

Public Document Pack



To: All Members of the Policy and Resources Committee
(and any other Members who may wish to attend)



R. Groves
Monitoring Officer

Tel: 0151 296 4000
Extn: 4326 Vicky Campbell

: Our ref VS/RG

Date: 15 March 2023

Dear Sir/Madam,

You are invited to attend a meeting of the **POLICY AND RESOURCES COMMITTEE** to be held at **1.00 pm** on **THURSDAY 23RD MARCH 2023** in the ORS Room at Fire Service Headquarters , Bridle Road, Bootle.

This meeting is webcast live to Youtube and is available at the following link:

<https://youtu.be/xpN6W6CJTfM>

Yours faithfully,

PP – V.Campbell

Monitoring Officer

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

23 MARCH 2023

AGENDA

Members

James Roberts (Chair)
Les Byrom
Sharon Connor
Tracy Dickinson
Harry Gorman
Dave Hanratty
Andrew Makinson
Hugh Malone
Gillian Wood

1. Preliminary Matters

Members are requested to consider the identification of:

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

Agenda Item 9 'Proposed Newton-Le-Willows LLAR House Development, Appendix F' contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Agenda Item 10 'ICT Managed Services Two-year Contract Extension, Appendix A' contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

2. Minutes of the Previous Meeting (Pages 7 - 12)

The Minutes of the previous meeting of the Policy and Resources Committee, held on 15th December 2022, are submitted for approval as a correct record and for signature by the Chair.

3. Change of appointment to the Authority (Pages 13 - 16)

To consider report CFO/64/22 of the Monitoring Officer, informing Members of the change of appointment by Liverpool City Council to Merseyside Fire & Rescue Authority with effect from 1st March 2023.

4. Service Delivery Plan 2022-23 Quarter 3 Update (Pages 17 - 146)

To consider Report CFO/65/22 of the Chief Fire Officer, concerning performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2022/23 for the period October to December 2022, the Integrated Risk Management Plan actions and the HMICFRS action plan.

5. Service Delivery Plan 2023-24 (Pages 147 - 384)

To consider Report CFO/66/22 of the Chief Fire Officer, concerning the Service Delivery Plan for 2023/24 attached at Appendix A and the Community Fire and Rescue Station Plans (Stations Plans) at Appendix B.

6. Microsoft Enterprise Agreement Renewal 2023 (Pages 385 - 390)

To consider report CFO/67/22 of the Chief Fire Officer, concerning the renewal of the Authority's Microsoft Enterprise Agreement (EA).

7. Purchase of Learning Management System (Pages 391 - 410)

To consider report CFO/68/22 requesting that members approve the recommendations relating to the purchase of an organisational wide Learning Management System (LMS)

8. Allstar Fuel Card Contract (Pages 411 - 424)

To consider report CFO/69/22, of the Chief Fire Officer concerning the current Fuel Card provision and the new contract to be implemented.

9. Proposed Newton-Le-Willows LLAR House Development (Pages 425 - 452)

To consider report CFO/71/22 of the Chief Fire Officer, concerning the progress made so far relating to the proposed construction of the new five bedroom detached property to be utilised by MFRA staff on Low Level Activity and Risk (LLAR) duty system, located on land acquired and adjacent to the fire station in Newton-le-Willows.

10. ICT Managed Service Two-Year Contract Extension (Pages 453 - 504)

To consider report CFO/70/22 of the Chief Fire Officer, concerning the recommendations of this report pertaining to a two-year contract extension with Telent Technology Services Ltd.

If any Members have queries, comments or require additional information relating to any item on the agenda please contact Democratic 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.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

15 DECEMBER 2022

MINUTES

Present: Cllr James Roberts (Chair)
Cllr Les Byrom
Cllr Harry Gorman
Cllr Dave Hanratty
Cllr Brian Kenny
Cllr Andrew Makinson
Cllr Gillian Wood
Anthony Boyle

Also Present: Phil Garrigan, Ria Groves, Ian Cummins

Apologies of absence were received from: Cllr Tracey Dickinson

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.

The Committee wished to place on record their deepest sympathies for the communities affected by the fatal incidents in both Jersey and Solihull

RESOLVED that:

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

2. Minutes of the Previous Meeting

RESOLVED that the minutes of the previous meeting of the Policy and Resources Committee, held on 28 July 2022, were approved as an accurate record.

3. Financial Review 2022/23 - July to September

The Director of Finance and Procurement Ian Cummins presented the financial review for 2022/23 which provided an overview of the revenue and capital budget. Members were made aware of the forecast £0.200m favourable revenue position and the budget movements in the period up to 30th September 2022.

Members enquired as to whether a rise in interest rates would affect the Authority's capital programme and it was explained that the current financial plan assumed a 4-5% interest rate, which is currently around the rates on offer. The Director of Finance and Procurement would engage with the Authority's Treasury Management advisors about the right time to borrow, but there were no plans for new borrowing in the next 12 months. It was not perceived that interest rates would cause any issue with the budget for the new Training and Development Academy as the level of borrowing was consistent with that assumed in the budget.

It was noted that the Authority has loaned £3million to Thurrock, and this was queried due to their current position. It was explained that in terms of risk and investment, the Authority set security as a priority and there was no risk that the money could not be recouped.

Members were advised that the Authority determines the level of borrowing that is prudent, affordable and sustainable at the Budget Authority meeting as part of the budget making process.

Members asked if the inflation reserve in the budget was sufficient and it was advised that the current expectation was it was adequate although Members were reminded that the 2022/23 Grey Book pay award was still outstanding.

RESOLVED that:

- a) the contents of the report be noted;
- b) the proposed revenue and capital budget alignments be approved;
- c) the use of the £0.200m forecast favourable revenue variation to fund an increase in the smoothing reserve that can be used to allow time to identify and implement any future saving options, if required, be approved; and
- d) the Director of Finance and Procurement be instructed to continue to work with budget managers to maximise savings in 2022/23.

4. Treasury Management Interim Report 2022/23

The Director of Finance and Procurement Ian Cummins presented the interim Treasury Management Report for 2022/23 which reported on the Authority's

activities during the year to ensure they were consistent with the approved Treasury Management Strategy and the approved prudential indicators.

The Committee discussed the Local Government Settlement, noting that there had initially been a commitment for the provisional settlement to be issued by the first Friday in December, but this had been delayed by a few weeks.

The Chief Fire Officer explained that the Authority had been lobbying for better funding for Fire and Rescue Services and recognised the financial challenge that local authorities faced. The funding would be used to protect front line services in Merseyside.

RESOLVED that the contents of the report be noted.

5. Statement of Assurance 2021-22

Members were asked to consider and approve the Statement of Assurance for 2021/22 as outlined in the National Framework.

RESOLVED that:

- a) the information contained within the report be noted;
- b) the Authority's draft Statement of assurance 2021-22 be approved; and
- c) if approved, the Statement of Assurance 2021-22, be signed by the Chair of the Merseyside Fire and Rescue Authority and the Chief Fire Officer

6. Corporate Risk Register April to Sept 2022 Update

The Committee reviewed the current risk register and the control measures in place from April – September.

Members attention was drawn to the financial and budget risks and it was hoped that access to an uplift in grant funding would help to ameliorate some of the potential risk.

With regards to loss of staff, Members were assured that the Authority had robust business continuity plans in place to cover any staff loss during a period of industrial action. It was noted that there was currently an industrial action ballot that was due to conclude in January.

Members enquired as to whether the risk register took into consideration the risk of not refreshing its equipment. The Chief Fire Officer explained that as the lead for National Resilience, there was a risk for MFRA but that the Authority understood the longevity of its kit and equipment and was in discussion with the Home Office to mitigate those risks.

RESOLVED that the Updated Corporate Risk Register for 2022/23 which incorporates the current status of those risks to September 2022 be approved.

7. Service Delivery Plan 2022-23 July to Sept Update

Members considered the Service Delivery Plan and were asked to scrutinise the Authority's performance against its objectives and targets.

It was noted that there had been an increase in the number of incidents attended in the last year which was partially due to increasing support for the police and ambulance staff in gaining access to commercial buildings and residences.

Members were advised that there had been a drop-in dwelling fires and fatality figures remained low.

It was explained that the effects of Covid were still prevalent in the sickness figures and the Authority was considered how it could support staff and reduce absence levels. It was explained that if a member of staff tested positive then alternative working arrangements could be sought e.g. working from home or in an isolated role if appropriate.

RESOLVED that the attached Service Delivery Plan reports be approved for publication on the Authority website

8. Purchase Of High Reach Extendable Turret Appliance

The Chief Fire Officer presented a request to purchase a 20 metre high reach extendable turret appliance to penetrate steel and enhance Merseyside's fire-fighting capability.

Members enquired as to whether further training would be needed for fire fighters to use the equipment and it was explained that crews had been part of trialling and selecting the appliance. Further training would be provided once the vehicle was purchased to ensure it could be utilised to full effect in any operational incident.

With regards to the procurement process, Members were advised that there had been one supplier for the equipment and the Authority had ensured good value for money by comparing the value with other FRS'.

It was asked if the equipment was to replace an existing vehicle and Members were informed that this purchase was for a new vehicle that would give the Authority more fire-fighting capability. Members were reminded that this formed part of the IRMP as the Authority sought to enhance its aerial capability.

RESOLVED that:

- a) the contents of the report be noted;

- b) the procurement of the 20m HRET Special Appliance at a cost of £547,985 be approved

9. Coaching and Mentoring Policy

Members considered a report on the proposed approach to coaching and mentoring with regards to staff progression, retention and recruitment.

RESOLVED that:

- a) the Coaching and Mentoring Policy be approved;
- b) it be noted that a consultation will take place with representative bodies on both the policy with a further report to be brought back if necessary to advise on any significant changes following this process.

Members considered a report on the proposed approach to coaching and mentoring with regards to staff progression, retention and recruitment.

RESOLVED that:

- a) the Coaching and Mentoring Policy be approved;
- b) it be noted that a consultation will take place with representative bodies on both the policy with a further report to be brought back if necessary to advise on any significant changes following this process.

10. Hybrid Working Policy

The Chief Fire Officer presented the Hybrid Working Policy which sought to introduce new ways of working to improve productivity and potentially minimise the cost of living crisis for staff. It was explained that the policy had been compiled with feedback from staff during engagement sessions to capture their views and aspirations around agile working, whilst ensuring that the service remained effective in delivering the best outcomes for the public.

With regards to uptake, it was explained that around 100 members of staff had taken part in the engagement sessions and a variety of opinions had been provided. The approach would not be applicable to all roles e.g. firefighter and some staff had stated they would not wish to work from home. Therefore, requests would be considered on a case by case basis with an aim to facilitate individual requests where appropriate.

It was suggested that the Chief Fire Officer report on the introduction of the policy on a quarterly basis to provide the Members with some assurance of its efficacy.

Members praised the approach noting that it would help with retention of staff, a common issue for local authorities and the public sector. It was suggested that a

travel scheme to support staff who use the Mersey Tunnels could be beneficial and should be explored with the LCRCA.

With regards to a budget for the policy, it was explained that some funding had been allocated for IT costs.

RESOLVED that:

- a) the contents of the report be noted; and
- b) the Hybrid Working Policy be approved.
- c) that a report is brought back to members via the scrutiny function to ensure the policy is delivering the expected improvements in productivity.

Date of next meeting

Signed: _____

Date: _____

Close

Date of next meeting Thursday, 23 March 2023

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	23 MARCH 2023	REPORT NO:	CFO/64/22
PRESENTING OFFICER	RIA GROVES MONITORING OFFICER		
RESPONSIBLE OFFICER:	RIA GROVES	REPORT AUTHOR:	RIA GROVES
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	CHANGE OF APPOINTMENT TO THE AUTHORITY		

APPENDICES:	NONE
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Purpose of Report

1. To inform Members of the change of appointment by Liverpool City Council to Merseyside Fire & Rescue Authority, ('the Authority') with effect from 1st March 2023.

Recommendation

2. It is recommended that Members;
 - a) Note the replacement of Councillor Anna Rothery on the Authority and the subsequent requirement for Liverpool City Council to nominate a replacement Liverpool Community Independents Member to appoint to the Authority.
 - b) Note and approve the appointment of Councillor Sam Gorst, as one of Liverpool City Council's nominated representatives to the Authority, with effect from 1st March 2023
 - c) Note and approve the appointment of Councillor Sam Gorst to the following Committees vacated by Councillor Anna Rothery:
 - Community Safety & Protection Committee
 - Scrutiny Committee

Introduction and Background

3. At the Authority's AGM on 9th June 2022, the Authority's political balance for the Municipal Year 2022/23, was confirmed as being:
 - 13 Labour
 - 2 Liberal Democrat
 - 1 Conservative
 - 1 Green
 - 1 Liverpool Community Independents
4. The Democratic Services Team received notification that Councillor Rothery as the Liverpool Community Independents Party representative on the Authority appointed by Liverpool City Council would be replaced for the remainder of the municipal year.
5. As per Liverpool City Council's Constitution, appointments to outside bodies can only be approved by the full Council. At Liverpool City Council's Budget Meeting on 1st March 2023, it was confirmed that Councillor Sam Gorst would replace Councillor Anna Rothery.
6. It is recommended that Councillor Sam Gorst also be appointed to the Community Safety and Protection Committee and the Scrutiny Committee for the remainder of this municipal year to replace Councillor Anna Rothery.

Equality and Diversity Implications

7. There are no equality and diversity implications arising directly out of this report.

Staff Implications

8. With the exception of some additional time and resources providing induction training for the newly appointed Member, there are no significant staff implications arising from this report.

Legal Implications

9. The Local Government and Housing Act 1989, s.15 and 16 & Schedule 1 and The Local Government (Committees and Political Groups) Regulations 1990 provide for political proportionality rules and those nominated by District Councils to bodies such as Fire and Rescue Authorities

Financial Implications & Value for Money

10. There are no additional financial or value for money implications arising from this report with one Member replacing another Member, the budget for Member expenses will remain unaffected.

Risk Management, Health & Safety, and Environmental Implications

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

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

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

12. The Authority is constituted by Members appointed by Merseyside's five District Councils. Members appointed to the Authority by the District Councils, reflect and represent the constituency of each District; and have responsibility for making decisions in the best interests of the communities the Authority serves.

BACKGROUND PAPERS

GLOSSARY OF TERMS

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	23 MARCH 2023	REPORT NO:	CFO/65/22
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2022-23 QUARTER 3 UPDATE		

APPENDICES:	APPENDIX A:	FUNCTIONAL PLAN UPDATES OCT-DEC 2022
	APPENDIX B:	KPI/LPI UPDATES OCT-DEC 2022
	APPENDIX C:	IRMP UPDATES OCT-DEC 2022
	APPENDIX D:	HMICFRS PLAN UPDATES OCT TO DEC 2022

Purpose of Report

1. To request that Members consider the performance of Merseyside Fire and Rescue Service against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2022/23 for the period October to December 2022.

Recommendation

2. It is recommended that Members approve the attached Service Delivery Plan reports (Appendices A-D) for publication on the website.

Introduction and Background

3. The 2022/23 planning process began in January 2022. 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 October to December Service Delivery Plan Performance Report for 2022/23 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 2022.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

6. In March 2022 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:
 - Benchmark 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 MFRS 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 meeting 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 December 2021 is covered in detail in the appendices to this report.
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13. Performance Management Group and Cost of Living Crisis Group have put in place a suite of Indicators that are considered to be measures of the impact of the cost of living crisis. They have been monitored closely as the impact has been felt in the winter months but no notable adverse trends have been seen.

Functional Plan updates

14. 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

HMICFRS updates

15. Included in this report is the HMICFRS Improvement Plan (Appendix D) which has been developed to address the areas for improvement identified in the 2021 HMICFRS inspection.
 16. As Members will be aware, the resulting inspection report was highly positive, with MFRS achieving an unprecedented three Outstanding judgements, reflecting the hard work and commitment shown by our staff since the last inspection in 2018. Overall the Service was judged as:
 - Good at effectively keeping people safe and secure from fire and other risks
 - Outstanding at efficiently keeping people safe and secure from fire and other risks
 - Good at looking after its people
 17. The additional Outstanding judgements were for Preventing Fires and Responding to National Incidents.
 18. The full report can be found at <https://www.justiceinspectorates.gov.uk/hmicfrs/publications/frs-assessment-2021-22-merseyside/>
 19. There are however, areas for the Service to address. There were three function specific 'areas for improvement' identified in the report and a number of other comments that indicated that improvements could be made. The Service has included all of these in the Improvement Plan.
 20. Performance against the Improvement Plan will be reported back in future Service Delivery Plan updates.
 21. The next HMICFRS inspection for MFRS will take place over the coming months, starting with a document request in March, with onsite visits in May. Pre-inspection engagement has already been taking place.
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IRMP 2021-24 updates

22. Due to the IRMP 2021-24 not being published until July 2021 the report attached at Appendix C covers updates against proposals for the period July to December 2022, the 2nd quarter of year 2 of the IRMP. This report will be brought to Policy and Resources Committee every three months.

Equality and Diversity Implications

23. Each action in the IRMP and Service Delivery Plan (via the Functional and Station Plans) are Equality Impact Assessed.

Staff Implications

24. There are no direct staffing implications contained within this report. Performance and objectives are 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.

Legal Implications

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

Financial Implications & Value for Money

26. 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.
27. 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

28. 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.*

29. The Service Delivery Plan is the primary method by which the Authority delivers its objectives in order to achieve its Vision and Purpose.

BACKGROUND PAPERS

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

GLOSSARY OF TERMS

IRMP	Integrated Risk Management Plan
KPI	Key Performance Indicators
LPI	Local Performance Indicators
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
RTC	Road Traffic Collison
PI	Performance Indicators
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire and Rescue Service

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QUARTER 3: SERVICE PLAN REPORT

OCTOBER – DECEMBER 2022

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OPERATIONAL PREPAREDNESS:				
<p>FP/22/23/1.1</p>	<p>The continued implementation of the approved 5-year capital build programme and progress the development of the Training and Development Academy by building a new training facility that is fit for purpose that supports the training of highly skilled people and reflects new/emerging foreseeable risk.</p>	<p>1.1 Continue to work to the projects defined stage boundaries as described in the project timeline and risk register.</p> <p>1.2 Continue to report on the projects stage boundaries through the projects corporate management structure.</p> <p>1.3 Seek final approval from the MFRA for the scheme on the conclusion of the 13-week planning process and after a robust cost plan has been discussed at the Fire Authority’s Budget Strategy Day (Jan 22).</p>	<p>October-December 2022 update</p> <p>⇒ These specific actions have been delivered and work has started on the build which is due to complete in April 2024.</p> <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.2</p>	<p>Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing and Crime Act 2017; by reviewing our Shared Estate, Operations and Support Services. Operational Preparedness will continue to work with Blue Light partners and stakeholders to ensure that opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining an excellent response to fires and other emergencies.</p>	<p>2.1 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. Opportunity assessments and reports will be undertaken against Shared Estate, Operations and Support Services.</p>	<p>October-December 2022 update</p> <p>⇒ Collaboration is continuing as business as usual across the Service: Examples are:-</p> <ul style="list-style-type: none"> ○ Drone Provision, ISO Accreditation for Fire Investigation. ○ November 2022 - collaboration delivery group revised ○ Interoperability board - new proposal focus upon Manchester Arena Inquiry and blue light training & exercising. This will be proposed through the task & finish group established through the Merseyside Resilience Forum ○ Body Worn cameras trial extended further two years. <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 3: SERVICE PLAN REPORT

<p>FP/22/23/1.3</p>	<p>To continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information (SSRI) onto the new Community Fire Risk Management Information System (CFRMIS) platform.</p>	<p>3.1 Continue with the development of new SSRI strategy</p> <p>3.2 Continue to assess the CFRMIS systems to include SSRI</p> <p>3.3 Deliver the necessary training to all personnel.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ PORIS (provision of operational risk information system) scoring mechanism has been finalised and formally approved. Presented to Operations Board January 2023. ⇒ New process will be trialled at Crosby and Bromborough with service wide roll out expected early 2023. ⇒ Data capture form and new Ops Intel module to be progressed with CIVICA and other FRS. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.4</p>	<p>To maintain and build upon our Her Majesties Inspector of Constabularies and Fire and Rescue Services (HMICFRS) inspection report of outstanding for responding to major and multi-agency incidents. We will implement a comprehensive review of the Incident Command Unit, Operational Support Room (OSR), and Strategic Command Group/Tactical Command Group (SCG/TCG) Support whilst continuing to embed Resilience Direct (RD) throughout the organisation.</p>	<p>4.1 Review the current Incident Command facilities.</p> <p>4.2 Research incident command software and facilities.</p> <p>4.3 Review options to provide support to Tactical Command Group (TCG) and Strategic Command Group (SCG) including out of hours provision.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ OSR (Operational Support Room) training delivered to Station and Group Managers. ⇒ Resilience Direct training delivered to Fire Control, Station and Group Managers ⇒ Further OSR/RD Training to be delivered to new Station Managers. ⇒ Grab bags updated contents launching February 2023. ⇒ OSR AV Upgrade February 2023. ⇒ Command software review implementation to be included in the Functional Plan 2023/24 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.5</p>	<p>The continued implementation of the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against Government 2030 Green Plan and work with internal and external partners to progress the MFRS move to alternative fuelled vehicles across the MFRS fleet.</p>	<p>5.1 Implement recommendations from the Strategic Estates Group.</p> <p>5.2 Research alternative fuelled vehicles to gain best value for MFRS fleet replacement</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Environmental Consultant conducted work on a pathway to Net Zero. ⇒ Estates Department committed to installing charging points at selected MFRS properties ⇒ Transport Department obtaining costings for hybrid/electric vehicles. Options paper 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 3: SERVICE PLAN REPORT

			presented to Operations Board January 2023.	
FP/22/23/1.6	Introduce a High Reach Extendable Turret (HRET) fire engine vehicle at St Helens	<p>6.1 Specialist Appliances Group, to draw up HRET vehicle specification.</p> <p>6.2 Procure the HRET vehicle based on the specification from Specialist Appliances Group.</p> <p>6.3 Create and implement HRET training.</p>	<p>October-December 2022 update</p> <p>⇒ Approved at Strategic Leadership Team on 22.11.22 and Fire Authority on 15.12.22 to procure an Emergency One 20m Scorpion.</p> <p>⇒ Contract awarded Jan 2023 and delivery expected in financial year 2023/24</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/1.7	The procurement of a 45m Combined Platform Ladder following the Grenfell Tower Recommendations.	<p>7.1 Procure the CPL based on the specification from the Specialist Appliances Group.</p> <p>7.2 Create and implement familiarisation training</p>	<p>October-December 2022 update</p> <p>⇒ CPL (Combined Platform Ladder) vehicle has had modifications and will be demonstrated at Ops Board on 27th February 2023</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/1.8	Review the Research & Development (R&D) process to ensure Firefighters are fully engaged and informed ensuring MFRS Firefighters have the most up to date kit and equipment to keep them safe.	<p>8.1 Review the current R&D process.</p> <p>8.2 Align the R&D process to include Significant incident feedback.</p> <p>8.3 Publish and promote the new process</p>	<p>October-December 2022 update</p> <p>⇒ Operational Equipment are working with Systems Support to develop an intranet Portal area and will be launched when the new Portal is live.</p> <p>⇒ Research & Development survey to be presented to watches on station:-</p> <ul style="list-style-type: none"> • 2nd February - Green Watch • 6th February - White Watch • 16th February - Blue Watch • 20th February - Red Watch 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/1.9	Respond to Her Majesties Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS)	<p>9.1 Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff.</p> <p>9.2 Create a training plan to deliver fire</p>	<p>October-December 2022 update</p> <p>⇒ 9.3 New training planner designed to include practical training, eLearning and</p>	<p>Target Date:</p> <p>March 2023</p>

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	<p>observation, to deliver practical training to Fire Control Staff on fire survival guidance.</p>	<p>survival guidance to all staff in Fire Control.</p> <p>9.3 Review the current Fire Control training planner and introduce practical training across a number of incident types to support competency and include a command assessment process for Fire Control Managers.</p> <p>9.4 Embed an assurance program to review training standard and competency.</p>	<p>safe person assessments. This is to be launched 2023</p>	
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OPERATIONAL RESPONSE:

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 26</p> <p>FP/22/23/2.1</p>	<p>Enhance the effectiveness and efficiency of the retained recall process across all operational areas to include station staff, specialist assets, flexi duty senior managers and Fire Control. Ensure the process provides a clear, pragmatic response that considers not just the initial activation but the further impact of staff welfare and appliance availability until the return to normal business.</p>	<p>1.1 Review current recall processes for all operational shift systems, flexi duty managers and Fire Control to identify issues. The review will include consultation with all relevant staff and TRM.</p> <p>1.2 Create recall and mobilisation strategies for all shift systems, which will be, bespoke to stations and complement specialists assets. The strategy will include the ongoing impact on staffing and appliance availability until incidents are concluded and normal business returns.</p> <p>1.3 Create Service Instruction with all details in addition, update Fire Control action plans to complement strategy. Create guidance sheet for all stakeholders, (TRM, station staff, Fire Control and Staffing Officers), and communicate through training sessions.</p> <p>1.4 Implement process and review.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ A report has been conducted on the retained and recall process, and recommendations identified. Significant advances have been made through the implementation of the Callmy app and updated fire control guidance.</p> <p>⇒ Recommendations from this objective will continue into the 2023-24 Functional Plan, with an aim to improve our response to incidents and the impact on the organisation during periods of increased activity.</p>	<p>Target Date:</p> <p>March 2023</p>
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<p>FP/22/23/2.2</p>	<p>Improve the recall of retained staff by the introduction of the Callmy Application to enable a more intelligence led response that limits the impact on overall staffing and is more efficient in the activation of assets.</p>	<p>2.1. Review areas of business the Callmy Application will be implemented which will include operational staff, Fire Control and flexi duty managers. Consult with staff and identify numbers required for provision of handheld assets and application use. Produce a Service Instruction to complement the Callmy process.</p> <p>2.2. Arrange training for Fire Control and other stakeholders to support implementation of the Callmy Management Portal. Ensure the process complements revised action plans for retained activation.</p> <p>2.3. Implement the Callmy application for operational staff, fire control and flexi duty officers with supportive training, testing and review.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Callmy is now in place and has been live since June 2022, providing a significant improvement on the retained activation process of DCWTR (Day crew wholetime retained) / Hybrid appliances, and SRT (Search and Rescue Team) / Senior Officer recall to duty over Page One. ⇒ Mobilisation of retained resources has been managed to limit the impact of staffing implications post retained activation. Additional resilience to allow for CPL (combined platform ladder) reliefs at City Centre has also been created. <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/2.3</p>	<p>Expand the skills and knowledge of all operational staff by providing structured and pre-planned awareness training on the specialist assets, equipment and capability based at all stations as part of the IRMP 2021-24 implementation.</p>	<p>3.1 Create bespoke session plans for awareness training on each of the specialist assets based at hybrid stations across the Service. Staff at host stations, supported by their Station Managers and E-learning modules, will Be responsible for facilitating the training. Content will be in collaboration with the Training & Development Academy and complement core training.</p> <p>3.2 Develop a two-year timetable that aims to capture all staff across the Service and takes account of other demands placed upon operational response training blocks.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 3.1 e-Learning modules continue to be completed by operational crews attending awareness sessions at Liverpool City and Wallasey fire stations. Previous attendees have been asked to complete these retrospectively with a completion date of 20th January 2023. <ul style="list-style-type: none"> ○ BASU (Breathing Apparatus Support Unit) 48% ○ Damage Control Unit (DCU) 48% ○ Incident Command Unit (ICU) 53% ○ Light Portable Pump (LPP) 49% 	<p>Target Date:</p> <p>March 2023</p>

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- 3.4 Implement the training programme with periodic review by the Operational Assurance Team and home Station Manager and create a recording process for management of ongoing training.
- 3.5 Once content is assured, embed programme as normal business.

Fire fighters have been identified and dates set in January for filming of pod standardised "walk through, talk through" videos by Corporate Communications to sit alongside e-Learning modules. Editing will begin in February 2023.

- ⇒ ICU Update: 31 sessions have been delivered by the crews at City Centre fire station with the e-Learning Module completion being performance managed by home Station Managers.
- ⇒ EPU/BFU (Environmental Protection Unit/Bulk Foam Unit) update: 22 sessions have been carried out delivered by the crews at St Helens fire station. EPU e-Learning has gone live from the 7th February 2023. BFU asset, equipment and e-learning is under review.
- ⇒ MRSU/LPSU/BASU (Marine Rescue Support Unit /Light Pump Support Unit/Breathing Apparatus Support Unit) update: 26 sessions have been delivered by the crews at Wallasey Fire Station with the e-Learning Module completion being performance managed by home Station Managers.
- ⇒ HAZMAT: A Hazmat training course recommendation has been approved by Operations Board. This will consist of 3 courses of 12 operational personnel from St Helens attending each. Each 2 day course will be provided by external training provider Tactical Hazmat. This will commence after April 2023 with dates TBC.
- ⇒ Marine: A Marine Ship Fire Fighting Course recommendation has been approved by Operations Board. This will consist of 3 cohorts of 15 Operational

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			<p>Personnel across Wallasey and Crosby attending a 2-day bespoke Ship Fire Fighting Course at the Fire Service College. This will commence after April 2023 with dates to be confirmed.</p> <ul style="list-style-type: none"> ⇒ 3.2 It is anticipated that every appliance across MFRS will have attended POD Awareness Training at City Centre, Wallasey and St Helens by July 2023. ⇒ ICU (Incident Command Unit) Update: 52 appliances have attended Awareness Training. Individual mop ups will commence after July 2023. ⇒ EPU/BFU update: 44 appliances have attended Awareness Training. Individual mop ups will commence after July 2023. ⇒ MRSU/LPSU/BASU update: 50 appliances have Awareness Training. Individual mop ups will commence after July 2023. <p>Attendance at sessions is recorded on a TDA attendance sheet and sent to TDA admin. These will be utilised to arrange appropriate mop up sessions, in liaison with TRM after July 2023 with a completion date for all operational staff attendance by May 2024, in line with the two year time table.</p> <ul style="list-style-type: none"> ⇒ 3.3 Periodic review of Awareness Training Sessions at City Centre, Wallasey and St Helens will commence in January by the Operational Assurance Team. Each station will be subject to 4 reviews over the course of 2023 to monitor and record appropriate delivery by Operational Crews. An annual report will be produced.
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<p>FP/22/23/2.4</p>	<p>Enhance knowledge and understanding of the new Leadership Message for station based operational staff. Input will include exposure NFCC Code of Ethics, Service Values, ED&I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.</p>	<p>4.1 Arrange input from People and Organisation Development (POD) to all senior managers within Response to confirm understanding of the Code of Ethics, Leadership Message, Values, coaching and mentoring. Arrange a coaching session for those managers who have not had exposure to the process. Arrange the colours training for the Response senior management group.</p> <p>4.2 Create a presentation to be delivered to all operational staff by the Station Manager; all Watch and Crew Managers will receive this input on a one to one contact to ensure full understanding. Arrange colours training via POD for all operational staff.</p> <p>4.4 Arrange for a coaching session for all managers with option for any firefighters that ask for support to participate. Coaching should support work objectives for station plan and personal/professional development.</p> <p>4.5 Review process through engagement session with POD, coaches and Response senior management.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ POD (People and Organisational Development) have now begun initiating workshops on the Code of Ethics, Leadership message and Coaching and Mentoring. ⇒ Initial training has been delivered by POD to Operational Response functional command group. ⇒ Command peer leads will now deliver to their command groups which will enable Station Managers to roll out to their respective teams. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/2.5</p>	<p>Implement over border exercising at a local level between stations sharing County borders with neighbouring Services to support the Memorandum of Understanding (MoU) signed with Lancashire and Greater Manchester Fire & Rescue Services. Explore if this agreement can be extended to Cheshire FRS.</p>	<p>5.1 Make contact with neighbouring Station Managers to identify the grouping of stations for over border collaboration. Identify incident types that will be the initial focus of training exercises via historic data capture. Review MoU and update to include MFRS grouping with neighbouring Counties.</p> <p>5.2 Make contact with neighbouring Station</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Contact has been established with all Station Managers from neighbouring FRS'. Common incident types have been identified. Group Manager Response meetings have been established to ensure oversight of cross border training. Structured training has now been established with all cross border 	<p>Target Date:</p> <p>March 2023</p>

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		<p>Managers to identify the grouping of stations for over border collaboration. Identify incident types that will be the initial focus of training exercises via historic data capture. Review MoU and update to include MFRS grouping with neighbouring Counties.</p> <p>5.3 Liaise with TDA for supportive guidance and arrange joint training on relevant incident types.</p> <p>5.4 Review process and feedback to Response managers and TDA. Embed process as normal business and create exercise planner.</p>	<p>stations adopting a 4 tier approach. This will include:</p> <ol style="list-style-type: none"> 1. Home and away familiarisation of each station 2. Top 12 risk scenario training 3. EN1 (multi pump brief and notification form) station exercise 4. COMAH exercise. <p>⇒ The Portal is live and captures all activity recorded by MFRS station based personnel. MFRS Group Manager is working with neighbouring Group Managers to implement similar systems in their respective FRS.</p> <p>⇒ Operational Response Team are identifying cross border risk and training opportunities with cross border neighbouring stations when undertaking station MOTs each Friday.</p> <p>Action complete</p>	
<p>FP/22/23/2.6</p>	<p>Improve access to hazard and risk information to support firefighter safety at operational incidents. This will be achieved by the transition to the Community Fire Risk Management Information System (CFRMIS) software, which will provide an efficient procedure to gather, process and access risk information. Revision of the SSRi scoring methodology will align with National Operational Guidance and see the introduction of the Provision of Operational Risk Information System (PORIS risk assessment).</p>	<p>6.1 Introduce a trial with a single station to use the PORIS risk assessment in a live environment. The trial will be facilitated by officers attached to the CFRMIS project and supported by operational staff.</p> <p>6.2 Introduce a trial with a single station to use the PORIS risk assessment in a live environment. The trial will be facilitated by officers attached to the CFRMIS project and supported by operational staff.</p> <p>6.3 During the three month trial period, Operational Intelligence will deliver training to all remaining stations on SSRi and PORIS risk assessment in preparation for service wide implementation and will be supported by Response station based managers.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ The PORIS scoring methodology has now been completed and validated by LJMU and a trial will commence during February.</p> <p>⇒ Bromborough will commence the trial during February and all stations will receive training in April.</p> <p>⇒ As all training is completed stations will go live with PORIS. It is envisaged that all training will be completed by early May.</p>	<p>Target Date: March 2023</p>

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		<p>6.4 Following the training and trial period, roll out to all locations will be made simultaneously and PORIS will run consecutively with SSRI. PORIS recording will be factored as a performance indicator through the Performance Management Group (PMG) and be measured/monitored by Service Delivery.</p>		
HEALTH & SAFETY/ OPERATIONAL ASSURANCE:HE				
<p style="text-align: center;">FP/22/23/2.7</p>	<p>Enhance the safety of our firefighters to limit exposure to toxic fire effluents and build upon current procedures to embrace latest reports and recommendations to achieve industry 'best practice'. The work will look to educate staff and support greater awareness and understanding of the risks associated with fire effluents, which will influence behaviour on station, in the training environment and at operational incidents. Commitment will be given to regional collaboration work on contaminants to ensure all learning is shared.</p>	<p>7.1 Engage with staff at the TDA and station to gather information and opinion on current processes and procedures. H&S Team to work with suppliers to identify a suitable external storage facility for contaminated kit. Conduct a survey of all stations and the TDA to identify a location for contaminated kit bins to be located and work with Estates for installation timeframe.</p> <p>7.2 Produce a professional suite of literature/posters to support 'best practice' activity for managing firefighter contamination in line with NFCC national messages i.e. 'Clean is the new tough', 'Shower in the hour'. These will be displayed at all locations and complement the training delivered at the TDA and through eLearning.</p> <p>7.3 Work with TDA department managers to embed all learning as part of input to crews during all training and refine the process for effective FF contamination management when attending fire related training. Newly developed eLearning package (Functional Plan action 2021/22) will be embedded in the Training Planner and completed by all staff.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ 7.1 Twenty-five contaminated fire kit containers have been purchased and delivered. Five of the boxes have been fitted and the remaining twenty will be fitted before March 2023. The Estates department have estimated the cost to fit the containers will be approximately £1800. Signage has been purchased and delivered, technical note and Risk Assessment has also been completed and is available on the portal.</p> <p>⇒ 7.2 A poster campaign has been produced by Corporate Communications which will be taken to the January Operations Board.</p> <p>⇒ 7.3 The Health and Safety department have produced content based on the University of Central Lancashire (UCLAN) report and provided it to the TDA. This has been converted into a LearnPro and is being quality assured by the Health and Safety Department. The update will be provided to the January Operations Board for governance purposes.</p> <p>⇒ 7.4 The Health and Safety Team has liaised with the TDA Station Manager and will be working with the HAZMAT (Hazardous Materials) department to create video instructional aids and</p>	<p>Target Date:</p> <p>March 2023</p>

