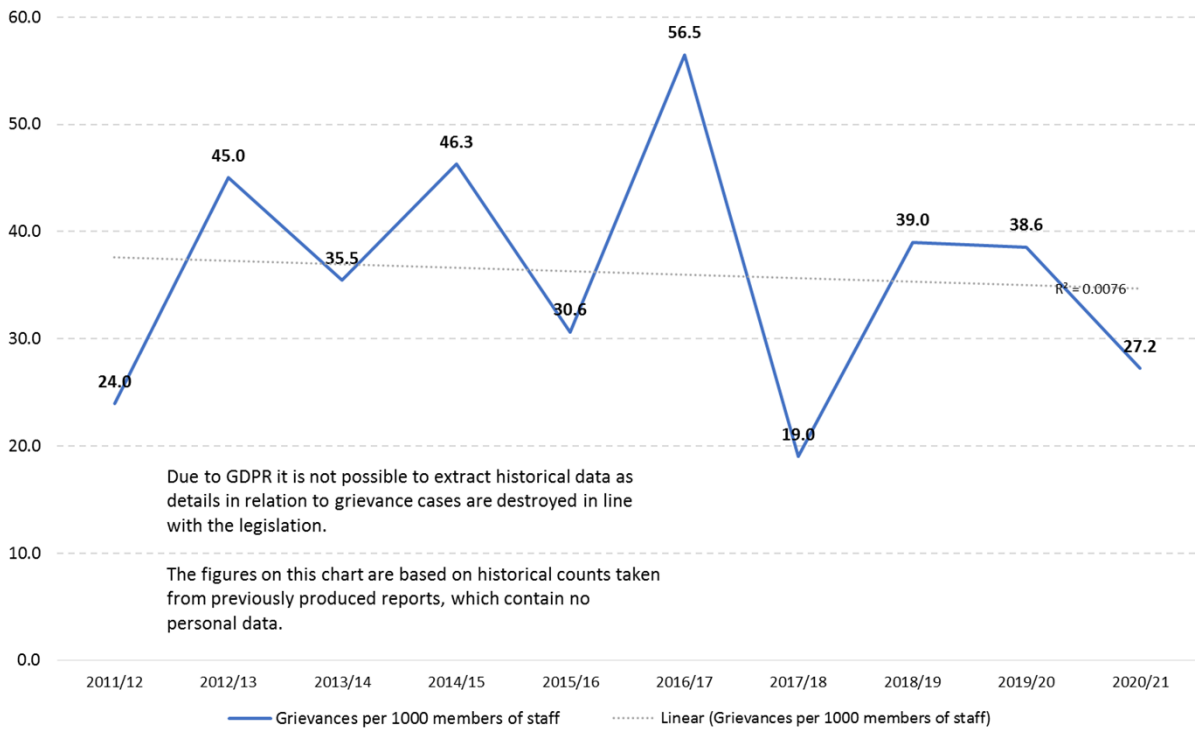
Key Results – Grievance outcomes by protected characteristic

Data chart 10 shows that concerning outcomes

- 11 grievances that were ongoing at the time the data was collected
- 5 were Not Upheld
- 4 were Upheld

- 4 were Withdrawn.
- 2 were returned without being progress further.
- 1 was Part Upheld.

Data chart 11: Retrospective of Grievance cases per 1000 Employees



Key results: Retrospective of Grievance cases per 1000 employees

Data chart 11 shows that whilst there is evidence to suggest that disciplinary cases have fallen over the 10-year period (2011/12 – 2020/21), grievance cases haven't seen the same reduction. The data suggests that grievances fluctuate year by year and therefore showing little to no pattern.

Employment Tribunal 2020-202

In regard to Employment Tribunals for the period 1st April 2020 to 31st March 2021 the national age discrimination claim which was reported on in our last annual report which would affect Merseyside Fire and Rescue Authority was upheld. The claim for unfair dismissal and disability discrimination which was heard in February 2020 and was also reported in the 2019/20 Annual report was also dismissed.

Currently there is one on-going claim for race discrimination.

Highlights in relation to Objective 4 during 2020-21

Equality Diversity and Inclusion cultural support for staff and managers

ED&I Resource Library

The ED&I Team have continued to work on ensuring that staff and managers have a suite of resources to provide them with help and support on a range of topics. For example; during the last year we updated our resource library to include detailed new guidance on Neurodiversity in the workplace.

The guidance has been created in two formats – the traditional booklet which can be printed, and also a series of new pages on our ED&I Intranet Portal page making these resources available in an accessible and easy to navigate way, so that key information can be found quickly and easily.

Equality, Diversity and Inclusion Essentials and Awareness Training

In May 2019 we launched our new face to face ED&I Essentials training which is being delivered to all staff in a 3-hour session. Unfortunately, we were unable to deliver the level of training we expected during 2020/21 this year due to pandemic restrictions. Whenever restrictions allowed, we did deliver training and we also piloted delivery of the training via Teams. The feedback was that it is a subject that works better with face to face delivery which allows for better group discussions and interaction with the trainer. We will start delivering the training again as restrictions ease in line with the Government pandemic road map.

During the year we have taken the opportunity to develop an ED&I Awareness on line training package, which provides staff with a general understanding of ED&I. The package is compulsory for all staff and will provide basic understanding for those who have not attended the Essential ED&I training and a refresher for those who have.

Unconscious Bias training

In total, three Unconscious Bias Training sessions were delivered to 57 members of staff, including senior leaders and the chairs of our Staff Networks. The training was originally due to take place in March 2020 but due to the impact of the pandemic restrictions the decision was made that the sessions would be delivered via Microsoft Teams. The staff who have received this training were identified as part of the first phase of our Unconscious Bias Training project, which will look at the development and delivery of training and the use of different delivery methods and platforms.

The webinar training looked at the following

- Exploring inclusion and diversity and the relationship between diverse workforce and an inclusive culture
- Understanding the nature of Unconscious Bias and how it works
- Examples of bias and the impact of bias within the working environment
- Providing an overview of bullying, harassment and discrimination
- Strategies and tips for managing and mitigating bias
- Considering personal actions to help towards creating an inclusive work culture

Understanding Ramadan

The UK has a Muslim population of around 3 million people, many of whom observe Ramadan. However, for non-Muslims, why Ramadan is celebrated and what it involves can be a bit of a mystery.

To help us understand more about the month of Ramadan staff, were invited to take part in a short presentation and conversation with Kaushar Tai to discuss the topic and given the opportunity to ask questions. The session held at the end of March

2021 enabled those taking part learn how best to support their Muslim colleagues and members of the community who would be fasting during this period.

Kaushar is a Management and Training Consultant. He is the founder member and Director of Akssa, specialising in delivering soft skills training and Islamic Cultural Awareness and Cultural Competency Training and has delivered well received Islam Awareness Courses to our staff in recent years.

Staff Inclusion Networks

At MFRS our Staff Networks offer a safe place for staff to come together, share experiences and provide mutual support. In addition, the Networks act as a critical friend to MFRS leaders and are helping to shape the culture and behaviours of the organisation.

Highlighted below are details of some of the achievements of our Staff Networks during 2020/21.

BAME Staff Inclusion Network



Our BAME Staff Inclusion Network chaired by Uche Ihiekwe, supported by vice chairs John Maddox and Chris Man, assisted our Strategic Covid team in reaching out to all our BAME staff when it became apparent in the early Summer of 2020 that they could be at an increased risk of catching Covid and becoming seriously ill.

The Network has also held a highly successful joint 'Meet the Chairs' event with Merseyside Police BAME Staff Network and Senior Officers from both organisations. The online event asked the panel of representatives from both organisations key

questions of why they got involved with the networks, the value and how they would like to see them develop in the future.

Three members of the network decided ahead of Ramadan this year to share what Ramadan means to them as Muslims and to share with colleagues the different ways they choose to observe the month.

Faris said “Every household is different and have their own way of observing their fast. Ramadan is a month to draw back to basics and reflect on person life choices. It is a time for you to look at some of the bad habits you may have picked up and leave them in the past, a chance to get yourself back on the right path and move forward, a time to give to those who are less fortunate than yourself and a time to forgive things that may have not been forgiven.”

Nazma said” I observe Ramadan with my family every year, like all Muslims round the world. This year has been extra special as the current pandemic has divided and shaken up families and communities. I feel this Ramadan is appreciated even more than usual as families and their health has been in the forefront of people’s priorities.”

Mohammed shared that “Throughout the month you also do extra prayers at the mosque every night, but with Covid Pandemic has restricted for the last 2 years. But if that makes it sound super serious and boring, it's really not. It's a time of celebration and joy, to be spent with loved ones. At the end of Ramadan there’s a big three-day celebration called Eid al-Fitr, or the Festival of the Breaking of the Fast.

Your daily routines do change, so if you usually go the gym in the mornings, then not really a good idea in Ramadan as you have to continue throughout the day with no food or drink. So it is important to change things around”

Gender Inclusion Network



The Gender Inclusion Network was launched in January 2019 and despite the challenges of the Covid pandemic the Network used MS Teams to continue with projects and engage with staff.

Two members of the Network, Alison Harrison and Julie Edwards created the “Menopause Lounge” which meets informally once a month for a drop in session. The idea is to further develop the sessions to include key speakers or to focus on specific topics identified by staff. These virtual lunchtime sessions are a good opportunity for staff experiencing the peri-menopause and menopause (or anyone with an interest in the subject) to drop in for a catch up to see how they are all doing and share supportive ideas, thoughts and helpful information.

We asked Lauren Woodward for a few words to describe the Gender Inclusion Staff Network:

“The Gender Network is organised and led by staff for staff. The aim is to provide support, information, inspiration and represent all our staff. Everyone is included, all voices are heard and we work to drive inclusion and diversity for the benefit of all staff and the communities of Merseyside.

The areas of discussion and actions are shaped by the members of the network and service “.

The aims of the Network are to:

- Create an inclusive safe space where staff can raise issues and emerging factors that may impact the individual as an employee or the organisation so we can work collaboratively to make MFRS an inclusive, supportive and diverse work place
- Create avenues for staff development aligned to Gender and the wide range of subjects this covers, in order to provide the best service for our staff and the communities we serve.

LGBTQ+ Staff Inclusion Network – FireProud



Following a relaunch in March 2019 our LGBTQ+ Staff Inclusion Network FireProud continued to support and engage with staff. Chaired by Gemma Sung, with vice chair Darren McCann, with the support of members of staff from across the service, in July 2020 the Network supported the virtual Pride organised by Liverpool City Region Pride Foundation, details of which can be found in the events section of this report.

In February 2021, as part of our LGBT History month celebrations, staff and members of the Network created a short video highlighting the different terms used within the LGBT community to describe gender and sexuality. As well as the video, we also relaunched our LGBT Allies to encourage a wider participation within the service.

We asked Gemma Sung, Chair of the network, for a few words to describe the LGBTQ+ networks and what they have achieved this year.

“In the last year we have achieved the launch of the Fire Proud Network. We have supported various events (i.e. Pride, LGBTQ+ History Month, Transgender

Awareness Day & IDAHOBIT) by working together as a Network and reaching out to colleagues.

The biggest challenge we have faced is the Covid Pandemic. We have had to do most things virtually and it has been testing to promote the Network.

Our aims are to strengthen the Network, improve contribution in all aspects of LGBTQ+, to help support staff & to grow as a Network. Our long term aim is to educate people, inspire people, challenge people and wholeheartedly support the LGBTQ+ community.”

What our Staff Networks mean to it members

We asked members of the staff networks to let us know what it means to them to be part of a staff network at MFRS:

Alison Harrison, Fire Safety Inspector, Protection Department

“Becoming an active member of the staff networks has been so valuable as it has given a collective voice, based on people’s experiences, that is heard and respected. I’ve enjoyed being in contact with different colleagues from a wide range of different teams and roles who are as equally passionate about equality, diversity and inclusion. We all really want to try and make a positive difference for people by being supportive colleagues and by improving as a service. One area that I’ve really enjoyed being part of is helping to start up our Menopause Lounge which is an informal, informative and supportive way to help each other get through the various stages of the menopause by keeping in touch and encouraging supportive conversations”.

Chris Mann, Watch Manager, vice chair of BAME Staff Inclusion Network commented:

“The Network is an invaluable resource to the organisation. We can use this platform to provide insight into how our colleagues view MFRS and in turn determine how effective our inclusivity strategy is.

The more we can encourage our staff to engage in the networks, determines how much we can shape our future and ways of working. Bringing different minds, backgrounds and diverse perspectives together, can only lead to innovation.”

This year has seen our ED&I Senior Sponsors grow in their roles too, with members of the Strategic Leadership Team acting as champions and supporters for the Networks and promoting their events.

Sponsors for areas that we do not yet have Networks for, have also been working with interested groups of staff to help develop approaches to Neurodiversity (for example) with the intention that this work will benefit staff now and form the basis of new Staff Networks in the future.

Staff Engagement Survey Results 2020

Staff engagement is a key element in helping Merseyside Fire & Rescue Service meet the range of challenges that we face. By involving our staff in decisions and communicating clearly with them, we can maintain and improve staff morale, inclusion and engagement, especially during periods of difficulty and change.

On the 9th November 2020 we launched our fourth Staff Engagement Survey (they occur every two years); the survey ran for 5 weeks until the 14th December.

People Insight facilitated the survey again for us this year, to ensure that all responses are confidential and the resulting report is independent of the Service. This year we received a total of 637 returned surveys - a response rate of 61% (637), an increase of 5 percentage points from 2018 and above the average of 50-55% response rate expected for Fire and Rescue Services. This unprecedented response rate and positive comments demonstrate the commitment and dedication of MFRS staff in the community and in the response to Covid.

Of the 637 responses to the survey 211 respondents had not taken part in the previous survey in 2018. In addition, 524 did not feel the pandemic had influenced their responses.

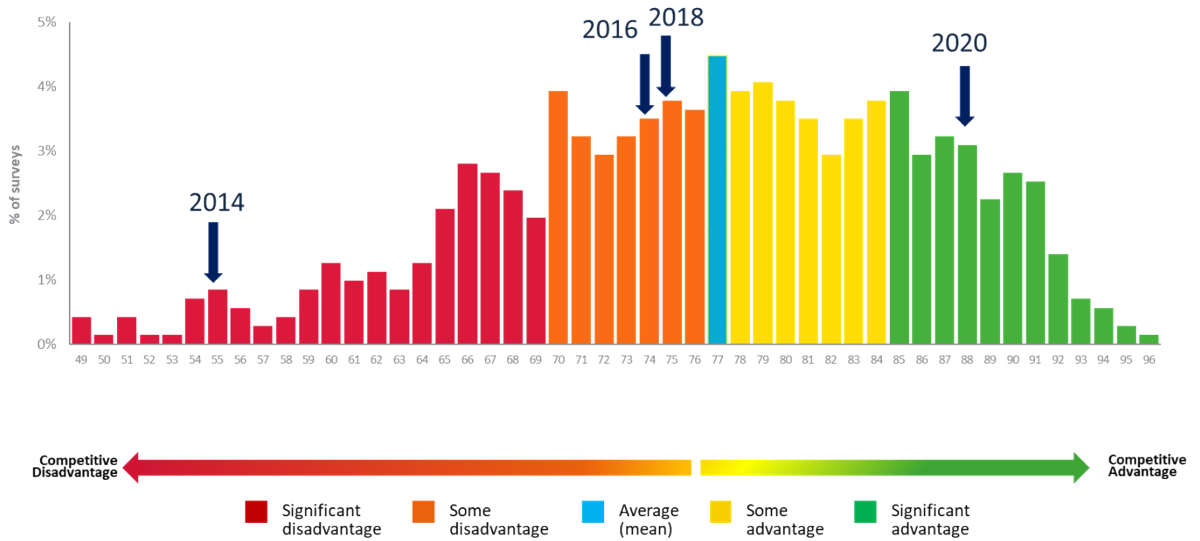
This year the Chief Fire Officer decided to do things a little differently, and the rapid rise in the use of Microsoft Teams allowed us to broadcast the results to as many staff and Members as possible and our Staff Engagement consultant from People Insight presented the results to staff, managers, Representative Bodies, Chairs of Staff Networks and Authority Members on Tuesday 19th January. The presentation was seen by over 100 people live and was also recorded to allow staff unable to make the meeting the opportunity to hear the same presentation and view the results at a more convenient time.

Our overall engagement score for the 2020 staff survey was 88%, this is an excellent result and is an improvement of 12 percentage points on the 2018 result and an increase of 33 percentage points in the six years since the first survey in 2014. This outstanding performance has put MFRS in a very strong position despite the significant challenges that have been taking place, most of which have had a direct impact on staff personally and in their work at MFRA.

When asked about improvement in our results Costa Antoniou from People Insight said;

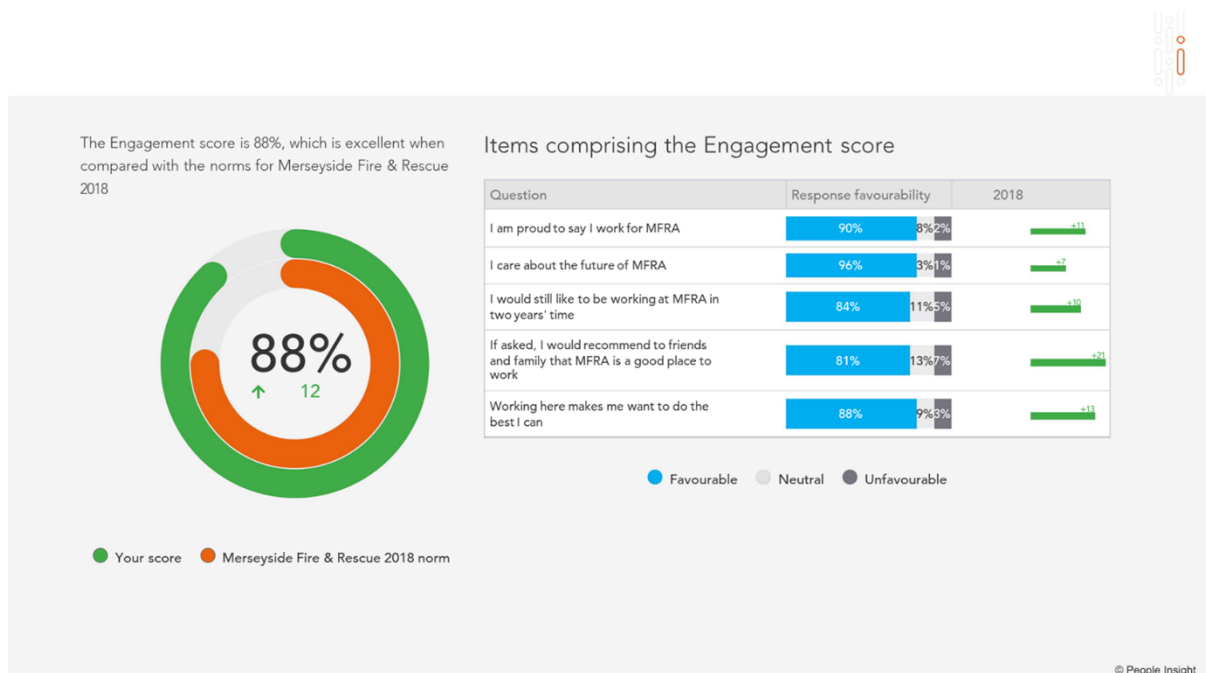
"To transform engagement from 55% in 2014 to 88% in 2020 is a tremendous result. Although such an improvement is possible, it is also very uncommon. A change of over 30% points in engagement means Merseyside Fire & Rescue Service have gone from being in the bottom quartile to the top quartile, and this clearly reflects the work undertaken internally to act on employee survey results and make positive change a reality."

The table below shows the engagement score from 2014 and the significant increase from that in the 2016, 2018 and 2020 surveys which now places MFRA in the top quartile of results.



How is our Engagement score calculated?

The diagram below shows the five key areas of the report which are used to calculate our overall engagement score. The diagram shows that 90% of staff answered favourably to the question “I am proud to say I work for MFRS”, this is an 11 percentage points increase on 2018. When asked If they would recommend to friends and family that MFRA is a good place to work 81% answered favourable, this particular question saw the largest increase of 21 percentage points since 2018.



The full set of results and reports from the Staff Survey can be found [here](#) on our Website

Chief Fire Officer Phil Garrigan said:

“I am absolutely thrilled with the results of the staff survey and delighted to hear how happy our staff are, this is very important to us.”

“The last 12 months have been tough and we have had to face many challenges, but they have stepped up every single time and I can honestly say I have never been prouder, it is a privilege to work with so many compassionate people – who very often put their communities before themselves”.