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		<p>7.4 Enhance post-incident decontamination procedures by creating instructional aids i.e. videos/posters etc. and monitor compliance via OA attendance at operational incidents.</p>	<p>embed in crew training. HAZMAT department will embed the video by the end of February 2023.</p>	
<p>FP/22/23/2.8</p>	<p>Response to HMICFRS Report action: The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.</p>	<p>8.1 The Operational Assurance Team (OAT) will liaise with the OPRT and the Command Department to confirm and understand current procedures in place to record operational decisions and offer support if they are in need of review from information/learning gathered from operational incidents.</p> <p>8.2 The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>8.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents.</p> <p>8.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ A Review of decision logging findings and survey responses has been undertaken by Response and shared with Preparedness. This has been presented to Operations Board in December. Subsequent meeting held between key stakeholders from Response/Preparedness to confirm governance and assurance arrangements – Service Instruction to be updated.</p> <p>⇒ Decision logging input given to Station Manager cohort at last standardisation meeting based on recent findings. Expectations set in relation to complying with Service Instruction (SI) 0739 and next steps outlined to ensure these become embedded (underpinned by work being completed by Preparedness).</p> <p>⇒ Decision logging featured in Q3 Operational Assurance Team (OAT) daily audit and has remained in Q4 to provide elements of assurance on previous input focussing on awareness, understanding and compliance. Decision logging remains a focus for review of incidents through OAT morning meetings and active monitoring at incidents by Operational Assurance officers. As work is entwined with Preparedness, an</p>	<p>Target Date: March 2023</p>

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			update which compliments this has been provided.	
FP/22/23/2.9	Response to HMICFRS Action: During reality testing, understanding of operational discretion...and use of decision logging varied	<p>9.1 The Operational Assurance Team (OAT) will liaise with the Operational Performance Review Team (OPRT) and Command Department to confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents.</p> <p>9.2 The Operational Assurance Team (OAT) will liaise with the OPRT and the Command Department to confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents.</p> <p>9.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents.</p> <p>9.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Feedback received from Station managers conducting audits of all crews on stations during Q3 confirms understanding of Operational discretion when used at incidents. Operational discretion has remained in the Q4 audit for additional discussion and continued assurance of understanding. Operational discretion continues to be monitored via Operational Assurance activities such as Operational Assurance Team morning meetings, active monitoring at incidents and notification from control to a more senior officer when it is declared. This was agreed during meeting between Response/Preparedness to now make it mandatory for a Decision Log to be commenced following (using DL book) Operational Discretion being declared.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/2.10	Process to be reviewed with information provided to Operational Performance Review Team (OPRT) and the Command Department to continue the learning cycle.	<p>10.1 The OAT to undertake review of new technologies and what has been implemented on station to identify areas of focus. Complete staff survey to identify areas of concern.</p> <p>10.2 Review competence and understanding of staff to be provided through the operational assurance programme and monitoring of incidents. Arrange additional input and supportive training</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Use of new technologies on station continues to be monitored through audit and assurance. Crews continue to grow in confidence in use of platforms such as CFRMIS and the use of Toughpads. Response have recently enhanced the use of PIPS (Performance Information and Planning System) to allow stations to access real time data and target</p>	<p>Target Date:</p> <p>March 2023</p>

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		<p>where required.</p> <p>10.3 Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment.</p> <p>10.4 Monitor and review.</p>	<p>resources to areas of vulnerability and risk i.e. Antisocial behaviour, Accidental Dwelling Fires etc.</p> <p>⇒ Education of crews in this area commenced in the last quarter and was also presented at December Operations Board. Operational crews discuss the use of PIPs and how to identify vulnerability during station MOTs. The Station MOT is an informal discussion between Group Manager response and On Duty personnel about their understanding of Risk, demand and Vulnerability. The discussion points include:</p> <ul style="list-style-type: none"> ○ How they plan their Top 12 risk ○ How do they identify vulnerability in their station area ○ How is effective Command working ○ The implementation of NW border training ○ Any questions <p>⇒ Crews now also demonstrate their competence of PIPs in a spotlight on performance that takes place every Friday in the command group meeting.</p>	
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PEOPLE & ORGANISATIONAL DEVELOPMENT:				
<p>FP/22/23/3.1</p>	<p>To develop, expand and lead on the delivery of the People Plan for 2021-24.</p>	<p>1.1 To strengthen leadership and line management to support organisational change and improved community outcomes</p> <p>1.2 To provide excellent training and education to ensure continuous improvement of service to the public.</p> <p>1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged</p>	<p>October-December 2022 update</p> <ul style="list-style-type: none"> ⇒ The People Plan and its associated actions are monitored and scrutinised through the People Board and the Culture and Inclusion Board that meets bi monthly. ⇒ This Board also links into the Workforce Planning Group, and the Recruitment Board ⇒ Delivery of the elements of the People Plan continue within the timeframes identified 	<p>Target Date:</p> <p>March 2023</p>

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		<p>1.4 Developing cultural values, a behaviour which makes MFRS a great place to work</p> <p>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>1.6 Adopting ways of working that response to service needs.</p>		
FP/22/23/3.2	To implement and embed the organisational Leadership message with revised values	<p>2.1 To work with external provider to deliver a programme of organisational training and to embed the Leadership message in addition, revised values.</p> <p>2.2 To review all People and Organisational Processes and procedures to build in and embed the revised Values and Leadership message.</p> <p>2.3 To work with all Directorates to support their implementation of the Values as appropriate</p>	<p>October-December 2022 update</p> <ul style="list-style-type: none"> ⇒ A toolkit for Station based discussion and further roll out has been finalised, and initial trial conversations will begin. ⇒ Training will begin for members of People and Organisational Development (POD) to become qualified in the delivery of the Clarity 4d Model. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/3.3	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>3.1 To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.</p> <p>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 in addition, delivered in a cost effective manner.</p>	<p>October-December 2022 update</p> <ul style="list-style-type: none"> ⇒ The workforce plan, and its support features have been established within the organisation, and its both monitored and discharged through the People Board, and the Workforce Planning Group ⇒ A review of our succession planning approach is underway with a view to implementing a revised framework including updating the gateway process in Qtr 1 2023. 	<p>Target Date:</p> <p>March 2023</p>

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<p>FP/22/23/3.4</p>	<p>To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.</p>	<p>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.</p> <p>4.2 Expand the use of Social media and associated applications to ensure all vacancies are both understood and accessible to all applicants.</p> <p>4.3 Working with ICT /Corporate Communications to launch on-boarding technology to ensure candidates remain engaged and focused during the recruitment and selection processes.</p> <p>4.4 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.</p> <p>4.6 To work with internal and external colleagues and partners to build a coaching and mentoring environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mindset.</p> <p>4.7 To implement an accelerated development scheme to support organisational advancement to those identified as future leaders.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Work continues to build on the structures described above. ⇒ Station based recruitment days and Have a Go days have been organised and a further round are currently being planned. ⇒ Attendance has been oversubscribed, as taking recruitment into our communities has proven very popular. ⇒ A tool kit to support every station becoming involved in this process has been produced, and will be delivered to all station managers ⇒ A revision of Apprentice pay has been agreed and implemented to increase levels and make the roles more attractive 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/3.5</p>	<p>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</p>	<p>5.1 In collaboration with our workforce we will further develop initiatives to underpin best practice in terms of staff health and wellbeing and ensure that MFRS provides</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ This is a year on year objective, that continues to successfully support all our 	<p>Target Date:</p> <p>March 2023</p>

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		<p>and timely and relevant interventions.</p> <p>5.2 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> <p>5.3 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>5.4 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>	<p>employees, with a range of both internal and external provision</p>	
FP/22/23/3.6	Continue to review and adapt all HR Systems and related technological interactions	<p>6.1 To further develop the Page Tiger system to support and publicise all internal people issues</p> <p>6.2 To review all internal HR systems and continued interaction with other systems to increase efficiency</p>	<p>October-December 2022 update</p> <p>⇒ A new HR case management solution has been identified to improve the effectiveness of delivery and ability to performance management a number HR activities.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/3.7	Enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide	<p>1.1 Introduce a revised Equality Impact Assessment process</p> <ul style="list-style-type: none"> • Introduce a robust process to undertake EIA's and review actions as a result • Develop guidance and training <p>1.2 Produce an Equality and Diversity Action</p>	<p>October-December 2022 update</p> <p>⇒ Building on the issues outlined</p> <p>⇒ The review of staff Networks has been completed and recommendations to expand the roles and increase representation is ongoing</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 3: SERVICE PLAN REPORT

		<p>Plan</p> <ul style="list-style-type: none"> • Develop an ED&I action plan • Link to service delivery plan • SMART objectives • Timelines • ED&I Risk Analysis • Include staff survey actions <p>1.3 Review ED&I Monitoring Data within the Service</p> <ul style="list-style-type: none"> • Develop Policy/SI • Protection data • Prevention data • POD data • Introduce ethnicity pay gap reporting <p>1.4 Embed Inclusive Leadership</p> <ul style="list-style-type: none"> • Unconscious Bias • CMI – leadership development programme • Mentoring/Coaching • Reverse mentoring • Masterclasses • Clear accountability <p>1.5 Undertake Disability Confident Peer Review to Achieve Level 3 Award</p> <p>1.6 Further develop our ED&I Resource Library</p>	<ul style="list-style-type: none"> ⇒ The Just Culture model is being explored in a joint working day with Mersey care in February , with a view to implementation ⇒ Recommendations from the review of Discipline and Grievance are being implemented, and a new Case Management system being explored. ⇒ Joint work on improving the Socio Economic Duty continues to be completed in conjunction with Merseyside City Region 	
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QUARTER 3: SERVICE PLAN REPORT

PREVENTION:

<p>FP/22/23/4.1</p>	<p>Continue to deliver Home Safety through intelligence target led activity.</p>	<p>1.1 We will further seek to professionalise prevention activity and align our activity to the developing NFCC work stream regarding a Person-Centred Approach to Home Safety.</p> <p>1.2 As the Person-Centred approach is adopted across the sector, we will train and develop our staff in line with standardised requirements to develop a competent, professional workforce to ensure we achieve this standard.</p> <p>1.3 To enable those who would not normally access our services to do so, we will introduce and develop the Online Home Fire Safety Check.</p> <p>1.4 We will quality assure all Home Safety activity utilising Station Managers for operational crews' visits and Prevention Team managers for advocate visits and subsequently evaluate effectiveness in line with the evaluation framework being developed at a national level. This will also include assurance against the introduction of the new MIS (CFRMIS).</p> <p>1.5 We will continue to review existing performance management frameworks to support greater effectiveness and to improve quality of outcomes.</p> <p>1.6 We will work flexibly and creatively both internally and with our key partners across all five Local Authority areas, to deliver meaningful Station Based Campaigns to support delivery of our strategy.</p> <p>1.7 We will actively contribute to more robust and broader Fire Prevention messaging through engagement with our Corporate</p>	<p>October-December 2022 update</p> <ul style="list-style-type: none"> ⇒ Winter warm campaigns have been established and are being delivered. They have been superseded by reassurance (fatality) campaigns where the need has arisen. Sundays are being utilised to allow a greater allocation of resource to the campaigns. The winter warm campaigns are location in areas based on data provided by Strategy and Performance. ⇒ Lithium Ion fires (e.g. e-bikes and scooters) are an emerging trend, 2 fatalities and several near misses are connected to these. A working group has been established (GM Prevention, GM Preparedness, SM Investigation Team and Corporate Communications). A question has been added to the CFMIS HFSC & Safe and Well form and electric vehicle safety advice leaflets are being produced. ⇒ HFSC video will be carried on to the 2023/24 Functional Delivery Plan 	<p>Target Date:</p> <p>March 2023</p>
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		Communications department and media outlets pan-Merseyside.		
FP/22/23/4.2	Continue to deliver the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement.	<p>2.1 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>2.2 We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan.</p> <p>2.3 We will monitor and respond if there are increased tensions that may occur because of hate crime or terror related incidents.</p> <p>2.4 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> <p>2.5 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.</p> <p>2.6 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>	<p>October-December 2022 update</p> <ul style="list-style-type: none"> ⇒ Bonfire plan for 2022 was delivered successfully which resulted in a 16% reduction in incidents from the previous year's performance. ⇒ Reports have been produced for the activity completed and will be presented at the relative Boards. ⇒ Water Safety Forum continues to be chaired by MFRS water safety lead. Due to change in staffing this has been handed over to the new lead. ⇒ MFRS worked with Police colleagues to work with the Birkenhead community following a fatal shooting in December. ⇒ Staywise is being reviewed and a number of stations are looking to work with single point of contact (SPOC) at SHQ to get this into schools across Merseyside. ⇒ Incident Investigation Team are continuing to work towards ISO accreditation. This has been hampered a little with the number of staff changes within the team. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.3	Continue to support a wide range of Children and Young People Programmes developing our activity in line with NFCC Youth Engagement Framework.	<p>3.1 Youth Engagement will continue to be an active and engaged stakeholder in the development of NFCC Youth Engagement work streams.</p> <p>3.2 MFRS are represented on a focus group to support the introduction and</p>	<p>October-December 2022 update</p> <ul style="list-style-type: none"> ⇒ The CRM (Prevention) paper will be presented at the meeting to be held on Tuesday 7th February 2023. This will primarily look at staffing and delivery, however it will reference a new strategic 	<p>Target Date:</p> <p>March 2023</p>

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		<p>implementation of NFCC Youth Engagement Competence and Training Framework: Ready to Engage.</p> <p>3.3 MFRS will contribute to the NFCC recommendation to reframe FRS's Early Intervention provision – Early Intervention Implementation Framework Proposal.</p> <p>3.4 YE will continue to support the Community Safety Strategy (2020 - 2024) and contribute to the seasonal campaigns such as the Bonfire Plan.</p>	<p>annual plan and guidance that will inform how 3.1 – 3.3 will be delivered.</p> <p>⇒ MFRS will contribute to 3.4 through the Serious Violence Duty which will be discharged partially through Youth Education.</p>	
FP/22/23/4.4	Continue to embed and review safeguarding throughout all areas of the Service.	<p>4.1 Following the introduction and completion of Level 1 Safeguarding Training, MFRS will introduce a Safeguarding Training Competency that will ensure staff are trained to the appropriate level relevant to their role.</p> <p>4.2 In respect of 3.1, bespoke training packages such as Modern Slavery and Domestic Abuse will be delivered to ensure that all staff are able to identify the signs of abuse and report appropriately.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Modern Slavery Training continues to be delivered for Prevention, Protection and Youth Engagement staff in the first instance.</p> <p>⇒ NFCC Safeguarding Training Competency awaiting sign off from Project Board, this will in turn be presented to the MFRS Safeguarding Committee.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.5	We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working.	We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working.	<p><u>October-December 2022 update</u></p> <p>⇒ A survey has been created to be distributed to partners to evaluate how we work together.</p> <p>⇒ Meeting with John Moores University to explore further evaluation of Prevention partnerships, to understand their effectiveness and benefit to the public</p>	<p>Target Date:</p> <p>March 2023</p>

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<p>FP/22/23/4.6</p>	<p>We will aim to align our current fire investigation procedures to national and international standards.</p>	<p>6.1 MFRS Incident Investigation Team will continue to develop its adopted approach to International Organisation for Standardisation (ISO) accreditation and work in support of meeting the standards expected by Forensic Science Regulator.</p> <p>6.2 Incident Investigation Team (IIT) officers will work towards Tier 2 fire investigation accreditation, which will align to ISO accreditation.</p> <p>6.3 All MFRS Watch Managers and Crew Managers will complete Tier 1 accredited training which will align to ISO accreditation</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Training of junior officers in Tier 1 fire investigation was rolled out in October 2022. The first cohort have successfully passed the course and the 2nd cohort starts in January 2023. ⇒ Work on gaining ISO accreditation continues with inspections occurring early 2023. ⇒ A report has been compiled to look at Incident Investigation Team (IIT) as a team and what work they carry out on behalf of the Authority. This will be presented to the ACFO in February 2023. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/4.7</p>	<p>Develop Information Sharing Agreements with key stakeholders to support improved outcomes for vulnerable people.</p>	<p>7.1 Review existing ISA's for accuracy and relevance.</p> <p>7.2 Collaborate with health partners to review how we can utilise the Combined Intelligence for Population Health Action (CIPHA) data to target the most vulnerable people in our communities.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Work continuing with Department of Health (Liverpool City Council) and the Civic Data Cooperative (University of Liverpool) to receive the Combined Intelligence Data for Population Health Action (CIPHA) data. This has been presented at the CRM Board and an update will be submitted following sign off. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/4.8</p>	<p>Embed CFRMIS (Community Fire Risk Management Information System) within all Prevention activity and explore other areas of new technology in line with NFCC Person Centred Approach</p>	<p>8.1 Review the introduction of CFRMIS for Operational Crew HFSC delivery via an online survey to receive feedback on initial implementation.</p> <p>8.2 Develop the CFRMIS triage system for Fire Service Direct (FSD) for incoming referrals and inbound and outbound telephone calls.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ CFRMIS (Community Fire Risk Management Information System) is now fully embedded with Prevention staff. A survey will be sent to all Prevention staff (as per Operational Staff) to obtain feedback of effectiveness. 	<p>Target Date:</p> <p>March 2023</p>

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		<p>8.3 Develop the CFRMIS Safe and Well Form to ensure that Vulnerable Persons Advocate are able to complete the visit electronically and any onward referrals are sent immediately.</p> <p>8.4 We will work with NFCC and national external partners to close any gaps in terms of communities accessing our Service. This will include development and embedding of the Online Home Fire Safety Check (OHFSC) for those who are difficult to reach.</p>	<p>⇒ OHFSC (Online Home Fire Safety Check) now referring into Fire Service Direct and on the Merseyfire website.</p>	
FP/22/23/4.9	<p>Revise the risk management process (RM1) and introduce a new protocol, to assist Prevention teams and operational staff.</p>	<p>9.1 Review the RM1 process to ensure that the information recorded on Vision Boss is relevant and accurate.</p> <p>9.2 Ensure all RM1 submissions are incorporated into the Prevention revisit strategy, which will allow for the records to remain relevant and accurate.</p> <p>9.3 Review the RM1 codes to ensure that they are fit for purpose and easily understood.</p>	<p>October-December 2022 update</p> <p>⇒ RM1 Review meeting to be held in February with Prevention, Ops Intelligence, Strategy and Performance and Operational Response.</p>	

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PROTECTION:

		<p>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 firefighting in buildings ○ Use of firefighting facilities 	<p>October-December 2022 update</p> <p>⇒ A new suite of Protection learning modules have been developed in line with the National Fire Chief's Council (NFCC) Built Environment Fire Service Specific Training and hosted on the LearnPro platform to support operational personnel in their knowledge and understanding of the following:</p>	<p>Target Date:</p> <p>March 2023</p>
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<p>FP/22/23/5.1</p>	<p>Resource and support operational response</p>	<p>1.2 Develop an accredited fire safety qualification for operational firefighters</p> <p>1.3 Underpin learning by developing a suite of videos to support operation crews in relation to:</p> <ul style="list-style-type: none"> ○ Ventilation and extraction systems ○ Identification and operation of firefighting lifts. ○ Interrogation of alarm and detection systems. <p>1.4 Provide an Unmanned Aircraft System to support incident management and protection activity, in alignment with the CAA requirements.</p> <p>1.5 Provide statutory protection activity and emergency response tactical advice at all times.</p>	<ul style="list-style-type: none"> ● The newly imposed duties under the Fire Safety Order, introduced by the Fire Safety (England) Regulations 2022 for building owners or managers (responsible persons); and how the duties contribute to Firefighting operations within High rise buildings ● Smoke control systems ● Lifts ● Building construction ● Evacuation Alert Systems <p>⇒ In support of this delivery, the Protection Response Officer team have delivered practical visits at High rise premises across Merseyside to Recruit Firefighters, Protection staff and Fire Control.</p> <p>⇒ Training videos element has been rolled into a broader new deliverable for 2023/24 so as to be able to take advantage of additional government grant to cover expenditure.</p>	
<p>FP/22/23/5.2</p>	<p>Enhance our regulatory activity via review and development</p>	<p>2.1 Review the Premises Risk Model methodology to inform the Risk Based Inspection Programme, and enable evaluation of effectiveness, efficiency and impact on Protection activities.</p> <p>Implement a fire safety concerns reporting mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, such as operational incidents and SOFSA.</p> <p>Implement a fire safety concerns reporting mechanism for members of the public to feedback any new or emerging information or risks about buildings.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Risk Based Inspection Programme (RBIP) is being fully reviewed as part of a broader gap analysis against the recently revised Competence Framework for fire Safety Regulators.</p> <p>⇒ Furthermore, our doctrine review will form an element of changes to be made to our information management system including how we store documents and information on the portal/cloud.</p>	<p>Target Date:</p> <p>March 2023</p>

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		Align MFRA doctrine to the changes to legislation in relation to Fire Safety and Building Safety, and engagement with the Building Safety Regulator requirements for the Gateway system		
FP/22/23/5.3	Ensure departmental structure, training, competence and capacity is suitable in the context of risk, demand and vulnerability	<p>3.1 Review and develop directorate structure to ensure a sustainable and competent workforce, through succession planning for green and grey book posts for all protection activity</p> <p>Adopt NFCC Competency Framework and Accreditation for Fire Safety Regulators, with entry onto the Contextualised Auditors Register, attaining entry to the Engineering Council.</p> <p>Ensure staff development and competence is monitored and recorded, through a quality assurance framework</p> <p>Provide ongoing CPD to staff, making use of the LABC/NFCC website resources.</p> <p>Provide safeguarding training bespoke to modern slavery and human trafficking.</p> <p>Ensure Fire Protection Standards are implemented and recorded on the associated toolkit.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ A process is in place that enables us to identify relevant applicants to put forward for Contextualised Auditor Register (CAR) registration. ⇒ Continual Professional Development programme is well embedded across the team with the associated assurance process development progressing. ⇒ Safeguarding training has now been provided to all personnel. ⇒ All 18 of the Fire Protection Standard requirements have now been implemented. <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/5.4	Develop a cross functional, single platform, Management Information System	<p>Implement Community Fire Risk Management Information System (CFRMIS) application with the associated modules for:</p> <ul style="list-style-type: none"> ○ Protection ○ Prevention ○ Preparedness 	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ The Operational Intelligence module is in development and implementation will be rolled into the new financial year and this action has been subsequently rolled in to the 2023/24 Functional Delivery Plan. 	<p>Target Date:</p> <p>March 2023</p>

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			No further reporting on this action for the 2022/23 plan. Action complete	
FP/22/23/5.5	Implement the requirements of the Grenfell Tower Inquiry project	Implement the remaining elements of the GTI Analytic Tool in preparation for the release of the Phase 2 findings	<u>October-December 2022 update</u> ⇒ 38 of 46 Grenfell Tower Inquiry Phase 1 recommendations are now implemented with the remaining elements to be discharged fully by close of the financial year.	Target Date: March 2023
FP/22/23/5.6	Engage with our business communities.	Develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. Develop an ED&I monitoring process for all fire protection activity Develop partnership working with internal and external stakeholders to reduce Unwanted Fire Signals (UwFS)	<u>October-December 2022 update</u> ⇒ Current trajectory for Simple Operational Fire Safety Assessments (SOFSA) performance will see the annual target exceeded. ⇒ Business Safety week outcomes were reported back to Community Risk Management Board and work on a business safety engagement framework has commenced as part of planning for the new functional plan. ⇒ ED&I monitoring is now embedded into the Protection application on the Community Fire Risk Management Information System(CFRMIS).	Target Date: March 2023

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NATIONAL RESILIENCE:

<p>FP/22/23/6.1</p>	<p>Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate (carried over from 2021/22)</p>	<p>1.1 Identify FRS who have implemented local arrangements for standard test recording 1.2 Liaise with the Prime Contractor to identify their requirements for resource management systems 1.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the National Resilience website 1.4 Liaise with National Resilience Assurance Team (NRAT) capabilities to ensure training management system requirements are contained in the recording system</p>	<p>October-December 2022 update</p> <p>⇒ Complete: Review of systems carried out by the National Resilience (NR) capability in collaboration with the sector and partner agencies. The outcome of the review has delivered several options for further development which will be included in future reviews and design of the National Resilience IT platform.</p> <p>Action complete</p>	<p>Target Date: March 2023</p>
<p>FP/22/23/6.2</p>	<p>Implement the use of Resilience Direct as a secure and reliable means to support routine working and provision of incident status updates to Home Office and other key stakeholders</p>	<p>2.1 Liaise with FRaME colleagues to confirm agreement in the use of Resilience Direct. 2.2 Run test sessions using past incidents prior to implementation. 2.3 Undertake training on how to utilise Resilience Direct system and create incident pages</p>	<p>October-December 2022 update</p> <p>⇒ Complete: Resilience Direct (RD) training input provided by Cabinet Office to all NRAT capability advisors and officers. Information can be shared between NR and Home Office using existing platforms on RD. Options to further develop the NR RD site will be included in future reviews and design of the NR IT platform.</p> <p>Action complete</p>	<p>Target Date: March 2023</p>
<p>FP/22/23/6.3</p>	<p>Work with Home Office in the review and revision of the Industrial Action Business Continuity Planning (IA BCP) process.</p>	<p>3.1 Review current question set and undertake gap analysis 3.2 Work with stakeholders in identifying an appropriate methodology for establishing the suitability of IA BCP arrangements 3.3 Ascertain governance arrangements for future IA BCP surveys and document/record appropriately 3.4 Develop relevant framework to ensure consistency of approach for future IA BCP surveys.</p>	<p>October-December 2022 update</p> <p>⇒ Complete: NR has supported Home Office in the development, implementation and review of the IA survey sent to every FRS. This work has explored the business continuity planning and resilience of both NR specialist assets and front-line response.</p> <p>Action complete</p>	<p>Target Date: March 2023</p>

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<p>FP/22/23/6.4</p>	<p>Develop and produce learning materials to complement the provision of the National Resilience Maintenance of Competency Framework</p>	<p>4.1 Undertake gap analysis of current materials in the context of the maintenance of competence (MOC) framework.</p> <p>4.2 Complete Equality Impact Assessments for training content.</p> <p>4.3 Develop and produce relevant materials relevant to NR specialist capability operator, instructor and tactical advisor requirements</p>	<p>October-December 2022 update</p> <p>⇒ Complete: Review of NR capabilities documentation has included alignment with MFRS policies and procedures paying due regard to Finance, ICT, Training, Engagement & Consultation & Corporate Communications requirements.</p> <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/6.5</p>	<p>Following the deployment of resources in support of the Greece wildfires, explore the feasibility of developing protocols and mechanisms to support future National Resilience provision in response to overseas deployment requests</p>	<p>5.1 Identify if a sustained provision of a long term capacity and capability for National Resilience overseas deployment is required.</p> <p>5.2 Establish what capabilities may be required and identify suitable resources (including personnel, equipment and finances).</p> <p>5.3 Undertake discussions across Government departments to identify appropriate mobilising mechanisms.</p> <p>5.4 Document associated procedures accordingly including any necessary updates to national doctrine (for example NCAF)</p>	<p>October-December 2022 update</p> <p>⇒ Complete: The NR Strategic Lead has collaborated with Home Office and FCDO colleagues to agree funding protocols and deployment mechanisms that can be adopted to provide this overseas support. It will seek to utilise existing best practice and experience of the International Search and Rescue (ISAR) capability to avoid duplication of work and provide cost efficiencies to cross-government departments utilising existing deployment processes and procedures.</p> <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>

STRATEGY & PERFORMANCE:

<p>FP/22/23/7.1</p>		<p>1.1 Deliver the 2022 Staff Survey</p> <ul style="list-style-type: none"> Deliver fifth staff survey with People Insight <p>1.2 Continue ED&I Training</p>	<p>October-December 2022 update</p> <p>⇒ 1.1 People Insight were engaged to deliver the 5th MFRS Staff Survey. The survey ran from 14th November until 19th December 2022. Results of the survey</p>	<p>Target Date:</p> <p>March 2023</p>
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	<p>To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide</p>	<ul style="list-style-type: none"> • Complete face to face training • Develop further eLearning opportunities <p>1.3 Improve relationships and engagement with diverse communities</p> <ul style="list-style-type: none"> • Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities • Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required. • Data -led risk and equality analysis 	<p>will be presented to Authority and staff in March 2023.</p> <p>⇒ ED&I Training Update</p> <p>Face to face ED&I sessions continued to be delivered to staff across the Service with completion of the project achieved by the end of December. ED&I Learn Pro Package – total Of 863 staff completed</p> <p>Action complete</p> <p>⇒ 1.3 Improve relationships and engagement with diverse communities</p> <ul style="list-style-type: none"> • Work has continued to progress with Phase 1 – Information Gathering as detailed below: • Community Engagement Advisor remains part of the Community Impact Fund panel who consider applications and make recommendations for approval. • The Building Accessibility Reference Group has commenced work on reviewing the actions from the completed Access Audits and have attended a site visit at St Helens Community Fire Station • Community Engagement Advisor has attended Area Manager Station Visits and observed presentations around - Knowing your community (profile, demographics, and known ASB areas) • Community Engagement Advisor remains part of the Task and Finish Group - Cost of Living • Community Engagement Advisor has visited a number of stations and held discussions with crew members with regards to existing levels of community engagement and collated suggestions around areas of improvement 	
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			<ul style="list-style-type: none"> • HFSC ED&I Monitoring Data review – work still in progress • Corporate Communications have produced an information leaflet around equality data collection • Community Engagement Advisor has attended a Socio Economic Duty workshop with stakeholders from the Liverpool City Region <p>Going Forward</p> <ul style="list-style-type: none"> • Commence Phase 2 and 3 of Knowing Our Communities Action plan (Review, next steps and recommendations) • Develop inclusive communications for the Deaf Community • Accessibility Report and attendance at MFRA Scrutiny Panel • TDA Project – Accessibility review • Evaluating and review of Census data when released • Identifying and engaging with key external stakeholders 	
<p>FP/22/23/7.2</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 b) Continuing to ensure compliance with information governance and security legislation and regulations</p>	<p>Continuing to digitally transform the organisation</p> <p>2a.1 To play a key role in the implementation and integration of CFRMIS (Community Fire Risk Management Information System). This year will focus on phase 2 of the Prevention implementation and the Ops Intel (SSRI) module.</p> <p>2a.2 Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.</p> <p>2a.3 Upgrade and migrate from SharePoint 2013 to SharePoint Online.</p>	<p>October-December 2022 update</p> <p>⇒ 2a - CFRMIS</p> <p>Prevention: Following successful user acceptance testing, Fire Service Direct started using CFRMIS on 26th September booking in appointments for Advocates. On 10th October Advocates began completing Safe and Well visits using CFRMIS. Systems Support are continuing to work with Prevention to include additional functionality and process improvements.</p> <p>Protection: Systems support have worked closely with Protection to create an ‘explosives licensing application’ form and a ‘during sales visit’ form, both of which are in the live environment have been used over the last couple of months.</p> <p>Ops Intelligence:</p>	<p>Target Date: March 2023</p>

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Continuing to ensure compliance with information governance and security legislation and regulations

2b.1 Continue to work through the development of the Record of Processing for the Service, to enable us to identify and understand the risks involved to effectively manage our data.

2b.2 Continue to improve our processes within Information Governance and Security to enable us to manage and utilise the information we process more effectively and minimise risks.

Continue to develop our Records Management processes to ensure the authenticity and availability of our records thus helping to achieve our mission and assist compliance with government laws and regulation requirements.

Business Intelligence have created reports in PIPS that will assist crews when completing the likelihood score of the risk scoring form. The reports link data from the Vision mobilising system and CFRMIS using the Unique Property Reference Number to indicate the likelihood of future incidents occurring.

⇒ **National Resilience Application**

Changes made to the app since the last update include:

- Improvements to the industrial action business continuity survey, including the additional of RAG ratings within the output reports.
- Introduction of Marauding Terrorist Attack capability to all areas of the application.
- Incident trigger management feature giving NRAT the ability to add, delete or rename incident triggers.

⇒ **SharePoint Migration**

The contract with our migration partner has now been signed and the project has commenced. The following workstreams are currently progressing well:

- Project board and user champions have been established.
- User champions have been presented with a project overview and are now reviewing content to determine what needs to be migrated.
- Our Migration Partner is currently reviewing the format of our SharePoint sites and sub sites to determine those that can easily be migrated to SharePoint online, and those that will require a rebuild.
- Our Migration Partner has facilitated workshops for project team members regarding SharePoint & Microsoft 365 information governance, and Teams governance.
- Integration of data between Resource Link and Active Directory (AD).
- Multi-Factor Authentication (MFA) and conditional access trial.

QUARTER 3: SERVICE PLAN REPORT

<p>FP/22/23/7.3</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>3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:</p> <ul style="list-style-type: none"> • Support the effective communication, understanding and embedding of the new Service Leadership Message and Values internally and externally through effective communications in multiple formats. • Support for functional plan and IRMP delivery across the service – publicising outcomes • Support for specific areas of work including TDA Project, Pass Out, Youth engagement • Maximise opportunities for collaboration with partners • 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, new animation software for internal and external comms • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Develop training videos in support of Articulate (formerly LearnPro) development • Support positive action and Staff Network growth and development 	<p>October – December 2022 update</p> <ul style="list-style-type: none"> ⇒ New service leadership message successfully embedded internally and externally with evidence of good understanding and knowledge-leadership message transmitted throughout all internal and external comms in multiple formats. ⇒ Support provided by Comms team for all Functional Plans across the Service and publicising of IRMP across website, media releases and social media. ⇒ Specific areas of work supported and developed across the Service ⇒ Collaboration opportunities considered and maximised with partners across multiple themes. ⇒ Investment in new video camera, gimbals (which steady camera shake), new DSLR camera and long zoom lens for higher quality imagery and improved quality, further increasing capacity for in-house production and reducing any need for external providers for video production/photography. ⇒ The team have provided support regarding NR, UKISAR/EMT deployment and promotion as required across a range of initiatives ⇒ Support provided with imagery, video and planning has taken place for specialist equipment training videos beginning late January ⇒ Comms staff have attended Positive Action meetings, provided feedback on Positive Action Strategy, developed leaflets, completing design on strategy, continuing to develop social media and conference display equipment 	<p>Target Date:</p> <p>March 2023</p>
				<p>Target Date:</p>

QUARTER 3: SERVICE PLAN REPORT

<p>FP/22/23/7.4</p>	<p>Work with other Functions to review and refresh the Corporate Risk Register 2022-23</p>	<p>4.1 Considering the NFCC Definition of Risk project and MFRA risks and opportunities, develop a new approach to managing corporate risk.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Work continues with the Legal team to engage an external company to review and advise on how the Corporate Risk Register should progress. A meeting was held in October with the company and a proposal put forward which is being considered for implementation in late 2022/23.</p>	<p>March 2023</p>
<p>FP/22/23/7.5</p>	<p>Monitor and coordinate the implementation of National Fire Standards.</p>	<p>5.1 Implement a process to ensure that all national FRS Standards are complied with.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Progress against the National Fire Standards continues to be monitored through the agreed meeting governance structure and completion of implementation Toolkits. A process of internal assurance introduced in Q3.</p>	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/7.6</p>	<p>Implement an ICT Infrastructure that will enable efficiency through current and emerging technology</p>	<p>6.1 Three (3) key activities in the ICT service pipeline this year are:</p> <ul style="list-style-type: none"> • CAD-MIS Project Phase Two • Enhanced Virgin Media Network • Multi-Functional Device (MFD) Retender 	<p><u>October-December 2022 update</u></p> <p><u>ESN Ready & DCS</u></p> <p>⇒ The upgrade of the end of life Airwave equipment to the new Dispatch Communication Server (DCS) is ongoing and aligned to Integrated Communications Control System (ICCS) technical refresh activities. Airwave has installed the dedicated fibre at SHQ and the upgrades to core equipment and Fire Control operator positions are progressing.</p> <p>⇒ Following the Home Office announcement that the Emergency Service Network (ESN) will be suspended for 18-24 months from March 2023, the ESN Solution Deployment project (CCN1045) has been closed following discussions with suppliers.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 3: SERVICE PLAN REPORT

			<p><u>Dynamic Cover Tool</u></p> <ul style="list-style-type: none"> ⇒ The MFRS internal development team have produced a new application called AURA, which satisfies all the minimum requirements highlighted. The software has now been made available for testing in Fire Control and the training room. Feedback will inform any future changes to the product including plans for moving from test to the live environment. <p><u>Fire Survival Guidance</u></p> <ul style="list-style-type: none"> ⇒ An internal solution has been produced which has been implemented into Fire Control and satisfies minimum requirements. Investigations continue to explore options for an integrated solution. <p><u>Enhanced Virgin Media Network</u></p> <ul style="list-style-type: none"> ⇒ Work on this major infrastructure project has been impacted by supply chain issues resulting from the pandemic and Brexit. Despite this, the project was completed. Follow on activity is a 1gb upgrade of the SHQ internet connection and the replacement of users stacks and core switches <p><u>Multi-Functional Device (MFD) Retender</u></p> <ul style="list-style-type: none"> ⇒ Tender proposals were received from four suppliers. The bids were reviewed and scored and a paper citing HP as the winning vendor which was approved by the Authority on 9th June 2022. The Project is complete with the final phase of this project being the rollout of Apogee/HP MFDs to the whole MFRS estate. The new contract will expire in July 2027. 	
<p>FP/22/23/7.7</p>	<p>Respond to national initiatives. The service is scheduled to switch from the current Airwave communication</p>	<p>7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN</p>	<p><u>October-December 2022 update</u></p>	<p><i>Target Date:</i></p>

QUARTER 3: SERVICE PLAN REPORT

	<p>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>7.2 Have a fully operational connection to the ESN upon completion</p> <p>7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally</p> <p>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"> ⇒ 7.7.1 Our work as an Assurance Partner will continue until March 2023 as agreed with the Home Office. Mindful of the suspension of the ESMCP, Project Management meetings with Telent and SSS Ltd (ex-Capita) to deliver both the Technically Ready and Approved Refresh elements of the Integrated Communications Control System (ICCS) are ongoing. ⇒ The government has now announced that the national programme will be paused from 2023 to 2025 ⇒ 7.7.2 Our existing Direct Network Service Provider (DNSP) connection into the ESN via the Managed Firewall agreement with Vodafone will terminate in January 2023 following instruction from the Home Office. The hardware will remain in-situ until the DNSP is reinstated. The government has now announced that the national programme will be paused from 2023 to 2025 ⇒ 7.7.3 Potential risks to both MFRS and the ESN project will continue to be managed in cooperation with the Programme SIRO board and system providers. ⇒ To minimise potential disruption during the extended period of Airwave activity prior to ESN, a project to replace key Airwave infrastructure at Merseyside SHQ has begun which will replace end of life (EOL) equipment with the latest Dispatch Communications Server (DCS) from Airwave. ⇒ The DCS install project will continue as planned and provide the necessary level of access and resilience to the Airwave network. ⇒ The government has now announced that the national programme will be paused from 2023 to 2025 	<p>March 2023</p>
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QUARTER 3: SERVICE PLAN REPORT

			<ul style="list-style-type: none"> ⇒ 7.7.4 Merseyside FRS has continued to work closely with third party suppliers including Hands Free for vehicle installations and other suppliers for enhanced coverage devices and extenders. ⇒ This work will continue during the period of ESN suspension in order to gain maximum leverage and operational benefit from the equipment provided to MFRS. 	
FP/22/23/7.8	Consider ways in which catering services can become more environmentally sustainable.	8.1 Work with Estates and Procurement teams to identify approaches to improving sustainability that are cost neutral.	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Small gains have been made in this area, but the bulk of the work will be considered when the work to produce an organisation-wide net zero roadmap has been completed. 	<p>Target Date:</p> <p>March 2023</p>

FINANCE:

FP/22/23/8.1	Review the outcome of the Fair Funding Review, Business Rates Re-set, Comprehensive Spending Review (CSR) 2022 and determine the impact on the current MTFP.	<p>1.1 Respond to any consultation, and</p> <p>1.2 Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and</p> <p>1.3 Assess the impact on the 2022/23 MTFP and report as part of the 2023/24 Budget Process.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Provisional Settlement was announced on 19th December and the outcome reflected in the proposed Medium Term Financial Plan for 2023/24 and draft 23/24 Budget for approval by Members at the Budget Authority meeting on 23 February 2023. ⇒ The outcome was better than expected and reflects the lobbying of MPs and the Government by Authority Members and the CFO. 	<p>Target Date:</p> <p>March 2023</p>
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QUARTER 3: SERVICE PLAN REPORT

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<p>FP/22/23/8.2</p>	<p>Look at Immediate Detriment Framework challenge that would allow FPS members access to their legacy scheme ahead of the legislation changes.</p>	<p>2.1 Complete data capture and validation exercise.</p> <p>2.2 Work with LGA and LPP to identify issues within current legislation to determine a way forward to process cases under IDF.</p> <p>2.3 Seek further legal and tax advice if required.</p> <p>2.4 Monitor new legislation and regulation changes.</p> <p>2.5 Consult with the representative bodies as required.</p>	<p><u>October-December 2022 update</u></p> <p>No change from the Qtr 2 update</p> <ul style="list-style-type: none"> ⇒ Data exercise 99% complete and should be finished by early December. Government have yet to consult on secondary and regulatory changes, but the consultation is expected to commence early in the new year with all legislation and regulation in place before October 2023. ⇒ Officers will continue to monitor the situation and work with LPP (MFRA FPS administrators) to enable the remedy to be implemented by October 2023, however the LGA have expressed some concerns about how realistic the October 2023 deadline is. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/8.3</p>	<p>Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask</p>	<p>3.1 Review current procurement strategy and update as required</p> <p>3.2 Consider procurement route options, using local suppliers, Modern Slavery Ask, use of existing frameworks etc.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Throughout the year the Department has suffered from significant vacancies and the review of the current Procurement Strategy (that includes a statement on the Modern Slavery challenge) will now be completed in 2023/24. 	<p>Target Date:</p> <p>March 2023</p>

LEGAL & DEMOCRATIC SERVICES:

<p>LEGAL:</p>				
<p>FP/22/23/9.1</p>	<p>To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.</p>	<p>1.1 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.</p>	<p><u>October-December 2022 update</u></p> <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 3: SERVICE PLAN REPORT

FP/22/23/9.2	To undertake an audit of the management of risk within the insurance provisions and identify any recommendations for new ways of working.	2.1 To liaise with all of the relevant departments to review the processes in place for the insurance provisions and test its effectiveness.	<p><u>October-December 2022 update</u></p> <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>
DEMOCRATIC SERVICES:				
FP/22/23/9.3	To review and refresh the Authority's Members Development Strategy and Programme, to ensure effective governance delivery and provides Members with the required knowledge and skills to undertake their roles effectively.	3.1 To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps. 3.2 To undertake evaluations of the learning opportunities provided to ensure they are fit for purpose.	<p><u>October-December 2022 update</u></p> <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/9.4	To undertake a review of the Teams delivery output to help facilitate decision making and governance arrangements for Members and the committees.	4.1 To review the Committee meeting minute style and agenda pack to ensure it is accessible to the public and facilitates decision making for Members. 4.2 To provide training as appropriate to deliver consistency in reports and technology in attendance and presentation at committees.	<p><u>October-December 2022 update</u></p> <p>⇒ In house training is being prepared to co-inside with the proposed house style</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 3: SERVICE PLAN REPORT

GLOSSARY OF TERMS:

24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ADF	Accidental Dwelling Fire	MERSOG	Merseyside Road Safety Partnership
AGM	Annual General Meeting	MHFA	Mental Health First Aid
AM	Area Manager	MoU	Memorandum of Understanding
APB	Annual Pension Benefit	MRSP	Merseyside Road Safety Partnership
ARA	Analytical Risk Assessment	MTFA	Marauding Terrorist and Firearms
ASB	Anti-Social Behaviour	NCAF	National Co-ordination and Advisory Framework
CBRNE	Chemical Biological Radioactive Nuclear and high yield Explosives	NFCC	National Fire Chiefs Council
CBT	Crew Based Training	NILO	National Interagency Liaison Officer
CFRMIS	Community Fire Risk Management Information System	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
CM	Crew Manager	NPG	National Procurement Group
CPD	Continuous Professional Development	NVQ	National Vocational Qualification
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	OPRT	Operational Performance Review Team
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	PQRIS	Provision of Operational Risk Information System
EPU	Environmental Protection Unit	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

QUARTER 3: SERVICE PLAN REPORT

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
HFSC	Home Fire Safety Check's	RRRG	Road Risk Review Group
H&S	Health & Safety	RSL	Registered Social Landlord
HMEPU	Hazardous Materials Environmental Protection Unit	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	SOFA	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	TNA	Training Needs Analysis
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
MASAD	Multi-agency Specialist Assessment Team	WM	Watch Manager
MASH	Multi Agency Safeguarding Hub	WTR	Whole-time Retained
MDT	Mobile Data Terminal	YE	Youth Engagement
MERPOL	Merseyside Police	YOS	Youth Offending Scheme
MFRA	Merseyside Fire & Rescue Authority	YPS	Your Pension Service

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SERVICE DELIVERY PLAN 2022-23:

April to December 2022

INDEX

Total emergency calls

Total incidents

Total fires

Primary fires

Secondary fires

Special services

False alarms

Attendance standard

Sickness absence

Carbon output

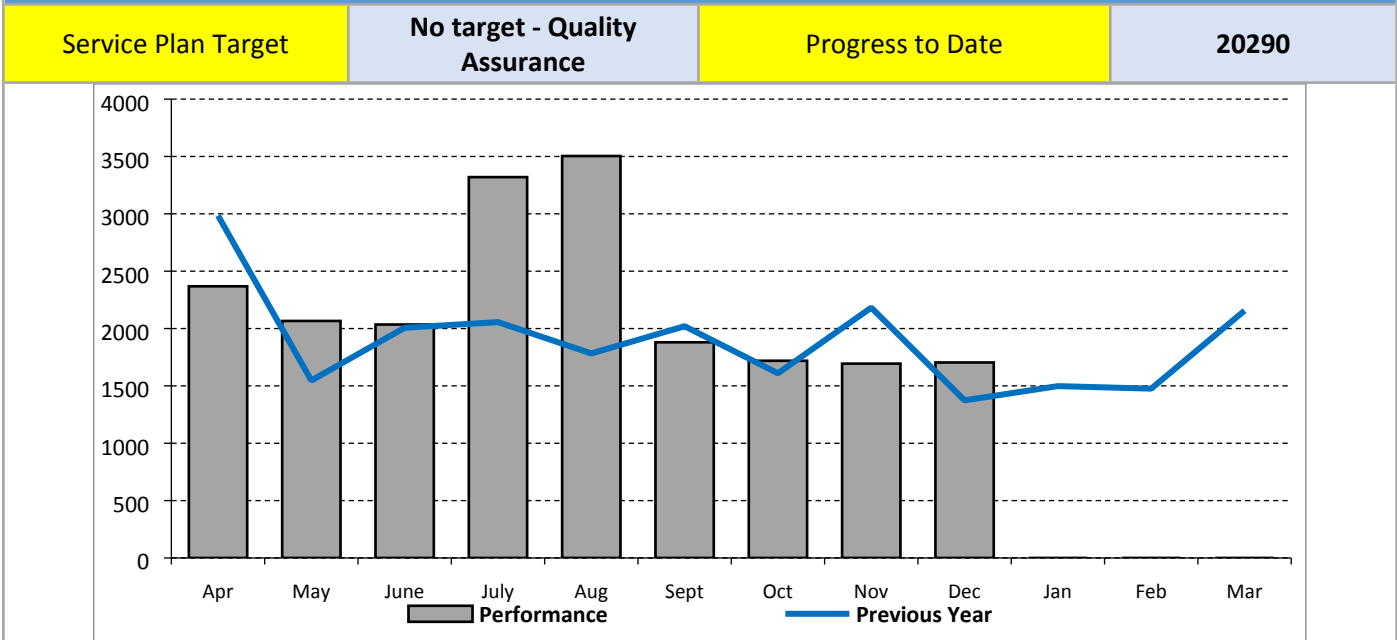
Objective:

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.

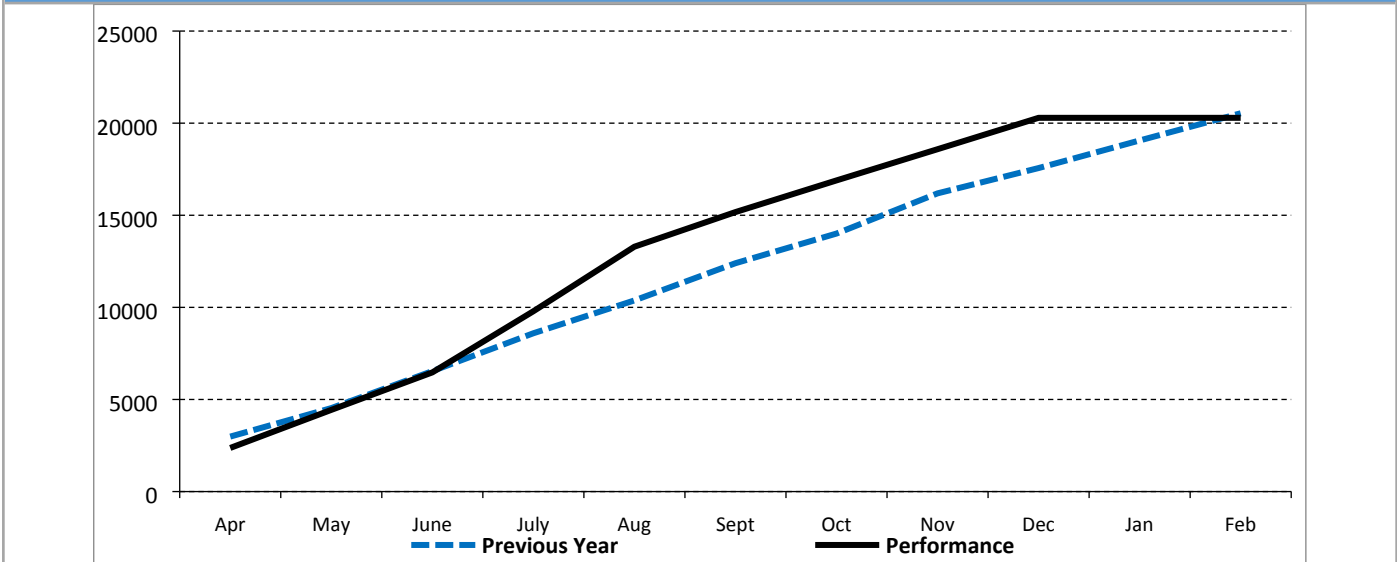


BENCHMARK INDICATORS

TC00 Total number of emergency calls received



Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

TC00	<p>From 1st April to 31st December Fire Control received 20290 emergency calls. This was 2727 more calls than this time last year, when 17563 were received.</p> <p>Since July the number of calls has exceeded those received in the same month in 2021, apart from November (1694) compared to 2182 last year. December saw 1704 calls compared to 1374 in Dec 21 and 1719 in October against 1610 in 2021. This is not attributable to any one incident type. A peak in incidents during very hot weather in the Summer caused increases in calls and incidents in July and August.</p> <p>This indicator does not have a target it is monitored for quality assurance only.</p>
DO22	<p>Cumulatively 96.5% of 999 calls were answered within 10 seconds achieving the performance standard of 96% target.</p>

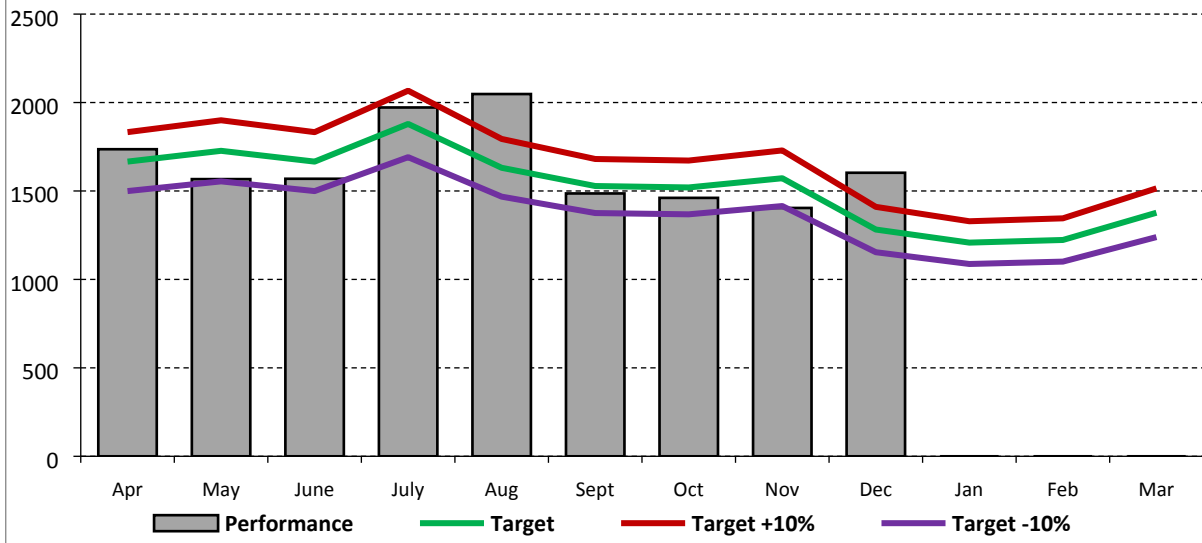
TC01 The total number of incidents attended

Service Plan Target
Apr-Dec 2022

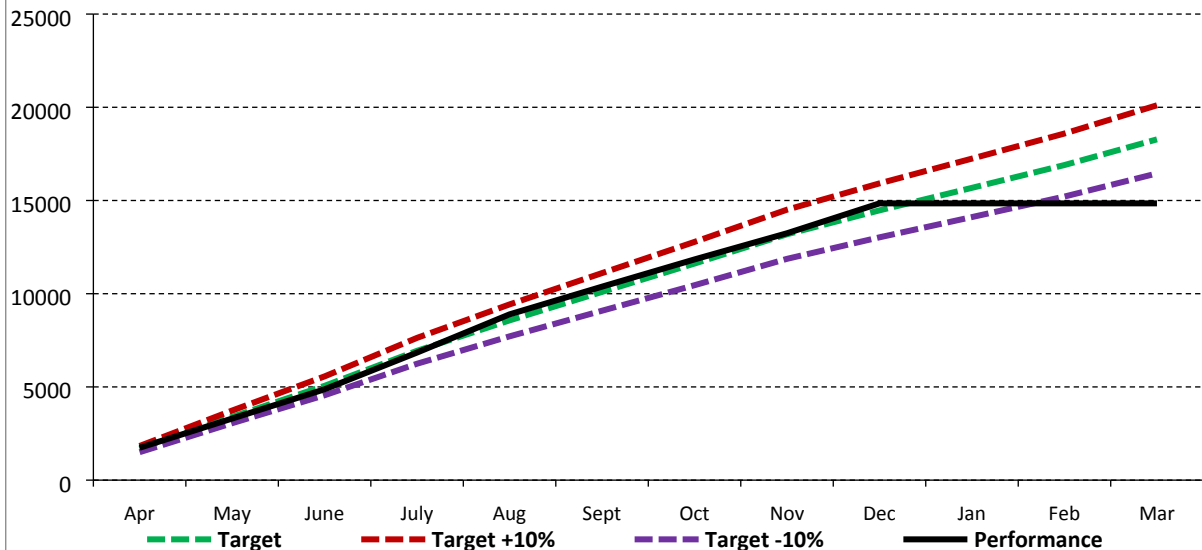
14471

Progress to Date

14846



Cumulative Performance



TC01 Total number of incidents attended

TC01

Due to an increase in most incident types during July and August, with a further peak in December (1603 incidents), this indicator remains within 10% of target with 14846 incidents attended against a target of 14471. This is also 771 more incidents than at this time last year (14075).

As the exceptionally hot weather during July and August could have been a contributory factor to the peak in incidents. Very cold weather during December saw the number of flooding calls increase, accounting for 172 of the special service calls (660) attended that month.

The number of Special Service incidents attended (4138) when compared to previous years (3989 in this period of 2021-22) continued to increase, with 149 more incidents attended. This is due to MFRS assisting partner agencies in ways such as assisting with entry to buildings on a more regular basis.

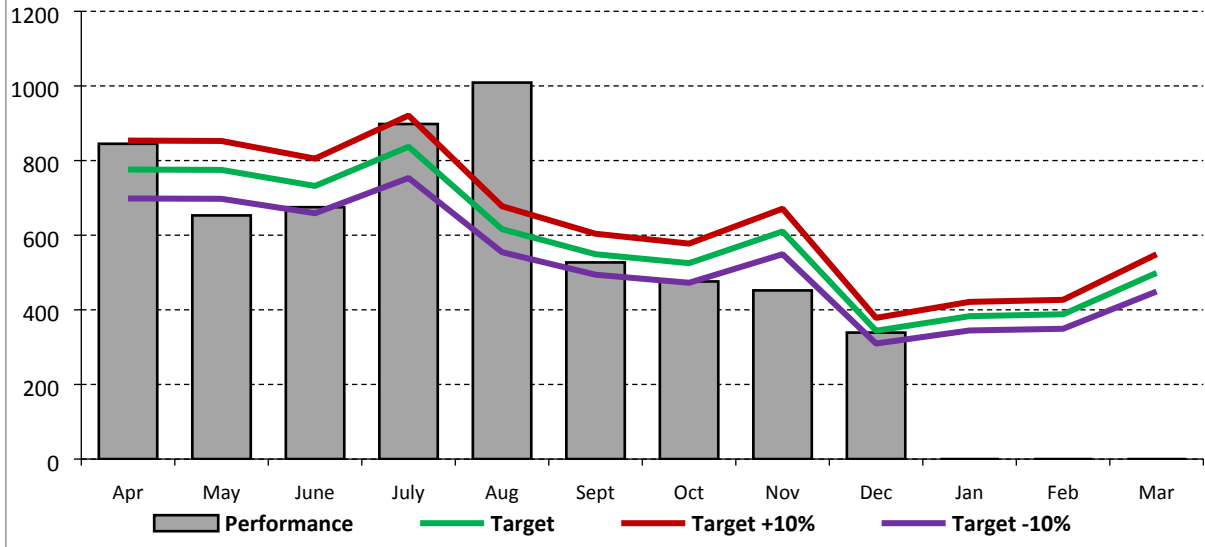
TC02 Total number of fires attended in Merseyside

Service Plan Target
Apr-Dec 2022

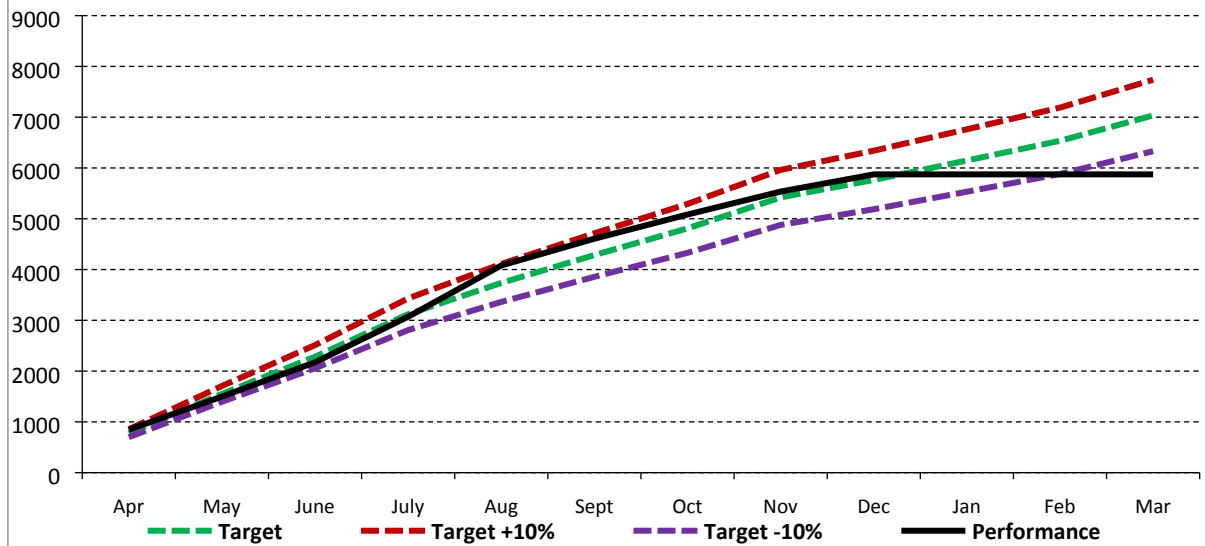
5764

Progress to Date

5874



Cumulative Performance



TC02 Total number of Fires attended in Merseyside

TC02

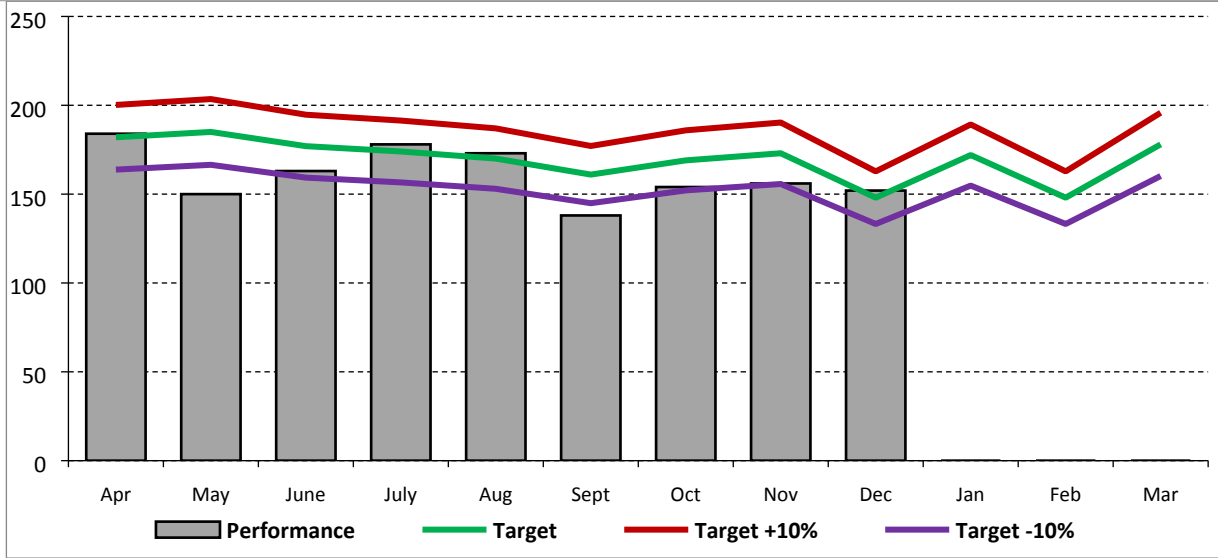
Crews attended 5874 fires during April to December 2022. This is 396 more than in 2021 (5478).

The number of fires attended during October (5083) and November (5535) predictably increased during the bonfire period but this indicator remains within 10% of the cumulative target 5764. This was the quietest Bonfire period on record for MFRS.

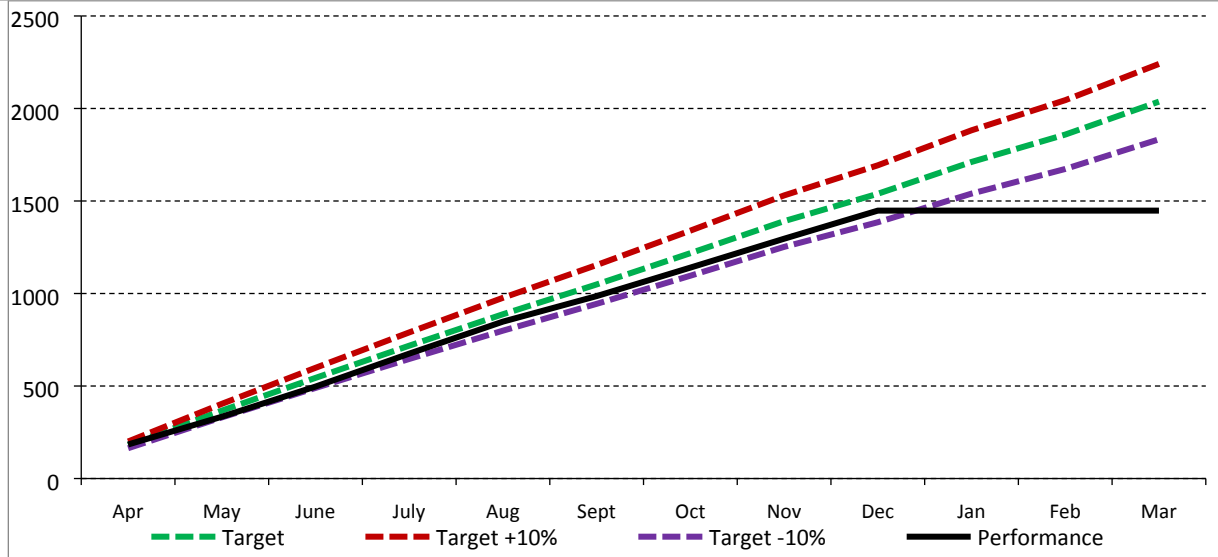
Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service.

TC03 Total number of primary fires attended

Service Plan Target Apr-Dec 2022	1539	Progress to Date	1448
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Cumulative Performance



TC03 Total number of primary fires attended

TC03	<p>Crews attended 1448 Primary Fires between April and December 2022. This is 67 fewer than in 2021/22 (1515).</p> <p>The number of accidental dwelling fires attended (600) also remains below cumulative target of 634. The number of deliberate dwelling fires in unoccupied properties (13) is less than 2021 (16).</p> <p>Particularly of note for this period deliberate vehicle fires to date during 2022/23 (224) continue to decrease significantly when compared to quarter 3 of 2021/22 when crews had attended 313 incidents.</p> <p>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.</p>
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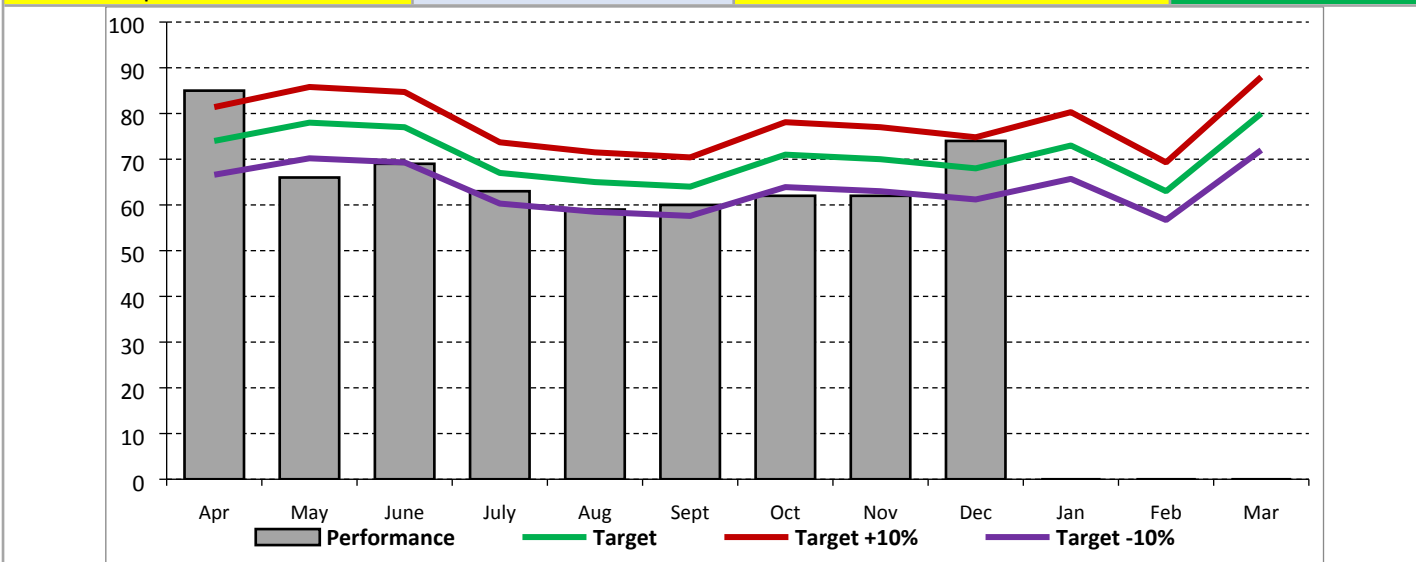
DC11	Number of accidental dwelling fires	
DC12	Number of fatalities in accidental dwelling fires	
DC13	Number of injuries in accidental dwelling fires	
DC14	Number of deliberate dwelling fires in occupied properties	
DC15	Number of deliberate dwelling fires in unoccupied properties	
DC16	Number of deaths occurring in deliberate dwelling fires	
DC17	Number of injuries occurring in deliberate dwelling fires	

COMMENTARY:

DC11	Accidental dwelling fires during 2022/23 (600) continue to be lower than the cumulative target for quarter 3 (634). This performance is also better than 2021/22, when crews had attended 619 accidental dwelling fires.
DC12	There have sadly been 5 fatalities in an accidental dwelling fire to date (end of December). The Coroner’s verdict is awaited to confirm the cause of a death in May. The 4 fatalities in November and December were all males over 50, 3 involved cooking and 1 smoking materials. At the time of writing there had been a further 4 fatalities in January.
DC13	There have been 37 injuries in Accidental Dwelling Fires. This is considerably under the cumulative target of 67.
DC14	Deliberate dwelling fires in occupied property (97) is below the cumulative target (99).
DC15	Deliberate fires in unoccupied properties (13) is less than at this time in 2021, when 16 incidents were attended.
DC16 DC17	There have been no fatalities in the deliberate dwelling fires and 5 injuries to date.

DC11 Number of accidental fires in dwellings

Service Plan Target Apr-Dec 2022	634	Progress to Date	600
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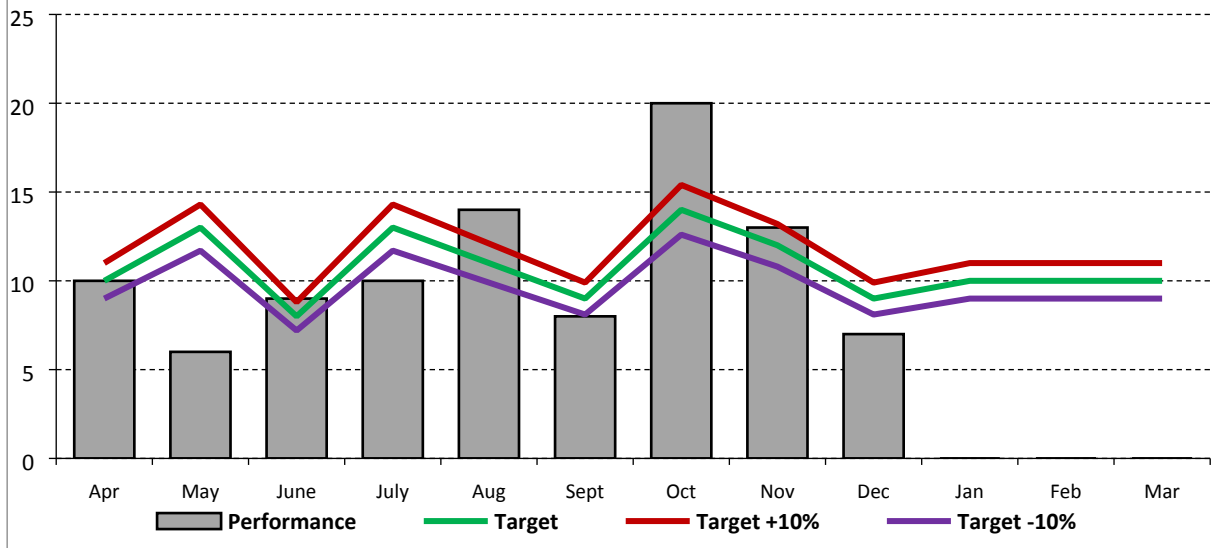
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target
Apr-Dec 2022

99

Progress to Date

97



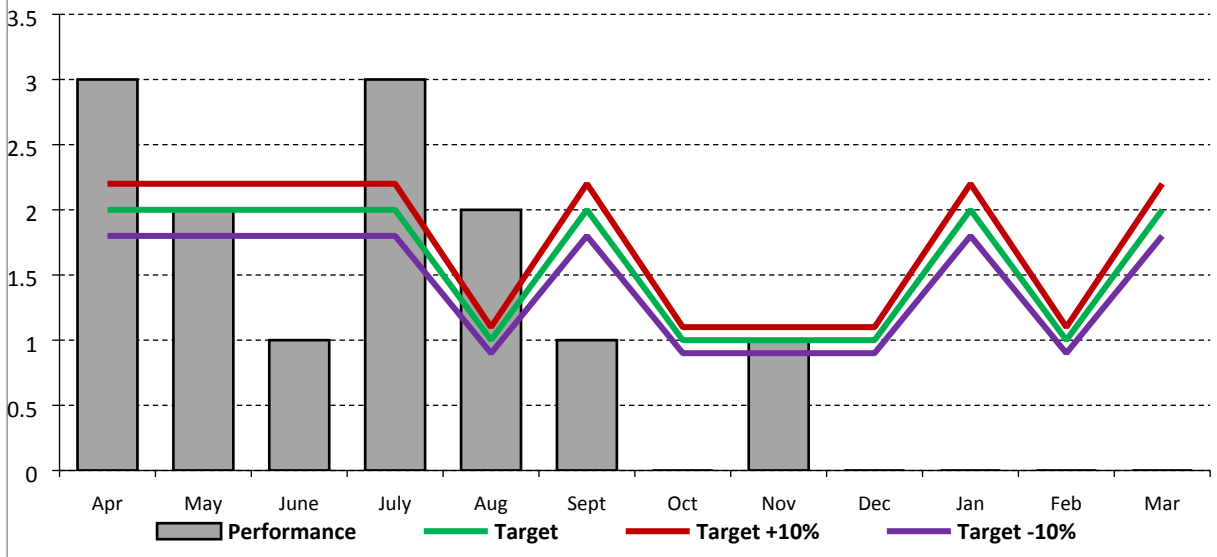
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target
Apr-Dec 2022

14

Progress to Date

13



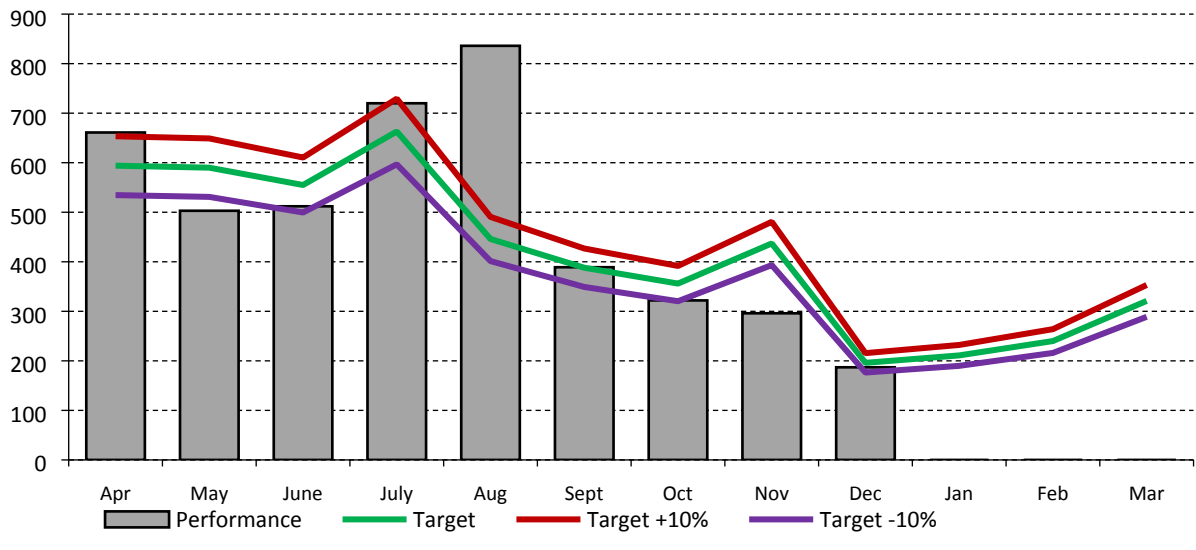
TC04 Total number of secondary fires attended

Service Plan Target
Apr-Dec 2022

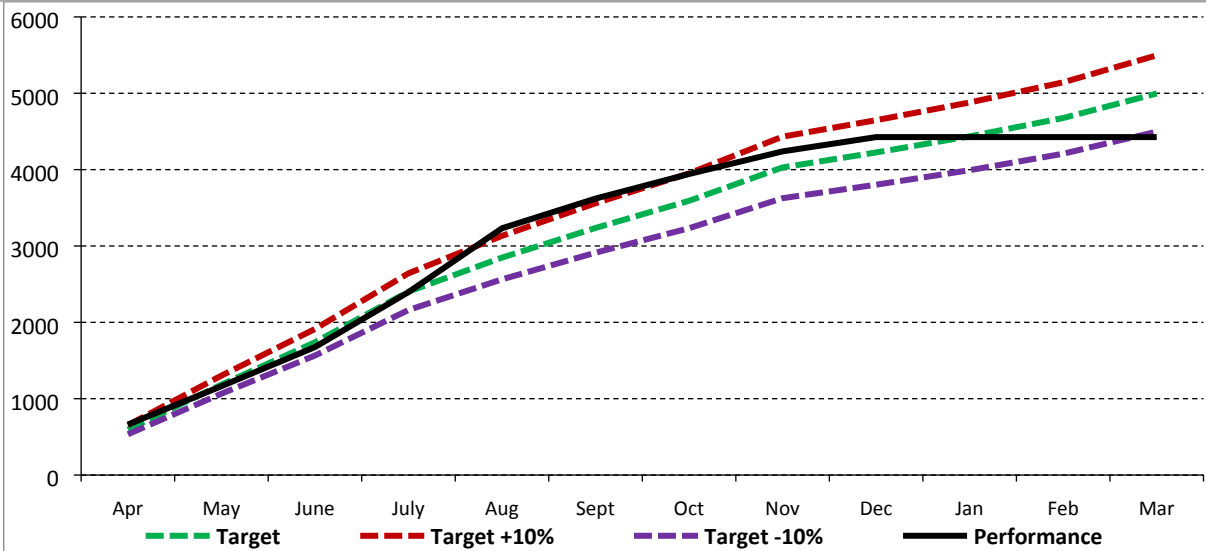
4225

Progress to Date

4426



Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 4426 secondary fires during this reporting period. This is 463 more fires than in 2021/22 (3963). As mentioned previously the very hot weather in July and August saw increases in incidents July (720) and August (836). Since then the number of fires attended has dropped steadily each month, with 187 attended in December

AC13

The count of anti-social behaviour fires are higher this year (2771) than in 2021/22 (2703) and within 10% of the cumulative Q3 target (2754).