MERSEYSIDE FIRE & RESCUE SERVICE 2020 STAFF SURVEY RESULTS



637
completed surveys.
↑ 10% from 2016

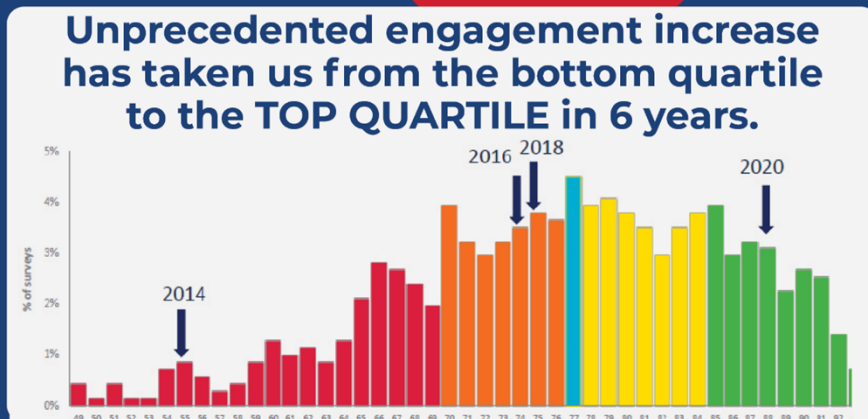
88%
Engagement score...
↑ 12% on 2018
↑ 14% on 2016
↑ 33% on 2014

90%
of respondents are proud to work for MFRS.
↑ 11% from 2018

81%
would recommend MFRS as a **good place to work** to their family & friends.
↑ 47% from 2014

84% said they would still like to work here in two years' time ↑ 10% from 2018
& **76%** have a good sense of job security.
↑ 50% from 2014

96%
care about the future of MFRS.



88% feel working at MFRS makes them want to do the best they can.
-----AND-----
86% get a sense of personal accomplishment from their work.

93%
feel MFRS has kept staff well informed & maintained effective communication during the COVID-19 pandemic.

Equality Objective 5

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

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

Highlights in Relation to Objective 5 during 2020-21

During the year we commissioned an external audit of ED&I within MFRA which was carried out by Jagtar Singh Associates. The audit, which took approximately 3 months, started in early January 2020, with members of our Strategic Leadership Team, our Staff Network chairs and members of our Human Resources and ED&I teams taking part in one to one interviews. The interviews looked at:

- where the organisation is now in relation to ED&I
- where it needs to be (its ambition)
- what interventions will help
- what we need to do in the future in the following areas to meet our ambitions

A short anonymised bespoke online survey was circulated to senior managers, HR & middle managers & members of our three staff networks. The survey focused on the Service's approach to ED&I, the extent to which it is embedded and how that impacts on change. The final stage was a comprehensive desk top review looking at various documents and our website while assessing our performance in line with equality legislation, FRS standards and best practice/benchmarking.

The outcomes were delivered in early 2021/22, and will be used by the leadership team to plan next steps for ED&I in the organisation.

Equality Impact Assessment and Audit.

The completion of Equality Impact Assessments (EIA's) is a useful tool in identifying the impact of policies, plans and decisions on staff and communities. This year our ED&I Team commenced a review and audit of our current EIA process. The review, which will continue in 2021/22, will take into consideration National Fire Chiefs Council (NFCC) EIA guidance and training, outcomes from our ED&I audit and HMICFRS inspection, best practice from across the public sector and feedback from our staff.

The team are working to ensure that the new process will provide accessible information and guidance to allow staff to develop their understanding and knowledge when conducting an assessment within their work environment.

BBCVVCB

MFRS WORKFORCE PROFILE BY GENDER

BASED ON AN EQUALITY ANALYSIS OF WORKFORCE & EMPLOYMENT DATA AT 31ST MARCH 2021



OPERATIONAL STAFF HAVE A GENDER SPLIT OF

89.7% MEN

-----TO-----
10.3% WOMEN

HIGHER THAN ENGLAND'S FIRE AND RESCUE SERVICE FEMALE FIREFIGHTER AVERAGE



POSITIVE ACTION IN RECRUITMENT WILL HELP:

- ATTRACT MORE WOMEN TO FIREFIGHTER ROLES
- WOMEN TO PROGRESS TO HIGHER RANKS
- ATTRACT MORE MEN TO FIRE CONTROL ROLES

PEOPLE STRATEGY WILL FOCUS ON:

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



WE HAVE **65** FEMALE FIREFIGHTERS

CONSISTING OF:

58 FIREFIGHTERS
3 CREW MANAGERS

3 WATCH MANAGERS
1 STATION MANAGER

MFRS HAS:

36 FEMALE

3 MALE

CONTROL OPERATORS



THIS IS A LOWER PROPORTION OF MEN THAN THE ENGLISH FIRE SERVICE AVERAGE



THERE ARE **HIGHER** PROPORTIONS OF WOMEN IN ROLES AT MFRS COMPARED TO THE ENGLISH FIRE SERVICE AVERAGE (With the exception of support staff)



SUPPORT STAFF HAVE A GENDER SPLIT OF **53%** (169) WOMEN TO **47%** (152) MEN

BUT THERE ARE MORE WOMEN IN LOWER PAID JOBS



WOMEN MAKE UP **27.2% (270)** OF THE TOTAL WORKFORCE

A DECREASE ON THE 28.1% SEEN DURING 2019/20

Events and awards

This section provides an overview of some of the events and awards that MFRA have been involved in during 2020 – 2021.

E-Learning, Conferences and Webinars

2020-21 saw organisations, including fire and rescue services, look at new ways to deliver and engage with staff, partners and the community. For all of us it meant learning to use new technology and platforms such as MS Teams and Zoom, which has created challenges but has also created great opportunities to engage with colleagues from across the country and for a much wider range of MFRS staff to attend events and training which may have been difficult to attend in person. This unanticipated benefit of the pandemic restrictions has seen more staff engage with ED&I events and sparked an interest in broadening their knowledge.

Some of the events which the ED&I team and our Staff Networks members and Senior Sponsors have attended this year include:

- Webinars, training and round table events by The Employers Network for Equality and Inclusion (ENEI) looking at a wide range of topics including:
 1. Social Inclusion
 2. Hearing and Hearing Impairments
 3. Mental Wellbeing – Covid
 4. Cultural awareness
 5. Hidden Disabilities
 6. Introduction to Menopause
 7. Mental Health Webinar
 8. Celebration of International Men’s Day – Men’s Health, is it a Taboo Subject?
 9. Introduction to Disability Inclusion
 10. International Day of Persons with Disabilities
 11. Disability – Inclusive Recruitment and Retention
 12. Annual National Conference - Inclusive practices addressing the pay gap

- Webinars and seminars provided by the Asian Fire Service Association (AFSA) have included:
 - Positive Action Toolkit
 - Inclusion and the fire service
 - Religious identity & the workplace
 - Diverse communities and business and risk
 - Fire and rescue service and health and well being
 - Inclusive leadership
 - ED&I, data and the fire & rescue service
 - Staff networks and the fire & rescue service

- We have also been able to attend events hosted by other Fire & Rescue Services which have included:
 - Let's talk about Mental Health – Hosted by London Fire Brigade
 - ED&I/Positive Action and Women's Network – Hosted by North Yorkshire Fire & Rescue
 - Police, Fire & Ambulance Celebrating Black History Month – Hosted by West Midlands Blue Light Services
 - "Let's talk about Black History Month" – Hosted by Suffolk FRS
 - Writing Black British History with Stephen Bourne – Hosted by London Fire Brigade

- We have also been able to attend conferences hosted by external organisations which have looked at wider topics, including
 - Understanding LGBT and employee networks
 - Neurodiversity in the workplace
 - Virtual workplace Health and wellbeing conference

Pride in Liverpool 2020

Due to the pandemic we were all unable to celebrate the Pride in Liverpool Festival 2020. Normally, staff, friends and family, Authority Members and representatives of partner organisation would have met for breakfast at Liverpool City Fire Station ahead of the march through Liverpool city centre, during which more than 12,000 people show their support for LGBT Equality. Liverpool City Region Pride Foundation decided to move the event online and produce a virtual online march, which was streamed live on Saturday 25th July 2020 to coincide with when the march would have taken place.

The virtual event was made up with videos and photographs from organisations and members of the public, who normally take part in the march, talking around the theme “young at heart” while sharing photographs from previous events celebrating Pride. MFRS also produced our own video, using photographs from previous Pride marches to show our support, which was published on social media and the MFRS Intranet to coincide with the march.

As well as participating in the virtual event, the LGBT+ Network also arranged for a fire appliance, based at Toxteth Community Fire Station to be wrapped using the FireProud logo to show our support of LGBT+ communities of Merseyside.



Queen’s Birthday Honours List and Freedom of the City

This year Chief Fire Officer Phil Garrigan was honoured in the 2020 Queen’s Birthday Honours list, receiving an OBE (Order of the British Empire) for the work he has undertaken nationally in response to the Covid 19 pandemic.. Phil joined the Service in 1990 - working in some of Merseyside’s most vulnerable and deprived communities. With this he brings a strong community focus to the Service and has used this to tackle the underlying factors which affect risk in our communities. After taking on the role of Chief Fire Officer he bucked the trend of cuts to fire and rescue services nationally and found innovative ways to recruit new firefighters and increase the number of fire engines available. These, amongst other factors, led to the Service receiving the highest civic honour - the Freedom of the City of Liverpool earlier in the year.

The Fire Fighters Charity (FFC) Spirit of Fire Awards

The Merseyside Committee in Aid of the Fire Fighters Charity won two awards at the 2020 FFC Spirit of Fire Awards The MFRS FFC committee won the Spirit of Fire Team of the Year award and MFRS employee Emma Satchell won The Fire Supporter of the Year.

Special Recognition Award

MFRS received a Special Recognition Award from Oscar Kilo, the home of the National Police Wellbeing Service. MFRS is the only non-police organisation to achieve an award, which recognised the Critical Incident Stress Management (CISM) procedure. CISM was developed in 2013 in collaboration with our representative bodies and it allows us to engage with and support our staff following their attendance at a traumatic incident. All Station Managers, Control Staff Managers and some of our Watch Managers are defusing officers; this means that they give immediate support to crew members who have attended a serious incident, often involving severe injury or loss of life. The Service also has a team of 20 Critical Incident De-briefers. This team of volunteers come from every area of the Service and following more serious incidents, will lead a debrief to ensure that our staff have a better understanding of their role at the incident, allowing them to talk openly, with structure and support. Since its introduction, the Service has attended 395 critical incidents and the CISM teams has undertaken almost 1,000 defusing sessions and 40 debriefs with our staff.

Looking forward

Looking forward to our priorities during 2021-22 we will continue to:

- Deliver our ED&I Essentials training and ED&I Awareness E-Learning module
- Develop our ED&I resource library
- Complete our Equality Impact Assessment audit and review
- Continue to develop further e-learning opportunities
- Take any actions arising from our second HMICFRS inspection
- Co-host the Asian Fire Service Association (AFSA) Winter Conference in November 2021
- Continue to work with our Networks and Senior Sponsors to build on the success of the last year to organise key events throughout the year and promote key topics
- Undertake the DWP Disability Confidence peer review to achieve Level 3 (Disability Confident – Leader)
- Develop relationships and collaborative opportunities in the functional area of ED&I with Merseyside Police and North west Ambulance Service
- Return to the heart of our diverse communities to recruit our firefighters of the future.

Conclusion

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

We are particularly proud of the way the Chairs and members of our Staff Networks have developed and grown their networks over the year, in the most challenging of circumstances and we look forward to continuing that journey with them over the next year.

Throughout the last year all our staff have shown that they are willing to go that extra mile to support the most vulnerable members of our community

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

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

Appendix 1

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	<ul style="list-style-type: none"> • Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups • Delivering Positive Action programmes across all occupations, 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 an 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	<p>We will see:</p> <p>Increased diversity in our workforce and volunteers, at all levels, in order to reflect the local community, we serve.</p> <p>Increased applications for vacancies, at all levels, by people from protected groups currently under represented.</p> <p>We will be supporting the progression, promotion and retention of staff across the organisation and especially those from currently underrepresented groups</p>
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:	
We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment	

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

Objective 3	
Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas	
Action	<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 HomeFire Safety Checks, Business Safety Audits, hate crime and safeguarding • Analysing our performance each year using the Performance Indicators (PI's) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents • To use social media and other communication channels as a platform for safety messages and other campaigns, measuring the impact
How we will measure our success	<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
<p>How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:</p> <p>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

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

Action

- Continued development and delivery of equality and diversity training
- Embedding Equality and Diversity in our volunteering programmes and youth engagement.
- Helping Authority Members understand their role in scrutinising the organisation's delivery of equality and diversity outcomes
- Carrying out Equality Impact Assessments ensure that our Policies and services maximise any positive impacts and minimise any negative impacts on people from protected groups.
- Creating a diverse supplier base for goods and services in our procurement procedures
- Supporting and recognising the work of our staff networks n helping MFRA to understand and better support our diverse groups of staff and their contribution to the organisation.
- The continued development of the Senior Sponsors roles within the organisation to support our staff networks and promote key issues related to their chosen protected characteristic
- Using staff survey results to understand levels of engagement in relation to the protected groups

How we will measure our success

- Staff will feel better equipped to manage their functions and delivery of services to all communities in an inclusive way. This could be measured through:
 - Staff Engagement Surveys
 - The assessment of outcomes delivered to different groups
 - community feedback from after the incident reports and other customer satisfaction surveys
 - Monitoring the impact of training sessions completed around Equality and Diversity
 - Reviewing the grievance, complaints and disciplines to ensure there is no disproportionate impact.
- We will see an improvement in levels of engagement amongst staff from the protected groups

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

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

⁴To 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

<p>Equality Objective 5</p> <p>To continue to aspire for ED&I excellence; measuring ourselves against best practice and benchmarking tools within the Fire & Rescue Service and other sectors</p>	
<p>Action</p>	<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 the ED&I sector
<p>How we will measure our success</p>	<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 peerreview to achieve Level 3 (Disability Confident – Leader)</p>
<p>How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:</p> <p>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.</p>	

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	2 SEPTEMBER 2021	REPORT NO:	CFO/049/21
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2021-22 APRIL TO JUNE UPDATE		
APPENDICES:	APPENDIX A:	FUNCTIONAL PLANS 2021-22 APR-JUNE UPDATE	
	APPENDIX B:	KPI/LPI APRIL TO JUNE 2021 UPDATES	

Purpose of Report

1. To request that Members scrutinise performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2021/22 for the period April to June 2021.

Recommendation

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

Introduction and Background

3. The 2021/22 planning process began in January 2021. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the IRMP and Service Delivery Plan.
4. The April to June Service Delivery Plan Performance Report for 2021/22 is the document that reports and updates on the Functional Plan action points and Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2021.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

6. In March 2021 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance measures would continue to be grouped in the following way:
 - Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are
 - Service Plan outcomes - Key Performance Indicators
 - Tier 1 - Outputs – contributory outcomes and Local Performance Indicators
 - Tier 2 – Output - Local Performance Indicators
 7. Performance indicators have been grouped according to incident type:
 - Dwelling fire
 - Non domestic property fire
 - Anti-social behaviour and other fire
 - Road traffic collisions
 - Special service
 - Fire alarms
 - Staff welfare, risks and competency
 - Energy and the environment
 8. The Key Performance Indicator TC05 Special Service Calls attended no longer has a target and is for quality assurance only. This decision was made due to the type of incidents attended. It was agreed that MFRS would not want to discourage many of the calls received, nor are we able to influence performance in some areas such as assisting partner agencies. Areas MFRS could influence such as RTC's attended and water rescue incidents, while still included in this indicator are also recorded separately as RC11 and RC24.
 9. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
 10. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's and people living in areas of deprivation.
 11. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meetings of relevant managers and the Strategic Leadership Team Strategy and Performance Board. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
 12. All performance for April to June 2021 is covered in detail in the appendices to this report.
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Functional Plan updates

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

Key for Progress Reporting

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

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

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

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

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

BACKGROUND PAPERS

GLOSSARY OF TERMS



SERVICE DELIVERY PLAN 2021-22

1st Quarter Report:

April-June 2021

Key for Progress Reporting: -

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

SERVICE PLAN 1st QUARTER UPDATES 2021-22

OPERATIONAL PREPAREDNESS OBJECTIVES:

FP-21/22-1.1

To continue to implement the approved 5-year Capital Build Programme and progress the development of the Training and Development Academy.

To enhance Fire-fighter training (in relation to i.e high rise incidents, terrorist attacks, marine response emergency medical response, flooding and wildfire incidents). By building a new training facility that is fit for purpose and reflects new and emerging risk.

1.1 Continue to work to the Action Plan and Risk Register of the TDA Re-Development Board to deliver the site re-development.

- ⇒ Long Lane/TDA Project structure and governance is in place (Executive Group, Project Board and thematic Sub-Groups) and providing a bespoke corporate management structure, in line with PRINCE2 project management methodology, to provide support and scrutiny to the IRMP/Functional Delivery Plan objective.
- ⇒ The area schedule for the joint search and rescue/NWAS HART station and TDA main building have been provided to the architects.
- ⇒ The architects have produced a massing drawing and a preferred site option has been identified. Planned drawings of the station have been provided to SRT, HART personnel and staff networks to review and comment.
- ⇒ The station merger consultation paper was signed off by the Fire Authority on 30th June 2021 with public consultation commencing on the 15th July 2021 for a 12-week period.
- ⇒ The 'Training Zone' workshops have been scheduled from 29th June 2021 - 15th July 2021 in line with the design stage of the project.
- ⇒ A 'Communication Plan' has been signed off by the Executive Group and consultation with staff continuing via the development of Hot News articles and ongoing dialog with the staff networks.
- ⇒ MFRA legal have exchanged contracts for the conditional sale for the site at Long Lane, Aintree. Approval to appoint a contractor for pre-

		<p>construction works will be sought at the Fire Authority meeting on 29th July 2021. A pre-planning meeting is scheduled with Liverpool City Council on the 13th July 2021 with the full-planning application scheduled to be submitted in November subject to the outcomes of public consultation and Authority approval.</p>
<p>FP-21/22-1.2</p> <p>Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing & Crime Act 2017 reviewing our Shared Estate, Operations and Support Services.</p> <p>Operational Preparedness will work with internal stakeholders to ensure opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining response to fires and other emergencies.</p>	<p>1.2 Monitor and review all areas of collaboration, developing business cases where they are in the interests of efficiency, effectiveness or public safety, through collaboration with Merseyside Police and NWAS, and as determined by the Blue Light Collaboration Programme Board.</p> <p>Opportunity assessments and reports will be undertaken against: Shared Estate, Operations and Support Services.</p>	<ul style="list-style-type: none"> ⇒ A paper was submitted to Resources Board on the restructure of Corporate Services collaboration and procedures. This will also be reported at Blue Light Board 23.4.21. ⇒ Gaining entry - feedback from crews. ⇒ Fire investigation – looking at cost proportion model. ⇒ Re-focus work being done on collaboration by setting up workshops with partners. ⇒ A meeting was held with RNLI senior management continuing the exploration of joint working in the areas of, Prevention, education, training, sharing training locations and the future of MFRS boat replacement programme. There is a future meeting planned during the summer to discuss RNLI meetings regarding the kickstart meeting
<p>FP-21/22-1.3</p> <p>Continue to review how operational risk information is gathered and presented to operational staff, including the future transition of MFRS Site Specific Risk Information (SSRI) into new applications and how this can be shared with other</p>	<p>1.3.1 Continue to work to the Action Plan of the SSRI Board to complete the trial and deliver the app.</p>	<ul style="list-style-type: none"> ⇒ Weekly meetings & workshops being held. ⇒ Data Capture form has been created and fully aligned to National Operational Guidance. ⇒ Senior Officer workshop will be held early late August/September to gather views before finalising module specifications and associated workflows.

FRS's.	1.3.2 Source a new software program or develop and support the existing SSRI procedure.	<ul style="list-style-type: none"> ⇒ Given access to Community Fire Risk Management Information System (CFRMIS) App to review. Note CFRMIS is 12-18mnth programme and Protection is to be delivered first ⇒ In contact with other Fire and Rescue Services enquiring about quick screens facility. Site Specific Risk Information Strategy and primary being looked at. ⇒ Requested for the tough pads to be looked at by Operational Response and ICT, as at present unable to use for Cross border/SSRI information. ⇒ Minimum viable product specification was completed. ⇒ Scoping document for Operational Intelligence CFRMIS now produced. Site Specific Risk Information (SSRI) questionnaire was on agenda at Station Manager Standardisation meeting 18.6.21. Request all operational staff to complete and feedback on what they want, comments on current system, opportunities to change etc.
<p>FP-21/22-1.4</p> <p>Implement the recommendations of the Pod Review Project aiming to increase resilience.</p> <p>Enhancing specialist and non-specialist</p>	1.4.1 Defined deadlines of work package completion dates created.	<ul style="list-style-type: none"> ⇒ Pod Movements, staffing and local training are included in Operational Response Function Plan.
	1.4.2 Package completion work streams in final stage and to be passed to responsible officers for	<ul style="list-style-type: none"> ⇒ Produced a Pod Review programme of work to aim to move Pods in September. This was presented at Ops Board 28.5.2021.