During November (Bonfire Period) the number of incidents attended (203) was 105 fewer than November 2021 when 308 ASB fires were recorded. As with other incident types the increase in incidents during very hot weather in July (404) and August (506) has continued to have an impact on the cumulative performance for the rest of the year.

	<p>The Arson Reduction Team continued to work hard to reduce the number of anti-social behaviour fires during the Bonfire period, including working with local councils to remove bonfire materials and provide diversionary activities with partner agencies.</p>
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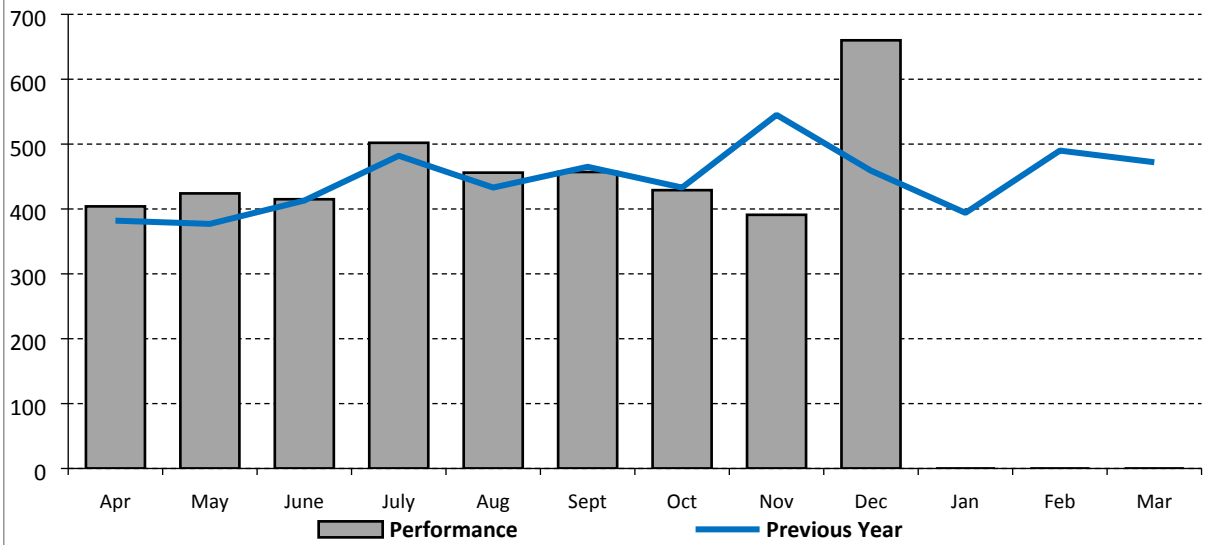
TC05 Total number of special services attended

Service Plan Target

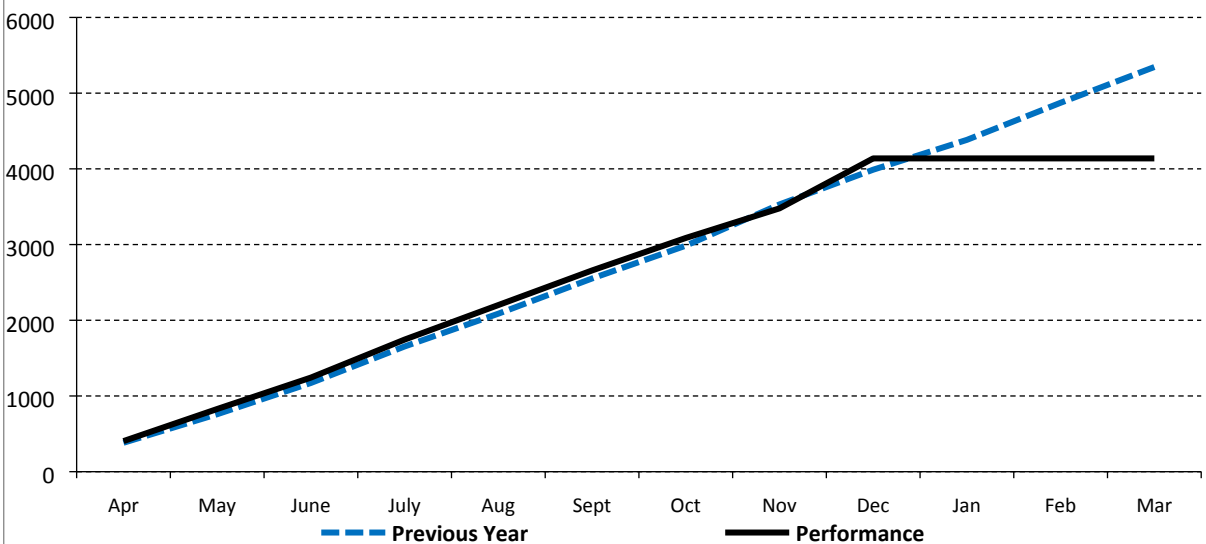
Quality Assurance

Progress to Date

4138



Cumulative Performance



TC05 Total number of Special Services attended

For quality assurance only

TC05

When personnel and equipment are deployed for services other than firefighting, those services are referred to as a 'Special Service Call' (SSC) and may be either 'emergency' or 'non-emergency.' Many are related to assisting partner agencies such as the Police and Ambulance, for example, providing assistance in effecting entry to properties. They also include incident types such as Road Traffic Collisions and Water Rescue.

From April to December 2022 the number of special services attended (4138) was higher than in 2021/22 (3989) an increase of 149 incidents. Assisting other agencies continues to account for a large proportion of Special Services attended.

Special Service calls are counted for quality assurance only as a number of incident types (particularly those where MFRS is assisting other agencies) are encouraged, rather than MFRS being in a position to take action to prevent them, as is the case with most other emergency response activity.

RC11	Number of road traffic collisions (RTC)
RC12	Number of fatalities in road traffic collisions (RTC)
RC13	Number of injuries in road traffic collisions (RTC)
RC14	Number of killed and serious injuries (KSI) in RTC's across Merseyside
RC24	Total number of water rescues attended
COMMENTARY:	
RC11	The number of Road Traffic Collisions attended (634) is more than last year (621).
RC12	There have been 4 fatalities in RTC's attended by MFRS this is less than 21/22 when there were 14 fatalities.
RC13	The 237 injuries in RTC's is an increase on the same period in 2021/22 when there had been 227 injuries.
RC14	Merseyside Police's 'Killed and Seriously Injured' data is used to measure performance relating to RTCs involving the 16-24 year old age group that MFRS Prevention teams target. This shows fewer incidents than last year, with 343 incidents attended compared to 378 in 2021/22.
RC24	Water rescues are also included in Special Service calls and this type of incident has reduced from 41 at December 2021 to 23 this year. This incident type includes rescues from floods, rivers including the Mersey, park lakes and ponds. As with road traffic collisions, arson and antisocial behaviour, the Community Safety team takes action with partners to reduce these types of incident.

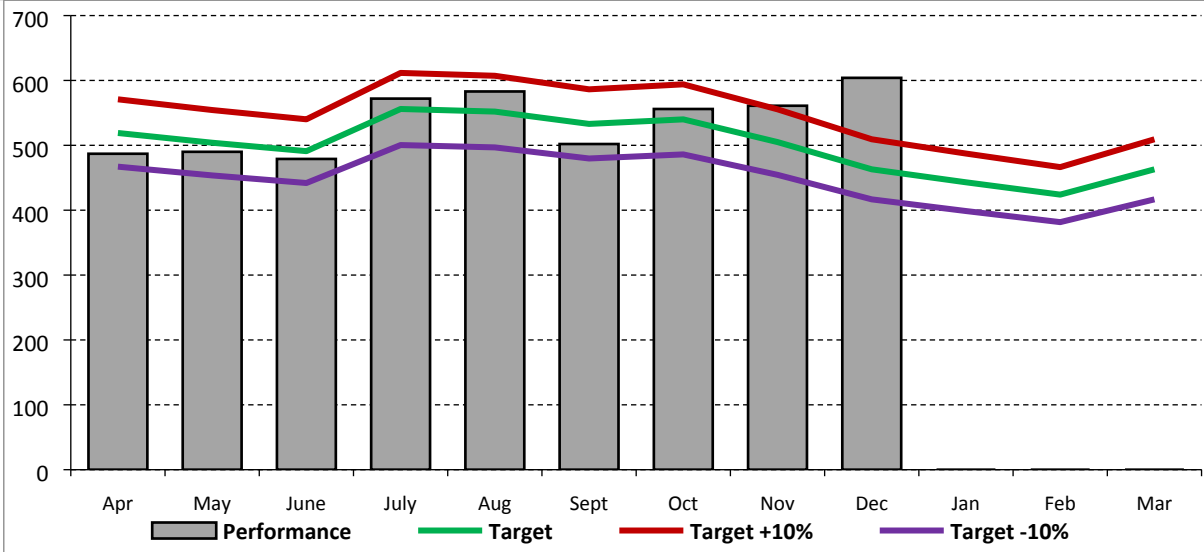
TC06 Total number of false alarms attended

Service Plan Target
Apr-Dec 2022

4663

Progress to Date

4834



TC06 Total number of false alarms attended

TC06

The number of false alarms attended (4834) have increased when compared to last year (4608) but is within 10% of the cumulative target for Q3 2022/23 (4663). The majority of false alarm calls are due to accidental/careless actuation, faults on the system and burnt toast incidents.

FC23

The total number of False Alarm Good Intent incidents attended during the year April to December 2022 were 2890. This is 65 more than at this time in 2021/22 (2825). This indicator does not have a target as we would not want to discourage people calling if they thought there was a fire. We actually use social media and other communications to encourage people to report smoke alarms sounding in neighbouring properties.

FC12/11

False Alarm incidents due to smoke alarm actuations in domestic dwellings (2410) are higher than in 2021/22 (2225) this is within 10% annual target (2293). Incidents attended in non-domestic premises (362) have decreased when compared to last year (447). Analysis has established that some of these incidents would be more appropriately recorded as False Alarm Good Intent and the indicator will be adjusted to reflect this in 2023/24.

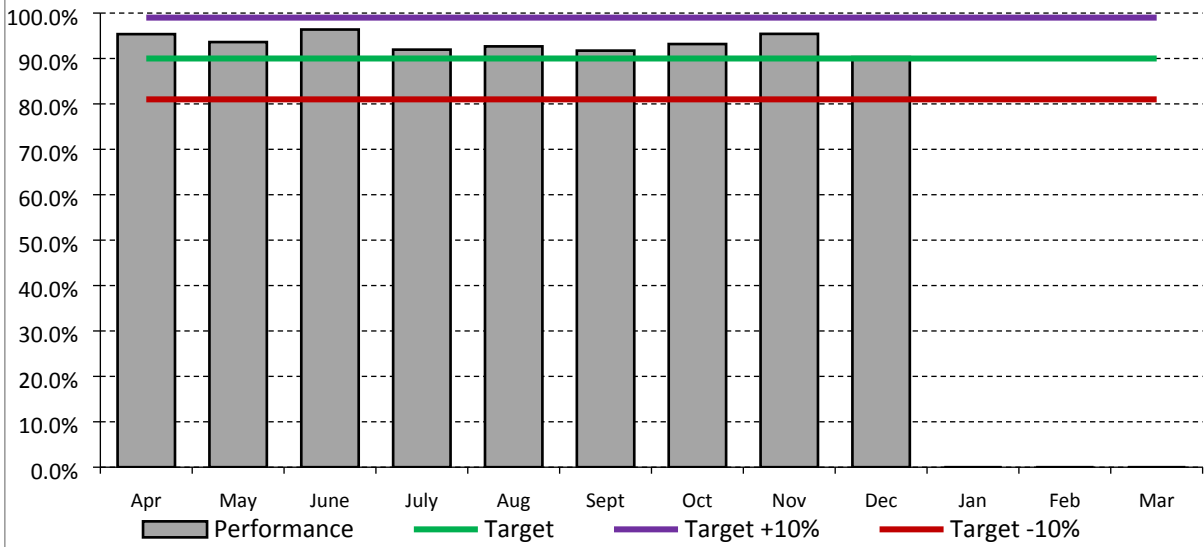
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target
Apr-Dec 2022

90%

Progress to Date

93.4%



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

TR08

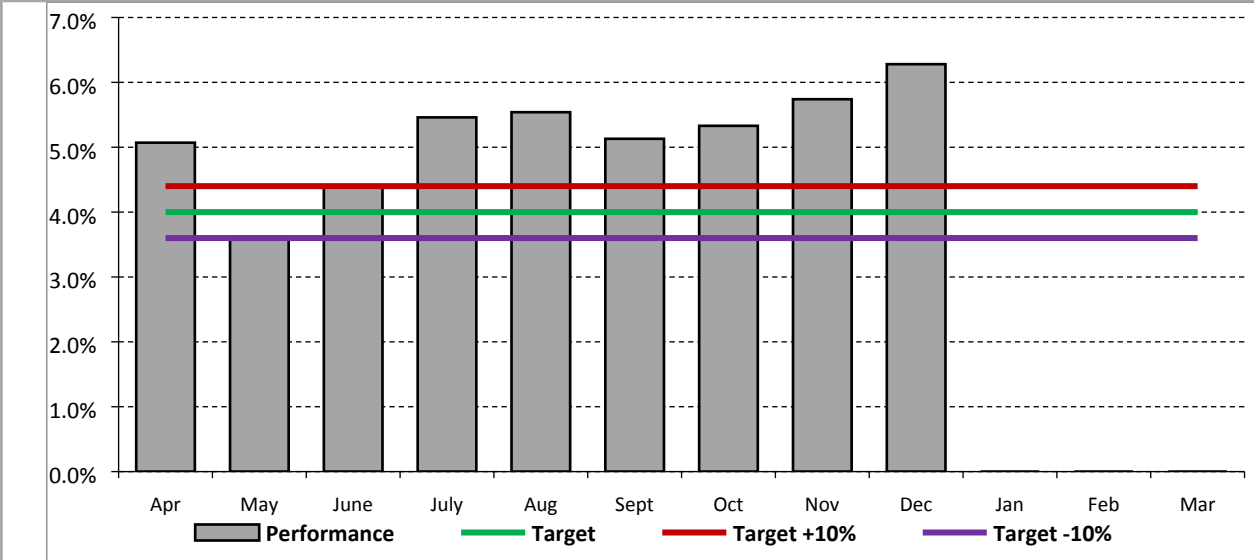
Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 93.4% of occasions, achieving the target of 90%.

DR23

Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95.8% of incidents achieving the target 95%.

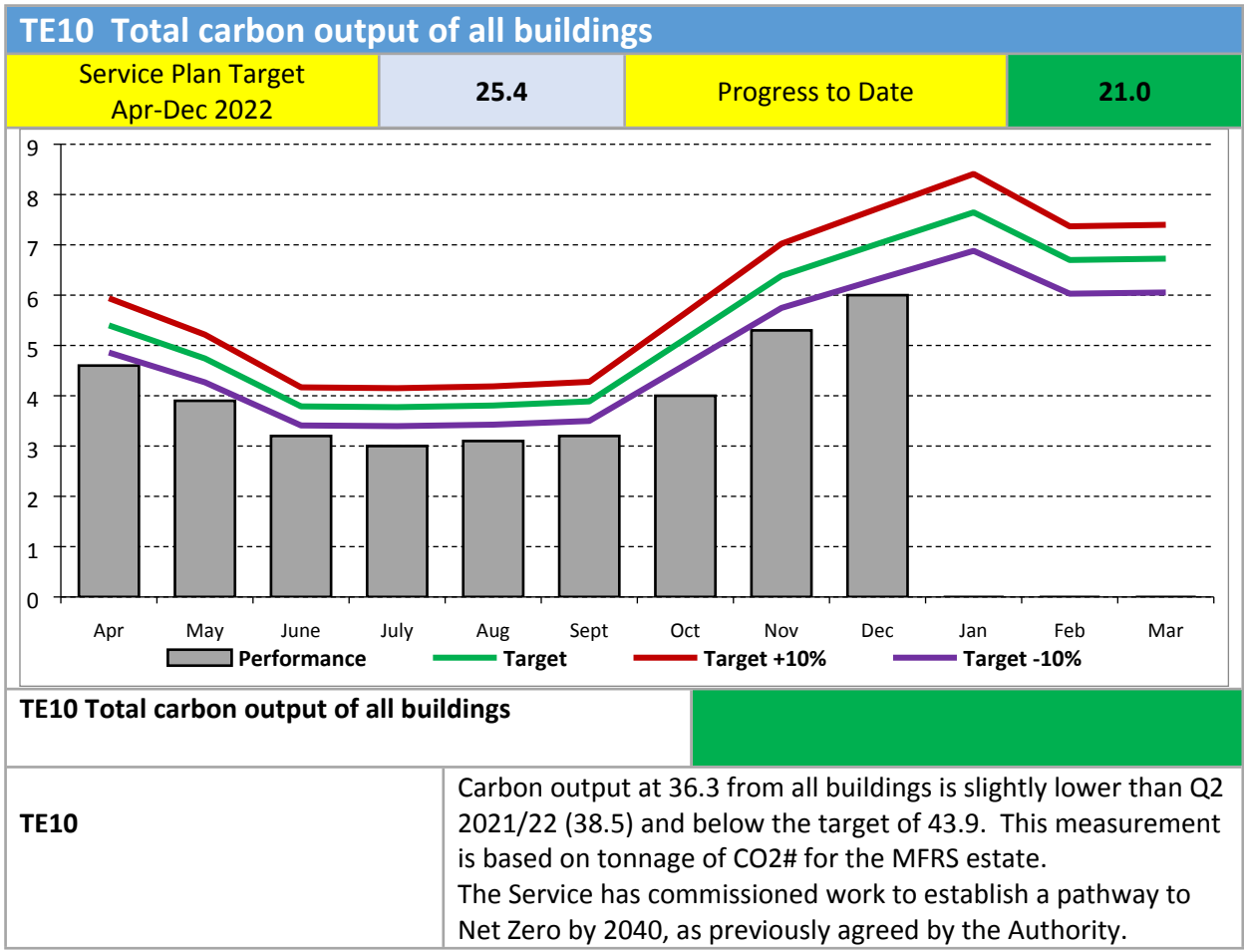
TD09 The % of available shifts lost to sickness absence, all personnel

Service Plan Target Apr-Dec 2022	4%	Progress to Date	5.16%
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COMMENTARY:

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 5.16% shifts lost, exceeds the 4% target and is the same as at quarter 3 2021 of 5.16%. If Covid 19 related absence was omitted then cumulative sickness for this quarter of 2022 would be 3.52% which is below the 4% target.
WD11 WD12	Cumulatively, 5.79% of shifts were lost to sickness absence among uniformed staff (4.62% with Covid related absence removed). This is higher than for the same period last year when Grey book absence was 5.28% (including Covid). Non-uniformed staff absence in quarter 3 was 4.17% (3.52%) without Covid 19 absence). This much improved on absence at quarter 3 2021/22 when 4.96% of available shifts were lost to sickness absence (including Covid).



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ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START IRMP YEAR 1	DUE BY	STATUS (Red, Amber, Green)
Prev/2.1	Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas	Prevention	<p><u>Update Jul-Dec 2021</u> Home Fire Safety Checks were disrupted during the latter part of 2021 due to pandemic restrictions. We have maintained delivery of Safe and Well checks for those who are most vulnerable. The Service was able to hold its annual Older Persons Day completing approximately 750 HFSCs.</p> <p><u>Year 1 Update – Jan-June 2022</u> Home Safety strategy is returned on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home Safety and Group Manager Operational Response remain accountable through Performance Management Group and meet frequently to discuss challenges regarding performance management. On target for yearly return of HFSC delivery.</p> <p><u>Year 2 July-September 2022 update</u> Older person’s day delivered 1579 HFSC. A similar approach will be taken to winter campaigns, which will utilise data from fatalities and serious injuries from December to March for the past 5 years. Performance of crews is closely managed by individual SMs for each stations supported by the GMs for Response and Home Safety who are in regular communication to ensure the annual target is achieved.</p>	YEAR 1 2021-22	Live throughout IRMP period	

			<p><u>Year 2 October to December 2022 update</u> Winter campaigns have been established and are being undertaken weekly. Sundays are being used to provide the most resource to each campaign. Due to a high number of fire fatalities some of the scheduled winter warm campaigns have been superseded with reassurance campaigns. Trends identified through evaluation of the fire fatalities are being explored, one example is the use of funding secured via Local Authorities to procure and install heat detectors in kitchens whilst undertaking normal business (HFSC). This decision was predicated on the identification that 5 out of 5 fires between 1/12/22-17/1/23 occurred in the kitchen involving cooking. A ‘nominate a mate’ scheme is also being introduced as another key trend identified was men, living alone, over the age of 50.</p>			
ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START - IRMP YEAR 2	DUE BY	
Res/1.5	<p>Year 2: St Helens - To select a suitable appliance (Scorpion) and initiate the tender process. Scoping for stowage/water delivery and</p>	Prep/Resp	<p><u>Year 1 Update – Jan-June 2022</u> Year 1 action was complete. This further work has been carried into Year 2</p> <p><u>Year 2 July-September 2022 update</u> HRET (High Reach Extendable Turret appliance) – Group formed to analyse the market on Stingers and Scorpion appliances and kit requirements. Specification</p>	YEAR 2 2022-23	Phase 2 2022	

	<p>suitability for risk within Merseyside. To purchase and deliver training on the appliance and place on the run.</p>		<p>drawn up from all requirements in consultation with Legal and Procurement. Tender published and closed 30th September 2022. Tender Evaluation took place. Report went to SLT 22nd November 2022 and then will be reported to MFRA on 15th December 2022. Delivery will be dependent on chassis availability so expected in financial year 2023/24.</p> <p><u>Year 2 October to December 2022 update</u> HRET Report approved at SLT 22nd November 2022 and MFRA on 15th December 2022. Contract awarded. Delivery will be dependent on chassis availability so it is expected in the financial year 2023/24.</p>			
<p>Res/1.6b</p>	<p>WALLASEY – Marine and Ships Firefighting (Off Shore capability) YEAR 2:To initiate a training day for staff at Wallasey and Crosby to conduct either internal, external or off site training in relation to Marine risk. This may include theory, ships visits, TDA or Marine Tac Ad input. To obtain and utilise FRMR modules</p>	<p>Response</p>	<p><u>Year 1 Update – Jan-June 2022</u> Year 1 action was complete. This further work has been carried into Year 2</p> <p><u>Year 2 July-September 2022 update</u> Phase 1 – Training/Information/Instruction: Marine Training has an allocated training session each week. Operational crews training consists of a Theory/Table Top approach, utilising Marine Tactical Advisor additional resources, Ship Familiarisation Visits to Cammel Lairds and practical training on station.</p> <p>A relationship continues to develop with Peel Ports, arranging further familiarisation visits to multiple vessel types and to identify any practical training areas available.</p>	<p>YEAR 2 2022-23</p>	<p>Phase 2 – April 2022</p>	

	<p>aligned to an “alongside response” as the background to theory training. To establish X Border relationships with other FRS to improve our response in the maritime environment. To identify and secure local infrastructure or assets for visits or exercising.</p>		<p>Lancashire FRS have visited Wallasey and have taken part in a familiarisation visit of Cruise Liner/Military ships at Cammel Lairds. It is anticipated that this will be reciprocated with Wallasey Crews visiting Morecombe Fire Station and attending a familiarisation visit of a roll on roll off vessel.</p> <p>An SLT report highlighting two potential proposals for operational crews at Wallasey and Crosby to attend a Ship Fire Fighting Course has been produced. One option is an external provider, that will deliver a 1 day bespoke course at the TDA. The second is an external 2 day bespoke practical course at the Fire Service College.</p> <p>Phase 2 (2022-23): Identification and Acquisition of PPE & Equipment for Specialist Crews and MRSU.</p> <p><u>Year 2 October to December 2022 update</u> Phase 1 – Training/Information/Instruction: Bespoke Marine Ship Fire Fighting Course at the Fire Service College has been approved and signed off at December Operations Board.</p> <p>Provisional dates are currently being discussed with the Fire Service College with final approval required by Time and Resource Management. All 42 staff across Crosby and Wallasey will have completed the course by July 2023.</p>			
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			<p>Phase 2 (2022-23): Identification and Acquisition of PPE & Equipment for Specialist Crews and MRSU.</p> <p>Phase 3 (2023-24): Continuing Professional Development programme incorporating Practical Training and Familiarisation Sessions, building upon the relationship with Peel Ports.</p>			
Res/1.6g	<p>HESWALL – Wildfire – All terrain vehicle – Complementary crewed</p> <p>Year 2 Action Implement training for Wildfire specialism utilising a professional accredited resource. Conduct scoping exercise for PPE and initiate selection/tender process for vehicles.</p>	Response	<p><u>Year 1 Update – Jan-June 2022</u> Year 1 action was complete. This further work has been carried into Year 2</p> <p><u>Year 2 July-September 2022 update</u> A report was provided to Ops Board on 31st August 2022. The report outlined a number of training options/providers to improve knowledge and understanding of the wildfire specialism. Ops Board approved the report and Northumberland (NFCC Lead for Wildfire) provided a bespoke wildfire training course in October 2022. The course was delivered to a total of 28 staff including Operational Crews from Heswall and Formby and a number of Senior Officers; this completes Phase 1.</p> <p>Phase 2 has begun with Station Managers at Heswall and Formby continuing to engage with Operational Crews. The specialist staff at Heswall and Formby are working with Wildfire Tac Ads and Operational Equipment/Stores to identify suitable PPE/Equipment for Wildfire Specialism.</p>	YEAR 2 2022- 23	Phase 2 2022	

			<p><u>Year 2 October to December 2022 update</u> Drones have been procured. Internal training will take place initially and external training will take place after April 1st. Operational Equipment have ordered samples of wildfire PPE. Workshops have arranged for a demo of a wildfire vehicle. Other types will need to be reviewed before a decision can be made. 4x4 driver training is in the process of being arranged for those that have not yet undertaken this training. Ops Preparedness have worked with stations to compile a wildfire requirement report. A meeting has been held to discuss this with Group Manager Operational Response. At the request of Area Manager Response, this has been added to the agenda for the Operational Improvement Group.</p>		
Res 1.6.h	<p>FORMBY– Wildfire – All terrain vehicle – Complementary crewed</p> <p>Year 2 Action Implement training for Wildfire specialism utilising a professional accredited resource. Conduct scoping</p>	Response	<p><u>Year 1 Update – Jan-June 2022</u> Year 1 action was complete. This further work has been carried into Year 2</p> <p><u>Year 2 July-September 2022 update</u> See 1.6g the update for duplicate action.</p> <p><u>Year 2 October to December 2022 update</u> See 1.6g the update for duplicate action</p>	YEAR 2 2022- 23	Phase 2 2022

	exercise for PPE and initiate selection/tender process for vehicles.					
Res/1.6i	Flexible working vehicle - a temporary capability (a 32nd fire engine) during 2021 to ensure there are no negative impacts on our emergency response due to specialist training.	Response	<p><u>Update Jul-Dec 2021</u> A Review is underway of potential options of where MFRS would locate a temporary 32nd fire engine</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is not completed so will move to year 2.</p> <p><u>Year 2 July-September 2022 update</u> Proposal for a possible plan is being taken to People (Inclusion) Board for agreement. This action will move to Year 3 2022/24.</p> <p><u>Year 2 October to December 2022 update</u> Proposal is being taken to Culture and Inclusion Board on 6th March 2023 for agreement. This action will move to Year 3 2022/24.</p>	YEAR 1 2021-22	March 2022	
Prep/4.2	Continue to review how up to date operational risk information is gathered and provided to operational staff at	Preparedness/	<p><u>Update Jul-Dec 2021</u> A new approach to collecting and using site specific risk information has been approved. Cross border information is available to staff on Mobile Data Terminals and our intranet. We will use the national Resilience Direct platform for sharing risk information with neighbouring fire and rescue services.</p>	YEAR 2 2022-23	March 2022	

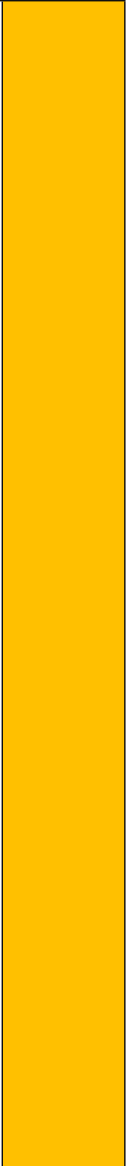
	<p>incidents and how this can be shared with other fire and rescue services across borders so we can work together effectively</p>		<p>Operational Intelligence will launch a PORIS risk assessment process by April 2022, in order for Operational Crews to triage current category 3&4 Site Specific Risk Information records to determine accurate risk categories which will be captured in the CFRMIS management information system. Further Operational Intelligence configuration includes the production of a data capture form, approval process, automation of uploading and format of how the risk information is consumed at various stages of an incident.</p> <p><u>Year 1 Update – Jan-June 2022</u> Examining building protection type codes and creating a new scoring level to ensure high risk properties request a SSRI. Training package is being created and the data capture form will be trialled by certain stations and will inform them if a SSRI is needed.</p> <p><u>Year 2 July-September 2022 update</u> Operational Planning Managers have been working with Data Management on the data capture of incident data, protection data and anti-social behaviour fires using 5 years of data to form the assessment. Next steps are to present a system to AM Preparedness, then to Operations Board. Proposing a trial of the system at Bromborough and Crosby for a couple of months.</p> <p><u>Year 2 October to December 2022 update</u></p>			
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			<p>PORIS scoring mechanism has been finalised, externally validated and formally approved. Presented to Operations Board Jan 2023.</p> <p>The new process will be trialled at Crosby and Bromborough with Service-wide roll out expected early 2023.</p> <p>Data capture form and new Ops Intel module to be progressed with CIVICA (the developers of CFRMIS) and other FRS.</p>			
Prep/4.3	Provide the most up to date kit and equipment to firefighters to keep them safe whilst making sure that we have the right type of fire engines and other emergency appliances to deal with the risks we have identified	Preparedness	<p><u>Update Jul-Dec 2021</u> All specialist assets had the inventories reviewed during the summer of 2021. The Service has introduced a process for staff to propose new ideas which can be submitted from Portal forms and incident debriefs. It is now aligned to OSHENS, debrief feedback and significant incidents reports. The review continues into quarter 4.</p> <p><u>Year 1 Update – Jan-June 2022</u> Research and development review programme and schedule created by AM Response to manage.</p> <p><u>Year 2 July-September 2022 update</u> Foam - Ongoing. Regular meetings with the North West Technical Officers Group. (C8 and C6 disposal, sourcing suppliers, storage of new stocks, reviewing the operational delivery of foam to the incident ground). Drager Repeater Packs - To boost telemetry during high rise incidents. Two packs have been loaned to MFRS,</p>	YEAR 2 2022- 23	July 2021 – Ops paper on Specialist Appliance Review. January 2023	

			<p>with these trials in the advanced stages and proving positive.</p> <p>High Rise Bags – Two bespoke high-rise bags have been designed and manufactured to carry predetermined equipment. Operational trials are imminent.</p> <p>Research and development FB7 Process - FB7's to be incorporated onto the intranet Portal and proposed as a drop box process.</p> <p><u>Year 2 October to December 2022 update</u></p> <p>Foam - Approved at Operations Board January 2023 to purchase new foam and dispose of old foam.</p> <p>Ops Equipment working with Systems Support to develop Research & Development portal area and will be launched when the new portal SharePoint is live.</p> <p>R&D Survey to be presented to watches on station:-</p> <ul style="list-style-type: none"> • 2nd February - Green Watch • 6th February - White Watch • 16th February - Blue Watch • 20th February - Red Watch <p>Senior officer Grab Bags launching February 2023.</p>			
ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START - IRMP YEAR	DUE BY	
Res/1.2a	Combine the stations at Aintree and Croxteth fire stations	Response	<p><u>Update Jul-Dec 2021</u></p> <p>Following consultation in April/May 2021 with the public, stakeholders, partners, local councillors and staff there</p>	YEAR 1 2021-22	March 2022 carry out a public	

		<p>was overwhelming support for our proposals. The Fire Authority approved submission of plans to Liverpool City Council in December 2021 and the land deal is expected to be complete by May 2022.</p> <p><u>Year 1 Update – Jan-June 2022</u> The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. Corp Comms video publication 9/6 - https://youtu.be/p6Hc6hNP2kk</p> <p><u>Year 2 July-September 2022 update</u> The project is progressing well with full design achieved to RIBA stage 4. Pre commencement planning conditions are progressing well and an October 2022 start date is anticipated on site. Build still on track for a completion in early 2024.</p> <p><u>Year 2 October to December 2022 update</u> Significant water on the site has delayed progress on groundwork; however, the groundworks are still progressing well and foundations are due to be laid and steelwork due to commence in March 2023. Significant design work has been agreed with further detail required on realistic fire training scenarios.</p>	<p>consultation to combine</p> <p>March 2024 complete</p>	
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			Confirmation received from NWS that the HART element of Croxteth will not combine at the new site. A completion date of 29/04/24 is currently forecast.			
Res/1.2b	Create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree	Preparedness	<p><u>Update Jul-Dec 2021</u> Project Manager and Area Manager Response are progressing requirements. Updates as Res1.2a above</p> <p><u>Year 1 Update – Jan-June 2022</u> The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. Corp Comms video publication 9/6 - https://youtu.be/p6Hc6hNP2kk</p> <p><u>Year 2 July-September 2022 update</u> The project is progressing well with full design achieved to RIBA stage 4. Pre commencement planning conditions are progressing well and a October 2022 start date is anticipated on site. Build still on track for a completion in early 2024.</p> <p><u>Year 2 October to December 2022 update</u> As 1.2a update</p>	YEAR 1 2021- 22	March 2024	

<p>Res/1.3</p>	<p>We are also looking into how a new Training and Development Academy could be used to provide training for other fire and rescue services to support our role as National Resilience Lead Authority and we are working to find funding to help with this</p>	<p>Preparedness/ National Resilience/ Response</p>	<p><u>Update Jul-Dec 2021</u> Autumn/Winter 2021 grant has been received from National Resilience.</p> <p>Training Zone workshops have been held to plan multi use areas, National Resilience areas and to increase commercial income from the new Training and Development Academy.</p> <p>Group Manager for Training and Development Academy has taken an additional action to look at future opportunities in commercial income.</p> <p><u>Year 1 Update – Jan-June 2022</u> The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. Corporate Communications video publication 9/6 - https://youtu.be/p6Hc6hNP2kk</p> <p><u>Year 2 July-September 2022 update</u> Grant received from National Resilience. Training Zone workshops are being held to develop multi use areas, National Resilience and increase commercial income.</p>	<p>YEAR 1 2021- 22</p>	<p>March 2024</p>	
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			<p><u>Year 2 October to December 2022 update</u> Project Group Manager is reporting progress to Deputy Chief Fire Officer. Training and Development Academy (TDA) are assisting with the project TDA Executive Board Meeting 16th January 2023. Group Manager TDA is exploring commercial opportunities achievable within new site development</p>			
Res/1.6d	<p>LONG LANE – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis</p>	Preparedness/NR	<p><u>Update Jul-Dec 2021</u> As above</p> <p><u>Year 1 Update – Jan-June 2022</u> The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. Corp Comms video publication 9/6 - https://youtu.be/p6Hc6hNP2kk</p> <p>Search and Rescue Team (SRT)/ Urban Search and Rescue (USAR) team will be staffed as per the current arrangements. This is a robust delivery method in line with USAR national concept of operations with a retained element.</p> <p><u>Year 2 July-September 2022 update</u> As 1.2a</p>	YEAR 3 2023-24	March 2024	

			<p><u>Year 2 October to December 2022 update</u> As 1.2a</p>			
Res/1.7	<p>Continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand such as during the Covid 19 pandemic.</p>	Response	<p><u>Update Jul-Dec 2021</u></p> <p>MFRS have met with the Chief Medical Officer for NWS to open discussions on Integrated Demand Management. Previous Emergency Medical Response documents (MOU and Service Instruction) have been shared and discussions will continue. Further meetings will be planned but this discussion will probably carry over into the next functional planning year.</p> <p><u>Year 1 Update – Jan-June 2022</u> Ongoing</p> <p><u>Year 2 July-September 2022 update</u> Ops Response are awaiting a data return from Process Evolution (providers of our operational response modelling software) to the following questions:</p> <ol style="list-style-type: none"> 1. If MFRA attended all of these incidents what would our 10 minute response standard look like? 2. Looking specifically at these incident types only what would our predicted average response standard be for these incidents i.e. 5, 6, 7 mins etc? 	YEAR 1 2021- 22	March 2024	

			<p>This information will inform our conversations with NWS and hopefully enable progress against the IRMP action.</p> <p><u>Year 2 October to December 2022 update</u> Information is being provided by Process Evolution and Strategy and Performance. This data has been provided to the Area Manager Response and Assistant Chief Fire Officer who have requested Response staff to cross reference attendance times data with survivability rates.</p>			
Prev/2.2	Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)	Prevention	<p><u>Update Jul-Dec 2021</u> Year 2021/22 will be impacted by the pandemic, details are reported to the Authority. Progress monitored by Performance Management Group for yearly reporting</p> <p><u>Year 1 Update – Jan-June 2022</u> Home Safety Strategy reset took place at year end 2021 into new financial year 2022. It is back on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home Safety and Group Manager Operational Response remain accountable through Performance Management Group and meet frequently to discuss challenges regarding performance management. On target for yearly return of HFSC delivery.</p> <p><u>Year 2 July-September 2022 update</u></p>	YEAR 1 2021- 22	March 2024	

			<p>Figures for 2021/22 year are on target and close work with GM Home Safety and GM Response is ensuring crews maintain the excellent progress made so far. Campaigns will look to target the most vulnerable based on our data. The approach taken for older person’s day provided a higher % return in identifying high risk residents, this will be adopted for future campaigns. Partner agencies will also be included on campaigns</p> <p><u>Year 2 October to December 2022 update</u> Shortfall between station plan total (45,951) and IRMP commitment (50,000) for year 2022-2023 identified. This has been discussed between Prevention and Response and a robust plan implemented. Winter campaigns are being used to increase output from stations. Station totals for 2023-2024 have been adjusted to reflect 50,000.</p>			
Prev/2.3	10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)	Prevention	<p><u>Update Jul-Dec 2021</u> It is anticipated that Prevention advocates will hit the target for the year. Figures reported at Performance Management Group (PMG) – next year will see the introduction of CFRMIS which will improve efficiency.</p> <p><u>Year 1 Update – Jan-June 2022</u> Home Safety Strategy reset took place at year end 2021 into new financial year 2022. It is back on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home</p>	YEAR 1 2021-22	March 2024	

			<p>Safety and Group Manager Operational Response remain accountable through Performance Management Group and meet frequently to discuss challenges regarding performance management. On target for yearly return of Safe and Well delivery.</p> <p><u>Year 2 July-September 2022 update</u> Prevention are still on target to meet the 10,000 Safe and Well visits. There has been a slight reduction in September/October as this was due to the User Acceptance Testing (UAT) and subsequent full implementation of CFRMIS. Updates will continue to be given at Performance Management Group (PMG).</p> <p><u>Year 2 October to December 2022 update</u> Staffing challenges have affected the cumulative total of Safe and Well visits (approx. 7,500 at present). A concerted effort will be made in February and March in an attempt to meet the 10,000 figure. Updates will continue to be given at Performance Management Group (PMG).</p>			
Prev/2.4	Reach 6,000 (10%) of homes in the highest deprived neighbourhoods using targeted campaigns based on analysis of accidental and fatal fires data in	Prevention	<p><u>Update Jul-Dec 2021</u> This target will be met with a mix of HFSC and Safe & Well visits (details reported through Performance Management Group).</p> <p><u>Year 1 Update – Jan-June 2022</u> Prevention Station Managers will utilise their operational locations to pilot campaigns with teams linking up</p>	YEAR 1 2021- 22	March 2024	

	<p>addition to the Index of Deprivation 2019 which identifies the areas of highest poverty and deprivation</p>		<p>Strategy and Performance with operational response to ensure a valued Prevention service delivery.</p> <p><u>Year 2 July-September 2022 update</u> Station Managers are utilising the PIPS performance management system to guide stations to the most deprived areas of their station grounds to undertake engagement and prevention activates target those most at risk due to factor including deprivation and known associated vulnerabilities.</p> <p><u>Year 2 October to December 2022 update</u> Station managers are delivering PIPS training to stations (WM & CM) alongside support from Strategy and Performance staff. Briefing notes to crews around emerging themes and the impact on local communities are being produced and distributed (e.g. Cost of Living Crisis). Planned campaigns are targeted against data including Index of Multiple Deprivation.</p>			
<p>Prev/2.5</p>	<p>We will renew our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65</p>	<p>Prevention</p>	<p><u>Update Jul-Dec 2021</u> This action has been delayed due to COVID, however Liverpool City Council have relaunched its strategy to engage with the private rented sector, MFRS will be engaged in this targeting.</p> <p><u>Year 1 Update – Jan-June 2022</u> Station Manager Home Safety has now picked up the reference following an internal structure change.</p>	<p>YEAR 1 2021- 22</p>	<p>December 2021 Autumn Conference planned</p>	

			<p>Conference in planning stages for completion in Q3 2022.</p> <p><u>Year 2 July-September 2022 update</u> Planning is ongoing with SM Home Safety leading on this alongside safeguarding manager</p> <p><u>Year 2 October to December 2022 update</u> Protection undertook to deliver a Registered Social Landlord (RSL) conference. A decision was made to run separate events due to the volume of information required to be discussed. Ongoing work with Protection around sheltered accommodation.</p>			
Prev/2.7	<p>Our fire stations and Prevention teams will be joined by staff from all departments to take an organisation-wide approach to monthly themed Community Safety campaigns that help us interact with large numbers of people, often working with partner organisations too.</p>	Prevention	<p><u>Update Jul-Dec 2021</u> This has been evidenced during the Bonfire Period and Older Persons Day. Arson advocates routinely work with Merseyside Police and local Officers on walkabouts at a local levels on a weekly / monthly basis.</p> <p>This activity will feature as part of the Community Safety plan for Prevention. Service staff encouraged to support campaigns in line with the prevention calendar</p> <p><u>Year 1 Update – Jan-June 2022</u> Campaigns continue to run in each district on a monthly basis. The Arson Team have recently moved in to Old Swan fire station to work as a team and we can direct resources to the risks as they are identified across the county.</p>	YEAR 1 2021- 22	March 2024	

			<p><u>Year 2 July-September 2022 update</u> Monthly campaigns completed by Arson Officers and partners continue to be run in each district on a monthly basis. A review of these campaigns is in progress with a view to involving all Prevention teams, ops crews and partners in each district.</p> <p><u>Year 2 October to December 2022 update</u> Update as above</p>		
Prot/3.1	Build up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding.	Protection	<p><u>Update Jul-Dec 2021</u> We have employed a number of new staff to fill these roles and plan to employ more. Recruitment is also underway for three firefighters (already employed) who will be trained to undertake auditor/inspection duties. All of this will be funded through government grants. All recruitment has been completed and staff are expected to commence their roles in mid-March.</p> <p><u>Year 1 Update – Jan-June 2022</u> The Auditor and Inspector cohort is now increased to 40 personnel across the four district teams. In addition, job evaluations have been completed for auditors, inspectors, Fire Engineering design technicians and protection compliance managers with the relevant uplifts applied. Five Senior Fire Safety Inspector posts have also been introduced into the department funded from existing budget lines.</p>	YEAR 1 2021- 22	January 2022

			<p>A clear line of development is now visible within a revised and updated departmental organisational chart and is hoped will assist with staff retention. Additional fixed term posts may be introduced utilising PPRU Protection Uplift grants.</p> <p><u>Year 2 July-September 2022 update</u> Full departmental review undertaken with staffing levels at their highest reported level. Departmental structure updated and skills competence of all fire safety regulators in the team being monitored to ensure suitable and sufficient skill sets in place to discharge inspection requirements against our risk based inspection programme.</p> <p><u>Year 2 October to December 2022 update</u> Recruitment for externally funded Building Safety Regulator (BSR) related posts has commenced and will result in additional expertise being brought into the team. Have also submitted a request to be able to remove the Auditor role in the team and replace with Inspector in development so as to support succession planning in the medium to longer term.</p>			
Prot/3.2	Visit every high and very high risk premises (7,500 over the life of the Plan)	Protection	<p><u>Update Jul-Dec 2021</u> This target has been affected by the pandemic and staff retention issues. This figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the proposed move from the Premises Risk Model to the</p>	YEAR 1 2021-22	March 2024	

		<p>IFOG Planner (Inspection Frequency Officer Grade). This will create a more intuitive and intelligence led approach to auditing high and very high-risk premises. IFOG will indicate priority premises in order and it is anticipated this may cause the number of inspections to decrease. To date, 1087 audits have been completed in this year’s reporting period, the target is 7500 over the 3 years of the IRMP</p> <p><u>Year 1 Update – Jan-June 2022</u> IFOG (Inspection Frequency Officer Grade) planner is now fully operational. High risk premises inspections remain on target for current financial year. We will look to address the shortfall from year one once all new personnel are fully qualified to level 4 as this will minimise the mentoring elements required by more senior inspectors thus releasing resources to undertake more inspections.</p> <p><u>Year 2 July-September 2022 update</u> Current Risk Based Inspection Programme informs relevant inspection frequencies for such premises. Current performance indicators show we remain on target to deliver against this action by the determined deadline.</p> <p><u>Year 2 October to December 2022 update</u> A more detailed scrutiny of the Risk Based Inspection Programme (RBIP) has revealed that the methodology</p>		
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			<p>and identification of the 7500 very high/high risk premises needs to be clarified.</p> <p>Training of new staff to ensure they are competent to undertake audits in high risk premises has impacted on the capacity of the team. The 7500 figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the move from the previous Premises Risk Model (PRM) to the IFOG Planner (Inspection Frequency Officer Grade). This will create a more intuitive and intelligence led approach to auditing high and very high-risk premises and will indicate priority premises in order. It is anticipated that this may cause the number of very high/high risk inspections to decrease.</p>			
Prot/3.3	<p>Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place</p>	Protection	<p><u>Update Jul-Dec 2021</u></p> <p>During 2021 CFRMIS (Community Fire and Risk Management Information System) was implemented in the Fire Protection Department and is predominantly being used for recording data from Fire Safety Audits.</p> <p>Plans for 2022 include the introduction of standard letters, the use of the application by the Planning and Building Regulations Department, Explosives licencing, Fire Safety concerns reporting and the recording of Simple Operational Fire Safety Audits (SOFSA). Prevention have launched Home Fire Safety Checks (HFSC) on CFRMIS. Work continues to introduce CFRMIS</p>	YEAR 1 2021- 22	December 2021	

		<p>for our Fire Service Direct call centre and Safe and Well Visits</p> <p>Operational Intelligence will launch a PORIS (Provision of Operational Risk Information System) assessment by April 2022, in order for Operational Crews to assess current category 3&4 Site Specific Risk Information (SSRI) records to ensure accurate risk category will be captured in CFRMIS</p> <p><u>Year 1 Update – Jan-June 2022</u></p> <p>The Protection module has been fully implemented, as set out in the Community Fire Risk Management Information System (CFRMIS) project initiation document. Sophtlogic legacy system has been decommissioned and the contract cancelled. Therefore, the associated work-package (WP) has now been closed and an end of WP report has been published. There is ongoing project assurance work being carried out which includes a staff survey.</p> <p>Prevention HFSC went live and is successfully being used by operational crews. A staff survey is being conducted to evaluate the HFSC form and CFRMIS process. Significant CFRMIS development has been undertaken between a partnership of MFRS and Civica, in order to produce Fire Service Direct, quick screens and a calendar based booking system. This is due to be tested in the coming weeks.</p>			
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			<p>The final objective is to integrate the Safelincs national HFSC system into CFRMIS, along with workflows to create high risk and vulnerable person referrals. MFRS have entered a partnership with Civica to develop a new version of the CFRMIS Operational Intelligence module that will be using by all UK FRS CFRMIS users. It is envisaged that personnel will be able to use PORIS assessments to triage risk by September 2022 and the full product would be available early next year and MFRS Ops Intel will go live the end of March 23.</p> <p><u>Year 2 July-September 2022 update</u> Prevention and Protection modules are now embedded and live with refinements and enhancements being addressed based on end user feedback. Operational Intelligence module development has commenced.</p> <p><u>Year 2 October to December 2022 update</u> The Operational Intelligence module development and implementation will be rolled into the new financial year and this action has been subsequently rolled into the 2023/24 functional delivery plan.</p>			
Prot/3.5	Deliver a full response to Grenfell Tower Fire Inquiry recommendations	Protection	<p><u>Update Jul-Dec 2021</u> This is still ongoing with good progress being made. To date, 30 of the 46 recommendations are established within Service; 6 are awaiting changes to legislation and National Fire Chiefs Council (NFCC) guidance, and plans are in place to address the remaining 10.</p>	YEAR 1 2021-22	March 2023	

			<p><u>Year 1 Update – Jan-June 2022</u> 32 of 46 actions now fully discharged 8 remain in progress (e.g. stairwell protection teams, fire survival guidance) 6 cannot yet be addressed as they are dependent on the implementation of the new Fire Safety (England) regulations due January 2023</p> <p><u>Year 2 July-September 2022 update</u> 8 of 46 recommendations are at amber status (GR02, GR12, GR17, GR18, GR19, GR21, GR25 and GR29) with progress against each recorded on the dedicated action tracker.</p> <p>6 of 46 not yet commenced (GR08, GR09, GR28, GR30, GR38 and GR39). These are reliant on release of new legislation due for release from January 2023.</p> <p>32 of 46 are complete and delivered.</p> <p><u>Year 2 October to December 2022 update</u> 38 of 46 GTI (Grenfell Tower Inquiry) phase 1 recommendations are now implemented with the remaining elements to be discharged fully by close of the financial year.</p>			
Prot/3.6	Complete 6,336 medium to low risk visits over the life of	Protection	<u>Year 1 Update – July-June 2022</u>	YEAR 1 2021-22	March 2024	

	<p>the Plan. These will be carried out by our fire station-based firefighters</p>	<p>Since April 2021 to present day, Simple Operational Fire Safety Assessments (SOFSA) completed by operational personnel is 2201. For context, using the old SOFSA system, from April 2021 to May 10th 2022, average number of SOFSA per month was 124.</p> <p><u>Year 1 Update – Jan-June 2022</u></p> <p>Since the inception of the new system in the Community Fire Risk Management Information System (CFRMIS) (10th May 2022) this average has increased to 195 per month.</p> <p>Based on current projections, this suggests a predicted delivery of 6101 SOFSA over the life of the IRMP (a shortfall of 235). This does not take account of any directed campaigns during that time nor any increase in performance over the average of 195.</p> <p>Based on the projected shortfall of 235, and 20 months remaining of the current IRMP this averages out as 11.75 extra SOFSA required per month. Based on the current average of 195 SOFSA per month, If each of the 22 stations completed 1 extra SOFSA per month from now until the end of the IRMP, we will increase output by a further 440 SOFSA thus exceeding the 6336 target by 205.</p> <p><u>Year 2 July-September 2022 update</u></p>		
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			<p>Qtr 2 has recorded the completion of a further 685 SOFSAs bringing the year to date total to 1365. The monthly average has improved from 195 per month to 227. This increase will undoubtedly have been supported by the services involvement in supporting the NFCC Business Safety Week. This update marks the midpoint against the 3 year plan with 3551 SOFSAs being completed against the target of 6336 and a further improved monthly average of 197. If this completion rate continues for the remainder of the plan we remain on target to exceed the SOFSA target.</p> <p><u>Year 2 October to December 2022 update</u> Quarter 3 sees SOFSA figures at 1960 at time of reporting. Current trajectory indicates that we are on target to exceed the in year target to complete 2,112 by end of the financial year and keeps us on track to complete 6,336 within the IRMP lifespan.</p>			
Prot/3.7	Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside	Protection	<p><u>Update Jul-Dec 2021</u> A regular programme of inspections is underway and we are on track to achieve this objective</p> <p><u>Year 1 Update – Jan-June 2022</u> Scheduled as part of functional delivery plan for 2022/23</p> <p><u>Year 2 July-September 2022 update</u> Scheduled as part of functional delivery plan for 2022/23. On target for annual risk based inspections,</p>	YEAR 1 2021-22	March 2024	

			<p>with progress monitored through the performance management group (PMG)</p> <p><u>Year 2 October to December 2022 update</u> All Petroleum sites have been actioned and completed. ACTION CLOSED Q3 2022/23</p>			
Prot/3.8	<p>Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites</p>	Protection	<p><u>Update Jul-Dec 2021</u> A total of 168 explosives visits were completed during the reporting period. Only two complaints were received by the Service during the reporting period, but neither required enforcement action.</p> <p><u>Year 1 Update – Jan-June 2022</u> Preparations for Explosive Licensing will commence at the end of July with a view to providing outputs in quarter 3.</p> <p><u>Year 2 July-September 2022 update</u> The explosives licences are now being issued and site visits are being conducted by both District and HQ teams, jobs are being recorded in CFRMIS. Complaints are being handled and triaged through the HQ Watch Managers.</p> <p><u>Year 2 October to December 2022 update</u> All licensing applications have been actioned and completed. We have identified the need to rebrand the associated LPI to ensure it more accurately reflects our departmental activity in this area.</p>	YEAR 1 2021-22	March 2024	

			ACTION CLOSED Q3 2022/23			
Prep/4.4	Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This includes comprehensive training and exercising against all foreseeable risk, including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents which will enable us to continue to adapt to an ever changing environment	Preparedness	<p><u>Update Jul-Dec 2021</u> A new Command Training Strategy was put in place in September 2021. The training delivery programme is an 18-month plan with a target date of March 2023.</p> <p>A trial of command software ‘Effective Command’ took place in December which will enhance how information is recorded and the training programme.</p> <p>Command Strategy, to be delivered by March 2023.</p> <p><u>Year 1 Update – Jan-June 2022</u> The Command Strategy is now embedded in MFRS, this will be delivered by March 2023.</p> <p>The ‘Effective Command’ trial ended in April 2022, MFRS have now entered into a 3-year contract for the command software.</p> <p><u>Year 2 July-September 2022 update</u> The Command Strategy is now embedded in MFRS, this will be delivered by March 2023.</p> <p>The ‘Effective Command’ trial ended in April 2022, MFRS have now entered into a 3-year contract for the command software.</p> <p><u>Year 2 October to December 2022 update</u></p>	YEAR 1 2021-22	March 2023	

			The Command Strategy is now embedded in MFRS, this will be delivered by March 2023.			
Prep/4.6	Prepare our fleet of vehicles for a move to alternative fuels	Preparedness	<p><u>Update Jul-Dec 2021</u> This action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030.</p> <p><u>Year 1 Update – Jan-June 2022</u> As above</p> <p><u>Year 2 July-September 2022 update</u> An electric vehicle demonstration was held in August. Workshops manager is obtaining costings for electric vehicles. Estates looking into electric charging points options at selected MFRS properties. A meeting has been arranged to discuss hybrid vehicle options.</p> <p>As reported previously this action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030.</p> <p><u>Year 2 October to December 2022 update</u></p> <p>As reported previously this action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2040.</p>	YEAR 1 2021- 22	March 2024	

NR/5.2	Support the Government’s plans to refresh the National Resilience Assets	National Resilience	<p><u>Update Jul-Dec 2021</u> The National Resilience Assurance Team (NRAT) will work with the Lead Authority (Merseyside FRS) Home Office, along with internal and external UKFRS stakeholders to facilitate and complete a comprehensive review of National Resilience capabilities and undertake major asset refresh as part of the New Dimension 2 project to ensure specialist National Resilience capabilities remain efficient and effective.</p> <p><u>Year 1 Update – Jan-June 2022</u> National Resilience Assurance Team (NRAT) continue to work with Home Office (HO) to deliver major asset refresh of National Resilience (NR) capabilities as part of ND2 work packages. The Detection Identification Monitoring (DIM) capability is currently at the procurement stage with. The Enhanced Logistics Support (ELS) Capability review has been concluded and is entering the procurement phase. Both DIM and ELS have been allocated HO funds for this phase of work. The Urban Search & Rescue (USAR) capability review is continuing and should conclude by the end of 2022. Additional funds for staffing to support this work across the 3 capabilities has been secured. High Volume pump and Mass Decontamination capability reviews have been paused and will recommence ahead of the next Government comprehensive spending review. It is</p>	YEAR 1 2021- 22		
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			<p>expected that ND2 will now be delivered over a longer duration than originally envisaged.</p> <p><u>Year 2 July-September 2022 update</u> As this is a medium to long term project previous updates remain up to date.</p> <p><u>Year 2 October to December 2022 update</u> As this is a medium to long term project previous updates remain up to date.</p>			
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ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START IRMP YEAR 1	DUE BY	STATUS (Red, Amber, Green)
Res/1.1	Introduce a Hybrid duty system at Kirkdale fire station	Response/ Preparedness	<p><u>Update Jul-Dec 2021</u> Appliances moved from Croxteth to Kirkdale on 1st December 2021. Station went live at 1030hrs.</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete and closed</p>	YEAR 1 2021-22	December 2021	
Res/1.4	Combine the duty systems at Liverpool City and Kensington fire stations to create	Response	<p><u>Update Jul-Dec 2021</u> All moves of specialist units completed. All moves to happened on the 1st December. Following consultation</p>	YEAR 1 2021-22	November 2021	

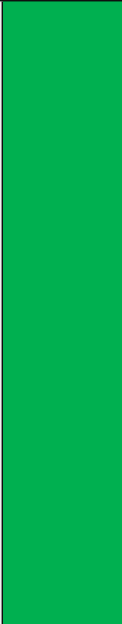
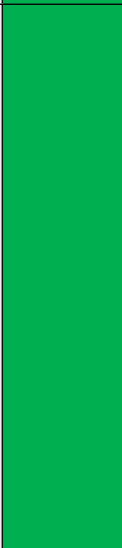
	a Dual Station Hybrid – including a Specialist Command and Control function		<p>with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.</p> <p><u>Year 1 Update – Jan-June 2022</u></p> <p>This action is now complete and closed</p>			
Res/1.5	Introduce a Stinger/Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder.	Prep/Resp	<p><u>Update Jul-Dec 2021</u> Specifications for the vehicle are being finalised with the supplier</p> <p><u>Year 1 Update – Jan-June 2022</u> Spec meeting 5th August: Tender to be released 12th August 2022</p>	YEAR 1 2021-22	January 2023	
Res/1.6a	<p>Create specialist capabilities/fire stations:</p> <p>LIVERPOOL CITY – Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (deployed within 30 minutes)</p>	Response	<p><u>Update Jul-Dec 2021</u> All moves of specialist units completed. All moves to happened on the 1st December. Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.</p> <p><u>Year 1 Update – Jan-June 2022</u> Specialist training on command has been provided to all station at Liverpool City and Kensington in January 2020. This action is now complete and closed</p>	YEAR 1 2021-22	November 2021	

Res/1.6a.1	LIVERPOOL CITY – Relocate 1 Combined Platform Ladder 34 (CPL) from Kirkdale to Liverpool City and train drivers	Response	<p><u>Update Jul-Dec 2021</u> Wholetime Combined Platform Ladder established, 45m High Reach Extendable Turret (HRET) not yet purchased.</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete and closed</p>	YEAR 1 2021- 22	Phase 1 – 17 July 2021 Phase 2 – November 2021 Phase 3 - TBC	
Res/1.6b	WALLASEY – Marine and Ships Firefighting (Off Shore capability) – Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (deployed within 30 minutes)	Response	<p><u>Update Jul-Dec 2021</u> All assets are now located at Wallasey and are available for mobilisation with retained crew.</p> <p><u>Year 1 Update – Jan-June 2022</u> All specialists assets have been moved to Wallasey. The marine and ships firefighting capability for Wallasey and Crosby is still being advanced so this element of the action will move to Year 2.</p> <p>Ops Board paper confirmed alongside response as initial phase for training rollout. FRMR modules 1, 2, 8, 9, 10 selected as most appropriate. Marine Tac Ad group enrolled with NFCC Maritime to gain documents. Training days at Wallasey/Crosby confirmed for each Wednesday with Marine Unit familiarisation and theoretical input. To advance to onsite/on-board visits to supplement specialist knowledge. Joint endeavour with SM Warwick Lancashire Fire and Rescue to conduct joint training between Merseyside facilities (Cammell Lairds etc) and Morecambe/Heysham docks as away days.</p>	YEAR 1 2021- 22	Phase 1 – 30 August 2021 Phase 2 – April 2022	

			<p>Year 1 actions now complete.</p> <p>YEAR 2 Action :To initiate a training day for staff at Wallasey and Crosby to conduct either internal, external or off site training in relation to Marine risk. This may include theory, ships visits, TDA or Marine Tac Ad input. To obtain and utilise FRMR modules aligned to an “alongside response” as the background to theory training.</p> <p>To establish X Border relationships with other FRS to improve our response in the maritime environment.</p> <p>To identify and secure local infrastructure or assets for visits or exercising.</p>			
Res/1.6c	<p>ST HELENS – Hazmat – Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)</p>	Response	<p><u>Update Jul-Dec 2021</u> All appliances were in place by November 2021. Initial training has been received with Hazmat and specialist training to be delivered in January/February 2022. Asset is available on retained activation.</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete and closed</p>	YEAR 1 2021-22	<p>Phase 1 – September 2021</p> <p>Phase 2 – TBC</p>	
Res/1.6e	<p>KIRKDALE – Terrorist Response Specialist Capability and Flood</p>	Response/Prep	<p><u>Update Jul-Dec 2021</u> Mass Decontamination Unit was moved to Prescott on 13th January 2022, this was a change outside of IRMP</p>	YEAR 1 2021-22	December 2021	

	Response (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis		<p>proposals that was approved at Ops Board on 29th November 2021. Staff to be trained by 31st March 2022</p> <p>Marauding Terrorist Attack (MTA) is fully available</p> <p>Flood Response is fully available</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete and closed</p>			
Res/1.6f	BELLE VALE – Water (High Volume Pump) Inc. all LLAR stations – staffed on a whole time (permanent) basis	Response	<p><u>Update Jul-Dec 2021</u></p> <p>The High Volume Pump (HVP) is continually staffed by one driver. The original plans for training related to this action were not appropriate for the staff involved and other options are being considered.</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete and closed</p>	YEAR 1 2021-22	Completed	
Res/1.6g	HESWALL – Wildfire – All terrain vehicle – Complementary crewed	Response	<p><u>Update Jul-Dec 2021</u></p> <p>The vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.</p> <p><u>Year 1 Update – Jan-June 2022</u> Training secured with Northumberland FRS anticipated 4th/5th October and 12/13th October 22. Funding approved via POD and planning for staff allocation to</p>	YEAR 1 2021-22	March 2022	

			<p>cover all existing personnel in progress. Course reflects 2 day enhanced awareness Wildfire course.</p> <p>Working party established via Tac Ads to investigate best Personal Protective Equipment measures, consideration to Northumberland model.</p> <p>Funding secured 50k for 2x 4x4 vehicles (Formby and Heswall) and scoping exercise completed to investigate Polaris and Haggalund vehicle types, ruled as unsuitable for what is required within MFRS.</p>			
Res/1.6h	<p>FORMBY– Wildfire – All terrain vehicle – Complementary crewed</p>	Response	<p><u>Update Jul-Dec 2021</u></p> <p>The vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.</p> <p><u>Year 1 Update – Jan-June 2022</u></p> <p>Training secured with Northumberland FRS anticipated 4th/5th October and 12/13th October 22. Funding approved via POD and planning for staff allocation to cover all existing personnel in progress. Course reflects 2 day enhanced awareness Wildfire course.</p> <p>Working party established via Tac Ads to investigate best Personal Protective Equipment measures, consideration to Northumberland model.</p> <p>Funding secured 50k for 2x 4x4 vehicles (Formby and Heswall) and scoping exercise completed to investigate Polaris and Haggalund vehicle types, ruled as unsuitable for what is required within MFRS.</p>	YEAR 1 2021- 22	March 2022	

<p>Prev/2.6</p>	<p>Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist</p>	<p>Prevention/ POD</p>	<p><u>Update Jul-Dec 2021</u> Prevention Department is reviewing its workforce profiles (gender, age, ethnicity etc). The team has two members co-opted onto the Positive Action Working Group and staff who support a number of networks. There has been some success in the recruitment of women to the team but we want to do more to encourage people from under represented ethnic backgrounds to join us.</p> <p><u>Year 1 Update – Jan-June 2022</u> Department heads still lead diverse teams and encourage those from under represented groups to be a part of the delivery team against prevention activity.</p>	<p>YEAR 1 2021- 22</p>	<p>December 2021</p>	
<p>Prot/3.4</p>	<p>Increase mobile/agile working for staff</p>	<p>Protection</p>	<p><u>Update Jul-Dec 2021</u> All inspecting staff have been given mobile devices to enhance agile working. CFRMIS is progressing and once fully operational with all modules will see greater use of mobile working.</p> <p><u>Year 1 Update – Jan-June 2022</u> Agile working remains an extant measure across the department for those personnel who are able to operate as such. This has recently been highlighted again across the team as part of measures in looking to minimise financial impact for individuals. Action complete.</p>	<p>YEAR 1 2021- 22</p>	<p>January 2022</p>	

Prot/3.9	Our drone capability will be introduced after being proposed in our previous Plan.	Protection	<p><u>Update Jul-Dec 2021</u> We have implemented our drone capability.</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete</p>	YEAR 1 2021- 22	September 2021	
Prep/4.1	Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies	Preparedness	<p><u>Update Jul-Dec 2021</u> A structure is now in place for collaboration opportunities. The assisting NWS gaining entry Memorandum of Understanding is now well embedded as business as usual.</p> <p>The Interoperability Voice Channel trial is now up and running to promote the use of multi-agency radio talk groups at operational incidents. Further collaboration opportunities are currently being explored in the following areas:</p> <ul style="list-style-type: none"> • Use of Drones • Welfare at Incidents • The Charter for bereaved families through public tragedy • High Demand - Frequent Call Handling. <p><u>Year 1 Update – Jan-June 2022</u> Operational PLATO training for all senior officer Command training. This training is conducted at the JCC and Rose Hill, Merseyside Police HQ</p> <p>Blue Light Collaboration Board</p> <ul style="list-style-type: none"> • New Terms of Reference to be circulated and agreed by group. 	YEAR 1 2021- 22	March 2021 OP Functional Plan 2021- 22	

			<ul style="list-style-type: none"> Information Sharing agreement to circulated and agreed by group to support collaboration opportunities such, frequent call handler. Drone leads have been given agreed parameters to work to 3 main areas: <ul style="list-style-type: none"> Training – efficiency savings, costs Shared learning – debriefs, what went well Resilience – take-off and landing sites, payloads. There has been an initial meeting and they will meet again at the end of June they will provide a further presentation and update at the next board meeting. Priority discussion will be take-off and landing sites. <p><u>Year 2 July-September 2022 update</u> Structure in place for collaboration opportunities CLOSED</p>			
Prep/4.5	Develop operational plans for all key risks including heritage sites and sites of scientific interest	Preparedness/Response	<p><u>Update Jul-Dec 2021</u> Site Specific Risk Information (SSRI) survey undertaken and completed in September 2021. 2000 Heritage sites are to be considered for exercising options. This was reported to Operations Board on 29th November 2021. Heritage sites are now incorporated into the SSRI update reported to Ops Board.</p> <p><u>Year 1 Update – Jan-June 2022</u> Aligning building protection type codes to PORIS assessment and creating a new scoring level to ensure high risk properties request a SSRI. Questions are being</p>	YEAR 1 2021- 22	March 2022	

			created to ensure process is fit for PORIS assessment is fit for purpose. Training package is being created and the data capture form will be trialled by certain stations and will inform them if a SSRI is needed. Liverpool University have been commissioned to speak with specific Operational crews examine Firefighter Perspectives of the Content, Format, and Use of Site-Specific Risk Information.			
Prep/4.7	Introduce ways of staffing our Fire Control that reflects the demands on the service, increases the resilience of the team and enhances development opportunities for staff.	Preparedness	<p><u>Update Jul-Dec 2021</u> A new shift pattern has been introduced with an element of retained cover included to improve resilience. The new shift pattern is now in consultation, aiming to close action March 2022.</p> <p><u>Year 1 Update – Jan-June 2022</u> Implemented 1st June after a long consultation. SMA post advertised and interviews are 22 June. Detailed Action Plan in place and progressing to deliver.</p>	YEAR 1 2021- 22	January 2022	
NR/5.1	Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where	National Resilience	<p><u>Update Jul-Dec 2021</u> Key Performance Indicators are now online. Assurance processes are planned and this is a continual process. Regular six-weekly National Resilience (NR) meetings are in place and held regularly to plan to address any internal and external National Resilience gaps.</p> <p><u>Year 1 Update – Jan-June 2022</u></p>	YEAR 1 2021- 22	March 2022	

	<p>National Resilience assets are based, large scale exercises and training</p>		<p>The National Resilience Assurance Team visit and assure all FRS's across England and Wales and follow a robust National Resilience Assurance Framework with outcomes communicated through a NR Statement of Assurance which is presented to the National Resilience Board on an annual basis.</p> <p>MFRS NR manager meetings have been reinstated with governance to ensure actions and assurance can met at NR asset locations within MFRS. NR asset managers have received;</p> <ol style="list-style-type: none"> 1. NCAF update 2. NR procedures 3. NRAT assurance and assistance capability 4. NR training tool <p>This action will continue into Year 2 of IRMP 21-24</p>			
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No.	HMI Page	Area for improvement	Required outcomes	Action to achieve required outcomes	Update – October 2022	Responsible function	Timescale	RAG
1	17	The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.	Operational decisions are logged consistently Staff understand how to log decisions.	<p>Ops Response Functional Plan Deliverable 8:</p> <p>The Operational Assurance Team (OAT) will liaise with the Operational Procedural Review Team (OPRT) and the Command Department to confirm and understand current procedures in place to record operational decisions and offer support if they are in need of review from information/learning gathered from operational incidents.</p> <p>The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>Review of understanding to be provided through the operational</p>	<p>July 2022 update</p> <p>Health and Safety liaised with OPRT, WM Command Department and our Learn Pro developer regarding decision logging. PREPOL01- Incident Command Policy has been reviewed which references Decision logging. Service Instruction 0739 - Decision Logging is in place – reviewed by Operational Assurance. (SI review date: 27/08/24). A trial for body worn cameras to assist with the recording of decisions (ending November 2022) is still running. Information has been found as part of fact finding, but results expected November 2022. Command Learn Pro is available on the Portal.</p> <p>'Decision Logging' is found in additional modules also. ICCM, ICWM, reference contemporaneous notes and recording of decisions via the Vision Boss mobilising system is made.</p> <p>In Incident Command Support Management (ICSM) input, reference is made to having a member of the command support team scribe for meetings and for carrying out a written decision log when resources permit. Review found that available resources for the recording of decisions were: Vision Boss, Decision log books, Dictaphone, officers note books, Incident Command Unit white boards (photographed), body worn cameras, Resilience Direct.</p>	Response	Q4 2022/23	

				<p>assurance programme and monitoring of incidents</p> <p>Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p>October 2022 update</p> <p>Review of all foundation policy, procedure and guidance completed along with supporting gap analysis, looking at what the policy says and where we comply or require improvement.</p> <p>It was identified in SI 0739 that <i>'Incidents of 6 pumps or over where the Incident Command Unit (ICU) is mobilised will automatically generate the need for an Incident Decision Log to be completed.'</i> Compliance review captured using two year data analysis to see where criteria has been met in relation to ICU mobilisations vs decision log completion. Review extended to where decision logs have been completed vs what has been received in Ops planning once complete (SI 0739). Review also found that the new prints of the decision log books state for the books to be returned to Ops Assurance which is a printing error (Ops Planning). Ops Assurance has not received any decision log books.</p> <p>Body Cameras have not been used at any incident for the purpose of recording decisions other than that of Technical Command Assessments (trial ends Nov 2022).</p> <p>Information and Q&A on Decision Logging have been incorporated as part of the current quarterly Station Manager Audit (Sept-Dec) with monthly feedback at standardisation.</p>			
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					<p>A questionnaire for all Officers has been constructed and will be published in the last week of October for 2-3 weeks; this will provide additional data to indicate the level of understanding of the decision logging process.</p> <p>Key meeting scheduled between GM H&S/OA (deliverable owner) and GM Operational Policy, intelligence & planning (decision logging owner). Meeting will review Service policy against gap analysis and plan for immediate improvement actions where required.</p> <p>Operational Assurance officers monitor decision when actively monitoring/attending incidents. This also forms point of discussion during Operational Assurance Team morning meetings.</p> <p>Jan 2023 update – Operational Response – A Review of decision logging findings and survey responses undertaken by Response as per the Functional Plan, shared with Preparedness and presented to Operations Board in December. Subsequent meeting held between key stakeholders from Response/Preparedness to confirm governance and assurance arrangements moving forward – Service Instruction to be updated.</p> <p>Decision logging input given to Station Manager cohort at last standardisation</p>			
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					<p>meeting based on recent findings. Expectations set in relation to complying with SI 0739 and next steps outlined to ensure these become embedded (underpinned by work being completed by Preparedness).</p> <p>Decision logging featured in Q3 Operational Assurance Team (OAT) daily audit and has remained in Q4 to provide elements of assurance on previous input focussing on awareness, understanding and compliance. Decision logging remains a focus for review of incidents through OAT morning meetings and active monitoring at incidents by Operational Assurance officers. As work is entwined with Preparedness, an update which compliments this has been provided:</p> <p>Jan 2023 update – Operational Preparedness – Following review of the questionnaire and Operations Board presentation. It was agreed for Operational Preparedness to review and update the SI and supporting E-learning modules. Governance arrangements have now been updated regarding decision logging to ensure more robust audit and assurance is in place. This will be performed by the OA team where incidents meeting the criteria will be highlighted and scrutinised.</p> <p>To embed and ensure compliance with the Service Policy, TDA will incorporate a command seminar in first quarter 2023 on decision logging and incorporate the use of decision logging in command assessment</p>			
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					and exercises. All officers will be re-issued a new decision log book and fire control will have access to a revised electronic decision log in addition to hardcopy.			
2	36	The Service should assure itself that it has an effective succession planning mechanism in place for all roles	There are succession planning mechanisms for all roles; Grey, Green and Red Book.	<p>POD Functional Plan</p> <p>Deliverable 3.1:</p> <p>To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.</p> <p>Review the Gateway process</p>	<p>July 2022 update</p> <p>The organisational People Plan 2021-24 includes actions relating to the development of succession plans across all functional areas. Work will commence in Qt 3 2022/23 on this action.</p> <p>The Gateway process has been reviewed as part of the work associated with embedding the Leadership Message. Documentation is currently being updated and this will be re-launched in Autumn 2022.</p> <p>October 2022 update</p> <p>Succession planning mechanisms for all roles; Grey, Green and Red Book. Director of People and Organisational Development (POD) confirmed that this will be achieved by February 2023.</p> <p>January 2023 update</p> <p>A toolkit to support departmental succession planning in association with the completion of their appraisals is currently being finalised to meet the February 2023 target date.</p> <p>Further information in relation to the Gateway and individuals' personal</p>	People and Organisational Development	Feb 23	

					development will also be circulated to all staff			
3	38	The Service should ensure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result.	Equality impact assessments are carried out in a consistent way. Staff understand when and how to carry out an EIA Actions are agreed and delivered.	This is built within the People Plan and Equality plan, taking the NFCC model and working with all interested parties including staff Networks to produce a robust mechanism for use by all managers, and clarity in relation to content and completion timescales to be brought to SLT/Authority upon completion	<p>July 2022 update A new Equality Impact Assessment (EIA) template has been developed in line with the National Fire Chief’s Council (NFCC) best practice guidance. This new template has been launched and all newly created and updated EIAs developed as part of policy development and annual review use the new template. Reports will not progress for ratification if an appropriate EIA has not been completed.</p> <p>October 2022 update Equality Impact Assessments are carried out in a consistent way. Staff understand when and how to carry out an EIA. Actions are agreed and delivered. Actions:</p> <ul style="list-style-type: none"> • Director of POD to refresh/reissue reminders about new EIA processes. • Director of POD suggested Strategic Leadership Team (SLT) sign off reports at SLT meetings only when an EIA is attached. <p>January 2023 update The process agreed in October by SLT which restricts reports progress without an Equality Impact Assessment is now in place.</p>	People and Organisational Development	2022	

Other areas identified

As well as the three formal areas for improvement detailed above, when reviewing the report, officers identified other areas where the Service could improve. Many of these areas reflected work that is already in progress and included in MFRS plans, but these actions are summarised in this plan for completeness.