<p>capabilities for terrorist incidents and providing additional kit and equipment to Firefighters; ensuring that MFRS specialist capabilities reflect foreseeable risk and are located and deployed based on that risk, including a drone capability.</p>	<p>conclusion.</p>	
	<p>1.4.3 Drone initial scoping and costing completed, production of handover document to enable Protection to implement and deliver.</p>	<ul style="list-style-type: none"> ⇒ Equipment evidence use, equipment refresh, inventories, elearning packages and Matrix local training are being reviewed. Pods were inspected by Workshops. ⇒ Moving forward on Kirkdale changes, Foam replacement and marine tunnel pod (General Purpose Unit).
	<p>1.4.4 Initial POD distribution project completed, anticipating delivery of handover to Response to implement.</p>	<ul style="list-style-type: none"> ⇒ Wallasey station has been visiting the dock system and started the relationship with the dock areas for site knowledge. Initial foam exploration into changing standards has begun in preparation for project start of the Foam Provision Enhancement & Replacement. ⇒ Interim Damage Control Unit is now on the run from Kirkdale reducing the burden to Search and Rescue Team and enabling crews to resolve incidents quicker.
<p>FP-21/22-1.5</p> <p>Deliver the revised Command Strategy which will ensure staff know how to command fire and rescue service assets</p>	<p>1.5.1 Develop command training packages to support all management levels.</p>	<ul style="list-style-type: none"> ⇒ Command competency across all manager levels is currently at 100%. ⇒ Courses at Incident Command Crew Manager, Incident Command Watch Manager and Incident Command Middle Manager have been produced to

<p>assertively, effectively and safely at incidents.</p> <p>This will incorporate regular assessment of command competence in line with National Operational Guidance and ensure all staff skills are up to date and promote organisational awareness to confirm consistency on how this is recorded</p>	<p>1.5.2 Develop an assessment program to ensure all operational managers are command competent</p>	<p>support progression.</p> <ul style="list-style-type: none"> ⇒ The 6 training days to complete Watch Manager M7 for WM competency have been written and completed and will begin in August 2021. ⇒ A Group Manager (GM) command exercise has been produced and delivered to support the GM promotional process. ⇒ Development work continues for the delivery of the remainder of the strategy.
<p>FP-21/22-1.6</p> <p>To continue to implement the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against the 2030 Green Plan and the move to alternative fuelled vehicles for the MFRS fleet</p>	<p>1.6.1 Survey all MFRS sites.</p>	<ul style="list-style-type: none"> ⇒ Reviewing frameworks for consultant to survey sites
	<p>1.6.2 Cost analysis of options of electric vehicles and electric infrastructure.</p>	<ul style="list-style-type: none"> ⇒ Hybrid Vehicles are being reviewed. ⇒ The Trip information study which was done pre-Covid-19 can only be refreshed when all staff return to full duties then the fleet can be analysed for the future.
<p>FP-21/22-1.7</p>	<p>1.7.1 Continue to engage with Fire Control staff.</p>	<ul style="list-style-type: none"> ⇒ COMPLETED – flexible working in place

<p>Implement the findings of the 2020/21 comprehensive review of Fire Control staffing and embed the future ways of working for Fire Control.</p>	<p>1.7.2 Redraft the Fire Control Staffing Service Instruction</p>	<p>⇒ COMPLETED – flexible working in place</p>
	<p>1.7.3 Consult with workforce and representative bodies.</p>	<p>⇒ COMPLETED – flexible working in place</p>
	<p>1.7.4 Create Fire Control working party to work with TRM for handover of staffing.</p>	<p>⇒ COMPLETED – flexible working in place</p>
	<p>1.7.5 Deliver two training courses for new starters in 2021/22, in line with apprenticeship framework</p>	<ul style="list-style-type: none"> ⇒ New Fire Control operators started. ⇒ Apprenticeship pathway commenced. ⇒ Proposed to introduce similar process for Crew Manager to Watch Manager.
	<p>1.7.6 Deliver training for staff on upgrade to Vision 5.</p>	<ul style="list-style-type: none"> ⇒ Vision 5 is now live and issues resolved. ⇒ Introduced senior meeting and links to training. ⇒ Station Manager job role drafted out.
<p>EQUALITY & DIVERSITY OBJECTIVES:</p>		
	<p>E&D-/20/21/1.14:</p>	<p>⇒ <u>Current TDA Site Meeting</u> held with Equality, Diversity and Inclusion manager to review TDA site.</p>

<p>Equality Impact Assessment (EIA) completed with E&D Department on this Operational Preparedness Function Plan 2021/22 and EIAs will be completed when required for new build facilities, changes, new equipment, uniform changes, policy changes etc.</p> <p>Provide assistance to E&D Department in reference to NFCC around Equal Access and Provision of Services.</p>	<p>To review the Training and Development Academy facilities in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</p>	<p>⇒ <u>New TDA Build Project</u> The ED&I manager is a standing member of the Long Lane/TDA Project Board. This is to ensure that MFRA meets and its statutory duties under the Equalities Act and the site is accessible to all. We will learn lessons from the accessibility audits that are currently being conducted on all our sites across the estate. We are also ensuring that we have ongoing dialogue with our staff and the staff networks to ensure that their ideas and views are voiced and heard by the project management team.</p>
	<p>ED/20/21/1.19</p> <p>Utilise our positive action campaigns for recruitment within all departments to ensure diversity.</p>	<p>⇒ ACTION CLOSED</p> <p>Update was - A successful positive action campaign held for Fire Control December 2020 and EIA Completed with the Diversity Manager</p> <p>Continual positive action campaign on Firefighter recruitment.</p> <p>Embedded as Business as usual</p>
	<p>ED/20/21/1.16</p> <p>Collaborate and work with other agencies to horizon scan and benchmark any ED & I process.</p>	<p>⇒ ACTION CLOSED</p> <p>Last update was - Providing assistance to ED&I Department in reference to NFCC around Equal Access and Provision of Services.</p> <p>Embedded as Business as usual</p>
	<p>E&D-20/21-1.10</p> <p>Research, develop and implement supportive technology, e.g. 999 eye, What 3 Words.</p>	<p>Part of Phase 2 of the Vision/BOSS upgrade programme, due to commence in mid 2021/22.</p>

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OPERATIONAL RESPONSE OBJECTIVES:		
FP-21/22-2.1		
<p>Enhance our response to specialist risk across Merseyside in specific areas such as Industrial, based at St. Helens, Marine at Wallasey, Marauding Terrorist Attack at Kirkdale and Wildfire at Formby and Heswall.</p> <p>We will also align our existing resources to create other specialist stations such as Command and Control at Liverpool City, High Volume Pump based at Belle Vale; with maintained skillsets across each district, Hazardous Materials at St. Helens and continued Search and Rescue at our proposed Long Lane site.</p>	2.1.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.	<ul style="list-style-type: none"> ⇒ Engagement has taken place with all locations from PO level to Station Based SM's ⇒ Station based SM's have been briefed and are taking the lead on their individual new assets and have begun training and familiarisation
	2.1.2 Complete Training Need Analysis for Specialist Resources	Quarter 2 Update
	2.1.3 Prepare Stations to receive Specialist Resources.	Quarter 2 Update
	2.1.4 Roll out peripatetic training for Specialist skills.	Quarter 4 Update
FP-21/22-2.2		
	2.2.1 Consult staff on IRMP 2021-2024 and plan	<ul style="list-style-type: none"> ⇒ Engagement has taken place with all locations from PO level to Station Based SM's

<p>Improve our Operational Response capability, via a review of the current locations of our fire stations.</p> <p>Introduce a new Hybrid Station at Kirkdale and combine the duty systems at Liverpool City and Kensington fire stations; to create a Dual Station Hybrid model.</p>	proposals for the affected stations.	⇒ Further engagement around dual hybrid has led to potential change to original proposal
	2.2.2 Facilitate moves based on service requirements	Update Quarter 2
	2.2.3 Produce procedure for Dual Hybrid.	⇒ Dual Hybrid concept has been referred back after consultation with staff and this will continue.
	2.2.4 Implement procedure	Update Quarter 2
FP-21/22-2.3		
<p>Introduce an Integrated Demand Management Programme (IDMP) with Northwest Ambulance Service, to work together in times of high demand including Emergency Medical Response.</p>	2.3.1 Liaise with NWS to produce Integrated Demand Management Programme (IDMP).	⇒ Due to demands on both services regarding COVID, we have been unable to liaise and move this forward. As restriction are now being removed this will begin. This will be pushed back to Q2
	2.3.2 Produce SLT paper on IDMP.	Update Quarter 2
	2.3.3 Identify training needs and equipment /PPE, based on engagement results from previous EMR locations.	Update Quarter 3
	2.3.4 Implement the programme.	Update Quarter 4

<p>FP-21/22-2.4</p> <p>Develop the internal structure of the Health and Safety department to address gaps in future succession planning and build resilience (following learning from Covid).</p> <p>This will take account of the relevant training, qualifications, knowledge and experience required within the department to meet the needs of the organisation.</p>	<p>2.4.1 Develop a zero cost option from within the existing establishment of Operational Response to provide a resilient and competent structure, recognising specialist H&S skills and qualifications required to support the succession challenges. Options will be captured in a report for Ops Board.</p>	<p>⇒ Option developed which takes account of the available personnel within Response, inclusive of the Service Delivery HQ based Station Managers (SM), the Operational Assurance SM and the SMA post. Option is zero cost as uses current establishment. Option will provide resilience for H&S by also drawing across both H&S and Operational Assurance.</p>
	<p>2.4.2 Complete training needs analysis to identify qualification requirements and support the H&S succession plan report referenced above in 1.1.</p>	<p>⇒ Training Needs Analysis has been progressed to support the preferred option for Health and Safety (H&S) structure.</p>
	<p>2.4.3 Present the report at Ops Board and subsequently implement change.</p>	<p>⇒ Update in Quarter 2</p>
	<p>2.4.4 Enrolment on and up to 50% completion of relevant H&S qualification</p>	<p>⇒ Update in Quarter 2</p>
<p>FP-21/22-2.5</p> <p>Progress the work in relation to Firefighter contamination in support of reducing the risk of contamination to firefighters from fire effluents at incidents. This will take account of recommendations from</p>	<p>2.5.1 – Consider new and emerging research on the hazards of fire contaminants, for example, the UCLan report; and report through the H, S & W Committee quarterly</p>	<p>⇒ University of Central Lancashire report has been fully considered. All recommendations from the report have been extracted and placed into RAG rating system as part of review and gap analysis. Gap analysis confirmed the strong position of MFRS in protecting FF's from fire contaminants with current measures in place. Updates provided to Health, Safety and Welfare committee as described.</p>

current and emerging research.		<ul style="list-style-type: none"> ⇒ Department lead to be appointed to continue to progress this area of work; they will also work with volunteer Watch Manager and watch at Bootle and Netherton fire station. ⇒ Department continues to horizon scan and work with regional partners for identification of any new or emerging research.
	2.5.2 – Enhance PPE recording systems to include prompts around Contaminated Fire kit	<ul style="list-style-type: none"> ⇒ The electronic BA recording system has now been enhanced to include contaminated/dirty kit prompts, ensuring FF's have a greater awareness of their PPE post fire/BA wear. Completed.
	2.5.3 – Develop and deliver training on harmful health effects of exposure to toxic fire effluents.	<ul style="list-style-type: none"> ⇒ Update in Quarter 2
	2.5.4 – Complete a Learn-Pro package for annual completion by Ops crews and upload onto system	<ul style="list-style-type: none"> ⇒ New HAZMAT input at TDA has information regarding firefighter contamination and effects of fire effluents. H&S are in the process of working with HAZMAT lead to ensure consistent information which will inform the Learn-Pro development.
FP-21/22-2.6		
Improve the effectiveness of the Operational Assurance Officer role	2.6.1 Scope out training accreditation opportunities including IFE and formalise arrangements for continued accredited OA training.	<ul style="list-style-type: none"> ⇒ Work has commenced in this area with a first Operational Assurance Officer CPD event offered to all senior officers and a high uptake achieved. This was IFE accredited and certificates issued to

<p>through the introduction of an accredited training/CPD regime; a review of how Officers are mobilised and respond to incidents and an evaluation of the OA officer handbook.</p>		<p>officers. Work now continues for further opportunities.</p>
	<p>2.6.2 Produce an annual calendar of events for OA officer training and publish on the portal.</p>	<p>⇒ Work commenced on calendar of events for remainder of year. Events already held include role of the OA officer input; Li-ion BESS incidents; Enhanced debrief process (Hot & Organisational)</p>
	<p>2.6.3 Report completed Identifying options enabling OA to commence at an earlier stage of incidents and have a higher attendance rate.</p>	<p>⇒ Information has been gathered from various sources including officers, vision, OAT morning meetings in order to best inform report and recommendations. Report will be completed early in Q2.</p>
	<p>2.6.4 Survey monkey created and used for evaluation of OA handbook; report produced with findings and any improvements actioned</p>	<p>⇒ Operational Assurance handbook now issued and used by OA officers. Survey monkey is planned for Q3 to give a more measured response at least 6-8 months after it was issued.</p>

<p>FP-21/22-3.1</p>		
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<p>To lead on the development of the new People Plan for 2021-24.</p>	<p>3.1.1 To strengthen leadership and line management to support organisational change and improved community outcomes</p> <p>3.1.2 To provide excellent training and education to ensure continuous improvement of service to the public.</p> <p>3.1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged</p> <p>3.1.4 Developing cultural values, a behaviour which makes MFRS a great place to work.</p> <p>3.1.5 Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve.</p>	<p>⇒ The authority has signed off the Leadership message and revised People Plan. The Leadership message will be embedded across the Authority beginning in September</p>
<p>FP-21/22-3.2</p> <p>To design and implement an organisational Leadership message with</p>	<p>2.3.1 Adopting ways of working that response to service needs.</p>	<p>⇒ The service continues to monitor , and amend were appropriate its working patterns to ensure maximum appliance availability</p>

revised values.	2.3.2 To continue to develop the Leadership message through staff focus groups and consultation.	⇒ The authority has signed off the Leadership message and revised People Plan. The Leadership message will be embedded across the Authority beginning in September
	2.3.3 To appoint external support to deliver organisationally and embed the Leadership message and revised values.	⇒ A planning and implementation meeting was held on 30 th July , with a second one planned. The appropriate procurement procedures will now be followed with a view to appointing the external provider to deliver this to all employees beginning in September 2021
<p>FP-21/22-3.3</p> <p>To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.</p>	3.3.1 To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.	⇒ Individual departmental support is being utilised to ensure structures , grading and resources meet the future demands of those departments
	3.3.2 To work with functional leaders to ensure any change management in their structural makeup is undertaken using best practice methodology to ensure those changes are effectively managed and delivered in a cost effective manner.	See above
<p>FP-21/22-3.4</p> <p>To recruit, develop and promote talent via apprenticeships, the gateway and</p>	3.4.1 To continue to strengthen our relationships with the community and partners in order to attract talent and to build on our reputational brand through positive action, careers events and Have a Go-days which demonstrate our position as an Employer of Choice.	⇒ Work has been restricted due to the organisational restrictions caused by COVID. A planning session utilising an external facilitator is being arranged to review and refocus the organisational Positive action strategy

continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.		
	3.4.2 To work with our ICT /Communications colleagues to launch on-boarding technology to ensure candidates remain engaged and focused during the recruitment and selection processes.	⇒ The Paige Tiger on boarding system has been purchased and its use being expanded
	3.4.3 To work with Service Managers to ensure that the Service Values are demonstrated by supporting them in challenging unacceptable behaviour and recognising demonstration of the values and ground rules.	⇒ The values have been reassessed and amended following an organisational led review. These have been adopted by the Authority , and will be embedded into the organisation initially through the external provider mentioned above.
	3.4.4 To work with internal and external colleagues and partners to build a coaching environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mindset.	⇒ The Coaching and mentoring environment continues to be developed. An initial 12 coaches have completed their training course, and a second course is currently being planned. That initial cohort has begun work with a number of employees
FP-21/22-3.5 To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.	3.5.1 To work with internal and external colleagues and partners to build a coaching environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mindset.	⇒ This has stalled slightly with the pandemic but Occupational Health continue to review best practice for Health and Wellbeing and have introduced initiatives such as the Long Covid Rehabilitation programme to assist staff.
	3.5.2 In collaboration with our workforce we will develop initiatives to underpin best practice in	⇒ The CISM process has been updated; this will be presented at the July 2021 Command Seminar.

	<p>terms of staff health and wellbeing and ensure that MFRS provides and timely and relevant interventions.</p>	<ul style="list-style-type: none"> ⇒ Recruitment for new CISM Debriefers has been completed and training for these is due to take place this Aug, Sept and Oct. ⇒ Mental Health First Aid will continue to be delivered to new firefighter recruits, to educate staff around mental wellbeing at the start of their career.
	<p>3.5.3 We will maximise the physical and mental wellbeing of our staff to create a healthier environment where people are engaged, productive and challenged in their work.</p>	<ul style="list-style-type: none"> ⇒ Occupational Health (OH) have published an updated Firefighter Fitness Service Instruction that incorporates the physical tests for aerobic and strength, and weight management supported by the OH Fitness Team and the Nutritionist. ⇒ Health and Wellbeing initiatives will continue to be explored in the Health, Safety and Welfare committee. ⇒ To demonstrate commitment to positive mental health, MFRS have renewed their commitment to the Mindful Employer '<i>Charter to Employer's Positive about Mental Health</i>'.
	<p>3.5.4 In partnership with all our staff we will actively lead and promote equally the benefits of positive mental health and physical health and wellbeing and ensure our services become embedded as "normal business" for our workforce.</p>	
	<p>3.5.5 To work with Managers to enable them to utilise the Service Capability and Absence and Attendance procedures to ensure that all employees are supported to perform to the best of their ability. This will be achieved via training and coaching of new and experienced Managers at their place of work in order to help them to choose appropriate management interventions available to them.</p>	<ul style="list-style-type: none"> ⇒ The Capability procedure continues to work with employees to support their return to work, and reduce the absence statistics. Ongoing training is provided to all manager to enable them to manage employees in a consistent manner with the support of the Occupational Health Team

FP-21/22-3.6		
Continue to review and adapt all HR Systems and related technological interactions.	3.6.1 To transfer the management and development of the Stars system to POD	⇒ The transfer has been completed, and future development of the system now resides with the POD Data Manager
	3.6.2 To review all internal HR systems and continued interaction with other systems	⇒ Work is ongoing
EQUALITY & DIVERSITY OBJECTIVES:		
E&D-21/22-3.7		
To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.	The service actively targets and attends events to share the recruitment brand and to attract potential recruits to reflect the working populations of Merseyside.	See note in 3.4.1
E&D-21/22-3.8 & 3.9		
To continue to consider reasonable adjustments which can impact on an employee's capability to undertake their role to their full potential.	Where an employee is not performing due to attendance, behaviour, knowledge, skills or aptitude, the Service will work with the employee to identify if a disability is limiting their full performance and will consider reasonable adjustments to enable the employee to reach their full potential.	⇒ This work is ongoing on a confidential case by case basis.

PREVENTION OBJECTIVES:

FP-21/22-4.1

Continue to deliver against the Home Safety Strategy (2021 - 2024), inclusive of using person and place based factors to keep people safer in their homes.

4.1.1 Our aim will be to deliver 60,000 interventions during 2021/22.

- 46,000 HFSCs (Stations)
- 12,000 Safe and Well Checks
- 2000 Low & Medium Risk

65% of our target group will be the over 65s. We will also use Indices of Deprivation and person centred data to access those most vulnerable from fire and direct referrals from agencies following analysis of all fatal and accidental fires across Merseyside.

- ⇒ The continued restrictions around Covid-19 has meant that Operational Crews have only delivered HFSC visits where the risk of fire outweighed the risk of Covid. Therefore, the delay in lifting restrictions until 19th July 2021 has meant that quarter 1 performance will be below the expected delivery targets.
- ⇒ HFSC refresher training under development which will remind Operational Crews of the Home Safety Strategy and why and how we target individuals aged 65 years old and over.

4.1.2 The introduction of improved technology (surface pro) and MIS during 2021/22 will improve document management (removal of paper based systems), improve accuracy of data and support the achievement of the targets above.