					<p>Researchers are aiming to get an initial report to MFRS by end of October to capture all four pillars which were focussed on.</p> <p>January 2023 Update - Prevention University of Liverpool report received in November 2022. Prevention officers undertaking further scrutiny of academic report including reengagement of research students to establish a broader understanding in terms of Home Safety and the associated economic cost vs social value of the activity. The FDP 2023 for Prevention will include evaluation as a key deliverable to ensuring a consistent, time bound and monitored progression.</p> <p>January 2023 update – Strategy and Performance Work is ongoing to establish a single approach to commissioning evaluation that will ensure the Service’s objectives are met and resources are used to help deliver positive outcomes for communities.</p>			
5	14	Sampling of visits for assurance has increased and learning applied to improve future quality.	An internal Quality Assurance process to be introduced, undertaken by Senior Inspectors periodically. This will be aligned to the national accreditation process (4 per year) for auditors to be listed on the national	<p>July 2022 update Three personnel are undertaking registration for Contextualised Auditor’s Register (CAR).</p> <p>Five Senior Fire Safety Inspectors (SFSIs) will enabled Protection Compliance Managers (PCMs) to undertake more periodic quality assurance. Relevant criteria aligned to national framework is in place.</p> <p>October 2022 update</p>	Protection	Q4 2022/23		

				contextualised register.	Sampling of visits for assurance has increased and learning applied to improve future quality. Action complete			
6	17	Engagement with local businesses has increased and there is evidence of better understanding of compliance.	<p>Protection Functional Plan Deliverable 6</p> <p>We will develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. This will include an ED&I monitoring process for all fire protection activity.</p> <p>We will develop partnership working with internal and external stakeholders to reduce UWFS.</p>	<p>July 2022 update Schedule of business safety events is in place with one event delivered in June.</p> <p>Looking to develop a robust means of identifying and capturing ED&I data to enable an analysis to be undertaken to ensure there is no bias in relation to how our enforcement activities are being undertaken.</p> <p>Businesses generating highest numbers of Unwanted Fire Signals have been identified with a data sharing agreement in place with Strategy and Performance. Departmental engagement with identified businesses has commenced.</p> <p>October 2022 update Engagement with local businesses has increased and there is evidence of better understanding of compliance. Area Manager Protection advised that an engagement event is planned for December based on new legislations (follows previous events). These events are scheduled 9th and 14th December 2022.</p> <p>Unwanted fire signals will be a constant action and would be happy to sign this off</p>	Protection	Q4 2022/23		

					for January. Area Manager also looking at the process of inspecting.			
					Action complete			
7	19		Control staff have received practical fire survival training and its success has been demonstrated through evaluation.	<p>Preparedness Functional Plan Deliverable 9:</p> <p>Respond to the HMICFRS observation to deliver practical training to Fire Control staff on fire survival guidance.</p> <p>Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff. Create a training plan to deliver fire survival guidance to all staff in Fire Control.</p> <p>Review the current Fire Control training planner and introduce practical training across a number of incident types to support competency and include a command assessment</p>	<p>July 2022 update Final review of Fire survival guidance took place and completed 11th May 2022. Fire Survival guidance e-learning was completed by all Fire Control staff in June 2022.</p> <p>Practical modules are currently in development with completion set for December 2022.</p> <p>All ranks in Fire Control have received a Command Assessment; started in Nov 2021 and completed in Feb 2022.</p> <p>Control staff will start to complete reflective logs to reflect performance. Watch Manager B's will validate reflective logs. The Station Manager will validate WMB's reflective logs.</p> <p>Control staff will receive command revalidations during larger Service exercises by using the secondary control room for all activities. Programme of Joint Exercising currently being agreed with Command Dept. COMAH exercises also running throughout the year.</p> <p>October 2022 update Practical training of Fire Survival Guidance, testing the Electronic Evacuation Spreadsheet has been carried out with all four watches, with a final demonstration to</p>	Preparedness	Q4 2022/23	

				<p>process for Fire Control Managers.</p> <p>Embed an assurance program to review training standard and competency.</p>	<p>PO's on 13/10/2022. Through evaluation, it was recognised that a third monitor would assist operators in inputting data onto the spreadsheet. This has been authorised and supply and fit of extra monitors on each position is being scheduled.</p> <p>Jan 2023 Update – Operational Response Building on the initial High Rise multi agency exercise in April 2022 which included all North West Fire and Rescue Services, a 2nd was run on 16th November 2022.</p> <p>16/11/22. High Rise multi agency exercise and Home Office visit. Exercise involved a response to a confirmed fire in High Rise building whereby the incident escalated to fire spread upon external facades requiring a change in evacuation strategy and cross border mobilisations of additional appliances. Fire Control Operators were required to mobilise additional FRS assets from other FRS and change evacuation guidance to residents, which included the use of electronic evacuation guidance spreadsheet. This was completed in real time and simultaneously as numerous calls requiring FSG, were passed through. Fire Control Operators were then embedded into the afternoon exercise to raise awareness of incident command sectorisation, including fire search and bridgehead. Operators also looked at operating procedures in the Incident Command Unit and specialist appliances such as Drone and CPL.</p>			
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					<p>16/11/22 Operational Assurance post exercise identified the need for an additional field to be added to the electronic guidance spreadsheet, which will capture the Fire Control operator recontacting callers with the changed/new evacuation guidance. Additional options were also added to identify callers asked to evacuate but were unable to due to mobility issues this would enable IC at scene to prioritise evacuation/rescue.</p> <p>09/01/2023 We will work with the Health and Safety Department to adopt an Assurance programme.</p> <p>Jan 2023 Update – Operational Preparedness</p> <p>Ops Preparedness are developing a new fire control annual training programme with support from the TDA. The new monthly planner will outline all aspects of maintenance of competence. This will include E-learning, Safe Person Assessments and practical training (e.g. practical fire survival guidance).</p>			
8	20	Staff understand how and when to use operational discretion and log decisions (also see 1).	<p>Response Functional Plan</p> <p>Deliverable 9:</p> <p>The Operational Assurance Team (OAT) will liaise with the Operational Produce Review Team (OPRT) and the Command Department to</p>	<p>July 2022 update</p> <p>Operational Assurance liaised with Operational Produce Review Team (OPRT)/Command Department Regarding the current position and understanding. Policy review conducted - Service Policy Prepol01 Incident Command, includes a section on Operational Discretion (OD). Input on OD covered during command training of CM/WM/SM etc. Incident Command Crew Manager (ICCM)/ Incident</p>	Response	Q4 2022/23		

				<p>confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents.</p> <p>The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>Review of understanding to be provided through the operational assurance programme and monitoring of incidents</p> <p>Process to be reviewed with information provided to OPRT and the Command Department to</p>	<p>Command Watch Manager (ICWM)/ Incident Command Station Manager (ICSM) and overarching command training. When Operational Discretion training is delivered, case studies of where and how it was applied are used. Operational Discretion input is featured in Operational Assurance Team audits and also highlighted through Incident Notes: 17 & 63; OD also highlighted in OBN 87 (Jul 2022). Also see 1 and 17.</p> <p>October 2022 update Staff understand how and when to use operational discretion and log decision.</p> <p>Jan 2023 update - Operational Preparedness Input on operational discretion is covered during command training of CM/WM/SM etc. Incident Command Crew Manager (ICCM)/ Incident Command Watch Manager (ICWM)/ Incident Command Station Manager (ICSM) and overarching command training. During quarter 1 2023 a further Command Seminar will be hosted on the subject where we will explore the use of operational discretion, how it should be recorded and any incidents of note. The use of ops discretion has been written into the update service instruction relating to decision logging and further research with academic partners is being explored by TDA.</p> <p>Jan 2023 – Operational Response</p>			
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				<p>continue the learning cycle.</p> <p>Review of decision logging to take place support this process.</p>	<p>Feedback received from Station Managers conducting audits of all crews on stations during Q3 confirms understanding of operational discretion when used at incidents. Operational discretion has remained in the Q4 audit for additional discussion and continued assurance of understanding. Operational discretion continues to be monitored via OA activities such as OAT morning meetings, active monitoring at incidents and notification from control to a more senior officer when it is declared. Agreed during meeting between Response/Preparedness to now make it mandatory for decision logging to be commenced (using DL book) any time operational discretion is declared.</p>			
9	30	Staff are confident about using new applications and devices within an agreed period of time following implementation (varying dependent on the system/technology involved).	<p>Strategy and Performance</p> <p>Feedback and customer service will be built into the roll-out of all new applications and technologies as business as usual.</p> <p>Response Functional plan Deliverable 10:</p> <p>The OAT to undertake review of new technologies and what has been implemented on station to identify areas of focus.</p> <p>Complete staff survey</p>	<p>July 2022 update Strategy and Performance</p> <p>CFMIS was released in Protection for stations along with the new HFSC process in Prevention – a customer satisfaction survey was sent to all station users, feedback was received, this was acted upon and changes were made.</p> <p>Response</p> <p>Review undertaken of what new technologies are on station. Review found technologies including: CFRMIS – which incorporates HFSC, SSRI (site specific risk information), Simple Operational Fire Safety Assessments (SOFSA), Fire Safety concerns reporting tool; Hot Debrief; Toughpads on all appliances now with various functionality.</p>	<p>Strategy and Performance</p> <p>Response</p>	<p>Q1 2022/23</p> <p>Q4 2022/23</p>		

				<p>to identify areas of concern.</p> <p>Review competence and understanding of staff to be provided through the operational assurance programme and monitoring of incidents. Arrange additional input and supportive training where required.</p> <p>Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment</p> <p>Monitor and review.</p>	<p>Microsoft Teams is used more broadly on station and we also found various internet browsers still in use.</p> <p>New technology use is now under ongoing review at every Morning Meeting; communicated via Officer Briefing Notes (OBN's) e.g. OBN 87. OSHENS has been monitored from Jan to July - No specific feedback observed.</p> <p>October 2022 update Many staff are confident about using new applications and devices within an agreed period of time following implementation, but we will be carrying out more work to ensure that this confidence is widespread.</p> <p>Jan 2023 – Operational Response Use of new technologies on station continues to be monitored through audit and assurance. Crews continue to grow in confidence in use of platforms such as CFRMIS and the use of Toughpads. Response have recently enhanced the use of PIPS to allow stations to access station based duties and performance, Incidents by station dashboard and Alert to mobile performance. All data is live and current with daily operations. Education of crews in this area commenced in last quarter and was also presented at Dec Ops Board.</p>			
10	34		<p>The behaviours associated with Service values are applied in the workplace and this</p>	<p>Response Functional Plan Deliverable 10: Enhance knowledge and understanding of</p>	<p>July 2022 update Work continues for the roll out of organisational implementation of the new Leadership Message and Values. The initial round of training for all staff has been completed, and work is ongoing in aligning</p>	<p>People and Organisational Development Response</p>	<p>Q4 2022/23</p>	

			<p>is demonstrated through performance reviews. The Authority members will also demonstrate these positive behaviours</p>	<p>the new Leadership Message for station based operational staff. Input should will include exposure NFCC Code of Ethics, Service Values, ED&I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.</p> <p>Legal Services Functional Plan Deliverable 3: To review and refresh the Authority’s Members Development Strategy and Programme, to ensure effective governance delivery and provides Members with the required knowledge and skills to undertake their roles effectively.</p>	<p>this work to address and incorporate the National Core Code of Ethics.</p> <p>Work is also on going in the revision of Appraisals, the Gateway system and all recruitment to incorporate the Leadership message.</p> <p>At the AGM Members provided details of their current skills and training. It has been agreed with POD a process on how to move forward with the implementation and once each of the Members skills audit information has been assessed Members will be contacted directly to progress.</p> <p>October 2022 update People and Organisational Development (POD) are developing a presentation demonstrating how the leadership message aligns with the Core Code of Ethics and Fire Standards. The presentation will also describe the inclusive leadership values and behaviours expected of all MFRS employees. This is led by POD and is to be presented at the Equality and Inclusion Board on the 21st November 2022. POD has developed a coaching and mentoring policy. MFRS is developing a bank of coaches and mentors to support staff development. Coaching courses have been provided to 49 staff. These coaches and mentors will be utilised to inform the review process. The skills audit has been undertaken by POD and feedback provided to Democratic Services. The updated members</p>	<p>Legal Services</p> <p>POD</p>		
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			To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.	development strategy will be provided to Members at the next Members Development Group. January 2023 update A Station/Departmental toolkit, which provides support templates for discussions around the implementation of the organisational Values and Leadership message, as well as individual and group utilisation of the “colours” assessments is being finalised and will be completed in conjunction with station Managers and Heads of Department.			
11	36	See 2					
12	38	There is an equalities plan with timescales that summarises key ED&I actions and timescales.	To rewrite, adopt and implement a revised Equality Action Plan in conjunction with all relevant partners	July 2022 update The revised Equality Action Plan has been completed, and it is ready for publication subject to Authority approval October 2022 update There is an equalities plan with timescales that summarises key ED&I actions and timescales. January 2023 update This has now been completed , and progress and outcomes monitored through Culture and Values Board	People and Organisational Development	April/May 22	
13	39	Staff have more information and guidance about diverse	Strategy and Performance Functional Plan Deliverable 1.3	July 2022 update Update August 2022 – we are currently working with our external provider to	Strategy and Performance		

			<p>communities and interactions are improved as a result.</p>	<p>Improve relationships and engagement with diverse communities:</p> <p>Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities</p> <p>Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required</p> <p>Data –led risk and equality analysis</p>	<p>deliver the 2022 Staff Survey during the months of November/December 2022.</p> <p>Face to face ED&I Training continues to be delivered to staff across the Service. Total number of sessions delivered since May 2019 - 89 21 sessions booked between 13th July and 21st October Total of 323 places available over these sessions 305 staff still to attend 15 Authority Members 18-20 new recruits 11 National Resilience Total 349 – (additional dates to be identified for National Resilience and Authority Members)</p> <p>Update August 2022 Work is progressing with Phase 1 – Information Gathering. Community Engagement advisor has attended a number of events as detailed below:</p> <ul style="list-style-type: none"> • Meeting with Merseyside Police Community Engagement Unit (4th May) • Autism Adventures Community Event (4th June) attended by crew and appliance from Belle Vale • Asian Fire Service Association/National Fire Chief’s Council Diverse Business Safety Conference (10th June) 		<p>Q3 2022/23</p> <p>Q2 2022/23</p> <p>Q2 2022/23</p>	
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					<ul style="list-style-type: none"> • Celebrate L8 Event (25th June) attended by crew and appliance from Toxteth • Positive Action Working Group (30th June) • ENEI (Employers Network for Equality and Inclusion) House of Lords Reception (8th July) • Attending Area Manager Station Visits to promote Knowing your Community (local profile, demographics, and known ASB areas) <p>Going forward</p> <ul style="list-style-type: none"> • Staff Engagement Survey • Building Accessibility Reference Group • Guide Dogs Liverpool and MFRS • Task and Finish Group - Needs of Faith in Communities in Major Emergencies • Task and Finish Group - Cost of Living Crisis <p>October 2022 update</p> <p>Work has taken place to consider how staff currently engage with their communities, the information that would be useful to staff, and the intended purposes of such engagement.</p> <p>The Community Engagement Adviser has been speaking to operational crews and other staff to determine the best approach and guidance and resources will be produced to assist operational crews to engage with their local communities to improve outcomes.</p>			
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Jan 2023 update

- Work has continued to progress with Phase 1 – Information Gathering as detailed below:
- Community Engagement Advisor remains part of the Community Impact Fund panel who consider applications and make recommendations for approval.
- The Building Accessibility Reference Group has commenced work on reviewing the actions from the completed Access Audits and have attended a site visit at St Helens Community Fire Station
- Community Engagement Advisor has attended Area Manager Station Visits and observed presentations around - Knowing your community (profile, demographics, and known ASB areas)
- Community Engagement Advisor remains part of the Task and Finish Group - Cost of Living
- Community Engagement Advisor has visited a number of stations and held discussions with crew members with regards to existing levels of community engagement and collated suggestions around areas of improvement
- HFSC ED&I Monitoring Data review – work still in progress
- Corporate Communications have produced an information leaflet around equality data collection
- Community Engagement Advisor has attended a Socio Economic Duty workshop with stakeholders from the Liverpool City Region

14	40		<p>The Service has a live recruitment and positive action strategy (and associated EIA)</p>	<p>POD Functional plan 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. Increase applications for vacancies at all levels by people from protected group currently underrepresented.</p> <p>1.1 People Plan - Improve relationships with diverse communities to make MFRA an employer of choice to those underrepresented groups</p>	<p>July 2022 update The Service has created a Positive Action Strategy group which includes a wide variety of members from across the organisation. This group has met on a number of occasions and developed an action plan with short, medium and long term goals to further improve positive action outcomes.</p> <p>The work is being supplemented by the secondment of a number of operational staff from their usual role into positive action specific roles to assist with and provide further opportunities for engagement with the local community.</p> <p>October 2022 update The Service has a live recruitment and positive action strategy (and associated EIA) and an Accelerated Development Scheme which will assist in this area.</p> <p>January 2023 The revised and updated Positive Action strategy , which incorporates recruitment practice, has been agreed at the December People Board</p>	<p>People and Organisational Development</p>	<p>ongoing</p>	
15	40		<p>The Service can demonstrate that work has taken place to encourage diverse applicants into middle and senior level posts</p>	<p>People Plan 1.3 – Increase leadership potential and create greater diversity in leadership positions</p> <p>In association with the review and</p>	<p>July 2022 update The Service has adapted the planned accelerated development scheme into a High Performance Programme which seeks to identify and encourage the development of staff who display leadership traits across all areas our increasing diverse workforce.</p>	<p>People and Organisational Development</p>	<p>Ongoing</p>	

			<p>and that outcomes are positive.</p> <p>realignment of the Gateway process to expand self-development opportunity and assessment within all appraisal processes and the implementation of an accelerated development scheme</p> <p>4.6 Functional Plan</p> <p>Deliverable 4</p> <p>To implement an accelerated development scheme to support organisational advancement to those identified as future leaders</p>	<p>October 2022 update The Service can demonstrate that work has taken place to encourage diverse applicants into middle and senior level posts and that outcomes are positive.</p> <p>January 2023 Progression is part of the Service’s overall approach to positive action and forms part of the strategy.</p>		2022/23	
16	40		<p>The Service has reviewed all grievance and discipline performance and taken action to improve where necessary.</p> <p>The department will continue to look at the full implementation and delivery range of its Discipline and grievance policies including allocation and support of investigating and hearing officers as well providing</p>	<p>July 2022 update A full review of grievance and discipline cases is currently being undertaken by the Head of Culture and Transformation. Once complete the outcomes and recommendation of this review will be considered by the appropriate board.</p> <p>The Director of People & Legal and Head of Culture & Transformation has engaged with colleagues from Merseycare to explore the ‘Just Culture’ informal approach to grievance and discipline they have</p>	People and Organisational Development	<p>Ongoing</p> <p>2022/23</p>	

			<p>appropriate support and training The Authority intends to explore alternative delivery models to expand informal and early intervention resolution</p>	<p>implemented. Work continues with further meetings planned to explore the feasibility of adoption within MFRA.</p> <p>October 2022 update The Service has reviewed all grievance and discipline performance and take action to improve where necessary.</p> <p>January 2023 update The Associate Head of Culture and Inclusion has completed a full review of the past 18 months Discipline and Grievance cases, and provided a set of recommendations, which are currently being adopted.</p> <p>The Authority continues to progress its work on the 'Just Culture' model and the principles of early intervention and informal action with a workshop set for February to be run by Mersey Care management team and their Unison officials.</p>			
17	40	See 10					
18	41	Information has been provided to all staff that explains how the Gateway process applies to them and they understand it.	A review of the Gateway process is currently ongoing with the Senior Leadership Team with a view to relaunching a revised and individual led development scheme and appointments process.	<p>July 2022 update The Gateway system is currently being reviewed in light of the new Leadership Message. Guidance outlining the application process will be updated as necessary to reflect changes.</p> <p>The appraisals system has been updated to incorporate the Leadership message and will be relaunched in Qtr. 2 2022.</p> <p>October 2022 update</p>	People and Organisational Development	2022/23	

HMICFRS Action Plan 2021

				<p>Further support and Training to be provided to ensure open and transparent Appraisals are undertaken and training needs identified and supported.</p>	<p>Information has been provided to all staff that explains how the Gateway process applied to them and they understand it. Non uniformed staff have been removed from this process and action will be taken to communicate this change and reflect in the appraisal process.</p> <p>January 2023 A revised information diagram has been agreed at People Board which will explain the options open to each group of employees</p>			
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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	23 MARCH 2023	REPORT NO:	CFO/66/22
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM EQUALITY AND DIVERSITY TEAM		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2023-24		

APPENDICES:	APPENDIX A:	DRAFT SERVICE DELIVERY PLAN 2023-24
	APPENDIX B:	DRAFT STATION PLANS 2023-24
	APPENDIX C	FUNCTIONAL PLAN EQUALITY IMPACT ASSESSMENT- PROTECTION
	APPENDIX D:	FUNCTIONAL PLAN EQUALITY IMPACT ASSESSMENT- NATIONAL RESILIENCE
	APPENDIX E:	FUNCTIONAL PLAN EQUALITY IMPACT ASSESSMENT- PREPAREDNESS
	APPENDIX F:	FUNCTIONAL PLAN EQUALITY IMPACT ASSESSMENT- PREVENTION
	APPENDIX G:	FUNCTIONAL PLAN EQUALITY IMPACT ASSESSMENT- STRATEGY AND PERFORMANCE
	APPENDIX H:	FUNCTIONAL PLAN EQUALITY IMPACT ASSESSMENT- POD
	APPENDIX I:	FUNCTIONAL PLAN EQUALITY IMPACT ASSESSMENT-RESPONSE

Purpose of Report

1. To request that Members consider and approve the Service Delivery Plan for 2023/24, attached at Appendix A

Recommendation

2. That Members consider and approve the attached Service Delivery Plan (Appendix A) for 2023/24 prior to publication of a designed version on the Authority's website. A Word version similar to that attached to this report will also be available for accessibility.

Introduction and Background

3. Merseyside Fire and Rescue Authority (MFRA) produces an annual Service Delivery Plan to bring together in one document the annual actions arising from the IRMP and Functional Plans, the Equality Objectives, Station Plans and Performance Indicators.
4. Performance against the actions and targets within the Service Delivery Plan are monitored by Officers at monthly Performance Management Group meetings and reported to Strategic Leadership Team and Authority Committees on a three-monthly basis. This Plan includes an estimate of year end performance against the benchmark and key performance indicators which will be updated in June when the final performance figures have been compiled.
5. Each year, the Performance Management Group reviews the Local Performance Indicators to consider which should be retained, what new indicators are required and what the target should be.
6. Performance indicators are numbered using the methodology below:

These indicators were tagged with the following information:

- **Context** where an initial code is applied based on the contextual meaning of the indicator: *T = Total Incidents, D = dwelling fires, N = Non Domestic, A = Anti-social Behaviour, R = Road Traffic Collisions, F = False Alarms, S = Staff Sickness/Risk/Health and Safety, E = Energy and the Environment*
 - **Owner** where a secondary code is applied based on the functional owner of the PI: *C = Community Risk Management, O = Operational Preparedness, R – Operational Response, E = Estates, S = Strategy and Performance, D = People & Organisational Development, F = Finance. (Please note that though there are joint owners for some performance indicators, the primary function responsible for reporting of that indicator has been chosen).*
 - **Tier** where a code is applied based on the level of performance indicator including: 0 = Benchmark Indicator, 1 = Key Performance Indicator, 2 = 2nd Tier Performance Indicator, 3 = 3rd Tier Performance Indicator.
 - **Code** a generic number used to differentiate each PI.
7. Targets for station outputs have been set by staff in consultation with the relevant functions e.g. Site Specific Risk Information (SSRI) and HFSC. Targets are bespoke to each station area, taking into account local risk and also seasonal risk. For example, Liverpool City Fire Station has a large number of commercial buildings requiring Site Specific Risk Information (SSRI) inspections in its area, so staff will concentrate more on activities related to this. In contrast Heswall has very few buildings requiring SSRI, but will concentrate more on home safety due to the large proportion of over 65's in what is a predominantly residential area. The individual targets can be found in the Station Plans at Appendix B.
 8. Targets have been set for incident related 'outcome' performance indicators such as accidental dwelling fires. For the majority of outcome related performance indicators

MFRA uses a technique called trend analysis. This approach uses historical data, applying mathematical insight to the data to produce an anticipated target. For the 2023/24 Plan (where possible) five years of historical incident data has been used to create statistically robust targets for Outcome related Performance Indicators.

9. Each Function has produced a Functional Plan for 2023/24 and where appropriate to the departments concerned, these plans include actions to deliver Integrated Risk Management Plan objectives. The key deliverables from these plans can be found in the Service Delivery Plan section from page 42.
10. Following consultation with the public, staff, partners, stakeholders, local Councillors and others the IRMP 2021/24 was approved by the Fire Authority and published in July 2021. These consultations resulted in proposals to change the location of some of our specialist equipment and how the stations are crewed, a focus on high-rise premises following the Grenfell recommendations and a fresh look at vulnerability linked to deprivation in our communities. Full details of our proposals and updates on the proposals can be found in the IRMP 2021-24 from page 32 and are reflected in both the Functional Plans and Stations Plans.
11. Functional Plan activities and resources tailored to respond to local risk. These centrally developed and managed priorities are refined to ensure services, and improved outcomes, are delivered at a local level. These priorities become objectives in the Station Plans (Appendix B).
12. The final published version of the SDP and station plans will be designed. Please see example below:



Equality and Diversity Implications

13. ED&I is a specific section within the Service Delivery Plan and any implications associated with actions contained within the plan will be the subject of further reports to the Authority.
14. The IRMP (covering the Service Delivery Plan) and each Functional Delivery Plan (covering Station Plans) have Equality Impact Assessments (EIA).
15. The EIAs are attached as an appendix C-I to this report

Staff Implications

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

Legal Implications

18. While MFRA is under a duty to address risk under its IRMP, any implications associated with actions contained within the Plan will be the subject of further reports to the Authority and internal risk management procedures.

Financial Implications & Value for Money

19. The performance management of the delivery of key objectives and targets each year through the Service Delivery ensures that MFRA is able to reassure itself that it is providing a value for money service to the community and is contributing to its mission, aims and objectives.

Risk Management, Health & Safety, and Environmental Implications

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

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

BACKGROUND PAPERS

GLOSSARY OF TERMS

SSRI	Site Specific Risk Information
HFSC	Home Fire Safety Check
IRMP	Integrated Risk Management Plan
SLT	Strategic Leadership Team
SDP	Service Delivery Plan
ED&I	Equality Diversity and Inclusion
EIA	Equality Impact Assessment
MFRA	Merseyside Fire Rescue Authority

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SERVICE DELIVERY PLAN

April 2023- March 2024

Our Vision:

To be the best fire and rescue service in the UK

One team, putting its communities first

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1.1 INTRODUCTION

Welcome to our Service Delivery Plan for 2023/24.

This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2023/24 including those set out in our Integrated Risk Management Plan (IRMP) 2021-24 published in July 2021.

Although we all hope that the worst of the pandemic is now behind us, new challenges have arisen.

The cost-of-living crisis has affected everyone, but we know that the poorest people in society suffer the most and they are often also the people who are most at risk of fire in the home.

In response we have led nationally on creating resources to help all fire and rescue services support their communities through the crisis, working with the health service to develop ways of sharing information to help us visit more at-risk people and we will continue to do so in the future.

Not only this, but in direct response the inequalities we see in our communities every day we have adopted the 'socio economic duty' as set out in the equalities act and we are working with the Liverpool City Region to put it at the forefront of our decision making.

Despite our focus on the most vulnerable sadly, this year we have witnessed more fire deaths than in the previous 12 months. Every fire death is avoidable, and we will continue to learn from these tragic incidents to make sure that every one of our 60,000 contacts (home safety visits) count.

At the time of writing, the Service is preparing for the third full inspection by Her Majesty's Inspectorate of Fire and Rescue Services. In 2021, we scored three 'outstanding' judgements across the 11-sub themes for fire prevention, response to major and multi-agency incidents and for providing value for money and overall, the Inspectorate judged us as:

- Good at effectively keeping people safe and secure from fire and other risks
- Outstanding at efficiently keeping people safe and secure from fire and other risks
- Good at looking after its people

We are working hard to continue to improve on the 2021 results.

Organisational culture has been in the spotlight nationally of late, having been identified as an area of focus by HMICFRS in their state of fire report. We remain steadfast in our determination to create a culture fully inclusive and will operate a policy of zero tolerance when it is not. To further enhance our appeal to underrepresented members of our communities we have recruited a Head of Culture and Inclusion and employed from within our services an attractions team to ensure we are fully representative of our communities.

All staff have received input on our new Leadership Message which explains what is important to us as a Service, what we want to achieve for the people of Merseyside and our own employees and the values and behaviours that will get us there.

Merseyside Fire and Rescue Service is a positive, safe and supportive place to work. We will continue to work to make sure that our organisational culture is welcoming to people from all backgrounds and everyone feels that they belong.

Like all organisations, the pandemic resulted in many changes for Merseyside Fire and Rescue Authority, including an increase in agile working and the use of digital solutions that have made us even more effective in our delivery of Prevention and Protection (fire safety) services, all of which benefit the people of Merseyside. We have also signed up to the national online home fire safety check, which allows people to check their own risk of fire in the home. Check how your home measures up [here](#).

Having completed the second year of our three-year IRMP and this Service Delivery Plan focuses on the third and final year and we are starting work on our next plan for 2024/27.

This year, we are keeping our focus on the increase to our front-line response and making sure the specialisms and capabilities of our staff and the equipment meet all the known and emergent risks on Merseyside. In the last year of this IRMP, we will also be finishing off our new state of the art Training and Development Academy and National Resilience Centre of Excellence in Long Lane, Aintree. This will allow us to expand and increase our training and become a centre of excellence for national training. We are very proud of our national coordinator role for National Resilience and for UK International Search and Rescue too.

We coordinated the national UK fire service response to the devastating earthquakes in Turkey and Syria and the delivery of over 70 fire engines to Ukraine, with some of our own staff joining the UK response.

As part of the Training and Development Academy project we are also creating a new super-station to replace two fire stations that are reaching the end of their operational life, this combined with our improvement in our control room operating model will see us deliver an improvement in our response times.

We have also worked hard this year to influence national politicians and convince them that the fire and rescue service and our firefighters deserve financial investment. We are pleased that these efforts have resulted in an increase in government grant funding and council tax flexibility allowing us to invest in the people and systems that will help us keep you safe this year. We remain steadfast in our commitment to the people of Merseyside and their safety.

We hope you enjoy reading about our plans for the next year and whatever challenges the next twelve months presents, you can be assured that Merseyside Fire and Rescue Service will continue to provide the highest levels of service to the communities of Merseyside and beyond.

Chief Fire Officer - Phil Garrigan

Chair of Fire Authority – Les Byrom

1.2 CORPORATE VISION, PURPOSE AND AIMS

Our Vision: -

To be the best Fire & Rescue Service in the UK, acting as one team putting our 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

1.3 OUR LEADERSHIP MESSAGE

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.

We shape our actions by embedding **OUR VALUES** into the way we deliver our services:

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

The Core Code of Ethics

Fire and rescue services are required to operate within a national Code of Ethics. For Merseyside Fire and Rescue Authority, these are embedded into our Leadership Message, behavioural Ground Rules and Code of Conduct. They are at the heart of what we are as an organisation and shape how our people behave in work and in our communities.



The Core Code sets out five ethical principles, based on the Seven Principles of Public Life, which alongside the accompanying guidance provides a basis for promoting good behaviour and challenging inappropriate behaviour.