- ⇒ All staff have been issued with a Surface Pro and the introduction of CFRMIS is at the planning stages whereby the HFSC form has been developed and is expected to be at the User Acceptance Test (UAT) stage at five community fire stations by the end of July 2021. This will then be extended to include the Safe and Well form by December 2021, with the Fire Service Direct aspect being added at the same time 2021 due to the complexities of how MFRS manage high risk visits

<p>FP-21/22-4.2</p> <p>We will further seek to professionalise prevention activity and align the strategy to the developing National Fire Chief's Council (NFCC) work stream regarding Home Safety this will include quality assurance of all Home Safety activity and an evaluation of its effectiveness.</p>	<p>4.2.1 We will ensure each advocate has regular training (including E-learning) to maintain the highest levels of competency.</p>	<ul style="list-style-type: none"> ⇒ Advocates training needs are regularly reviewed and gaps addressed as appropriate. Additionally, CPD days are held bi-monthly and additional training needs are met here utilising key partners and third sector agencies to raise awareness and increase understanding in specific areas. ⇒ All Advocates will complete required Learn Pro packages and provided adequate time to complete these.
	<p>4.2.2 The Function will provide guidance and training to each Watch/Team. We will quality ensure referrals (customer satisfactions calls) to support the internal evaluation of activity.</p>	<ul style="list-style-type: none"> ⇒ HFSC refresher training under development for all Operational Crews. ⇒ Fire Service Direct/volunteers will undertake telephone calls to properties that have received HFSC visits to evaluate the quality of the visit and ensure that it has been completed to a satisfactory standard and all essential aspects of the visit were delivered.
<p>FP-21/22-4.3</p> <p>We will review existing assurance frameworks to improve quality of outcomes and improved reporting for Incident Recording System (IRS) and RM1 reporting.</p>	<p>4.3.1 Task and Finish Group will be established to improve training and officer awareness of the IRS system.</p>	<ul style="list-style-type: none"> ⇒ Home Safety Management Team liaising with Operational Response, Strategy and Performance and Protection to improve the quality of IRS completion. ⇒ Phase 1 complete which involved input to all Operational Personnel on how to complete IRS. Focusing on common areas of development, namely room of origin, floor of origin, smoke alarms fitted and present and comments section. ⇒ Evaluation of Phase 1 completed. ⇒ Phase 2 will comprise of a comprehensive face to face training package for Watch and Crew

		<p>Managers, also integration into the Gateway and TCA process Learn Pro package. Expected completion date is mid to late Autumn.</p>
<p>FP-21/22-4.4</p> <p>Station Based Campaigns - Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day).</p>	<p>4.3.2 Task and Finish Group will be established to review RM1's. This will complement the introduction of Vision 5 and CFRMIS database to ensure</p> <p>4.4.1 Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day). We will also continue to further develop strategic alliances with key stakeholders (including housing providers) to support targeting of risk within the hierarchy of vulnerability (people and places).</p>	<p>⇒ Home Safety Management Team to lead the RM1 Task & Finish Group, to include Operational Intelligence, Strategy and Performance and Operational Response. RM1 process considered and built into the new HFSC form on CFRMIS.</p> <p>⇒ The continued restrictions around Covid-19 has meant that Operational Crews have only delivered HFSC visits where the risk of fire outweighed the risk of Covid. Therefore, the delay in lifting restrictions until 19th July 2021 has meant that quarter 1 performance will be below the expected delivery targets.</p> <p>⇒ Campaigns are expected to resume in line with Government advice.</p>
<p>FP-21/22-4.5</p> <p>Continue to implement the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety</p>	<p>4.5.1 We will align our strategy and interventions to partners place based plans to ensure the most effective outcomes including use of assets and resources.</p>	<p>⇒ MFRS continue to direct its resources to areas of need, including those recognised in the Indices of Deprivation 2019. We have worked with multi-agency partners to help support our risk reduction strategies and delivered 15 campaigns during quarter 1. Outcomes have been reported through Performance Management Group</p>

and Youth Engagement.	<p>4.5.2 We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan, deliberate fire setting and increased tensions that may occur as a result of hate crime or terror related incidents.</p>	<ul style="list-style-type: none"> ⇒ In recent months we have effectively used leafleting to support our Home Safety Strategy, this has been reported to Strategic Leadership Team. ⇒ In addition, we have recommenced a number of arson related campaigns, including the introduction of red routes (targeted wards). ⇒ July will see the start of the bonfire planning for 2021.
	<p>4.5.3 Road Safety Education will focus on the newly published Merseyside Road Safety Partnership Plan. Our interventions will be those aged 18 -24 years and those identified as part of Youth Offending (Restorative Practice).</p>	<ul style="list-style-type: none"> ⇒ MFRS are embedded on the Merseyside Road Safety Partnership (MRSP). Lead Officer has supported several engagement days with partners and delivered a number of packages to schools. ⇒ Work continues to develop MFRS portal to enable Operational Crews to self-service. ⇒ MFRS Lead Officer is an active member of Workplace to support development of service delivery.
	<p>4.5.4 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.</p>	<ul style="list-style-type: none"> ⇒ Introduction of Be Water Safe Training across the five Local Authority Districts. ⇒ Night time economy have funded throw ropes. ⇒ Group Manager Prevention is now Water Safety Forum Chair. ⇒ Multi-Agency Water Safety campaign is being implemented and multi-agency corporate safety messages being developed and shared.

	<p>4.5.5 MFRS Incident Investigation Team will continue to develop its adopted approach to ISO accreditation and work in support of meeting the standards expected by Forensic Science Regulator.</p>	<ul style="list-style-type: none"> ⇒ MFRS work in partnership with Merseyside Police and the Forensic Capability Network in order to achieve ISO17020 accreditation. This is a National requirement for all FRS to achieve ISO17020 accreditation by Oct 2023. MFRS have been selected to be one of four FRS who will be part of the first tranche to apply and achieve accreditation. ⇒ It is anticipated that MFRS will submit our AC2 application form by April 2022. MFRS have allocated additional time and resource to allow for ‘technical’ and ‘quality’ manager roles to facilitate the undertaking of ISO.
<p>FP-21/22-4.6</p> <p>Continue and renew our focus to further ensure Safeguarding is fully embedded in the Service.</p>	<p>4.6.1 We will ensure whole service understanding of safeguarding through robust training to all our workforce and safeguarding officers, including monitoring, review and evaluation of safeguarding compliance through governance, performance and peer review.</p>	<ul style="list-style-type: none"> ⇒ Safeguarding Committee meets quarterly (Chaired by ACFO) to consider governance, emerging issues and decision making). Monthly briefing note updates on pertinent safeguarding issues and incorporates a 7-minute briefing. ⇒ All staff undertaking a Level 1 Safeguarding Awareness Learn Pro and further bespoke training to be added during the remainder of 2021. ⇒ Strategic Safeguarding Manager sits on all Safeguarding Adults and Children’s Boards. ⇒ All safeguarding referrals are quality assured on a weekly basis at the Prevention Team Managers meeting.

EQUALITY & DIVERSITY OBJECTIVES:		
<p>E&D-21/22-4.7</p> <p>To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups.</p>	<p>4.7.1 Our aim is to ensure we are engaging with diverse communities in an inclusive way.</p> <p>To work in partnership with stakeholders through collaboration on shared ambitions improving wellbeing, safety and cohesion.</p>	<ul style="list-style-type: none"> ⇒ Meeting to be held with ED&I lead to ensure that the questions that will be built into the CFRMIS HFSC form and suitable and sufficient. ⇒ ED&I training will be included in the HFSC Refresher Training that is under development and will be delivered to all Operational Personnel.
<p>E&D-21/22-4.8</p> <p>To increase the use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.</p>	<p>4.8.1 We will have dedicated campaigns in support of Firekills and other thematic areas.</p> <p>Our Safe and Well Checks will include fuel poverty referrals</p>	<ul style="list-style-type: none"> ⇒ Safe and Well under development to include Fuel Poverty and Social Isolation question. ⇒ Collaborative work undertaken with Cheshire FRS, all Local Authority leads and Energy Project Plus (EPP) to ensure a suitable referral pathway is in place
<p>E&D-21/22-4.9</p> <p>To continue to deliver and embed a MFRS Safeguarding Strategy.</p>	<p>4.9.1 We will look to support young people through the delivery of Princes Trust Team Programme and other Youth Engagement programmes.</p>	<ul style="list-style-type: none"> ⇒ MFRS Children and Young People (CYP) Guidance currently under development in partnership with Wirral Met College and Safeguarding embedded by Safeguarding Governance Committee Meeting approving policy and process. ⇒ CYP management to undertake NSPCC Designated Safeguarding Lead Training in October 2021 and develop bespoke training for Youth Engagement staff.

PROTECTION OBJECTIVES:		
FP-21/22-5.1	<p>5.1.1 Develop fire safety and fires in buildings training packages for operational crews to be hosted on MFRA E learning platform, with specific focus on:-</p> <ul style="list-style-type: none"> • Relevant legislation • Building Construction • Facilities for Fire-fighting in buildings • Use of Fire-fighting facilities. 	<p>⇒ Packages have been developed for recruit courses which require transferring into operational e learning packages. Awaiting the recruitment of operational staff into the dept. to undertake this task.</p>
<p>Resource and deliver suitable operational based Fire Safety training and information for Response Personnel.</p>	<p>1.1.2 Each recruit FF will receive 2.5 days of face to face training receiving fire safety input, building construction and High Rise Building familiarisation.</p>	<p>⇒ Recruit course 1/21 received 2.5 days' protection input covering:</p> <ul style="list-style-type: none"> • Protection Dept Introduction and legislation • Fire Detection and Emergency Lighting • Means of Escape • Case Study • Fixed instillations • Dry & Wet Risers • Simple Operational Fire Safety Assessment (SOFSA) • SOFSA Practical • Building Construction • High Rise Building Site Visit:

		<ul style="list-style-type: none"> • Show design and escape routes • Fire Service Access Facilities • Fire fighting Lift Operation & Escape • Smoke Control System • Fire Fighting Shafts and stairs • Dry/Wet riser • (other fixed instillations) • High Rise Evacuation Strategy, Operational Considerations and Fire-fighter Facilities. (IFE Accredited).
	1.1.3 Underpin learning by developing a suite of videos to support operational crews in relation to:	Footage has been recorded with corporate comms and will be enhanced with drone footage. Narratives being written up.
	<ul style="list-style-type: none"> • Ventilation and extraction systems 	Footage has been recorded with corporate comms and will be enhanced with drone footage. Narratives being written up. In addition, MFRS are working with Serus a national manufacturer of smoke extraction systems to develop an educational video which will also be shared with the NFCC.
	<ul style="list-style-type: none"> • Identification and operation of Firefighting lifts 	Footage has been recorded with corporate comms and will be enhanced with drone footage. Narratives being written up.

	<ul style="list-style-type: none"> • Interrogation of alarm and detection systems 	<p>⇒ Footage has been recorded with corporate comms and will be enhanced with drone footage. Narratives being written up.</p>
<p>FP-21/22-5.2</p> <p>Complete Regulatory Activity in line with District based Inspection targets.</p>	<ul style="list-style-type: none"> • Protection staff will complete 2000 High Risk inspections. 	<p>⇒ Some issues in gathering accurate data due to transition period of using both Sophtlogic and CFRMIS. 190 High Risk Audits completed this quarter. Covid restrictions have limited the ability to Audit some High-Risk premises. Staff leaving and vacant positions also impacting outcomes this Quarter.</p>
	<ul style="list-style-type: none"> • Respond to all complaints and post fire situations covered by the RRO within 3 days. 	<p>⇒ Process still being developed to streamline process. All complaints currently being processed locally at district office's</p>
	<ul style="list-style-type: none"> • Respond to all requests for a Protection Response Officer (during 2020 we provided fire safety advice and/or responded on 50 occasions. 	<p>⇒ Protection Response Officers have either attended or provided advice at 40 operational incidents.</p>
	<ul style="list-style-type: none"> • Complete Annual target for Inspection of High and Very High Risk Premises 	<p>⇒ Currently not on target due to vacant Fire Safety Inspector positions and several staff in Training</p>
	<ul style="list-style-type: none"> • Respond to 100% of Building Consultations within the 15 days' period 	<p>⇒ Target met</p>

	<ul style="list-style-type: none"> Complete 80 programmed petroleum visits 	⇒ 25 Completed and on target.
	<ul style="list-style-type: none"> Conduct the relevant activities for all new build petrol filling stations 	⇒ New build inspections currently ongoing not yet recorded in CFMIS.
	<ul style="list-style-type: none"> Conduct 100% of all petroleum environmental searches within 14 days. 	⇒ Completed all within 14 days
	<ul style="list-style-type: none"> Conduct 1 monthly peak hour's inspections campaign targeted at premises types identified through local and National intelligence. Activity will be recorded through our MIS. 	<ul style="list-style-type: none"> ⇒ Peak hours campaigns have been undertaken, 1 in Liverpool City Centre and 1 in Southport. Both campaigns targeted licensed premises (Bars& Restaurants). ⇒ A total of 36 premises were visited. 1 prohibition notice served, and 1 enforcement notice served with the remainder receiving a business safety engagement and general fire safety information. ⇒ A further 3 prohibitions noticed were checked for compliance during the peak hour's visits.
	<ul style="list-style-type: none"> Carryout 4 Sub-Surface inspections, 1 per quarter 	⇒ Full Fire Safety Audits carried out 2c letters issued July 2021 for Lime St, Moorfields, James St & Moorfields stations. Follow up to be completed over coming months
	<ul style="list-style-type: none"> Take the required enforcement and prosecution action when premises fail to comply with the relevant legislation 	<ul style="list-style-type: none"> ⇒ Notices issued. <ul style="list-style-type: none"> • Alterations Notice 1 • Enforcement Notices 15

	<p>(Reporting period 2019 – 2020, 41 Enforcement Notices and 28 Prohibition Notices issued. 2 Prosecutions which resulted in convictions).</p>	<ul style="list-style-type: none"> • Prohibition Notices 3 • Prosecution resulting in conviction 1
	<ul style="list-style-type: none"> • Process all applications for explosives storage (fireworks) within 14 days 	<p>⇒ There are currently 164 premises licensed to store fireworks. The license expiry date is September 30th each year. Some premises may have up to a five year license.</p> <p>Preparation work is beginning now (July) to send correspondence to any person holding a license expiring in September to ensure they are aware that their license will expire and they will not be licensed to store fireworks beyond September 30th. Renewal information will be sent out at the same time.</p> <p>⇒ As the license renewals (and new applications) are received they will be processed, assessed and issued within the required time frame.</p>
	<ul style="list-style-type: none"> • Respond to complaints relating to the illegal storage of explosives and take the required enforcement and prosecution action. In line with the MFRA complaints triage matrix. 	<p>⇒ Complaints regarding storage of fireworks are generally received around the sales periods and are assessed and acted on appropriately.</p> <p>⇒ Due to the time of year there have been no complaints in Q1.</p>
	<ul style="list-style-type: none"> • Carry out 110 programmed firework storage site inspections as per our risk based model. 	<p>⇒ There are currently 164 premises licensed to store fireworks. At the point of application, each person</p>

		<p>is assessed for suitability through the use of Police checks and the premises are assessed through appropriate measures which, in most cases requires a site visit.</p> <p>Those persons who have a license that is in excess of twelve months will still be subject to a police check to ensure they remain a suitable person to hold a license. In the event that they are not, the license may be revoked.</p> <p>During the sales period, each premises is subject to a 'sales' inspection and are assessed in terms of risk and are then triaged and a reschedule programme implemented as required.</p>
<p>FP-21/22-5.3</p> <p>To undertake Building Risk Review Programme (BRRP) to satisfy the needs of MHCLG and NFCC.</p>	<ul style="list-style-type: none"> • Recruit specialist team to deliver against Business Risk Review Programme (BRRP). 	<p>⇒ A dedicated team consisting of a BRR Coordinator, a BRR Lead Inspector, a BRR Local Authority Liaison, and BRR Admin Support are recruited and fully operational to deliver against the Governments ambition to have inspected all listed high rise buildings by December 2021, all funded via the BRR Grant and Protection Uplift Grant.</p>
	<ul style="list-style-type: none"> • Assess, triage and complete an audit as necessary. 	<p>⇒ 177 audits on HRRB's have been completed to date</p>
	<ul style="list-style-type: none"> • Develop and confirm a trajectory for programme completion. 	<p>⇒ The trajectory has been set to ensure that all HRRB's that require an audit will be audited by December</p>

		2021, this is currently on track for completion. However, the BRR programme is likely to extend beyond this date due to the quantity of new buildings that we are being made aware of during the programme.
	<ul style="list-style-type: none"> Recruit 4 new Fire Safety Inspectors. 	⇒ 1 Fire Safety Inspector recruited and started with an additional 2 to start during 2021. Many applications for the last process did not meet the essential criteria needed for the role, and we did not attract suitably qualified people for our positions.
FP-21/22-5.4 Develop Protection Structure in line with the NFCC Competency Framework. Including recruitment and training.	5.4.1 We will utilise provided Government Protection Uplift funding to recruit fire safety officers, resource and develop the Protection Department to meet current and future demands of this FDP with our establishment:-	⇒ On-going
	<ul style="list-style-type: none"> Recruit 4 additional temporary Watch Managers. 	⇒ On-going
	<ul style="list-style-type: none"> Recruit 4 fixed-term Fire Safety inspectors. 	⇒ On-going

	<ul style="list-style-type: none"> • Carry out 10 Fire Safety Quality Assurance audits per quarter. 	<p>⇒ On-going – we are not attracting suitably qualified people for Inspector positions.</p>
	<ul style="list-style-type: none"> • Provide access to 15 hours of CPD per year. 	<p>⇒ Fire Safety Quality Assurance audits completed for the QTR 1</p>
<p>FP-21/22-5.5</p> <p>Deliver a cross functional, single platform Management Information System to Protection, Prevention and Preparedness.</p>	<p>5.5.1 Implement the CFRMIS application with the associated Protection modules.</p>	<p>⇒ 224 Hours of CPD completed in QTR 1</p>
	<ul style="list-style-type: none"> • Technical Fire Safety. 	<p>⇒ Phase 1 went live on 17th May.</p> <ul style="list-style-type: none"> • Recording of time for ALL Protection activities • Creating and issuing Fire Safety related jobs • Completing Fire Safety Audit forms • Completing post Audit forms • Completing Business Safety Engagement (BSE) forms • Use of CFRMIS Mobile • Revised suite of letters and standard paragraphs (outside of CFRMIS until Phase 2) • Introducing of new ways of working for district Admin staff and FSI's
	<ul style="list-style-type: none"> • Explosives. 	<p>⇒ Protection Phase 2. Configuration module underway</p>
	<ul style="list-style-type: none"> • Petroleum. 	

		⇒ MFRS is part of Civica task and finish group to update the petroleum module. Phase 3
	<ul style="list-style-type: none"> • Prevention 	⇒ Phase 1 Go live planned for 31st Aug 21 <ul style="list-style-type: none"> • Ops Crews carrying out unscheduled HFSC's on ToughPads
	<ul style="list-style-type: none"> • Preparedness 	⇒ Configuring module. User acceptance testing due to commence December 21
FP-21/22-5.6 Resource and deliver the agreed Drone capability by utilising the Protection Response Officers.	<ul style="list-style-type: none"> • Identify staff to manage 'Drone'. 	⇒ Protection response Officers will staff and provide immediate request for drone response for MFRS as they provide 24/7 cover rota. Added resilience for Mon-Fri 9-5 will be provided by protection day related WM's. Out of hours resilience will be provided by protection dept SM's. 9 trained pilots in total.
	<ul style="list-style-type: none"> • Source CCA Approved Drone pilot licencing. 	⇒ All 9 pilots have been enrolled on Emergency Service Drone Operator Training (ESDOT) and have completed all on-line training as well as the separate CAA online assessment. Each pilot has a unique Pilot ID and MFRS now has a unique operators ID. Practical training and assessment will take place 20 th - 23 rd July. ESDOT is being provided by Heliguy.
	<ul style="list-style-type: none"> • Train identified staff to required levels. 	⇒ Theory training completed. Practical training will take place 20 th - 23 rd July.

	<ul style="list-style-type: none"> • Provide and maintain 24/7 Drone availability. 	<ul style="list-style-type: none"> ⇒ Unable to provide until all training complete/insurance is activated and CAA approve operations.
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EQUALITY & DIVERSITY OBJECTIVE:

E&D-21/22-5.7		
<p>The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking.</p> <p>Then provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.</p>	<p>Safeguarding training bespoke to Modern Slavery and Human Trafficking this will be recorded against individual training records.</p>	<ul style="list-style-type: none"> ⇒ Bespoke National Fire Chiefs Council (NFCC) Train the trainer to take place in August before role out to Protection and Prevention teams.
	<p>A clear process to refer prevention and safeguarding concerns, to protect the most vulnerable and/or under represented members of our communities</p>	

NATIONAL RESILIENCE OBJECTIVES:

FP-21/22-6.1		
<p>Review the Home Office National Coordination Advisory Framework (NCAF) and associated FRS supporting guidance.</p>	<p>6.1.1 Update content to reflect new Home Office structures associated with National Resilience</p>	<ul style="list-style-type: none"> ⇒ Peer review concluded by NRAT. ⇒ Liaising with Covid lessons learned project to ensure salient learning points are included in the review. ⇒ Draft National Co-ordination Advisory Framework (NCAF) out for consultation via CPO mechanism.
	<p>6.1.2 Review the current levels of response in regards to significant, serious and catastrophic definitions</p>	

	6.1.3 Provide greater clarity on the functional roles within NCAF (NRCEU, NSAT, NRAT, NFCC Chair).	
	6.1.4 Develop a document library based on a hierarchical structure of relevant documents associated with National Resilience capabilities.	
<p>FP-21/22-6.2</p> <p>Work closely with the Home Office National Resilience Critical Events Unit (NRCEU) in enhancing their knowledge of the FRS National Resilience structures and capabilities.</p>	6.2.1 Develop training materials providing information on role of NRAT, structure of team	⇒ No progress to report at present and awaiting lifting of Covid restrictions to enable face to face engagement and sessions to be arranged.
	6.2.2 Facilitate periodic sessions for engagement between NRAT and NRCEU colleagues	
<p>FP-21/22-6.3</p> <p>Following learning from the Covid pandemic, explore potential training delivery model options to provide greater resilience.</p>	6.3.1 Review current arrangements for the sector led training delivery model including current MoUs for users and training delivery partners.	⇒ Work stream to commence on conclusion of TNA process for 22/23.
	6.3.2 Explore potential training delivery model options and work with NRAT capabilities to identify additional options with other partners to provide greater resilience.	
	6.3.3 Engage with identified partners and secure arrangements.	