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

1.4 ABOUT MERSEYSIDE

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

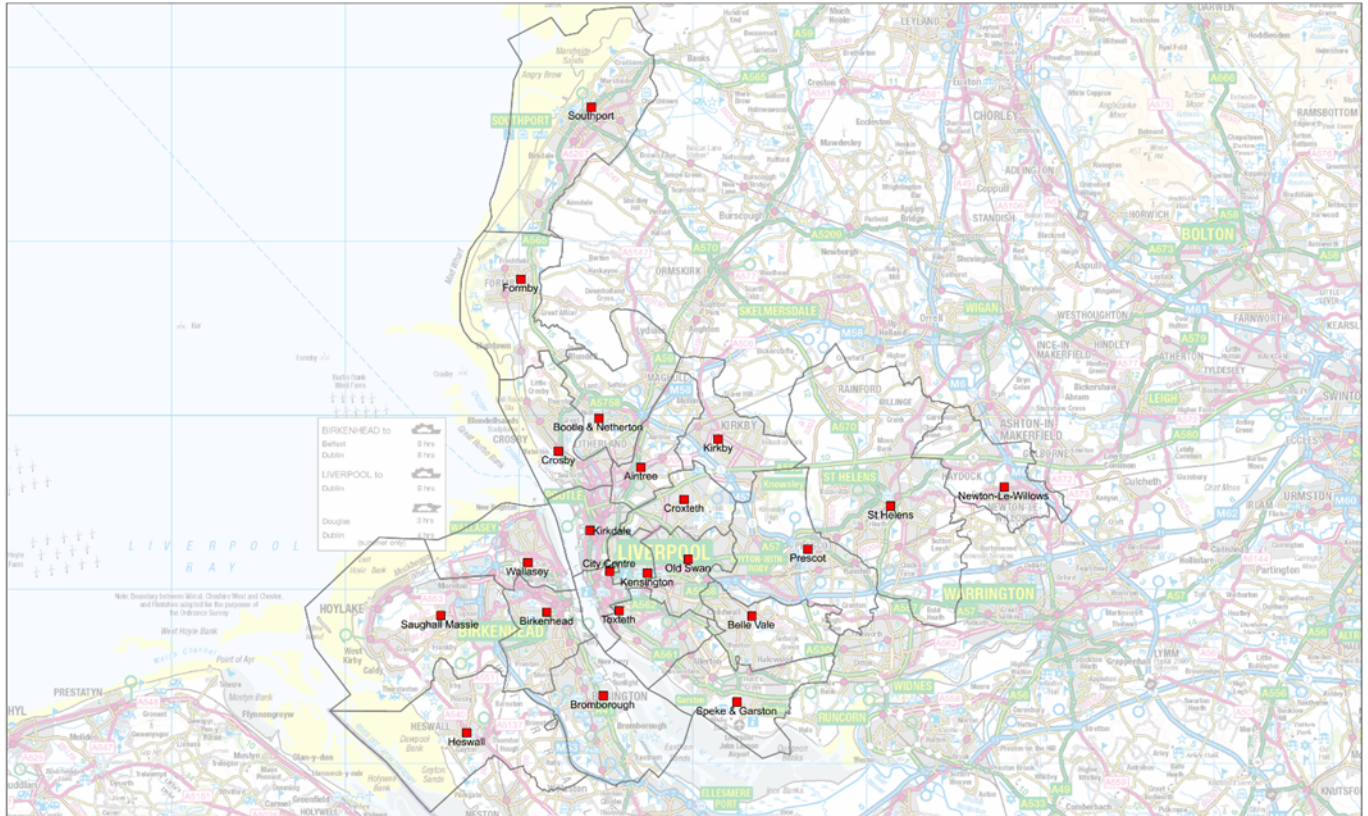
Merseyside spans 249 square miles (645 Km²) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's metropolitan districts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

According to the 2021 Census, Merseyside has a population 1,423,300. Since the 2011 census, the population of Merseyside has grown by 3% with each metropolitan district showing overall increases.

Digging deeper into the population of Merseyside, we see:

- Slightly more females than males in Merseyside (51.5% female against 48.5% male)
- Based on the 2021 Census, of the total population of over 65's in Merseyside is 27.9%.
- 91.7% are classed as White and 8.3% Black and Minority Ethnic

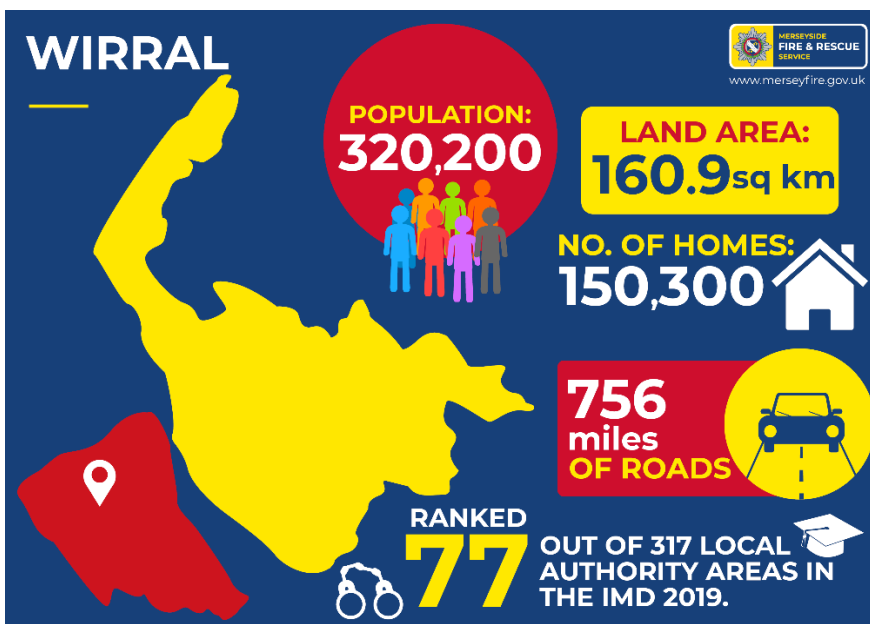
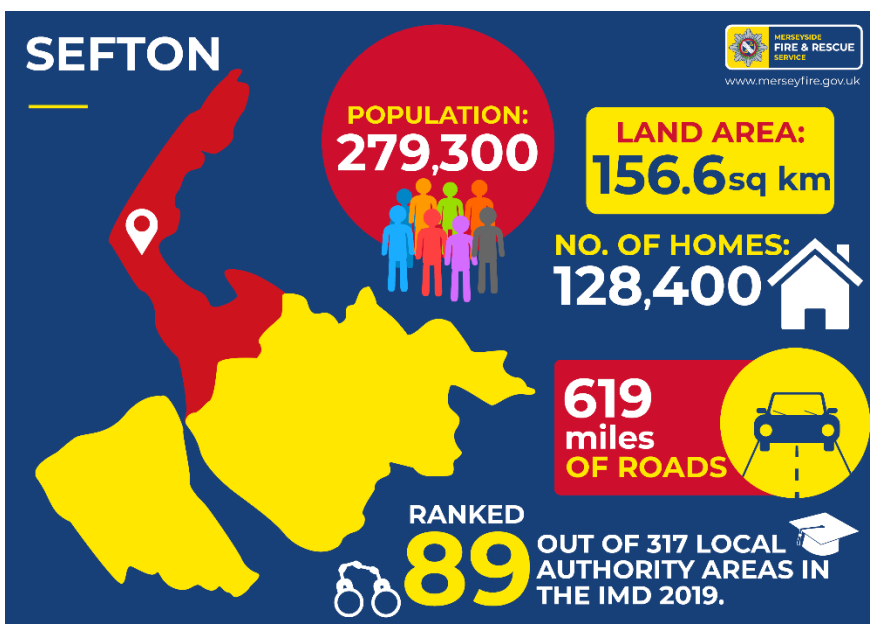
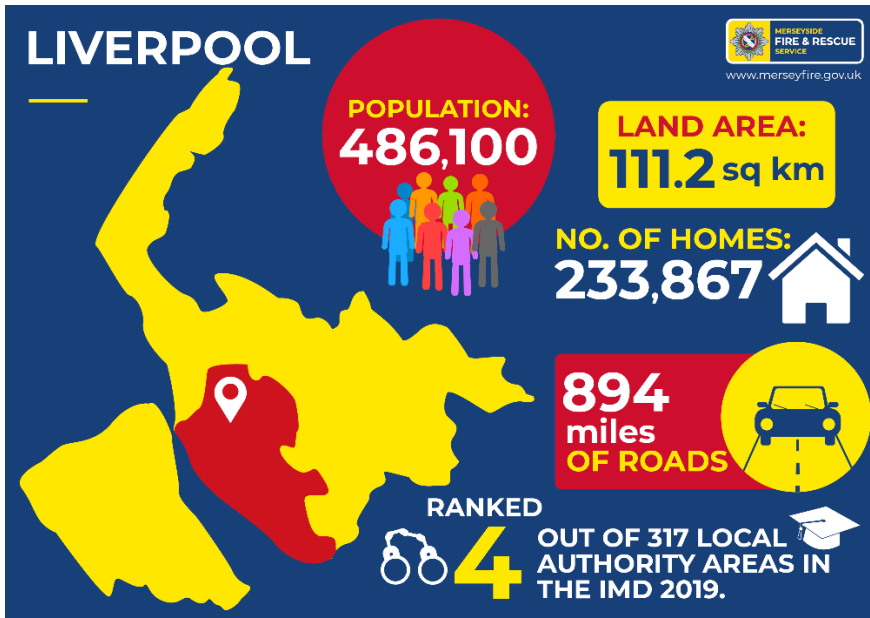
Merseyside is one of the most deprived areas in England, with Knowsley being the third most deprived local authority in England and Liverpool being fourth. There are better off areas, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social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



Merseyside Fire & Rescue Service Station Locations

Author: Business Intelligence, Strategy & Performance Date: February 2023 Produced Using MapInfo
Map Reference:
© Crown copyright and database rights 2023 Ordnance Survey 100026956





ST HELENS



POPULATION:
183,200



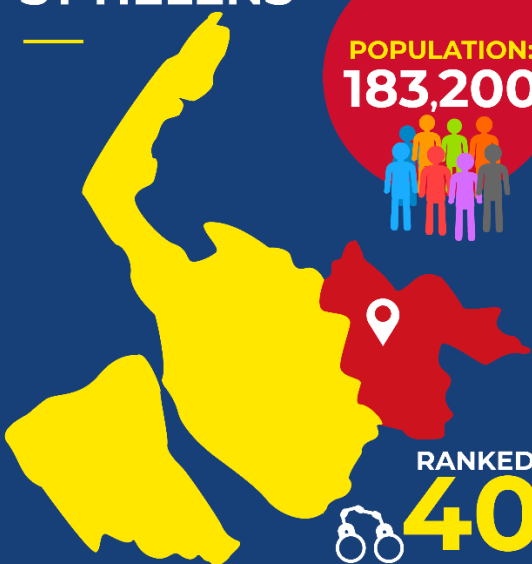
LAND AREA:
133.7sq km

NO. OF HOMES:
84,747 

462
miles
OF ROADS



RANKED **40** OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019. 



KNOWSLEY



POPULATION:
154,500



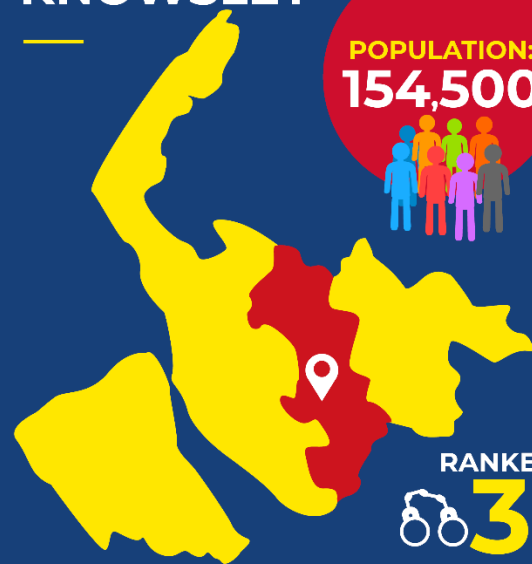
LAND AREA:
86.5sq km

NO. OF HOMES:
68,426 

374
miles
OF ROADS



RANKED **3** OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019. 



1.5 RISK, DEMAND AND VULNERABILITY

Preparing our Plans

This Service Delivery Plan includes details of how we will deliver our Integrated Risk Management Plan and other organisational objectives in 2023/24 and the performance indicators we will use to show whether what we have done has been a success.

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

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

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

Vulnerability – we use information that we and other organisations collect to identify the types of people who would be most likely to have a fire or other emergency and who would be most likely to suffer harm. This could be because of personal characteristics such as age or illness, or something that might be related to where people live, work or visit such as high levels of deprivation. For example, we use this information to provide services, on our own and with others, to prevent and respond to fires and other emergencies.

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

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

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

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

Risks in Merseyside

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

[Merseyside Prepared](#)

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

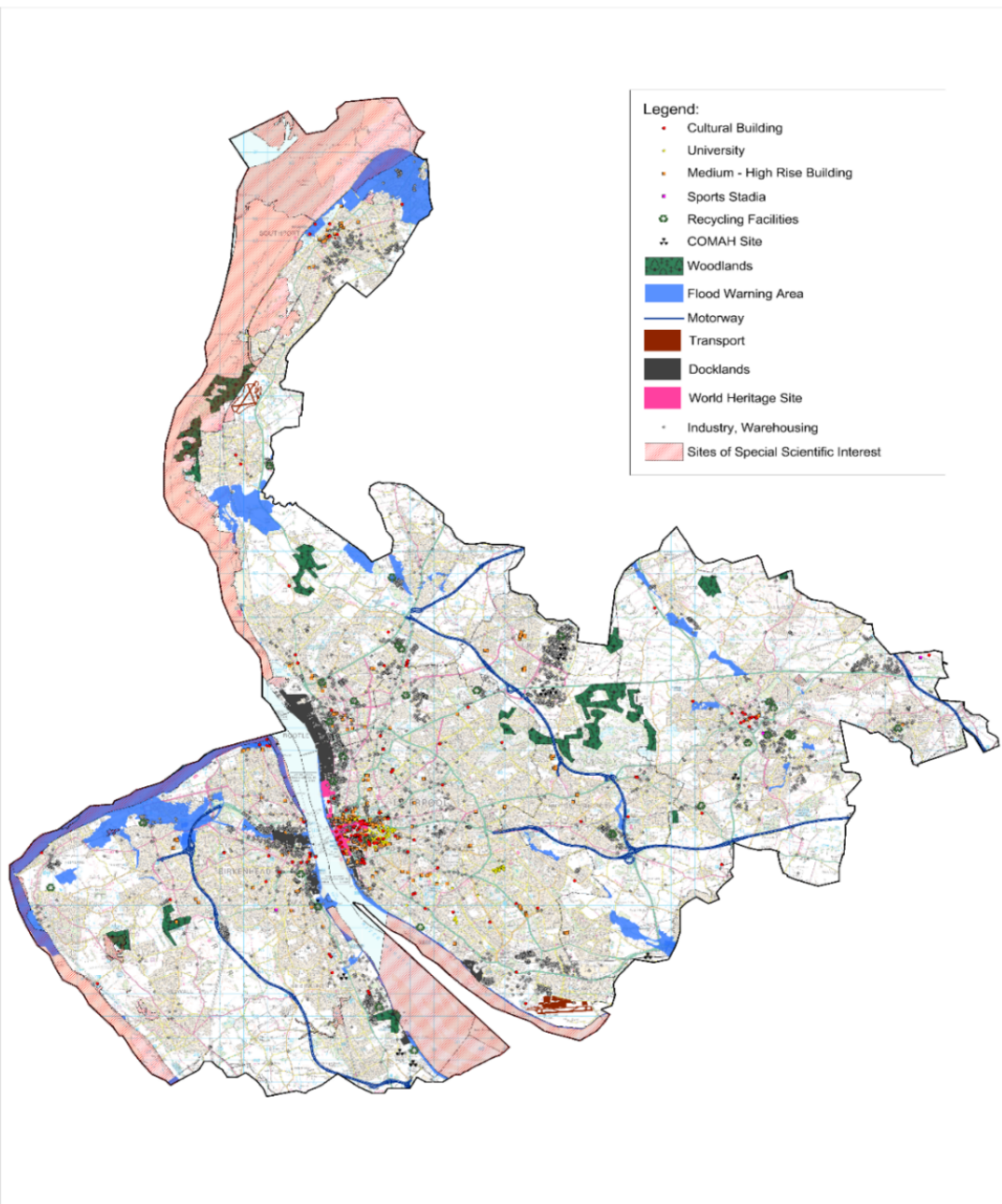
- Terrorist Related Incidents
- Marine Incidents
- Wildfire
- Flooding
- Fires in large buildings (High Rise)
- Fires at recycling and waste processing plants

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

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

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

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



Map Identifying Potential Risks in Merseyside



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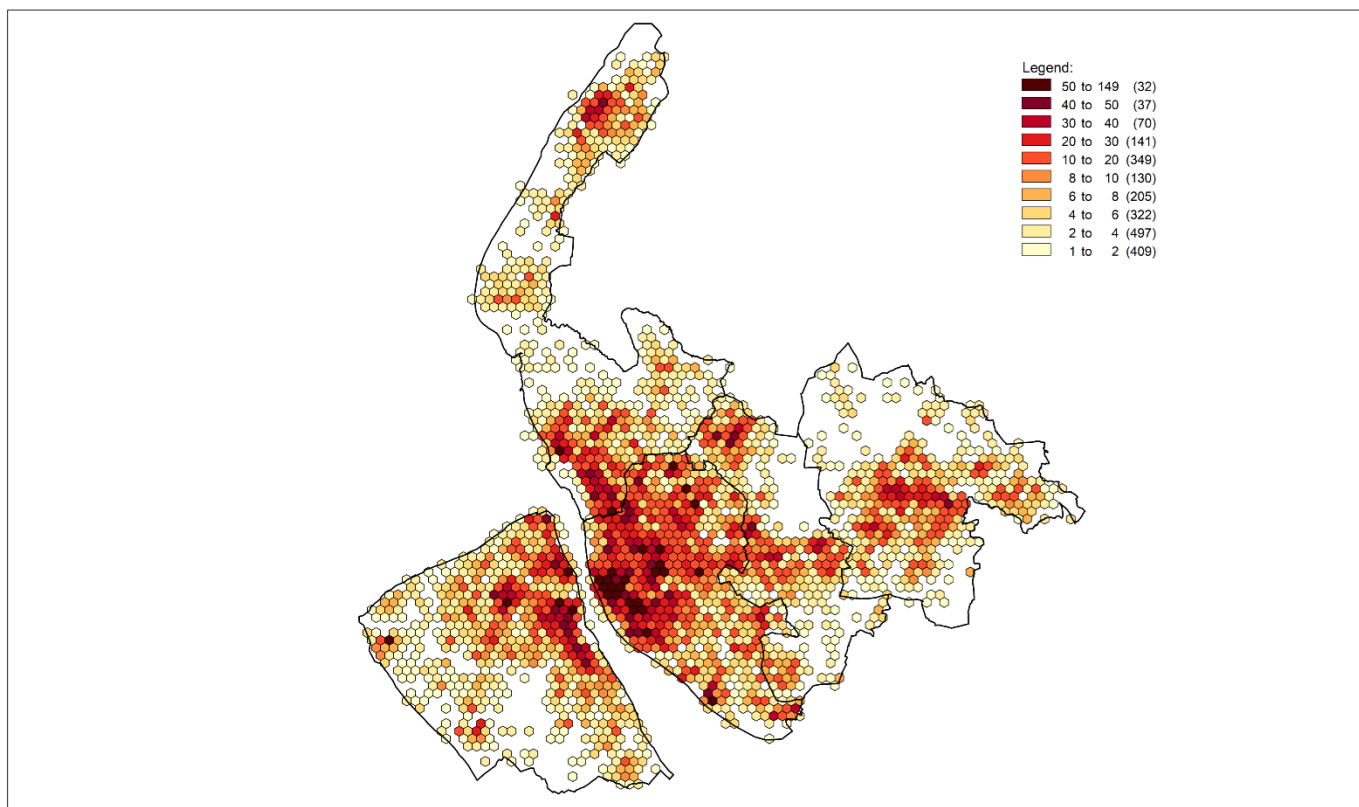
There are areas on this map that are important to the infrastructure of Merseyside supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they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

To ensure we can respond appropriately to these risks we will have operational plans for these places, ensuring we have the right people, with the right equipment in the right place at the right time.

Demand for our services

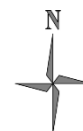
Knowing where emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people.

The map below shows all incidents in 2022 and it shows that incidents aren't evenly spread across Merseyside:



Density of All Incidents Attended During 2022

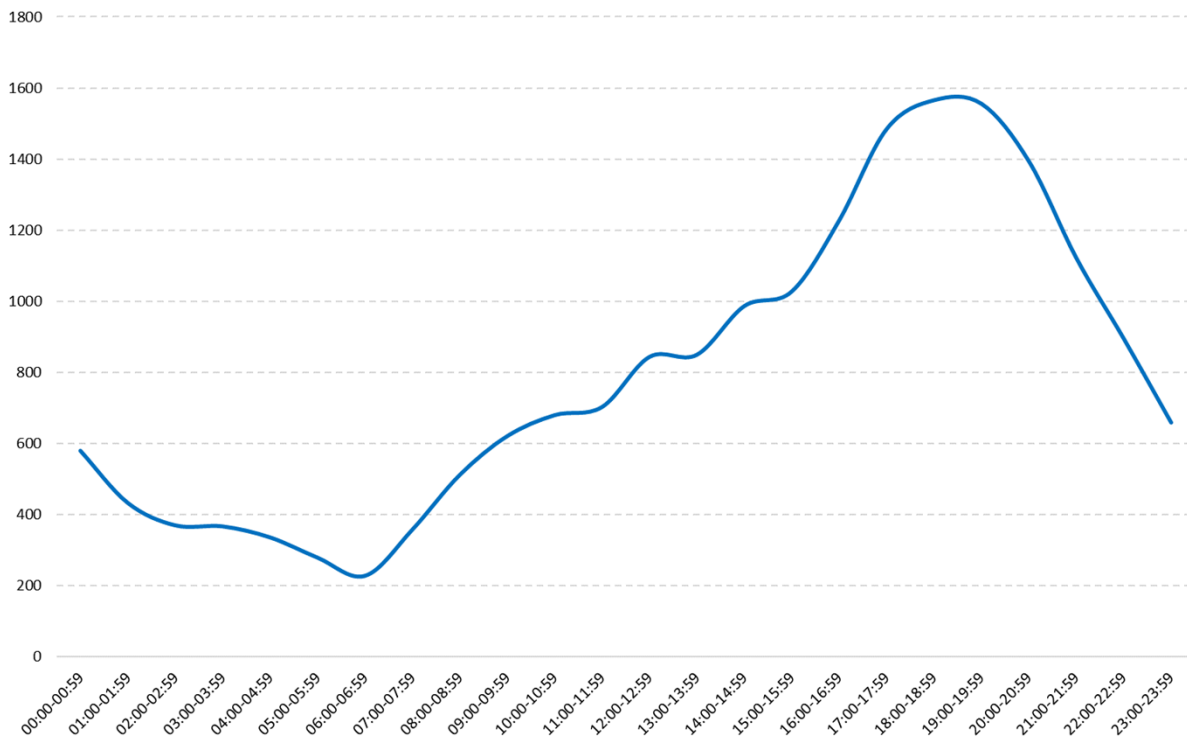
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We also know that demand fluctuates between the day and night; crews are twice as busy during the day than at night. Using this knowledge, we make sure we have our fire engines, in the right place at the right time to respond.

All Incidents 2022 (Calendar Year)	Day	Night	Total
Count	12490	6567	19057
Proportion	65.5%	34.5%	100.0%

All incidents attended by Hour 2022

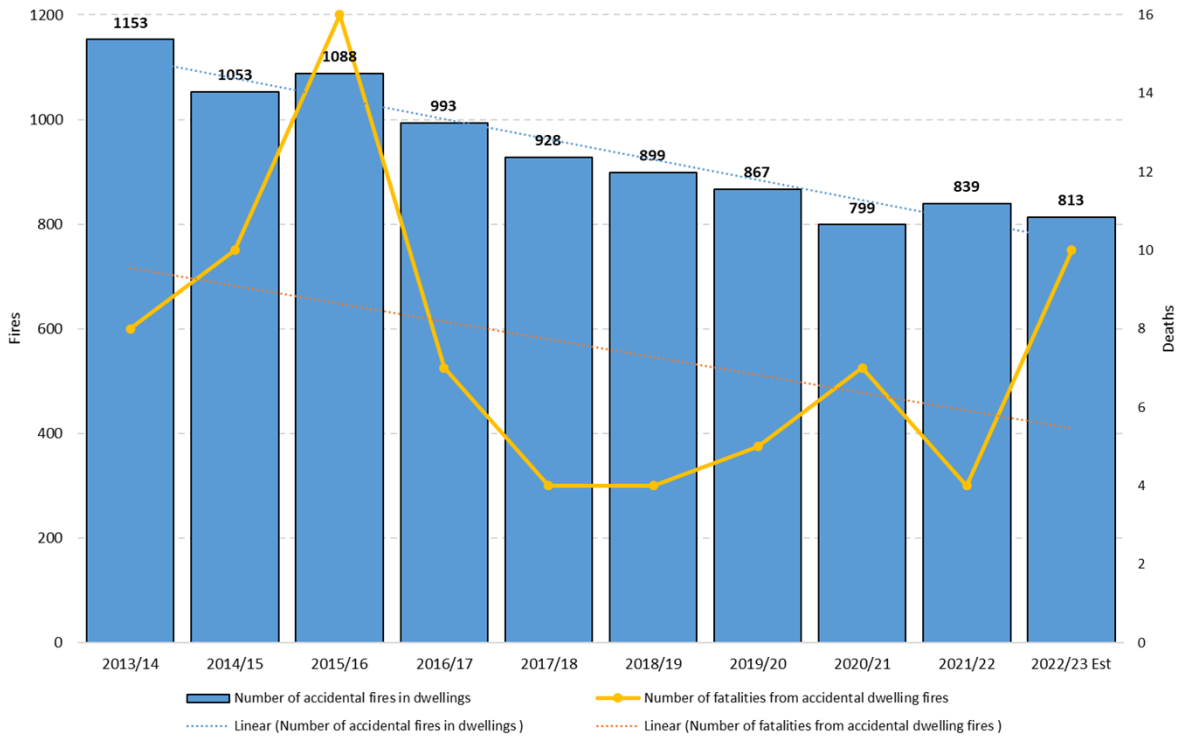


Vulnerability in Merseyside

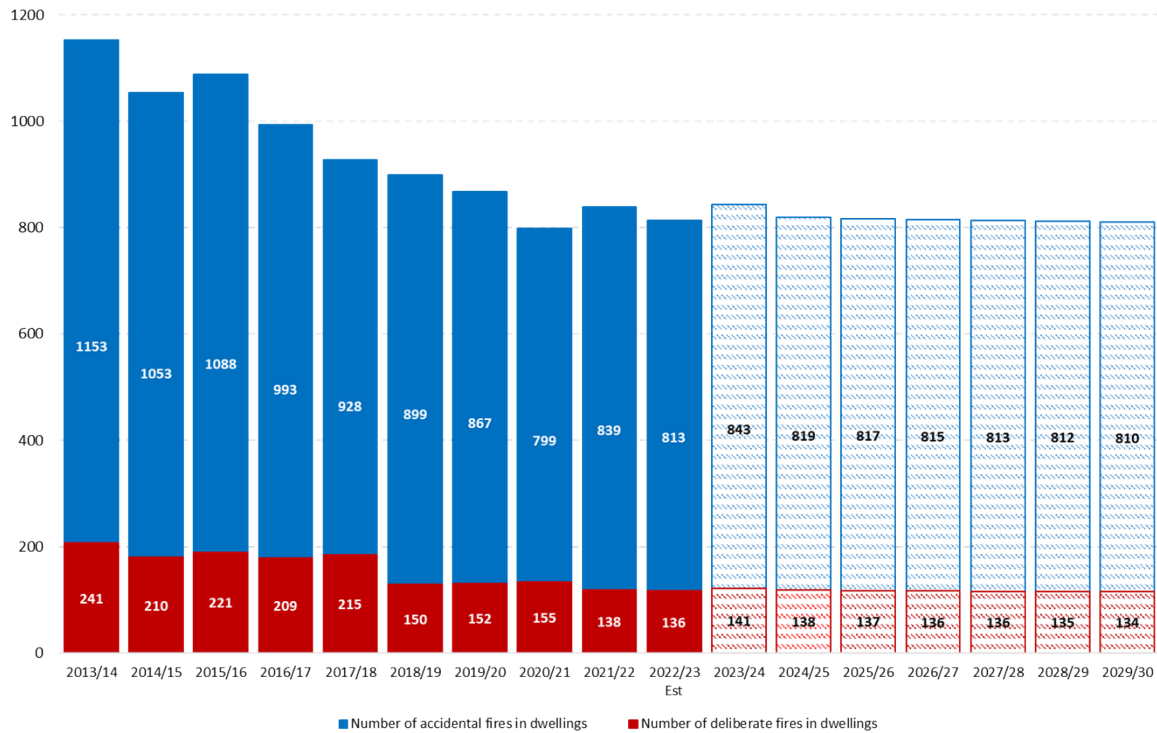
We also need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. We receive information about people aged over 65 from the NHS that we use to target our prevention services at this most vulnerable group of people and we work with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

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

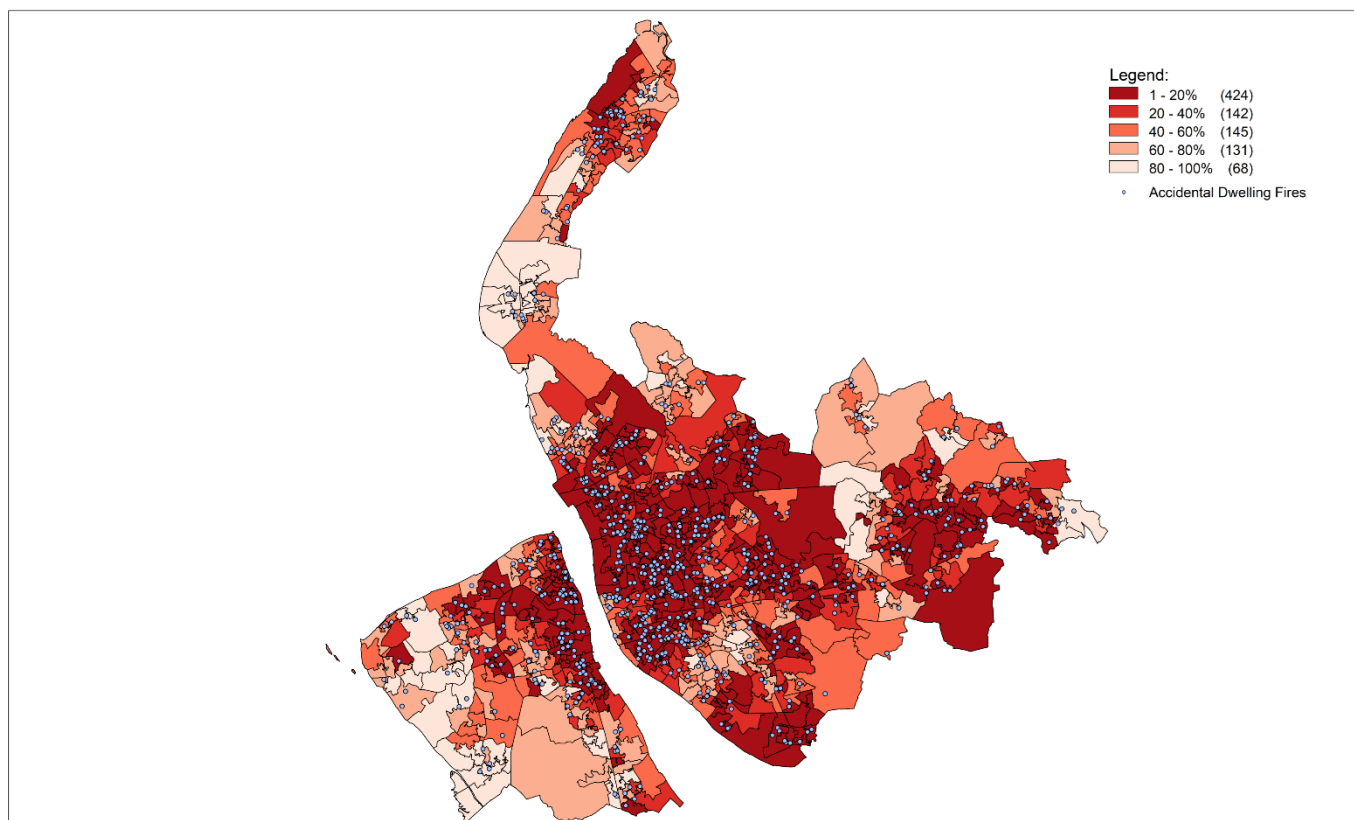
Accidental Dwelling Fires and Fatalities 10 Year Period



Dwelling Fires Actual and Projected



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



Accidental Dwelling Fires attended during 2022 in Relation to Deprivation (IMD 2019)

Author: Business Intelligence, Strategy & Performance Date: February 2023 Produced Using MapInfo
Map Reference:



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

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

Details of these objectives are contained in Sections 5 and 6.

Our priorities support collaboration with partner agencies and we work together to make our communities safer and more resilient.

2.1 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY

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

Merseyside Fire & Rescue Authority provides the highest level of response to fires and other emergencies, as well as offering a range of services to reduce and respond to risk in our communities. For several years we had to deal with significant budget cuts, but more recently we have been able to increase our fire engines and firefighters by using the money we have differently. In our 2021-2024 IRMP we are taking action to meet some emerging risks with an innovative way of crewing appliances to continue increasing front line services; details can be found in the IRMP section.

Our IRMP and Service Delivery Plan set out how we will tackle the risks to our communities.

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

Operational Preparedness

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

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

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

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

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

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

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

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

Operational Response

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

Our 23 fire stations (22 Fire Stations and the Marine Rescue Unit) are strategically placed across Merseyside and the stations are staffed using a variety of shift patterns (working arrangements) to make sure we can provide an efficient and effective response to any incident. The shift patterns range from Wholetime, Low Level Activity and Risk (LLAR), Day Crewing Whole Time Retained (DCWTR) and Hybrid. More information about the different working arrangements we operate and how we Respond to Emergency Incidents is detailed below.

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

Each fire station is staffed by professional firefighters, trained to the highest standards in dealing with incidents, providing community fire safety advice and equipment, inspecting water supplies gathering risk information and much more. Firefighters complete a 16-week initial training course and then continually train, refresh and update skills throughout their career.

Fire Control are responsible for receiving 999 and other emergency calls and sending the right fire engines and officers to emergency incidents. Fire Control staff know where all fire engines, officers and specialist appliances are across Merseyside and whether they are available to attend an emergency. Our Fire Control also co-ordinates National Resilience assets for the whole of the UK.

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

The Operational Assurance Team (OAT), along with a cohort of Operational Assurance Station Managers, are responsible for the monitoring of how we respond to incidents, how we follow agreed procedures and how we consider the health and safety of all our staff when responding to or dealing with fires and other emergencies. The team also looks at how we can continually learn and improve from incidents attended and training events. They will recommend training, equipment or changes that are needed to improve how we work and protect the safety of our staff and communities.

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

- **Wholetime** – crewed 24 hours a day, 7 days a week
- **LLAR (Low Level Activity and Risk)** – firefighters are available 1000-2200hrs on station, then available from accommodation on or near the station during the night
- **DCWTR (Day Crewing Whole Time Retained)** – firefighters are available 12hrs a day on station followed by 12hrs on a 30 minute recall to provide resilience on stations during busy periods

- **Hybrid** - during the day, 2 fire engines are available on station with a 3rd available on a 30 minute recall to duty (retained element) and at night 1 fire engine will be available on station with 2 available on a 30 minute recall (retained element) for resilience. This innovative system allows a flexible working approach for the staff that work within the system and allows the Fire and Rescue Authority to have more resources to call upon when needed at busy times or when we are dealing with a major incident.

Lead Authority for National Resilience

In 2002/3 the Government implemented the New Dimension project to strengthen the capability of the FRS response to such incidents. The project was first governed by the Office of the Deputy Prime Minister (OPDM) before moving to the Department for Communities and Local Government (DCLG) until July 2016, when governance moved to the Home Office. The Home Office devolved the responsibility for the coordination and management of National Resilience to a Fire and Rescue Lead Authority Model. Merseyside Fire and Rescue Service has been the lead authority since that time and the Deputy Chief Fire Officer (DCFO) is the National Fire Chief's Council (NFCC) National Resilience Strategic lead. Merseyside Fire and Rescue Authority (MFRA) as the Lead Authority assumed, on behalf of the Home Office, sector responsibility for Fire and Rescue Services' National Resilience Assurance, the management and coordination of the delivery of NR skills acquisition training, the management of the NR Long Term Capability Management (LTCM) contract and the coordination of National Resilience Assets via National Resilience Fire Control (NRFC).

The following specialist capabilities are dispersed nationally based on the a National Security Risk Assessment (NSRA) and are overseen by a dedicated group of officers from several fire and rescue services, collectively referred to as the National Resilience Assurance Team (NRAT):

- Enhanced Logistics Support (ELS).
- Chemical, Biological, Radiation and Nuclear (CBRN(e)).
- Flood Response.
- High Volume Pump (HVP).
- Urban Search and Rescue (USAR).
- Marauding Terrorist Attack Specialist Response (MTA).

Prevention

Some of the most important services that we provide are those which help prevent fires in people's homes. These services are delivered under our Prevention directorate and delivered using different plans. Firstly, our Home Safety Plan, which includes our "Home Fire Safety Check". Each year our fire crews carry out approximately 50,000 of these checks in people's homes and we also provide around 10,000 "Safe and Well Visits", which are carried out by our High Risk Prevention Advocates. The Safe and Well Check focuses primarily on fire but also considers key aspects of health and in most cases connects people with partner agencies so that they can access support.

We also have a Community Safety plan which details how we aim to reduce arson and deliberate fires, improve road and water safety and sets out how we work with our young people, which discharges our responsibility against the Serious Violence Duty placed on us by the [Serious Violence Duty - GOV.UK \(www.gov.uk\)](http://www.gov.uk). We work pan-Merseyside, mainly in the most challenging places and often with the most vulnerable people.

During the period of this Service Delivery Plan, we will be completing the introduction of a new Management Information System and mobile technology that is helping us manage the delivery of our services with agility, making us more effective and efficient at finding those most at risk from fire.