	<p>6.3.4 Produce MoUs or similar associated doctrine</p>	
	<p>6.3.5 Review NRAT ICT and communications provision with consideration towards future proofing and embracing new and changing working methods.</p>	
<p>FP-21/22-6.4</p> <p>Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate.</p>	<p>6.4.1 Identify FRS who have implemented local arrangements for standard test recording.</p>	<p>⇒ Initial meetings held to discuss feasibility of creating a central repository on the National Resilience website for standard testing and maintenance of skills training.</p>
<p>6.4.2 Liaise with the Prime Contractor to identify their requirements for resource management systems.</p>		
<p>6.4.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the NR website.</p>		
<p>6.4.4 Liaise with NRAT capabilities to ensure training management system requirements are contained in the recording system.</p>		

<p>FP-21/22-6.5</p> <p>Explore the use of Resilience Direct as a secure and reliable means to provide incident status updates to Home Office and other key stakeholders.</p>	<p>6.5.1 Undertake training on how to utilise Resilience Direct system and create incident pages.</p> <p>6.5.2 Liaise with NRCEU colleagues to confirm agreement in the use of RD.</p> <p>6.5.3 Run test sessions using past incidents prior to Implementation.</p>	<p>⇒ Initial meeting held with Resilience Direct training team with input to be arranged for NRAT personnel. Training sessions to be arranged on lifting of Covid restrictions.</p>
<p>FP-21/22-6.6</p> <p>Develop Memorandum of Understanding (MoU) for procurement frameworks and training packages, with the Devolved Administrations.</p>	<p>6.6.1 Establish needs of Devolved Administration partners</p> <p>6.6.2 Review existing MoU with Welsh FRS and identify any implications.</p> <p>6.6.3 Produce consistently applied MoUs with each Devolved Administration.</p>	<p>⇒ Liaison with procurement colleagues and Northern Ireland FRS have identified potential to create a suitable MoU. Further discussions required to ascertain full implications and the substance of a draft MoU for consideration.</p>

<p>FP-21/22-6.7</p> <p>Provide support to relevant stakeholders for the forthcoming G7 summit and climate conference events.</p>	<p>6.7.1 Engage with relevant partners and stakeholders as part of the planning arrangements for the G7 summit (June 2021) and climate conference (November 2021).</p> <p>6.7.2 Review status of national resilience resources with a view to servicing any requests for assistance and support.</p>	<p>⇒ Support and assistance provided as part of Operation Forth Bridge.</p> <p>⇒ Provision of NRAT, DIM (in the form of IAT and MASAT teams) and MTA specialist response assets provided in support of G7 summit. Periodic pre-planning meetings held with Cornwall FRS as G7 Summit hosts.</p>
<p>FP-20/21-6.5- CARRY OVER</p> <p>Deliver phase 2 of the National Resilience website development project.</p>	<p>6.8.1 Accord with timelines and objectives within the website development phase 2 process map for</p> <ul style="list-style-type: none"> • Capability pages • Documentation and permissions • Assurance toolkit <ul style="list-style-type: none"> ○ Technical Issues ○ Exercises • Self-assessment • Assurance review 	<p>⇒ Project lead is making preparations with a view to arranging robust security testing of the full site in order to provide assurance to Home Office that the site is secure. Such testing would accord with standards within OWASP (Open Web Application Security Project).</p> <p>⇒ A new release was deployed in March which contained the new Assurance Module which enables NRAT Officers to conduct assurance visits</p>

- Training Management System
- Maintenance of Skills

in line with the National Resilience Assurance Framework. FRS users can provide information to support activities within their respective FRS in line with the assurance questions assigned by each capability. Action plans can also be generated for all gradings with the exception of satisfactory allowing NRAT Officers to ensure findings of assurance visits are addressed and rectified or taken forward with capability working groups. The focus of this development has been replacing the legacy Assurance Cycle functionality.

- ⇒ The team have now moved on to developing the Training Management System, this new module will allow the training team to manage National Resilience Training Courses across all capabilities, including the management of delegates nominated for courses, delegate paperwork including joining instructions and attendance certificates, accommodation requirements and managing fill rates. This in turn will drive the data on the personnel register allowing FRS to manage the number of staff trained in each discipline, manage succession planning and drive the Training Needs Analysis.
- ⇒ Once this is completed, two weeks will be dedicated to more continuous enhancements that the NRAT have requested and bugs that have been found, before moving on to the final development feature – replacing the legacy Maintenance of Skills System (MOS). Once this is complete, the legacy website can be disabled.

STRATEGY & PERFORMANCE OBJECTIVES:

FP-21/22-7.1

To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.

7.1.1 To support and further develop MFRS Staff networks to have a voice and higher visibility across all areas of the organisation

- To increase membership of all the networks during 2021/2022
- To establish links with other emergency services network leads to share best practice
- To support networks to identify and celebrate key events during 2021/2022
- For the networks to assist in the shaping and delivery of organisational strategy and policy, working with us to improve staff experience on issues relating to each network.
- To support the Positive Action Team
- For Senior Lead Sponsors to support networks to achieve their aims and objectives and provide leadership

- ⇒ Both the BAME and the Gender network have started to plan events for Black History month and Menopause awareness day in October.
- ⇒ Our LGBT network have produced videos for inclusion in the LCR Pride Foundations virtual march.
- ⇒ The Chairs and Vice Chairs from all three networks are assisting the ED&I team with the AFSAS National Conference taking place in November.

7.1.2 To complete Phase 2 of the face to face delivery of the Essential ED&I training for all members of

- ⇒ Face to face delivery of the Essential ED&I training due to start in July.
- ⇒ Meeting scheduled for early August with Operational Response to look at best ways to

	<p>Staff Authority Members and Volunteers by the end of March 2022. (subject to Covid 19 restrictions)</p>	<p>progress with the delivery of training to operational staff.</p> <p>⇒ Training has now been delivered to 57.1% of all staff since we began delivering the training in June 2019</p>
	<p>7.1.3 Feeding into the wider MFRS Training Needs</p> <p>Analysis to develop a suite of resources in various formats to compliment the Essential ED&I Training e.g.</p> <ul style="list-style-type: none"> • Cultural awareness • Neurodiversity and disability awareness • Autism Awareness • Equality impact assessments 	<p>⇒ ED&I Awareness LearnPro online training package was launched in May 2021. 37.1% of staff have completed the learn-pro module in the first 3 months.</p> <p>⇒ Autism awareness training for Prevention staff is currently on hold while staff continue to support the vaccination programme.</p> <p>⇒ The ED&I team continue to investigate other options for training including faith and cultural awareness.</p>
	<p>7.1.4 To undertake a self-assessment evaluation and benchmarking tool, to ensure MFRS continuously improves its ED&I delivery against recognised best practice nationally</p> <ul style="list-style-type: none"> • To complete ENEI's Talent Inclusion & Diversity Evaluation (TIDE) 	<p>⇒ A desktop review of the NFCC Maturity Model is planned with an initial review having already taken place with encouraging results.</p> <p>⇒ An external audit of ED&I has taken place, with outcomes being considered.</p>
		<p>⇒ Work is taking place with both Merseyside Police and NWAS to share best practice and collaborate</p>

	7.1.5 To further develop our approach to community engagement through best practice identified in NFCC Equal Access Project.	on community engagement. Initial plans have been reported to the Collaboration committee.
<p>FP-21/22-7.2</p> <p>To make the most effective use of organisational information whilst continuing to improve information security and governance: -</p> <p>a. Continuing to digitally transform the organisation.</p> <p>b. Continuing to ensure compliance with information governance and security legislation and regulations.</p>	7.2.1 To play a key role in the implementation and integration of the new CFRMIS (Community Fire Risk Management Information System) solution into organisation.	<p>⇒ Contribution from Strategy and Performance towards the implementation of CFRMIS:</p> <ul style="list-style-type: none"> • VPN (Virtual Private Network) setup by telent including the interface to our internal corporate gazetteer (address database) • Mobile app installed and tested on mobile devices • Successfully populated CFRMIS with addresses from corporate gazetteer • Incorporated mapping layers for station areas, wards and districts • Created user accounts for the project team and user acceptance testers • Systems Support trained in admin activities • Support for Protection staff whilst carrying out user acceptance testing (UAT) • Populating code tables ready for Protection UAT and go-live • Working with Protection staff and Civica to implement retention schedules and reports • Creation of user accounts for Prevention staff • Work has begun on populating the Prevention code tables and creating the HFSC questionnaire
	7.2.2 Final phase of development for the National Resilience application.	<p>⇒ A new release was deployed in March which contained the new Assurance Module – this allows National Resilience Assurance Team (NRAT)</p>

		<p>Officers to conduct assurance visits in line with the National Resilience Assurance Framework. NRAT Officers are able to set up assurance question sets in preparation for formal assurance, self-assessment and exercising. FRS users can then provide information to support activities within their respective FRS in line with the assurance questions assigned by each capability. Action plans can also be generated for all grades with the exception of 'satisfactory' allowing NRAT Officers to ensure findings of assurance visits are addressed and rectified or taken forward with capability working groups. The focus of this development has been replacing the legacy 'assurance cycle' functionality.</p> <p>⇒ The team have now moved on to developing the Training Management System. This new module will allow the training team to manage National Resilience training courses across all capabilities, including the management of delegates nominated for courses, delegate paperwork including joining instructions and attendance certificates, accommodation requirements and managing fill rates. This in turn will drive the data on the personnel register allowing FRS to manage the number of staff trained in each discipline, manage succession planning and drive the Training Needs Analysis.</p>
	<p>7.2.3 Continue to use our internal development team and the O365 tools available to systems support to contribute towards a digital</p>	

	transformation of the organisation and the removal of paper-based systems. In 2021/22 this will include the re-development of the OPS (Operational Performance System).	
	7.2.4 Continue to work with all Functions to develop the Information Asset register for the Service, to enable us to understand and manage the information Assets and the risks to them, more effectively	⇒ This work is ongoing, with the intention being to simplify the process to enable ease of updating.
	7.2.5 We will continue to review the processes used to manage Information Governance and Security to enable us to optimise the information accordingly and seek to provide a greater understanding to fulfil our objectives and minimise risks.	⇒ This activity is ongoing with a particular focus during the first quarter on records management processes.
<p>FP-21/22-7.3</p> <p>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p>	<p>7.3.1 To implement the actions outlined in the Communications Strategy, including:</p> <ul style="list-style-type: none"> • The continued development of the new website and social media platforms/content • Maintaining and strengthening the new branding • Development of communications and marketing for the TDA (commercial) as appropriate during pandemic conditions 	<p>⇒ Recent developments in this areas include:</p> <ul style="list-style-type: none"> • Development of TDA Training/Commercial social media (twitter/Facebook) and launch content • Communications Plan for TDA Project developed • TDA consultation video and consultation document completed, consultation launched • Comms support around Training exercises • Continuing Covid19 newsletter (internal comms) • Comms support for Staff Networks & associated events e.g. Pride • People plan and IRMP design completed

	<ul style="list-style-type: none"> • Support for functional plan delivery across the service • Support for specific areas of work including HMICFRS inspection, IRMP, Staff Survey • Maximise opportunities for collaboration with partners (e.g. Bonfire safety video in partnership with Police) • Continue to innovate and maximise resource/reduce expenditure e.g.investing in new video/audio/IT equipment to enable greater quality and output of video • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Using the new vuelio media monitoring software, develop a simple and effective multimedia report on Service media coverage which can be shared with officers regularly. 	<ul style="list-style-type: none"> • Support ongoing for NFCC Youth Manual • Recruit training filming • Ongoing Hot News internal comms • Campaign support e.g. Water Safety, Arson/ASB week
<p>FP-21/22-7.4</p> <p>Create a 2021-2024 Integrated Risk Management Plan.</p>	<p>7.4.1 A new IRMP will continue to be developed to start in July 2021. Initial public consultation took place in 2021/22, preparation of the draft Plan and Authority approval will take place in 2021/22, with final public consultation in Spring</p>	<p>⇒ 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 public were overwhelmingly supportive of our package proposals. The draft IRMP was approved at</p>

	and following Authority approval publication will be in July 2021.	Authority on 30 th June and published on 3 rd July 2021.
FP-21/22-7.5		
Work with other functions to deliver a successful HMICFRS inspection for MFRS.	7.5.1 In order to ensure that the Service's good practice and positive outcomes continues to be recognised in the HMICFRS inspection process we will work with other functions to coordinate the collation of evidence, prepare a self-assessment, collect data, brief staff, prepare the timetable and facilitate visits for a second HMICFRS inspection.	<p>⇒ The Service's inspection took place over seven weeks in May and June (with preparation over several weeks prior to that), and with the exception of the initial Strategic Briefing was conducted entirely online. This process did present some challenges, but was delivered successfully.</p> <p>⇒ The final report is expected in the Autumn.</p>
FP-21/22-7.6		
Implement an ICT infrastructure that will enable efficiency through current and emerging technology.	7.6.1 Three (3) key activities in the ICT service pipeline this year are: <ul style="list-style-type: none"> - CAD-MIS Project Phase Two - Enhanced Virgin Media Network - Move to O365 which includes e-mail hosting by Microsoft 	<p>CAD-MIS Project Phase Two</p> <p>⇒ Project is yet to start.</p> <p>Enhanced Virgin Media Network</p> <p>⇒ The two 10gb links have been made available to SHQ and the TDA . The final step before commissioning is to physically cable fibre from the corridor to the SHQ server room. Work is being planned to make a route. The next step in the upgrade programme is the two 300mb links out to stations.</p> <p>Move to O365</p> <p>⇒ The migration of all mail boxes to O365 is complete. Following on from the completion of the SAN Remedial Works, staff archive files (.pst) will now be moved to O365.</p>

<p>FP-21/22-7.7</p> <p>Respond to National Initiatives. The service is scheduled to switch from the current Airwave communication system to the Emergency Services Network (ESN) which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this.</p>	<p>7.7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN.</p>	<ul style="list-style-type: none"> ⇒ Work remains ongoing to prepare the appropriate Fire Control systems within Merseyside FRS to a state of “Technical Readiness” to support Emergency Service Network (ESN) trials and pilot testing in 2022.
	<p>7.7.2 Have a fully operational connection to the ESN upon completion.</p>	<ul style="list-style-type: none"> ⇒ Merseyside FRS is one of the few Fire Services with a functioning Direct Network Service Provider (DNSP) connection into the ESN. As such we have provided and will continue to provide assistance to the ESMCP Programme in the testing and development of ESN Devices, UK coverage testing and Service Management applications.
	<p>7.7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally</p>	<ul style="list-style-type: none"> ⇒ As an Assurance Partner, Merseyside FRS has continued to influence the direction and pace of the ESN Programme and benefit from the early introduction of new technology. ⇒ Recent IT Health Checks and subsequent Code of Connection certification continues to provide a secure environment for the ESN testing and product validation cycles.
	<p>7.7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible.</p>	<ul style="list-style-type: none"> ⇒ The initial phase of our Assurance Partner activities has delivered successful testing of early products and planning is ongoing to support the next phase of Product Integration Testing (PIT) and Operational Validation of the devices. ⇒ A revised proposal from Capita is under review with the intention of providing the ESN Programme with an amended proposal for ESN integration in August/Sept 2021. ⇒ In partnership with our colleagues in the North West, coverage testing continues as we capture

		<p>and monitor the EE signal strength for locations across Merseyside and the region.</p>
<p>FP-21/22-7.8</p> <p>Consider ways in which catering services can become more environmentally sustainable.</p>	<p>7.8.1 Working with the Procurement, Estates and Finance departments, examine the feasibility of upgrading kitchen equipment to more energy efficient models as current equipment needs replacing.</p>	<p>Work on this has not yet begun, it is due to start later in the year.</p>
<p>EQUALITY & DIVERSITY OBJECTIVES:</p>		
<p>To support the organisation to deliver against the following four Equality and Diversity Objectives</p>	<p>ED/21/22/8.1</p> <p>Create a strong cohesive organisation that is positive to rising to the future challenges we face</p> <p>ED/21/22/8.2</p> <p>Ensure that people from diverse communities receive equitable services that meet their needs</p> <p>ED/21/22/8.3</p> <p>Reducing fires and other incidents amongst the vulnerable protected groups</p> <p>ED/21/22/8.4</p> <p>To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination,</p>	<p>An update on all the ED&I objectives will be presented to the Community Safety and Protection committee on 2nd September.</p>

	<p>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."</p>	
	<p>ED/21/22/8.5</p>	
	<p>To continue to aspire for ED&I excellence; measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors.</p>	

FINANCE OBJECTIVES:

<p>FP-21/22-8.1</p>	<p>8.1.1 Respond to any consultation, and</p>	<p>⇒ Not expecting any Ministry of Housing, Communities and Local Government (MHCLG) / Home Office proposals before September 2021</p>
<p>Monitor the development of Comprehensive Spending Review (CSR)</p>	<p>8.1.2 Provide relevant briefing statement to those identified as part of a lobbying</p>	

2021.	strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and	
FP-21/22-8.2	8.1.3 Assess the impact on the 2022/23 Medium Term Financial Plan (MTFP) and report as part of the 2022/23 Budget Process.	
To monitor the outcome of the McCloud pension challenge.	8.2.1 Ensure the pension administration information required as part of the remedy & compensation settlement is provided to the relevant parties, and	⇒ Final remedy for Local Government Pension Scheme / Firefighter Pension Scheme not expected until October 2023. Home Office informal guidance on offering immediate detriment (access) to legacy pension schemes for retiring eligible firefighters being considered by Local Pension Board in July following support from the Authority to action HO guidance. Local Government Association (LGA) and Fire Brigades Union (FBU) looking to agree a framework for FRAs to implement HO immediate detriment offer. LGA and Pension Administrators / Pension Software companies looking to sign-off required data collection process in July
	8.2.2 Assess the impact on the Authority's budget and MTFP and	⇒ Firefighter Pension Scheme (FPS) employer rates will consider impact of remedy as part of ongoing FPS actuarial review and revised employer rates from 2024/25. £1m built into MTFP from 2024/25 for expected increase in rates.

		⇒ Action closed as no revised rates are likely to be issued before end of 2023.
	8.2.3 Report on the funding solutions via the financial review updates and 2022/23 budget process.	⇒ See above – Action closed and will be picked-up in 2023/24 for 2024/25 budget process.
FP-21/22-8.3		
To review the current process for charging and recovering discretionary fees and charges income.	8.3.1 Identify the current Directorate discretionary fees and charges service and prices.	⇒ Revised charging policy and charges agreed by Members and implemented during Qtr 1. Action closed
	8.3.2 Prepare an overarching “policy / SI”	⇒ Policy and Si revised and signed-off. Action closed.
	8.3.3 Review current process for invoicing and monitoring income and suggest amendments as required.	⇒ Revised process now in place and delivering additional income as expected.
FP-21/22-8.4	8.4.1 Identify a suitable off the shelf application.	

To implement a new procurement/contract monitoring application to deliver effective management information for services and the update of transparency data on the Authority's website.		⇒ Proactis' ProContract software package has been selected and a contract awarded, reference number MFRS 2021-35.
	8.4.2 Implement and transfer relevant Transparency data onto site.	⇒ Data cleansing has continued during the quarter and a version of the register has been added to the test system for review.
	8.4.3 Use application going forward to advertise relevant contracts to potential suppliers	⇒ One openly advertised opportunity was awarded using the portal during the quarter. Also a further competition for the TDA preconstruction and a request for quotations for consultation services were also started during the quarter.
FP-21/22-8.5 Work with colleagues to upskill contract managers through an accreditation process, and thereby mitigate the identified contract management risk in the corporate risk register.	8.5.1 Work with Project lead to negotiate with chosen application provider the system that the relevant services wish to procure.	⇒ Procurement manager to progress pre-course work in advance of Prince-2 course scheduled for Q2 in order to facilitate roll-out of upskilling. Attendees of the Negotiation course held in March identified as suitable for contract management accreditation.

LEGAL SERVICES OBJECTIVES:		
FP-21/22-9.1	9.1.1 Set up a working group from Finance, Estates, Ops Equipment, ICT, Workshops and other relevant teams to review the data we hold to ensure it is accurate and update as needed.	⇒ Members of SLT have provided the names of staff nominated to represent their departments in the working group. A meeting will be arranged for July/August to outline the aims and objectives of the group and to enable data to start being gathered.
FP-21/22-9.2	9.2.1 To review the requirements of the TDA site, obtain appropriate approval of the Authority and subject to approval obtain planning permission on the existing site and complete the relevant conveyancing.	⇒ The initial stages of the work have begun with the contract for the conditional sale of the land being exchanged and a title report being obtained. The work remains on going and subject to change further to the outcomes of discussion collaboration, public consultation and the pre-construction works.
DEMOCRATIC SERVICES OBJECTIVES:		
FP-21/22-9.3	9.3.1 To review the current technology utilised for remote meetings and events, to ensure that it remains fit for purpose and provides the most efficient and effective solution.	⇒ The Regulations to conduct remote meetings were revoked and meetings are now to be held in person. However currently the meetings continue to be streamed and the issue of remote meeting will still be reviewed in the near future in anticipation that the position may revert again.
To undertake a review of the new remote ways of working for Members, and the associated technology, to ensure that it continues to enable Members to undertake their roles as effectively as possible.	9.3.2 To review and continue to explore options for undertaking Members training and	⇒ While station visits have been carried out remotely further remote training is being planned. Reviews are undertaken after each set of remote

	development and staff engagement activity remotely, to ensure that these events are adding as much value as possible.	engagement to evaluate if any further changes could be implemented
	9.3.3 To ensure that the remote working arrangements, continue to enable effective oversight and scrutiny by Members.	⇒ Due to the changes in legislation and lifting of restrictions remote working arrangements have now ceased and activities are now undertaken in a physical location (SHQ)
	9.3.4 To continue to explore new opportunities for improving engagement between Members and staff, through the increased use of technology.	⇒ With remote meetings ceasing the use of technology has focused on engagement between officers and Members. This has now been identified through 9.3.2.
FP-21/22-9.4		
To undertake a full review and refresh of the Authority's Scrutiny Forward Work Plan, to ensure that it is aligned to the new IRMP and future work streams.	9.4.1 To undertake a review of the current Forward Work Plan for the Authority's Scrutiny Committee and identify any outstanding reviews requiring action.	⇒ A review of the forward work plan was undertaken and the outstanding reviews were discussed with Members in respect of carrying forward to forward work plan for 2021/22
	9.4.2 To work with Authority Members and Officers, to identify items for inclusion within a new Forward Work Plan, which are aligned to the new IRMP and future work streams and projects. This will ensure that the Authority's scrutiny work remains relevant and aligned to key objectives.	⇒ A meeting was scheduled for July for Officers to represent to Members the current work streams and objectives of those directorates that are linked to the Authority's IRMP to allow Members to determine a new forward work plan for 2021/22
FP-21/22-9.5		
To review and refresh the Authority's	9.5.1 To review the Members Induction Programme for new Members, particularly in light of the current restrictions, to ensure that all new	⇒ The induction programme is currently being reviewed including documents provided to new Members

<p>Members Development Strategy & Programme, to ensure that it remains fit for purpose and continues to ensure that Members have the required knowledge and skills to undertake their roles as effectively as possible, particularly in light of current restrictions and remote working requirements.</p>	<p>Members to the Authority, continue to be inducted and integrated as effectively as possible.</p>	
	<p>9.5.2 To review and continue to explore options for delivering Member Training and Development activity remotely, to ensure they are meeting the requirements of Members.</p>	<p>⇒ Training and testing of equipment to deliver remote training was conducted to explore the options available to facilitate different types of training remotely. This action has now been completed.</p>
	<p>9.5.3 To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.</p>	<p>⇒ The meetings are being planned for the second quarter of the functional plan.</p>
	<p>9.5.4 To undertake a Training needs analysis for the Authority; and identify opportunities for peer mentoring/ support within the Authority Member group.</p>	<p>⇒ This is due to follow on from the skills audit outcome in the near future.</p>

GLOSSARY OF TERMS:

24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ADF	Accidental Dwelling Fire	MHFA	Mental Health First Aid
AGM	Annual General Meeting	MIS	Management Information System
AM	Area Manager	MORR	Management of Road Risk
APB	Annual Pension Benefit	MoU	Memorandum of Understanding
ARA	Analytical Risk Assessment	MRSP	Merseyside Road Safety Partnership
ASB	Anti-Social Behaviour	MTFA	Marauding Terrorist and Firearms
BBFa	Better Business for All	NFCC	National Fire Chiefs Council
C&C	Command and Control	NJC	National Joint Council
CBT	Crew Based Training	NOG	National Operational Guidance
CFOA	Chief Fire Officers Association	NOL	National Operational Learning
CFP	Community Fire Prevention	NRA	National Risk Assessment
CFP	Community Fire Protection	NRAT	National Resilience Assurance Team
CFRMIS	Community Fire Risk Management Information System		
CPD	Continuous Professional Development	NPG	National Procurement Group
CQC	Care Quality Commission	NW	North West
CRM	Community Risk Management	NWAS	North West Ambulance Service
CSP	Community Safety Partnership	NWFO	North West Finance Officer
DCFO	Deputy Chief Fire Officer	NWFRS	North West Fire and Rescue Services
DCLG	Department of Communities & Local Government	NWRPT	North West Regional Procurement Team
DCWTR	Day Crewing Whole-time Retained	OH	Occupational Health
DIM	Detection, Identification and Monitoring	OIG	Operational Intelligence Group
DoH	Department of Health	OJEU	Official Journal of the European Union
DSE	Disability Equalities Scheme	PAS	Primary Authority Scheme
E&D	Equality & Diversity	PCC	Police & Crime Commission
E,D& I	Equality, Diversity and Inclusion	PID	Project Initiation Document
EET	Education, Employment or Training	POC	Proof of Concept
EFAD	Emergency Fire Appliance Driver	POD	People & Organisational Development

EIA	Equality Impact Assessment	PQQ	Pre-Qualification Questionnaire
EMR	Emergency Medical Response	PPE	Personal Protective Equipment
ESMCP	Emergency Services Mobile Communication Programme	PPRS	Prevention, Protection and Road Safety
ESN	Emergency Services Network	PRM	Premises Risk Model
FF	Fire-fighter	PTI	Physical Training Instructor
FSN	Fire Support Network	PVP	Protecting Vulnerable People
FRA	Fire & Rescue Authority	RBIP	Risk Based Inspection Programme
FRS	Fire & Rescue Service	RM1	Risk Management 1
GDPR	General Data Protection Regulations	RNLI	Royal National Lifeboat Institute
GM	Group Managers	RLSS	Royal Life Saving Society
HART	Hazardous Ambulance Response Team		
HFSC	Home Fire Safety Check's	RRRG	Road Risk Review Group
H&S	Health & Safety	RSL	Registered Social Landlord
HR	Human Resources	RTC	Road Traffic Collision
HVP	High Volume Pump	SCG	Strategic Command Group
IC	Incident Commander	SI	Service Instruction
ICCS	Integrated Communication Control System	SIRAH	Site Information Risk and Hazard
ICT	Information Communication Technologies	SIT	Street Intervention Team
ICU	Incident Command Unit	SLT	Strategic Leadership Team
IIT	Incident Investigation Team	SME's	Small Medium Enterprises
IRMP	Integrated Risk Management Plan	SM	Station Manager
IRS	Incident Reporting System	SOFSA	Simple Operational Fire Safety Assessment
ITHC	Information Technology Health Check	SOP	Standard Operational Procedure
JCC	Joint Control Centre	SPA	Safe Person Assessment
KSI	Killed and Seriously Injured (in relation to road safety)	SSRI's	Site Specific Risk Information
LCR	Liverpool City Region	StARS	Staff Attendance Record System
LFRS	Lancashire Fire & Rescue Service	T&C's	Terms and Conditions
LJMU	Liverpool John Moores University	TCG	Tactical Command Group

LLAR	Low Level Activity Risk	TDA	Training and Development Academy
LPB	Local Pensions Board	TRM	Time and Resource Management
LPI	Local Performance Indicators	VPI	Vulnerable Person Index
LSP	Local Safeguarding Partnership	UAT	User Acceptance Test
MAIC	Multi Agency Information Cell	UKFRS	United Kingdom Fire and Rescue Service
MASH	Multi Agency Safeguarding Hub	VR	Virtual Reality
MDT	Mobile Data Terminal	WTR	Whole-time Retained
MERPOL	Merseyside Police	YE	Youth Engagement
MFD	Multi-Functional Device	YOS	Youth Offending Scheme
MFRA	Merseyside Fire & Rescue Authority	YPS	Your Pension Service

SERVICE DELIVERY PLAN 2021-22:

April 2021 to June 2021

INDEX

Total emergency calls

Total incidents

Total fires

Primary fires

Secondary fires

Special services

False alarms

Attendance standard

Sickness absence

Carbon output

Objective:

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



BENCHMARK INDICATORS

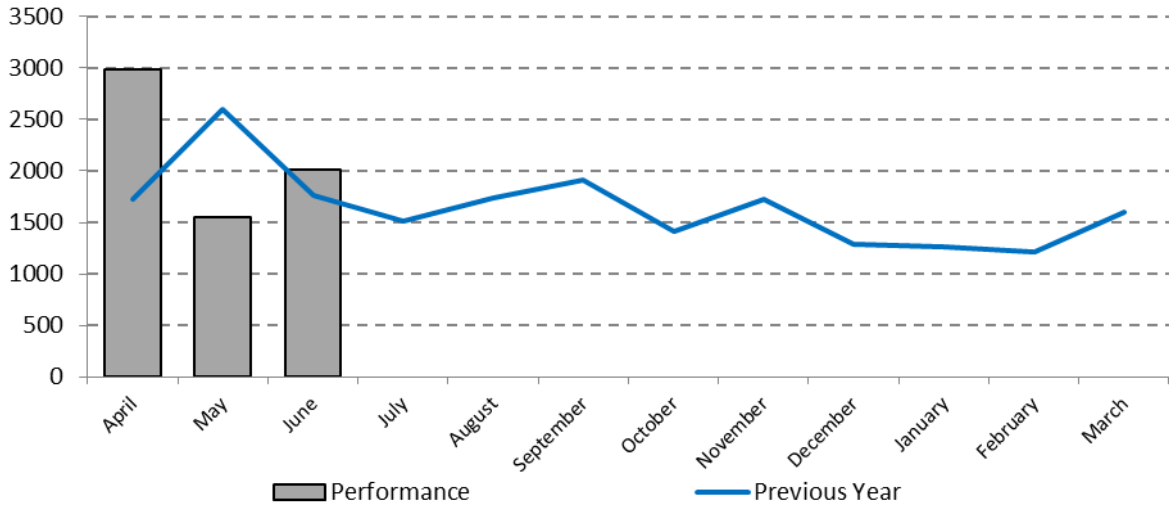
TC00 Total number of emergency calls received

Service Plan Target

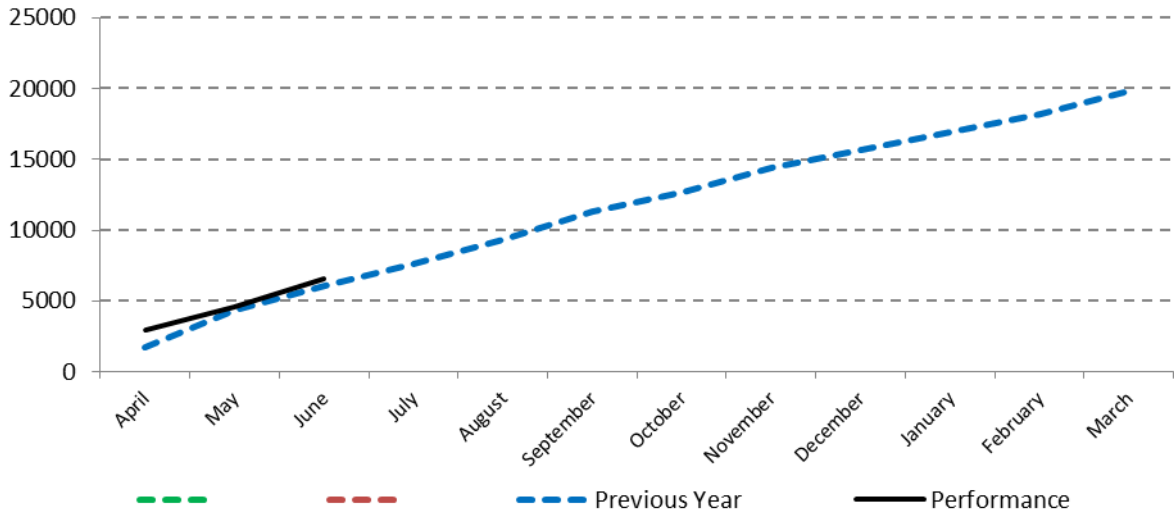
Quality Assurance

Progress to Date

6538



Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

TC00

During the first quarter of 2021/22 6538 emergency calls were received at Fire Control. This was 441 more than the same period last year when 6097 calls were received. This indicator does not have a target it is monitored for quality assurance only

DO22

Cumulatively 97.9% of 999 calls were answered within 10 seconds. This achieved the 95% target.

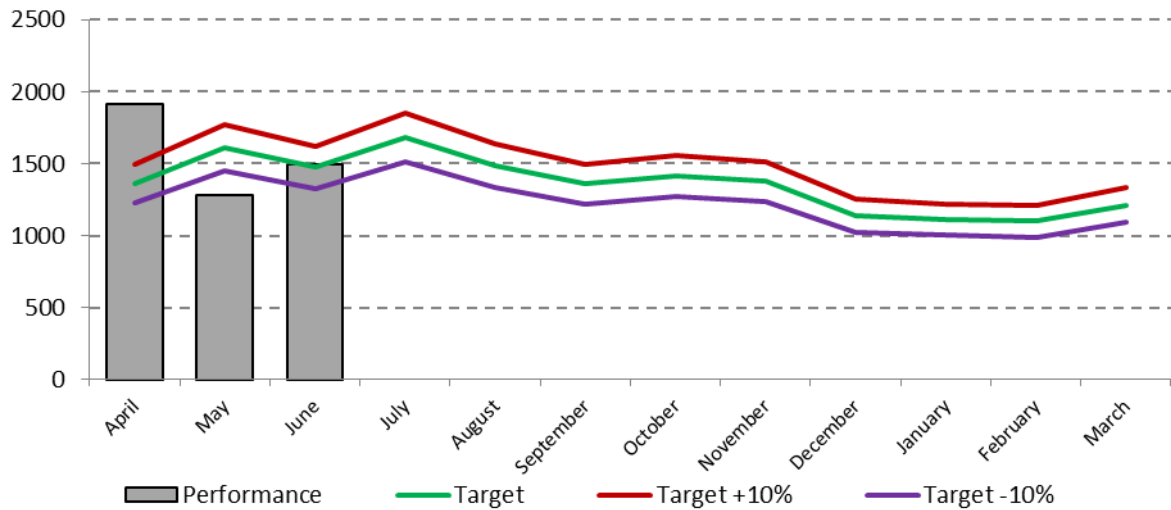
TC01 The total number of incidents attended

Service Plan Target
Apr-Jun 2021/22

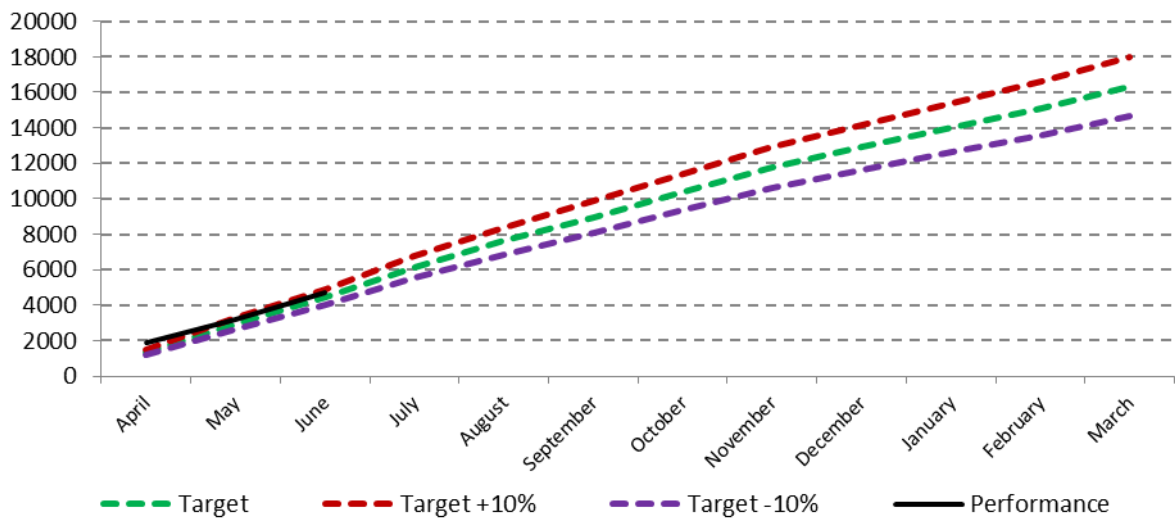
4441

Progress to Date

4699



Cumulative Performance



TC01 Total number of incidents attended

TC01

Up to the end of Quarter 1, we are 258 incidents above the target. This is primarily due to increases in both Special Services and Secondary Fires, which are analysed in greater detail through this report. It should also be noted that a significant amount of our prevention work has been affected by the pandemic – our proactive work has been restricted to very high risk individuals to prevent the spread of the virus.

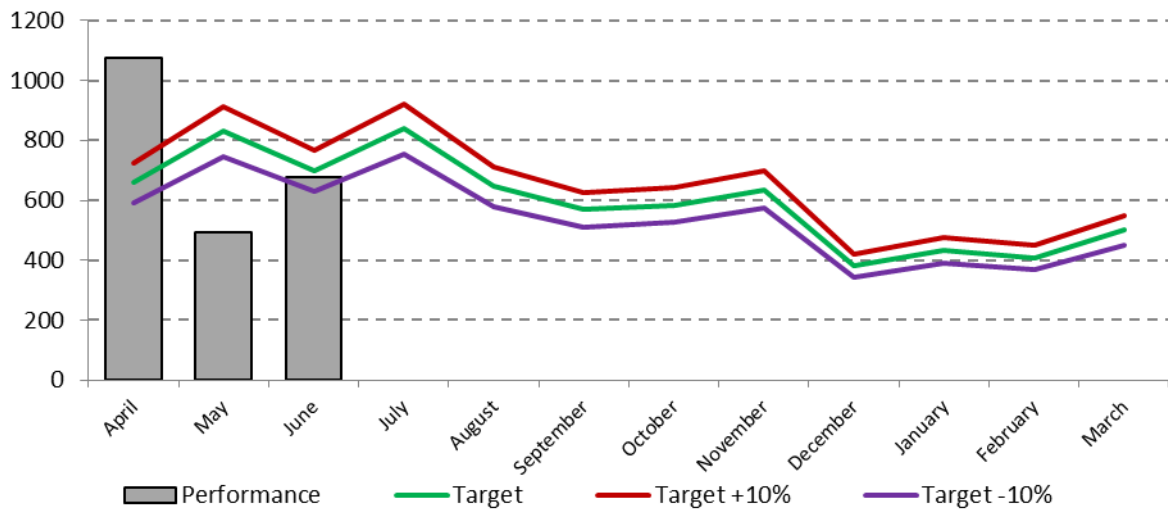
TC02 Total number of fires attended in Merseyside

Service Plan Target
Apr-Jun 2021/22

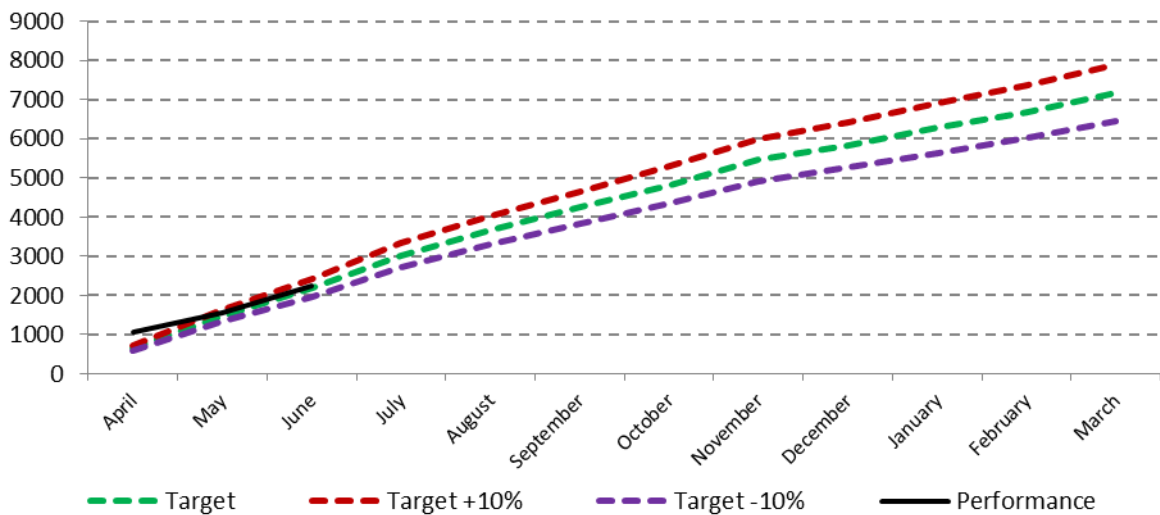
2188

Progress to Date

2239



Cumulative Performance



TC02 Total number of Fires attended in Merseyside

TC02

Up to the end of Quarter 1, there have been 51 more fires than the target. This is primarily due to Secondary Fires which is analysed in greater detail later in this report.

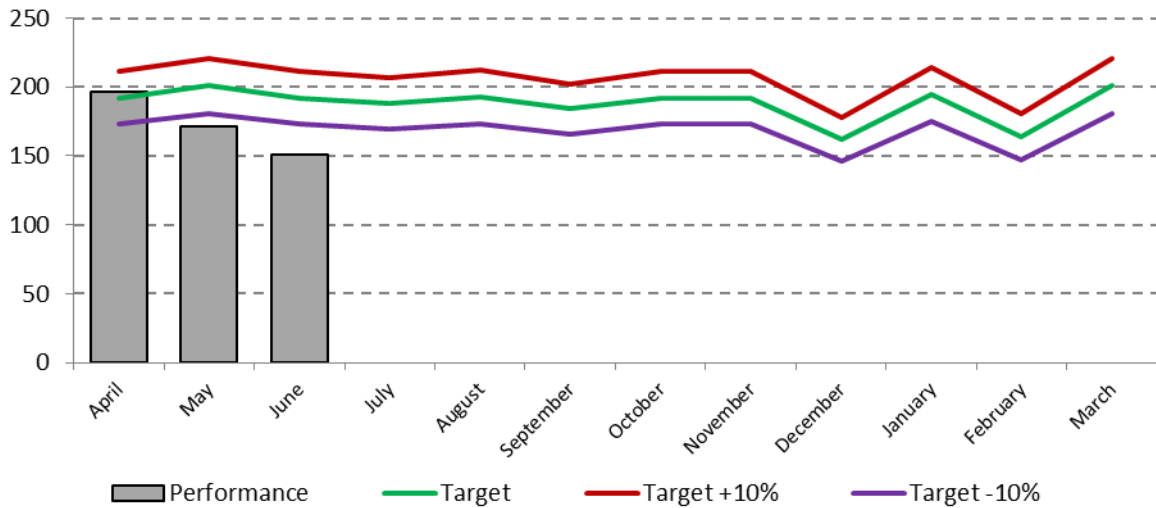
TC03 Total number of primary fires attended

Service Plan Target
Apr-Jun 2021/22

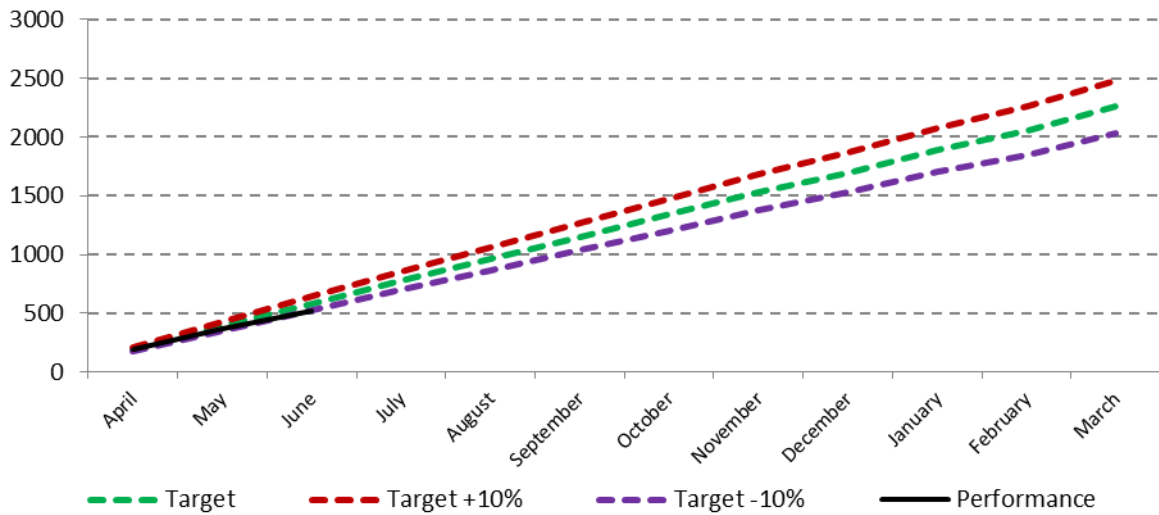
585

Progress to Date

519



Cumulative Performance



TC03 Total number of primary fires attended

TC03

Cumulatively Primary Fires are well below target by 66 incidents. When compared to the previous year there has been an increase in incidents (450 during Q1 2020/21 against 519 for 2021/22), though the figures for 2020/21 were exceptionally low due to Covid related lockdowns. The different types of Primary Fire are analysed in greater detail through this report.

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

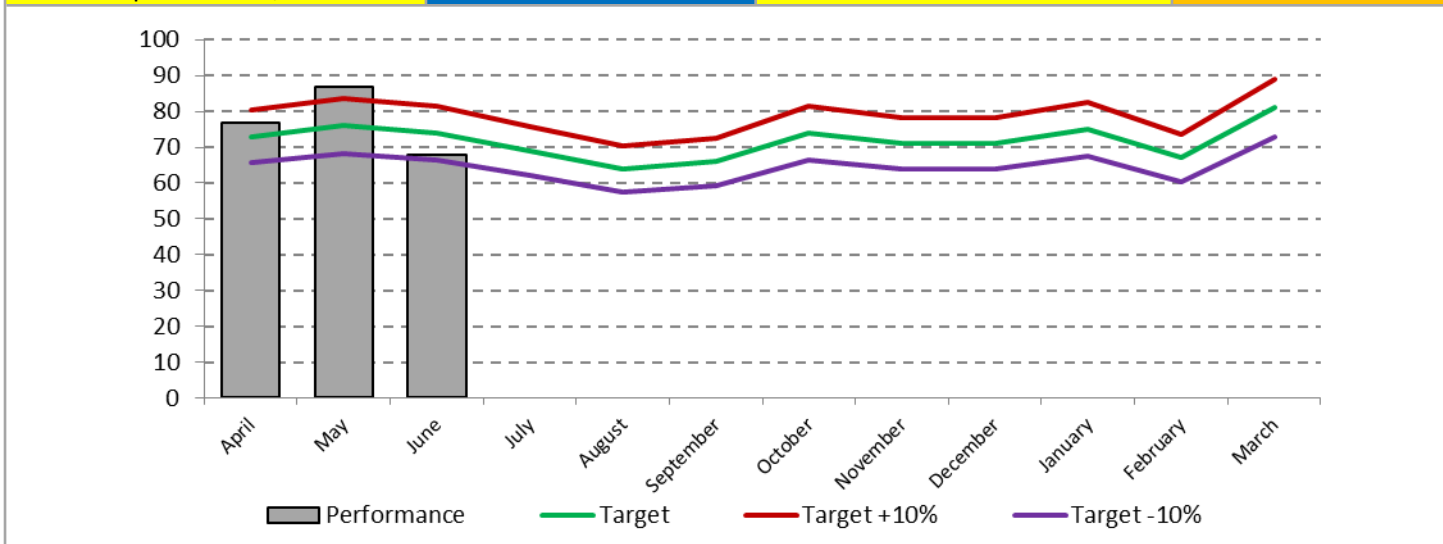
DC11	Number of accidental dwelling fires	Yellow
DC12	Number of fatalities in accidental dwelling fires	Green
DC13	Number of injuries in accidental dwelling fires	Green
DC14	Number of deliberate dwelling fires in occupied properties	Yellow
DC15	Number of deliberate dwelling fires in unoccupied properties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

COMMENTARY:

DC11	The number of accidental dwelling fires (232) are within 10% of the cumulative target (223) for the year to date. 49% of these incidents started in the kitchen. This number is higher than 2020/21 when crews had attended 206 accidental dwelling fires at this stage. It is of note that during 2020/21 incident numbers were lower due to almost all residents being at home in lockdown.
DC12	There have been no fatalities in accidental dwelling fires during 2021/22 to date.
DC13	There were 11 injuries in Accidental Dwelling Fires, which is 3 fewer than quarter 1 2020/21.
DC14	The target for Deliberate Dwelling fires in Occupied Premises is 32, so far for 2021/22 there have been 34 incidents – though this is still a reduction on the same period of last year when 39 incidents took place. Prevention teams have been assisting partner organisations to combat this increase.
DC15	Deliberate fires in unoccupied properties have increased from 6 during 2020/21 to 10 during 2021/22. Of note, 5 of the properties affected were under construction at the time of the fire.
DC16 DC17	There have been no fatalities in the deliberate dwelling fires to date and 3 injuries.

DC11 Number of accidental fires in dwellings

Service Plan Target Apr-Jun 2021/22	223	Progress to Date	232
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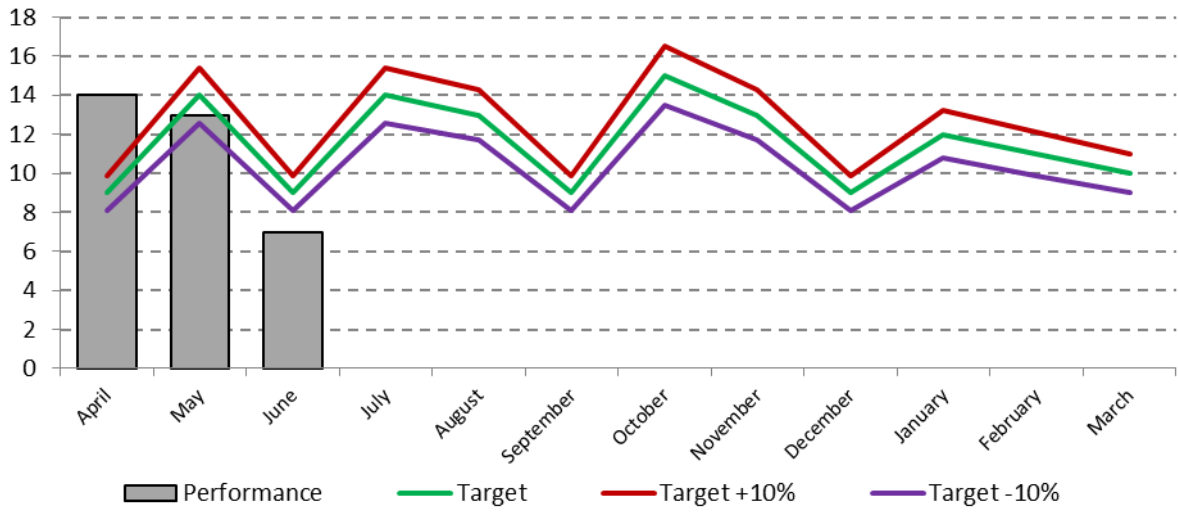
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target
Apr-Jun 2021/22

32

Progress to Date

34



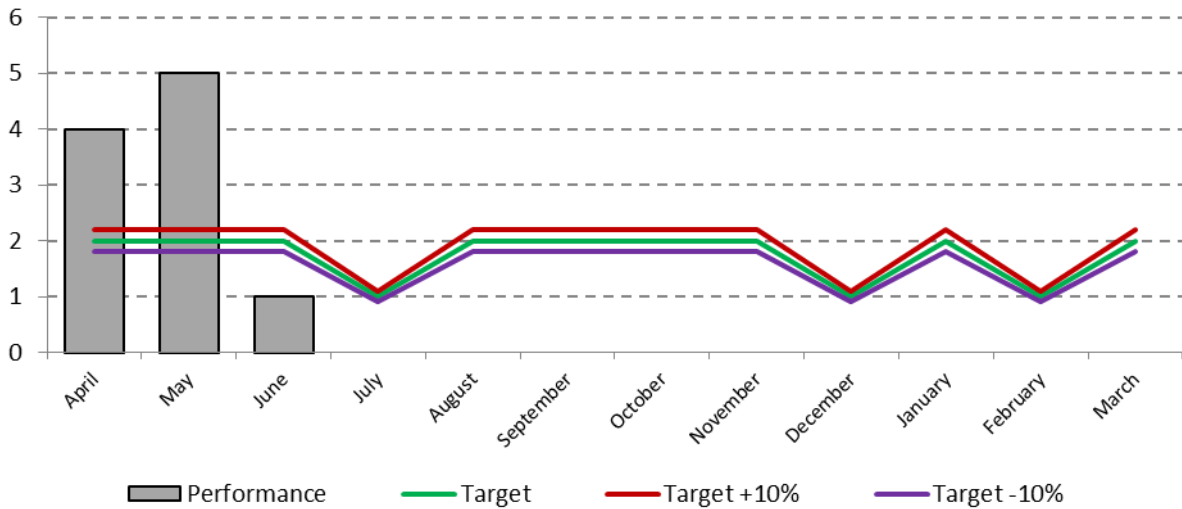
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target
Apr-Jun 2021/22

6

Progress to Date

10



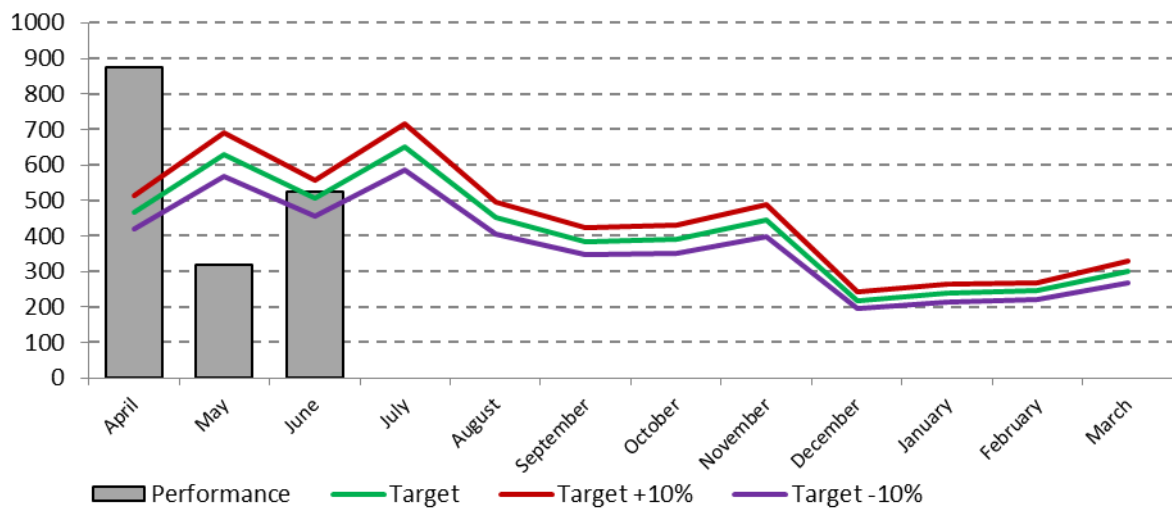
TC04 Total number of secondary fires attended

Service Plan Target
Apr-Jun 2021/22

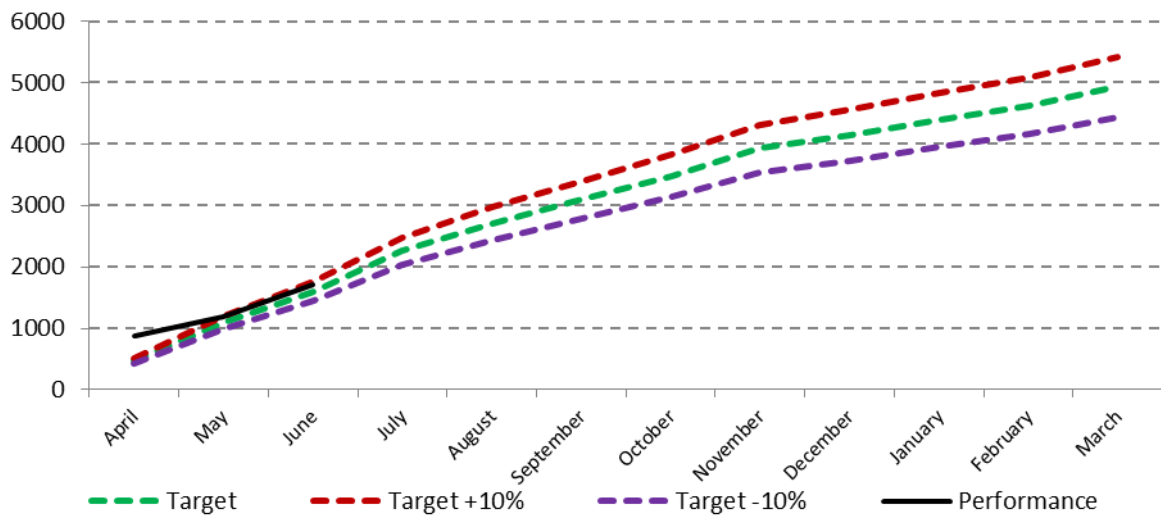
1603

Progress to Date

1720



Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 1720 secondary fires during this reporting period. This is 130 more fires than during quarter 1 2020/21 (1590). This is primarily due to increases in both deliberate and accidental secondary fires.

AC13

When compared to 2020/21 the number of deliberate secondary fires has increased at the end of the quarter from 1018 to 1095. There are several reasons for this increase including Q1 2020/21 was under Covid restrictions, as well as the months of April and May being particularly dry – which historically has been linked to increases in secondary fires/

The Arson Reduction Strategy will continue to work with partner agencies on initiatives such as Beachsafe on the Sefton coast to discourage barbecues and fires being lit and left in the Pinewoods and sand dunes.

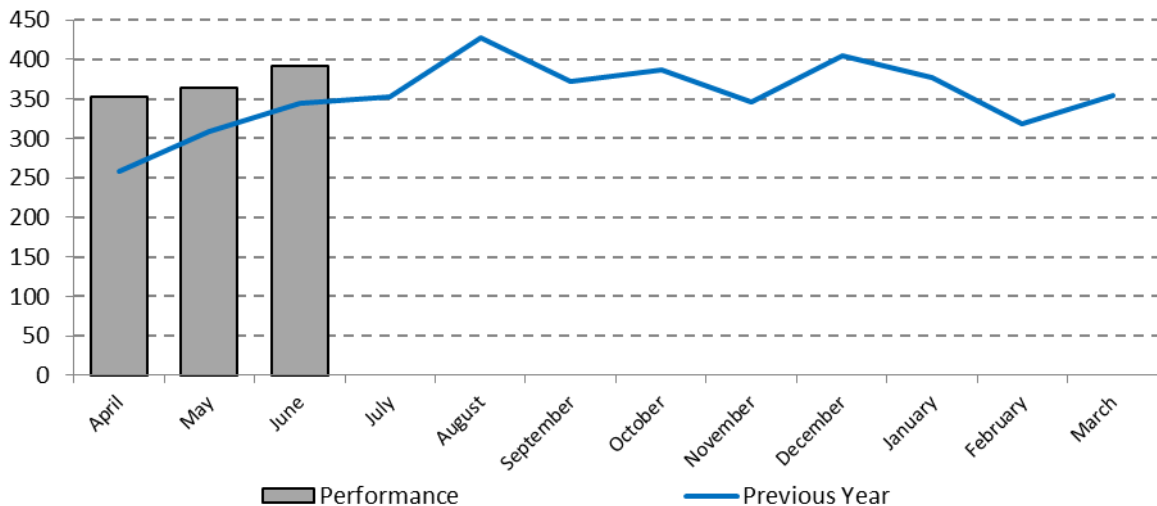
TC05 Total number of special services attended

Service Plan Target

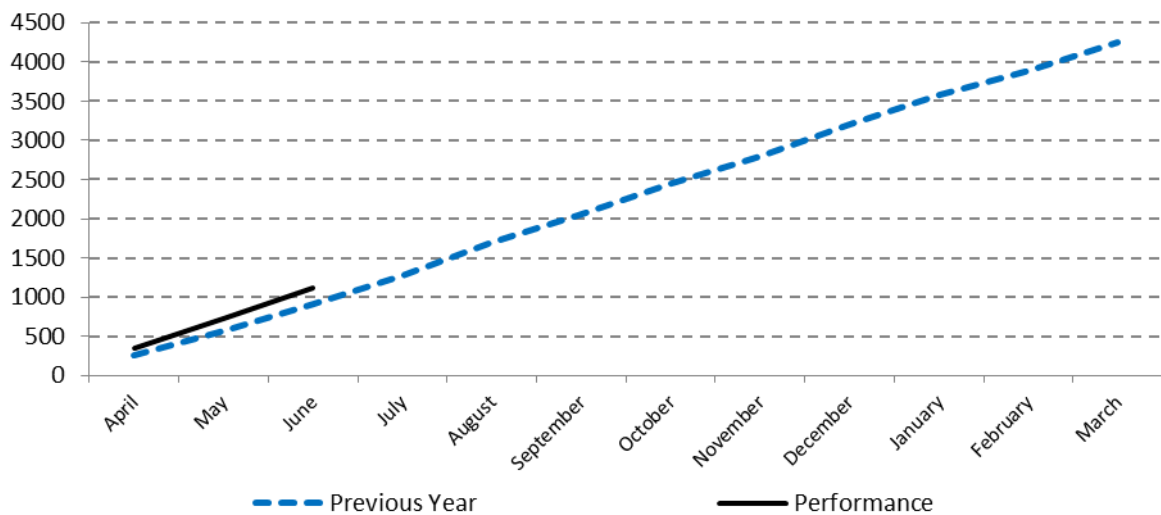
Quality Assurance

Progress to Date

1085



Cumulative Performance



TC05 Total number of Special Services attended

For quality assurance only

TC05

The target for special service calls attended is for quality assurance only. There are a number of calls we are not able to influence nor would we want to discourage callers. Many are related to assisting partner agencies such as the Police and Ambulance, particularly related to providing medical assistance and effecting entry (these two incident types account for 37% (403) of incidents). Incident types we can influence such as road traffic collisions and water rescue incidents have been made into separate indicators. During the first quarter of 2021/22 the number of special services attended (1085) is considerably higher than during this period in 2020/21 (913).

RC11

The number of RTC's attended (193) is more than double the same period as 2020/21 (96), though this was due to the reduction in the number of vehicles on the road due to the Covid 19 lockdown in 2020.

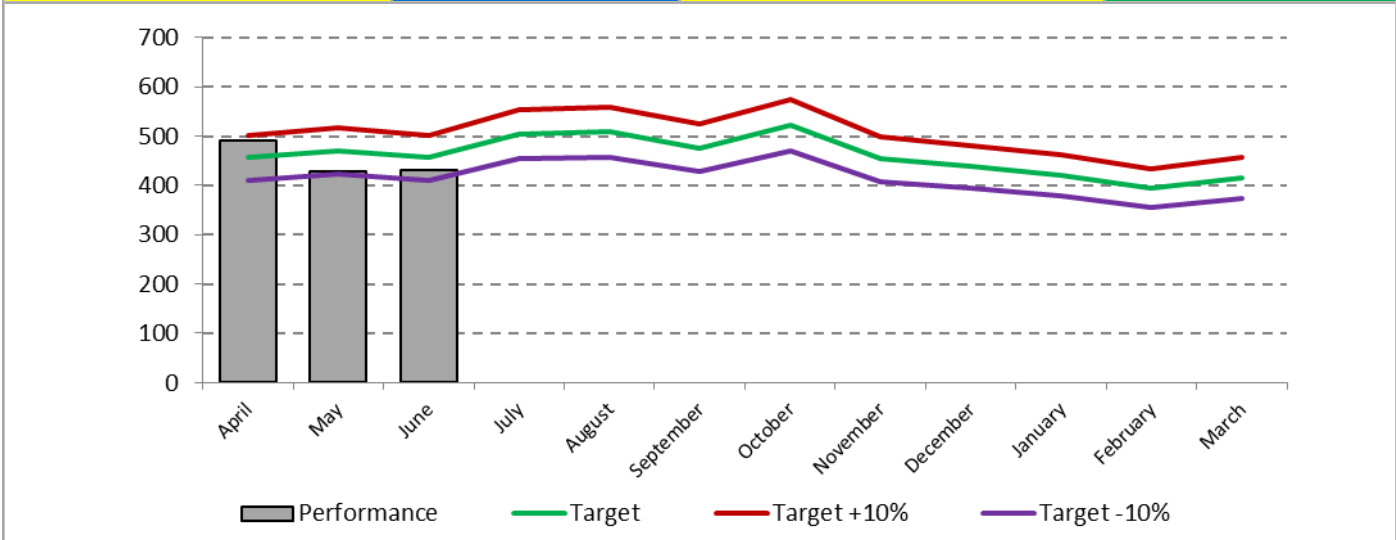
RC12

Sadly there have been 8 fatalities in RTC's attended (with 3 taking place in a single tragic incident) and 76 injuries – though the vast majority were minor in nature (82% or 62).

RC13	RTC's attended by MFRS are not the only RTC's on Merseyside. We also report Stats 19 'killed and seriously injured' (KSI) data. As expected this data also shows a substantial increase against 2020 due in part to the relaxation of lockdown in 2021.
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TC06 Total number of false alarms attended

Service Plan Target Apr-Jun 2021/22	1383	Progress to Date	1351
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TC06 Total number of false alarms attended

TC06	The number of false alarms attended (1351) is well within 10% of the first quarter target (1383) and is a reduction on the previous year when 1491 incidents took place.
FC23	Concerning False Alarm Good Intent related incidents, there have been sizeable reductions when compared to 2020/21 (585 during Q1 2021/22 against 674 for the equivalent period of 2020/21). Controlled burns (where members of the public call the fire service in error whilst a large controlled fire is taking place) are still significant accounting for 25% of False Alarm Good Intent incidents.
FC12/11	Automatic False Alarms within Non Domestic Premises have increased slightly when compared to Q1 2020/21 (110 during Q1 2021/22 against 104 during Q1 2020/21), though this would only be expected given businesses reopening following Covid lockdowns. Though there has been an increase in incidents attended, it is still below the target of 141. Concerning Automatic False Alarms within Domestic Premises there has been a moderate reduction when compared to Q1 2020/21 (616 during Q1 2021/22 against 672 for the equivalent period of 2020/21). This reduction may be in relation to changing behaviours following lockdown relaxation, though it is still a significant reduction on historical figures, where on average for the past 4 years MFRS had attended 680 of such incidents.

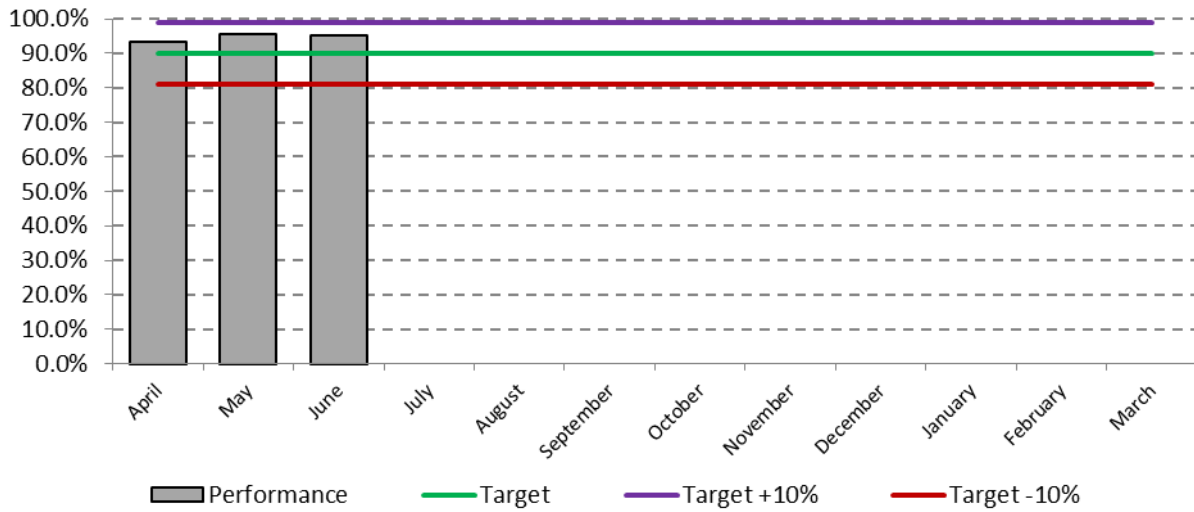
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target
Apr-Jun 2021/22

90%

Progress to Date

94.6%



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

TR08

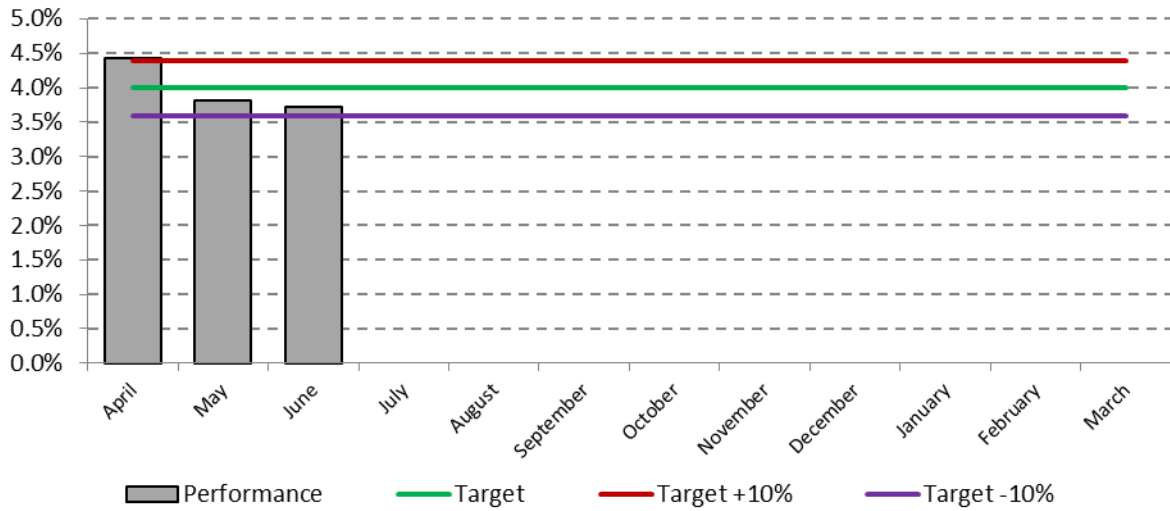
Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 94.6% of occasions, achieving the target of 90%.

DR23

Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95% of incidents achieving the target 95%.

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

Service Plan Target Apr-Jun 2021/22	4%	Progress to Date	3.97%
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TD09 The % of available shifts lost to sickness absence, all personnel

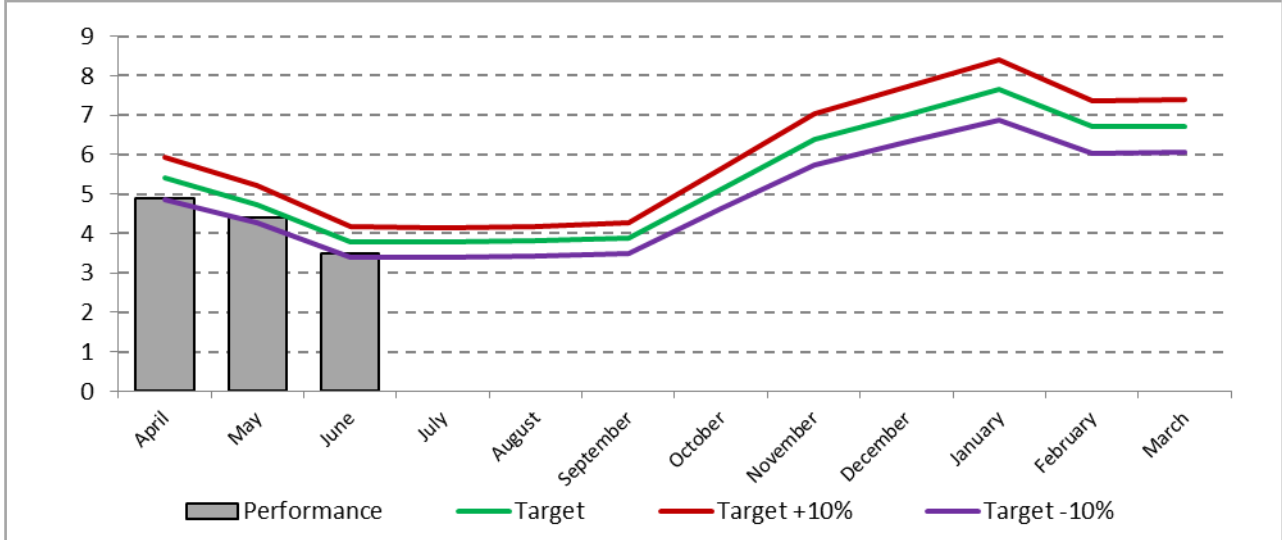
WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel

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

TD09	Overall sickness among all staff at 3.97% shifts lost to sickness absence is just below the 4% target. This is below the 4% target for sickness absence. If Covid 19 related absence is removed then sickness would have been 3.64%.
WD11 WD12	3.58% of shifts were lost to sickness absence among uniformed staff. Non uniformed staff absence was 4.63%. This exceeded the 4% target for this period.

TE10 Total carbon output of all buildings

Service Plan Target Apr-Jun 2019/20	13.9	Progress to Date	12.8
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TE10 Total carbon output of all buildings	
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TE10	Carbon output at 12.8 from all buildings is higher than at June 2019 when the output was 11.8. This measurement is CO2 per metre per building.
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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY & PROTECTION COMMITTEE		
DATE:	2ND SEPTEMBER 2021	REPORT NO:	CFO/052/21
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	AM JAMES BERRY	REPORT AUTHOR:	GM DAVE WATSON
OFFICERS CONSULTED:	GM MASSIE		
TITLE OF REPORT:	PROTECTION GRANTS		

APPENDICES:	N/A
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Purpose of Report

1. To provide a current update and future proposals in the spending of the various grants provided by Her Majesty’s Government (‘HMG’) to enhance the ongoing and emerging Protection work.

Recommendation

2. That Members :
 - a. Note the current spending allocation of the various grants
 - b. Approve the spending proposals and anticipated expenditure in line with HMG guidelines

Introduction and Background

3. Following the Grenfell Tower Fire in 2017, Dame Judith Hackitt’s report: Building a Safer Future, and the ongoing Grenfell Tower Inquiry, HMG have provided a number of grants to assist FRSs in the number of outcome areas.
4. The three grants provided are:
 - a. Protection Uplift – [MFRS Allocation 2020/2021: £388K / MFRS Allocation 2021/2022, £493K*]. This is a general uplift grant to bolster the fire protection capability and delivery, aligning with IRMPs and RBIPs to support Protection provision and ensure Fire and Rescue Services (FRS) have the technical expertise required to fulfil the function and that officers have the skills they need. The grant can be used for building long term capability within the function, increasing protection resource, training,

competency and accreditation, technology and digital development. Evidence of grant expenditure is provided on a quarterly basis.

*The second allocation (£493k) is provided in two instalments, with 50% allocated in May 2021 and the second 50% held in reserve until the existing Uplift provision has been utilised; however, the second 50% can be allocated now but will only be paid in March 2022 once proof of expenditure has been provided. A forecast is required to Home Office, via the Protection Policy Reform Unit, in January 2022 to allow HMG budgeting for final quarter 2021/2022.

- b. Building Risk Review – [MFRS Allocation: £135K] – To support FRS in their assistance to MHCLG and National Fire Chiefs Council building risk review work into residential high rise buildings over 18m, and is based on the perceived number of high rise buildings in the area. The current total list of buildings in scope is 256; however, MFRS only received funding for 129 buildings. MFRS must implement a framework for identification and inspection of in scope buildings, evidence of grant expenditure is provided on a quarterly basis, with returns detailing triage process, number of audits, and enforcement action undertaken.
- c. Infrastructure – [MFRS Allocation: £194K] – To support FRS in delivering change and implementing the recommendations of the GTI Phase 1 report. It is to progress improving resilience to major incidents and infrastructure, including technical investments and equipment provision. Evidence of grant expenditure is provided on a quarterly basis.

Expenditure and Allocation

5. A total of £107K has been spent or allocated to date from the Protection Uplift Grant. This has financed 50% of the costs of three roles in BRR (see below), along with training of Protection staff. In summary:
 - Staffing = £73k
 - Training = £33k
 - Communications = £1k

6. A total of £102K has been spent or allocated to date from the BRR Grant. This has predominantly financed 50% of three roles, and 100% of the Administrator project posts in BRR, supported by the Uplift grant. The BRR team was established in October 2020 and has been operational since, coordinating and completing 180 high rise audits to date, identifying the external wall systems, and monitoring the progress of remediation. The four posts created from both Uplift and BRR are:
 - BRR Coordinator –
 - BRR Lead Inspector –
 - BRR Local Authority Liaison –
 - BRR Administrator –

Total BRR allocation to date is:

- Staff = £101k
- AV/IT = £1k

7. A total of £94K has been spent or allocated to date from the Infrastructure Grant. This has procured Multi Gas Detectors and Smoke Blockers for every pumping appliance as part of the GR29 Evacuation workstream, along with expenditure for CFRMIS implementation in Protection, Preparedness and Prevention, and necessary IT equipment. In summary:
- Multi Gas Detectors = £28k
 - Smoke Blockers = £18k
 - CFRMIS = £30k
 - IT Devices / Infrastructure = £18k

Proposal

8. It is proposed the remainder of the Protection Uplift Grant is used to add resilience to the FSI cohort and support succession within the department over the medium term. The restrictions only allow for fixed term contracts; however, it is envisaged staff turnover may be increased in the short to medium term through private sector expansion in fire safety and other public sector bodies. A separate paper will cover this IRMP Protection Staffing.
9. The BRR Grant has been mostly utilised for staff costs and has provided excellent value for money on the delivery of the BRR programme. The programme is on track to deliver by the December 2021 target as directed by the Secretary of State. It is proposed to utilise the remaining BRR amount to support training of all Protection staff in external wall systems, to enhance the function's transition of this project into business as usual post March 2022. Any remaining BRR grant can be transferred into the Uplift fund.
10. It is proposed the remainder of the Infrastructure Grant is held against the requirements of the GTI Project workstreams and will likely be utilised for:
- a. Further training products to support GTI recommendations
 - b. FSG Application technology / VISION 5 adaptation
 - c. Further adaptation to CFRMIS
 - d. Incident Command Unit enhancements (GR29)
 - e. GR29 search audit development
 - f. Other High Rise Firefighting Equipment

Equality and Diversity Implications

11. The spending will be used to enhance all protection activity across business locations as per the RBIP, including high and very high risk sites. This will include the assurance of high rise buildings which statistically house higher percentages of people that identify as BAME and are situated in areas of higher deprivation.
12. The recruitment of personnel will be according to MFRS recruitment practices and standards, affording equality of opportunity. A current EIA exists for recruitment and no further EIA is anticipated at this time.

Staff Implications

13. The recruitment of staff to fulfil a number of roles will be necessary, with selection processes and contract requirements, both fulltime and fixed term in nature, and training of many staff may be required depending on the existing experience and qualifications of applicants.
14. The procurement of Fire Safety Level 3 Certificates and Level 4 Diplomas are highly likely, but an existing contract framework is in place with an external provider.

Legal Implications

15. MFRA is the enforcing authority for the Regulatory Reform Fire Safety Order 2005, and has a legislative duty to enforce the order.

Financial Implications & Value for Money

16. All grant spending is in line with the financial conditions and restrictions issued by HMG and NFCC, with periodic reporting and governance both internal and external.
17. Personnel spend will predominantly be fixed term in nature. However, the uplift in Protection work may necessitate commitment of financial resources in the long term to sustain particular fire safety and enforcement operations.

Risk Management, Health & Safety, and Environmental Implications

18. MFRA is the enforcing authority for the Regulatory Reform Fire Safety Order 2005, and has legislative duties to undertake. Having trained competent staff to undertake audits and inspections is a critical component, and the function continues to experience staff turnover, particularly amongst its more

experienced inspectors. The recruitment proposals reduce the risk of MFRA being unable to fulfil its statutory duties in the medium to long term.

19. The continued expenditure into the GTI recommendations establishes a safer position from which operational personnel can operate, whilst enhancing safety of residents of high rise accommodation.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK*

Our Purpose: Hear to serve, Here to protect, Here to keep you safe.

20. Use of the grant as detailed will improve both firefighter and public safety through more effective monitoring and enforcement of premises within our RBIP.
21. The infrastructure grant will be used to further equip our operational response, enhancing our response to a fire in a large building, as stated in IRMP 2021-2024

BACKGROUND PAPERS

N/A

GLOSSARY OF TERMS

BRR	Building Risk Review
CFRMIS	Community Fire Risk Management Information System
FSI	Fire Safety Inspector
GTI	Grenfell Tower Inquiry
MHCLG	Ministry of Housing, Communities & Local Government
RBIP	Risk Based Inspection Programme
MFRS	Merseyside Fire and Rescue Service

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