Our strategy and the associated plans, enable us to set clear expectations and outcomes for each Prevention activity. Plans are based on a range of information of local, regional and national data sources and we use a targeted risk based approach that prioritises people and communities that are most vulnerable. We consult with relevant partners to ensure that our services are connected to what our local councils, other partner organisations and other fire and rescue services are planning. This assures us that we contribute to campaigns and make the best use of our staff and resources to improve people's lives in a broader, community context.

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

Protection (Legislative Fire Safety)

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

We have used local and national information to help us identify over 65,000 premises in Merseyside that need to comply with the Fire Safety Order. Over the life of our IRMP our highly skilled and competent Fire Safety regulators will visit premises identified as very high and high risk, including all of the High-Rise-Residential (HRR) buildings in Merseyside. Our operational firefighters will visit low to medium risk premises identified within the station planning process.

During the period of the last Service Delivery Plan we introduced a new Management Information System and mobile technology enhancing the efficiency and effectiveness when we come to audit, record and manage our risk based inspection programme.

We are also responsible for enforcing legislation associated with the safe storage of explosives and petroleum. During the lifespan of our IRMP, our Fire Safety regulators will visit every registered Petroleum storage site in Merseyside as well as monitoring and assessing all applications for new explosive storage licences. We have enhanced our procedures that enable members of the public and our own personnel to submit fire safety concerns, in doing so, ensuring such matters are appropriately actioned and addressed.

Our Fire Engineering team work with local councils to ensure that buildings and the people who use them are protected from the effects of fire. The team consists of a Fire Engineering manager and fire safety inspectors with additional skills in fire engineering design. Collectively they respond to over 1000 consultations per year within the specified period of 15 days.

Following the Grenfell Tower fire June 14th, 2017, we committed to inspect all High Rise Residential buildings during the first 12 months of our IRMP and to work with building owners to assess external wall systems and to take action to make unsuitable cladding safer. As part of the Building Risk Review (BRR) project, we inspected all high rise premises in Merseyside that were known to us. As a direct result of our stakeholder collaborations, we identified additional premises that fell within the scope of the project, resulting in a total of 276 high premises being inspected.

We have begun preparations to commence work with the Health and Safety Executive's new Building Safety Regulator, including the recruitment of a fire engineer and additional regulators. We have addressed all of the recommendations contained in the Grenfell Tower Inquiry Phase 1 report, including the implementation of enhanced procedures and equipment to supplement our operational response to high rise incidents. Moreover, we have fully embedded all of the criteria contained in the new Protection Fire Standard. As part of our plan for 2023/24, we will address any relevant recommendations contained within the impending Grenfell Tower Phase 2 report.

We will continue to use additional government grant funding to supplement and enhance our Protection resources, including the recruitment of additional personnel, adoption of training and associated staff development and the provision of specialist equipment for our regulators and operational personnel.

As part of our medium to longer term strategic vision, we have produced a plan that will align to current and future risk management plans and the Authority's medium term financial plan. In doing so, we seek to be proactive in how as a team we engage with our communities both business and residential.

Our People

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 will develop and value all our employees, respecting diversity, promoting opportunity and equality for all to ensure that we continue to recruit, train, develop and empower all our staff to deliver our services making the best use of their capabilities and professionalism. We take a positive action approach to recruitment and promotion that means we encourage applications from people who might not usually think of coming to work for Merseyside Fire & Rescue Service. We want our people to be reflective of our community, and work with community groups, schools and colleges to explain how working with us is such a rewarding career. Most people will see our Fire fighters and Prevention and Protection staff out in our communities. We also have our Fire Control centre which is the first point of contact for anyone who needs us in an emergency. A number of supporting roles are in place working behind the scenes to make sure the Service runs efficiently, and that front-line staff are able to carry out their work effectively. These departments include direct support for our emergency response staff, Finance, Legal Services and Human Resources departments and Estates Management, communications, vehicle management and ICT and information management services. Over recent years we have introduced a range of different and flexible ways of working for our staff.

Our People Plan 2021-24 is one of our three key strategic organisational plans, alongside our Integrated Risk Management Plan and Medium Term Financial Plan.

3.1 FINANCE

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

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

Principle 1

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

Principle 2

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

Principle 3

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

Principle 4

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

Principle 5

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

3.2 THE AUTHORITY'S BUDGET

Merseyside Fire and Rescue Authority (the Authority) must ensure it has the resources to meet the demands placed on its services and set a budget in response to emergent and foreseeable risk from fire and other emergencies, particularly the Service's ability to respond to large and/or protracted incidents, as well as the need to enhance protection functions in the light of the Grenfell Tower fire, the Manchester terror attack and other major incidents. The Authority has an excellent record for dealing with any financial challenge it faces and for many years now it has maintained a comprehensive five-year Medium Term Financial Plan (MTFP) and capital programme.

The Authority suffered a 50% real terms cut in Government funding between 2010/11 and 2019/20, that resulted in unavoidable reductions in the front line operational services over this period. However, the Authority secured significant re-investment back into the organisation in recent years, particularly in frontline response and protection services. In 2019/2020 – 2022/2023 the Authority reversed some of the cuts in Operational Response and Protection services. The Authority:-

- Increased the firefighter numbers on Merseyside by an additional 22 posts, to 642,
- Increased the number of retained (on call) contract holders,
- Introduced new duty systems which avoided the proposed closure of Liverpool City and Wallasey overnight
- Increased fire engine/appliance availability from 26 to 31,
- Introduced a new fire engineer post to work with partners ensuring the safety of residents in high-rise buildings.
- Introduced specialist teams to deal with all foreseeable risk,
- Increased investment in specialist appliances and other operational equipment,
- Approved a new £39m Training and Development Academy and Hybrid Station with rescue capability.

The 2023/2024 Budget continues to build on that foundation with further investment in the frontline being proposed, leading to;

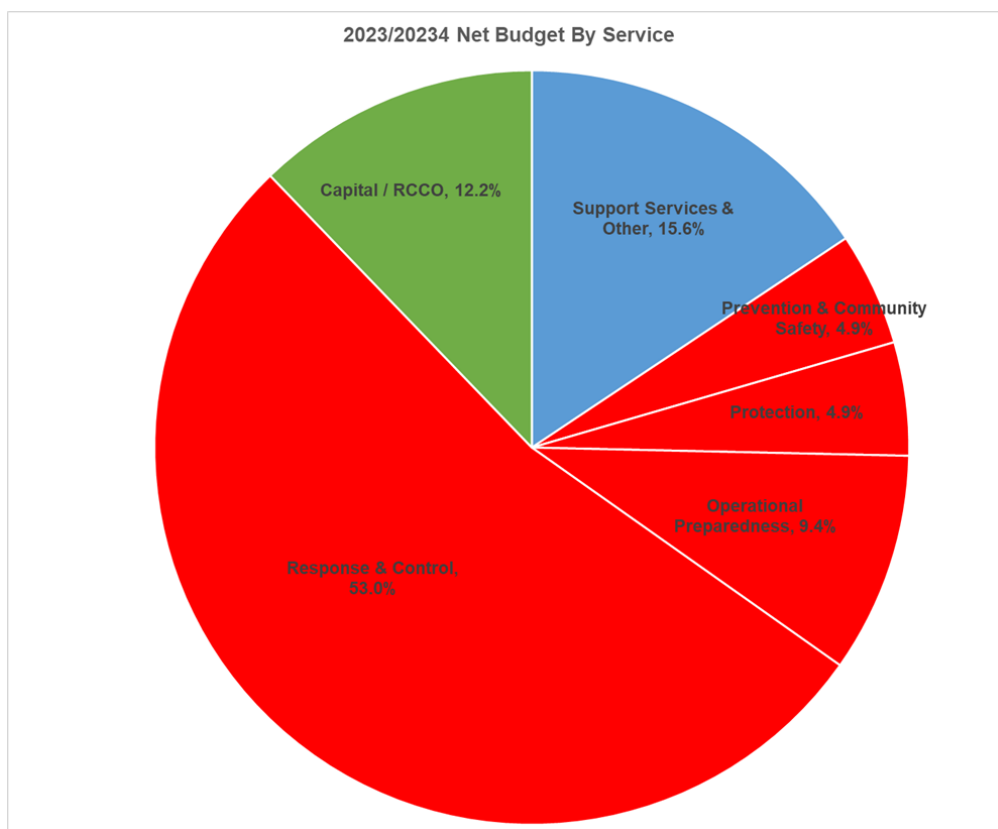
- An increase in supervisory management provision through the creation of a further 20 new Crew Manager roles,
- An improvement in the firefighter training resources at the TDA,
- The number of retained contracts being established to underpin the Hybrid/DCWTR Duty system (reflecting the IRMP 2021/24 goal of having 32 fire engines available),
- Despite the financial challenge to fund the increased 2022/2023 firefighter pay award of 7%, the Authority through prudent financial management will maintain the operational establishment at 642 FTE.
- The increase in Control staff into the permanent establishment, 32 to 35 posts (including the Station Manager post),
- A specific allocation of budget to deal with the risks posed by alternative fuels (Lithium Batteries) and the risks posed by contaminants to firefighters.

The 2023/2024 MTFP covers a five-year period, 2023/2024 – 2027/2028, and takes into account the Government's 2023/2024 financial settlement and delivers a balanced financial position in 2023/2024. A potential financial challenge from 2024/2025 has been identified but

due to significant uncertainty over future Government support and future costs (particularly pay awards), this challenge has been noted at this time.

If any organisation wants to be successful, its budget setting and medium term financial plan must allocate resources to support its key strategic aims and priorities. The Integrated Risk Management Plan (IRMP) is the key driver in the allocation of the Authority's resources in response to the risks facing Merseyside. The IRMP states the main strategic themes that the Authority is progressing and its plans for the future. The MTFP prioritises the allocation of resources to deliver the IRMP, the Authority's vision and its corporate priorities.

The pie chart below outlines that most of the planned budget spend, 53.0%, goes on emergency and specialist response. In addition, 9.4% goes on Operational Preparedness and 9.8% on Protection, Prevention & Community Safety. Therefore 72.2% of expenditure is on the "front line" services. The 12.2% on capital costs relates mostly to previous investment in front line assets, fire stations, vehicles and equipment. The remaining 15.6% is on support and operational enabling services.



4.1 PERFORMANCE INDICATORS

Performance indicators measure areas of performance that are important to us and they help us understand how well we are serving our communities. They help managers to manage and react to changing situations to ensure we are achieving our objectives. Targets are set at the beginning of the year using, where possible, five years' historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

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

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

Reporting of performance against KPIs is presented at Authority meetings using a traffic light system to update Authority members on the performance against targets set for the year. These reports focus on KPIs but also illustrate performance from related Tier 1 and 2 indicators. Other performance data can be requested by members of the public by emailing foiteam@merseyfire.gov.uk

For 2023/24, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks, Simple Operational Fire Safety Audits and Site Specific Risk Risk Information (SSRI) visits completed and achieving the targets will be managed locally on station on an annual basis.

Estimated performance for 2022/23 is detailed below; actual performance will be updated in June. Where there is no target the status is shown as 'Quality Assurance'. These are Performance Indicators where we either do not want to reduce numbers, or are unable to influence this incident type, such as some types of Special Service calls. Many are related to assisting partner agencies such as the Police and the Ambulance Service, particularly related to providing assistance and helping them enter buildings. Incident types we can influence such as road traffic collisions and water rescue incidents exist as separate indicators. Performance Indicators have been recorded in themed groups for reporting to the Authority.

4.2 Estimated PERFORMANCE FOR 2022/23

	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2021/22	Target 2022/23	Estimated Performance 2022/23	Status
TO00	Total number of emergency calls received	22693	<i>Quality Assurance</i>	26217	Quality Assurance
TC01	Total number of incidents attended	18283	18278	19270	Target Missed
TC02	Total number of fires in Merseyside	6904	7034	7403	Target missed
TC03	Total number of primary fires attended	1984	2037	1896	On target
QTC04	Total number of secondary fires attended	4920	4997	5495	Target missed
TC05**	Total number of special services attended	5345	<i>Quality Assurance</i>	5545	Quality Assurance
TC06	Total number of false alarms attended	6034	5993	6322	Target missed
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	95.4%	90.0%	93.5%	On target
TD09	The % of available shifts lost to sickness absence, all personnel	5.40%	4.00%	5.1%	Target missed
TE10	Total carbon output of all MFRS buildings	55.6	65.0	52.4	On target
FIRES IN THE HOME					
DC11	Number of accidental dwelling fires	839	850	813	On target
DC12	Number of deaths in accidental dwelling fires	4	8	10	Target missed
DC13	Number of injuries in accidental dwelling fires attended	61	90	54	On target
DC14	Number of deliberate dwelling fires in occupied properties	120	129	121	On target
DC15	Number of deliberate dwelling fires in unoccupied properties	18	19	15	On target
DC16	Number of deaths in deliberate dwelling fires	0	1	0	On target
DC17	Number of injuries in deliberate dwelling fires	9	13	9	On target

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

* To respond to life risk incidents within 10 minutes on 90% of occasions. Our attendance standard is measured from the time the fire appliance is alerted to an incident to the point that it books in attendance.

** Some Special Service attended generate income such as lift rescue and effecting entry. This indicator includes a wide range of different incident types including road traffic collision, water rescue, flooding, animal rescue, assisting the police, rescues from height etc. We are not always in a position to influence a reduction in some of these incident types and this is reflected in our targets where we will class some Special Services as 'Quality Assurance' and not set a target unless we are in a position to influence reductions in incident types.

KEY PERFORMANCE INDICATORS		Performance 2021/22	Target 2022/23	Estimated Performance 2022/23	Status
FIRE IN NON DOMESTIC PROPERTIES					
NC11	Number of deliberate fires in non-domestic premises	51	64	73	Target missed
NC12	Number of accidental fires in non-domestic premises	150	168	127	On target
SMALL AND ANTI SOCIAL BEHAVIOUR FIRES					
AC11	Number of deliberate vehicle fires attended	402	419	288	On target
AC12	Number of accidental vehicle fires attended	207	193	216	Target Missed
AC13	Number of deliberate anti-social behaviour fires (small)	3363	3293	3448	Target Missed
AC14	Number of accidental small fires attended	1557	1704	2045	Target Missed
AC15	Number of 'other' primary fires attended	197	195	234	Target Missed
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	830	Quality Assurance	847	Quality Assurance
RC12	Number of injuries in road traffic collisions attended	284	Quality Assurance	297	Quality Assurance
RC13	Number of fatalities in road traffic collisions attended	17	Quality Assurance	7	Quality Assurance
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside <i>Based on Partnership RTC data</i>	477	Quality Assurance	432	Quality Assurance
RC15	New: Number of KSI's affecting 16-24 age group - <i>Based on Partnership RTC data</i>	85	110	86	On target
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	550	586	447	On target
FC12	The number of false alarm calls due to smoke alarm actuation in Domestic properties	2963	2974	3204	Missed target
FC13	Total number of false alarms attended discounting False Alarm Good Intent	3700	Quality Assurance	3782	Quality Assurance
FC22	Number of Malicious False Alarms attended	187	201	144	On target
FC23	Number of False Alarm Good Intent attended	2334	Quality Assurance	2539	Quality Assurance
STAFF SICKNESS & INJURIES					
WD11	% of available shifts lost to sickness absence per wholetime equivalent Grey book (operational) personnel	5.70%	4%	Greater than 4%	Target missed
WD12	% of available shifts lost to sickness absence per wholetime equivalent Green and Red book (non uniformed) personnel	5.40%	4%	Greater than 4%	Target missed
WR13	Total number of operational staff injuries	36	47	35	On target

	Target achieved
	Within 10% of achieving the target
	10% worse than the target

Comments on Performance Indicators that have achieved their target

TC03 Total number of primary fires

The number of primary fires (1896) attended during 2023/24 is less than in 2021/22 (1984) but is 141 under the annual target (2037). 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

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

Fire crews continue to achieve our Attendance Standard, which is to respond to life risk incidents within 10 minutes on 90% of occasions. They achieved this on 93.4% of occasions.

DC11 Number of accidental dwelling fires

Performance for 2023/24 (813) shows an decrease in accidental dwelling fires when compared to 2021/22 (839). This performance reflects the continued success of our Home Safety and Arson Reduction Strategies. We continue to carry out home visits for people at a higher risk from fire and carry out home safety campaigns to reassure people after serious fires.

AC11 Number of deliberate vehicle fires attended

The number of deliberate vehicle fires has fallen significantly during 2022/23 with 288 incidents attended against 402 during 2021/22. Working closely with Merseyside Police to reduce criminality involving vehicle fires over recent years has been successful.

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

TC02 Total number of fires attended

Total fires attended during 22/23 (7403) are greater than in 2021/22 (6904). This is not attributable to any one incident type. A peak in incidents during very hot weather in the Summer of 2022 caused increases in calls and incidents in July and August. The number of fires attended during October (5083) and November (5535) predictably increased during the bonfire period but this indicator remains within 10% of the cumulative target 7034. This was the quietest Bonfire period on record for MFRS.

Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service

FC23 Number of False Alarm Good Intent attended

There has been an increase of 205 false alarm good intent calls attended in 2022/23 (2539) when compared to 2021/22 (2334). This indicator does not have a target as we do not want to discourage the public from ringing if they hear a smoke detector or reporting controlled burning in gardens as fires. We communicate regularly with the public to advise them of the risks associated with garden fires and barbecues and we will continue to do that, particularly through the spring and summer.

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

At time of writing (February 2023) sickness absence is 5.14%, this exceeds the target of 4%. We included Covid absence as sickness up to Dec 2022 to prevent a spread amongst the workforce that could have affected appliance availability. If that absence is removed the cumulative sickness percentage would be 4.24%

4.3 KEY PERFORMANCE INDICATORS for 2022/23

KPI Ref	Narrative	Proposed Target 2023/24
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	<i>Quality Assurance</i>
TC01	Total number of incidents attended	19114
TC02	Total number of fires in Merseyside	7168
TC03	Total number of primary fires attended	1982
TC04	Total number of secondary fires attended	5186
TC05	Total special service calls attended	<i>Quality Assurance</i>
TC06	Total number of false alarms attended	6155
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes	90%
TD09	% of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	65
Fires in the Home		
DC11	Number of accidental dwelling fires	834
DC12	Number of fatalities from accidental dwelling fires	8
DC13	Number of injuries from accidental dwelling fires attended	90
DC14	Number of deliberate dwelling fires in occupied properties	125
DC15	Number of deliberate dwelling fires in unoccupied properties	16
DC16	Number of deaths occurring in deliberate dwelling fires	1
DC17	Number of Injuries occurring in deliberate dwelling fires	13
Fires in Non Domestic Properties		
NC11	Number of deliberate fires in non- domestic premises	62
NC12	Number of accidental fires in non-domestic premises	142

KPI Ref	Narrative	Proposed Target 2022/23
Small and Anti-Social Behaviour Fires		
AC11	Number of deliberate vehicle fires in Merseyside	393
AC12	Number of accidental vehicle fires attended	202
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	3307
AC14	Number of accidental small fires attended	1879
AC15	Number of "Other" primary fires attended	208
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTCs) attended – <i>Based on MFRS attendance data</i>	<i>Quality Assurance</i>
RC12	Number of injuries in RTCs attended - <i>Based on MFRS attendance data</i>	
RC13	Number of fatalities in RTCs attended - <i>Based on MFRS attendance data</i>	
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside <i>Based on Partnership RTC data</i>	
RC15	New: Number of KSI's affecting 16-24 age group <i>Based on Partnership RTC data</i>	110
False Alarms		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in Non-Domestic property	486
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in Domestic properties	3150
FC13	The number of false alarm calls attended, discounting false alarm good intent.	<i>Quality Assurance</i>
Staff Injuries and Sickness		
WD11	% of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	4%
WD12	% of available shifts lost to sickness absence per wholetime equivalent GREEN and RED book (non uniformed) personnel	4%
WR13	Total number of operational staff injuries – on duty	51

5.1 INTEGRATED RISK MANAGEMENT PLAN 2021-24

Our Integrated Risk Management Plan (IRMP) sets out how we will balance the risks and needs of our communities against our duties as a Fire and Rescue Authority, the resources we have available and the specific risks, demands and vulnerability of Merseyside.

Our IRMP 2021-24 was published on 3rd July 2021 and can be found [here](#). Progress against our actions for 2021 onwards are reported to the Fire Authority quarterly and updates for the the latest reporting period (October to December 2022) are included below.

Our Integrated Risk Management Plan 2021-24 proposals:

Emergency Response

Fire engines and firefighters

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

- A Hybrid duty system has been introduced at Kirkdale fire station
Update: the station move is complete; the station went live at 1030hrs on 1st December 2021.
- We are working towards combining the stations at Aintree and Croxteth fire stations to create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree
Update: Significant water on the site has delayed progress on groundwork; however, the groundworks are still progressing well and foundations are due to be laid and steelwork due to commence in March 2023. Significant design work has been agreed with further detail required on realistic fire training scenarios.

Confirmation received from NWS that the HART element of Croxteth will not combine at the new site. A completion date of 29/04/24 is currently forecast.

- Duty systems at Liverpool City and Kensington fire stations have been combined to create a Dual Station Hybrid – including a Specialist Command and Control function
Update: All moves of specialist units have been completed. All moves happened on the 1st December 2021. Following consultation with staff the dual hybrid will no longer progress specialist command and control skills will be in place across both locations.
- Stinger/Scorpion fire engine has been introduced at St Helens to replace the complementary crewed Combined Platform Ladder. This type of appliance would allow us to fight all normal fire types, but it can be used as a water tower and also has a lance attached that can be used on roof spaces or light industrial buildings.
Update: This action was closed at the end of Year 1.

Our aerial appliances are now based at:

- Liverpool City (45m Combined Platform Ladder (CPL)) – crewed 24/7
Update: This action is complete and closed at the end of Year 1.
- Southport (34m Combined Platform Ladder) – complementary crewed – it will respond with the fire engine and crew who will operate the appliance
Update: this appliance is in place and operational.
- St Helens (Stinger/Scorpion) – crewed 24/7 or using retained contracts
Update: High Reach Extensible Turret (HRET) Report approved at SLT 22nd November 2022 and by Fire Authority on 15th December 2022. Contract awarded. Delivery will be dependent on chassis availability so expected in financial year 2023/24.

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

IRMP 2017-20		IRMP Supplement 2019-21		IRMP 2021–24 Proposed Long Lane Site	
KPI	Performance (%)	KPI	Performance (%)	KPI	Performance (%)
Overall Performance	91.7%	Overall Performance	93.7%	Overall Performance	93.9%
Average Response Time	6m 7sec	Average Response Time	5m 52sec	Average Response Time	5m 50sec

Creating Specialist Capabilities

The work we have done to analyse the risks on Merseyside has helped us understand how moving our specialist appliances to new locations will provide better response to emergencies. The appliances are based in locations where there is more likelihood of a particular type of risk occurring and as well as the appliances being based at these locations, the firefighters working there will have extra training to give them a higher level of knowledge about these risks and how to deal with them.

We have worked to create specialist fire stations at:

- **Liverpool City** - Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (deployed within 30 minutes)
Update: Action completed in September 2021
- **Wallasey** – Marine and Ships Firefighting (Off Shore capability – Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (deployed within 30 minutes)
Update: All assets are now located at Wallasey and are available for mobilisation with retained crew. Action completed
- **St Helens** – Hazmat (Hazardous Materials)– Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)
Update: All appliances were in place by November 2021. Action completed.
- **Long Lane** – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis
Update: Significant water on the site has delayed progress on groundwork; however, the groundworks are still progressing well and foundations are due to be laid and steelwork due to commence in March 2023. Significant design work has been agreed with further detail required on realistic fire training scenarios.
- **Kirkdale** – Terrorist Response Specialist Capability (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis
Update: Action now complete
- **Belle Vale** – Water (High Volume Pump) including all LLAR stations – staffed on a whole time (permanent) basis
Update: Action now complete
- **Heswall** - Wildfire – All terrain vehicle – Complementary crewed
Update: the vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.
- **Formby** – Wildfire – All terrain vehicle – Complementary crewed
Update: the vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.

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

Update: Proposal for a possible plan is being taken to Culture and Inclusion Board on 6th March 2023 for agreement. This action will move to Year 3 2022/24.

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

Update: Work is ongoing to analyse data that will help us establish how we can assist NWAS.

Training & Development

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

We are in the process of:

- Building a £25m state of the art Training and Development Academy. This would see the combination of the fire stations at Aintree and Croxteth to create a superstation (Hybrid/Specialist Rescue station) along with the new Training and Development Academy to be built on land at Long Lane, Aintree.

We are looking into how a new Training and Development Academy could be used to provide training for other fire and rescue services to support our role as National Resilience Lead Authority and we are working to find funding to help with this.

- We used research and analysis to find the best location for a new Training and Development Academy and fire station, and the Long Lane site is the most suitable for us to maintain our level of emergency response for the Croxteth and Aintree areas.
Update: Significant water on the site has delayed progress on groundwork; however, the groundworks are still progressing well and foundations are due to be laid and steelwork due to commence in March 2023. Significant design work has been agreed with further detail required on realistic fire training scenarios. A completion date of 29/04/24 is currently forecast.

Prevention

We intend to continue with our successful approach of targeting our Home Fire Safety Checks and Safe and Well visits at the most vulnerable people in Merseyside. Our research continues to show us that the over 65s are still at most risk of dying in fires in the home, but we know that poverty and deprivation play a part in increasing risk from fire too, so we want to:

- Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas.
Update: Winter campaigns have been undertaken weekly on Sundays so we can provide the most resource to each campaign. Due to a higher number of fire fatalities we have also delivered a number of reassurance campaigns. Trends identified through evaluation of the fire fatalities are being explored and we are reviewing our approach to Prevention as a result. One example is the use of external funding to install heat detectors in kitchens. We are doing this because all 5 fire fatalities between 1/12/22-17/1/23 occurred in the kitchen involving cooking.

A 'nominate a mate' scheme is also being introduced as we have identified that men over 50 living alone have been victims of fire in recent months.

- Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)

Update: Shortfall between station plan total (45951) and IRMP commitment (50000) for year 2022-2023 identified. This has been discussed between prevention and response and a robust plan implement. Winter campaigns being utilised to increase output from stations. Station totals for 2023-2024 have been adjusted to reflect 50000.

- 10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)
Update: Problems with resources has affected the cumulative total of Safe and Well visits (approx. 7,500 at present). A concerted effort will be made in February and March in an attempt to meet the 10,000 figure.

- Reach 6,000 (10%) of homes in the highest deprived neighbourhoods using targeted campaigns based on analysis of accidental and fatal fires data in addition to the Index of Deprivation 2019 which identifies the areas of highest poverty and deprivation.

Update: Fire crews are kept updated on emerging themes and the impact on local communities including the Cost of Living Crisis. This enables fire safety campaigns to targeted where the need is greatest in our communities.

- We have renewed our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65.

Update: Protection delivered a Registered Social Landlord (RSL) conference. The Prevention and Protection teams work together around sheltered accommodation.

- Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist.

Update: Department heads still lead diverse teams and encourage those from under represented groups to be a part of the delivery team against prevention activity. This action was closed at the end of year 1.

- Our fire stations and Prevention teams have joined staff from all departments to take an organisation-wide approach to monthly themed Community Safety campaigns that help us interact with large numbers of people, often working with partner organisations too.

Update: Monthly campaigns will be completed by our Operational crews, Prevention teams and partner organisations will be run in one of our districts on a monthly basis. A restructure of these campaigns has taken place and they will start afresh from April 2023. The campaigns will be run on the first Thursday of the month and will run from 2pm to 4.30pm. The aim of the campaigns is to reduce accidental dwelling fires, reduce deliberate fires and to educate the public. Each campaign will have the community safety van in attendance to act of point of contact for the public and it will be staffed to advise the local community of the event and sign post as required.

Protection

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

We are:

- Building up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding. The temporary posts have been made up of four uniformed and four non uniformed posts. In the longer term, we would like to make these new Protection Officer roles permanent but this will be subject to sustainable funding being made available from government (we are lobbying hard in this regard).

Update: Recruitment for externally funded BSR related posts has commenced and will result in additional expertise being brought into the team. Have also submitted a request to be able to remove the Auditor role in the team and replace with Inspector in development so as to support succession planning in the medium to longer term.

- Visiting every very high and high risk premises (7,500 over the life of the Plan)
Update: A more detailed scrutiny of the Risk Based Inspection Programme (RBIP) has revealed that the methodology and identification of the 7500 very high/high risk premises needs to be clarified.

Training of new staff to ensure they are competent to undertake audits in high risk premises has impacted on the capacity of the team. The 7500 figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the move from the previous Premises Risk Model (PRM) to the IFOG Planner (Inspection Frequency Officer Grade). This will create a more intuitive and intelligence led approach to auditing high and very high-risk premises and will indicate priority premises in order. It is anticipated that this may cause the number of very high/high risk inspections to decrease.

- Introducing a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place
Update: The Operational Intelligence module development and implementation will be rolled into the new financial year and this action has been subsequently rolled into the 2023/24 functional delivery plan.
- Increasing mobile/agile working for staff to improve efficiency and effectiveness
Update: Action complete
- Delivering a full response to Grenfell Tower Fire Inquiry recommendations
Update: 38 of 46 GTI (Grenfell Tower Inquiry) phase 1 recommendations are now implemented with the remaining elements to be discharged fully by close of the financial year.
- Complete 6,336 medium to low risk visits over the life of the Plan. These are being carried out by our fire station-based firefighters.

Update: Quarter 3 sees SOFSA figures at 1960 at time of reporting. Current trajectory indicates that we are on target to exceed the in year target to complete 2,112 by end of the financial year and keeps us on track to complete 6,336 within the IRMP lifespan

- Fire Safety Inspectors have visited every registered Petroleum storage site in Merseyside.
Update: All Petroleum sites have been actioned and completed. Action Closed.
- Monitored and assessed all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.
Update: All licensing applications have been actioned and completed. We have identified the need to rebrand the associated LPI to ensure it more accurately reflects our departmental activity in this area. Action closed.
- In addition, our drone capability has been further developed after being proposed in our previous Plan.
Update: We have implemented our drone capability. Action closed.

Preparedness

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

We are working to:

- Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies.
Update: Structure in place for collaboration opportunities. Action closed
- Continue to review how up to date operational risk information is gathered and provided to operational staff at incidents and how this can be shared with other fire and rescue services across borders so we can work together effectively
Update: PORIS scoring mechanism has been finalised, externally validated and formally approved. Presented to Operations Board Jan 2023.

The new process will be trialled at Crosby and Bromborough with Service-wide roll out expected early 2023.

Data capture form and new Ops Intel module to be progressed with CIVICA (the developers of CFRMIS) and other FRS.

- Provide the most up to date kit and equipment to firefighters to keep them safe whilst making sure that we have the right type of fire engines and other emergency appliances to deal with the risks we have identified.
Update: Foam - Approved at Operations Board January 2023 to purchase new foam and dispose of old foam.

Ops Equipment working with Systems Support to develop Research & Development portal area and will be launched when the new portal SharePoint is live. R&D Survey to be presented to watches on station.

Senior officer Grab Bags launching February 2023.

- Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This includes comprehensive training and exercising against all foreseeable risk, including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents which will enable us to continue to adapt to an ever changing environment.
Update: The Command Strategy is now embedded in MFRS, this will be delivered by March 2023
- Prepare our fleet of vehicles for a move to alternative fuels
Update: This action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030
- Introduce ways of staffing our Fire Control that reflects the demands on the service, increases the resilience of the team and enhances development opportunities for staff
Update: Implemented 1st June after a long consultation. SMA post advertised and interviews are 22 June. Detailed Action Plan in place. Action closed
- Develop operational plans for all key risks including heritage sites and sites of scientific interest
Update: Action closed

National Resilience

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

We have worked towards:

- Ensuring National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training
Update: The National Resilience Assurance Team visit and assure all FRS's across England and Wales and follow a robust National Resilience Assurance Framework with outcomes communicated through a NR Statement of Assurance which is presented to the National Resilience Board on an annual basis. This action is now closed
- Supporting the Government's plans to refresh the National Resilience Assets
Update: As this is a medium to long term project previous updates remain up to date.

5.2 FUNCTIONAL PLANS 2023/24

Functional Plans are produced by each of our main departments. We mainly use them for internal planning but include the key deliverables as actions in this Service Delivery Plan. In the Plan they introduce the Function and its role within MFRS, review progress against their key deliverables for the previous year and identify their priority actions for the next year. IRMP objectives and inspection areas for improvement are addressed as action points in the Functional Plans, where relevant.

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

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

Each Function head reports regularly on their Functional Plan. These updates are included in a report to the Fire and Rescue Authority (or one of its committees) on a quarterly basis and are published on our website.

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

General Priorities

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

5.3 STATION PLANS

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

Station Objectives

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

Station Actions

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

Community Impact Fund

The Service has committed funding in 2022/23 that will allow each fire station to deliver events and initiatives in their communities to help achieve their objectives for the station area. They can, if they wish, do this with other stations and departments in MFRS, involving external partner organisations in collaborative initiatives if appropriate.

Station Plan on a Page

Following consultation with stakeholders, each fire station has a bespoke Station Community Risk Management Plan.

Station output targets for 2023/24 are:

SIRAH Level 3,4,5	PORIS Level 1,2	HFSC	Hydrants	CRM Route Waste & Fly	Prevention Campaigns	SOFSA	Off Station Exercises	Positive Action
945	2664	50491	1487	Use PIPs Data	276	2112	44	66

6.1 SERVICE DELIVERY PLAN ACTIONS 2023/24

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

Operational Preparedness:

FP/23/24/1.1	Deliver a Training and Development Academy fit for the future
FP/23/24/1.2	Develop assertive and effective incident commanders
FP/23/24/1.3	Launch a new Sire Specific Risk Information (SSRI) module In the Community Fire Risk Management Information System (CFRMIS)
FP/23/24/1.4	Build community resilience
FP/23/24/1.5	Improved firefighter safety and training
FP/23/24/1.6	Invest in innovative practice and modern technology
FP/23/24/1.7	Strengthen our resilience and respond to operational learning
FP/23/24/1.8	Renewable energy research
FP/23/24/1.9	Research, development and evaluation
FP/23/24/1.10	Help build a sustainable fire and rescue service for the future

Operational Response:

FP/23/24/2.1	Evaluate and improve the effectiveness of our Operational Response to incidents and produce guidance to support the management of assets at incidents for flexi duty senior managers and Fire Control.
FP/23/24/2.2	Redesign of Fire Control suite including investment in new technologies
FP/23/24/2.3	Expand the skills and knowledge of operational staff at specialist stations through accredited qualification. To ensure effective operational response to high impact incidents identified by National Security Risk Assessment (NSRA) and local community risk register
FP/23/24/2.4	Supporting our vision of 'One Team', we will enhance knowledge, understanding and application for station-based staff through exposure to: (a) The leadership message and leadership behaviours (b) NFCC Core Code of Rthics (c) Workforce positive action and knowing our communities (d) ED&I conversations, equality impact assessments and ED&I data (e) Coaching, mentoring & high potential programme

	(f) Supporting internal staff networks to build staff capability to help support both personal performance & also their career progression
FP/23/24/2.5	Implement a structured framework for familiarisation, training and exercising with cross-border neighbouring fire and rescue services
FP/23/24/2.6	Embed the use of technology to support stations to be more efficient and effective in delivering their station plan

Health and Safety/Operational Assurance

FP/23/24/2.7	Continue to enhance our procedures to provide the most current information, instruction and training for reducing firefighters' exposure to contamination from toxic fire effluents. Enhancements will support our response to the World Health Organisation's declaration of the Fire Fighter role being classified as carcinogenic and the pending release of the UCLan phase two report
FP/23/24/2.8	Conduct a review into the efficiency and effectiveness of the Health and Safety Management System, 'OSHENS'
FP/23/24/2.9	Evaluate the Operational Assurance function to improve how we respond to assure incidents and align with National Operational Guidance (NOG), National Operational Learning (NOL) and the shared learning Fire Standard
FP/23/24/2.10	Undertake a programme of assurance for the progress made against HMICFRS actions from the 2022-23 action plan in relation to Operational discretion and decision logging

People and Organisational Development:

FP/23/24/3.1	To continue to deliver the People Plan 2021-24
FP/23/24/3.2	To continue to deliver the Equality Diversity and Inclusion Action Plan
FP/23/24/3.3	Improve the effectiveness of Human Resources case management across the department
FP/23/24/3.4	Continue to lead on the Service wide adoption of the Core Code of Ethics in order to achieve the Code of Ethics Fire Standard
FP/23/24/3.5	Benchmark MFRA People and Organisational Development using National Fire Chiefs Council (NFCC) Maturity models
FP/23/24/3.6	In partnership with Finance and Procurement determine and finalise new process for Finance, Procurement, Human Resources & Payroll application to ensure contract and system in place by August 2024
FP/23/24/3.7	Review and consider any actions for MFRA following the publication of recent cultural reviews within the Fire and wider blue light sectors

Legal & Democratic Services:

FP/23/24/3.8	Review the insurable risks the Authority holds and options available to the Authority for the insurance tender 2024
FP/23/24/3.0	To undertake a review of the Teams delivery output to help facilitate decision making and governance arrangements for Members and the committees

Prevention

FP/20/21/4.1	Educate our staff to promote a professional directorate which operates with equity, is inclusive and is representative of the communities we serve
FP/20/21/4.2	Deliver intelligence-led Home Safety and other interventions to keep people alive and safe from fire
FP/20/21/4.3	Work with our partners, including Staywise, to deliver Arson, Road and Water Safety interventions through targeting the most vulnerable people and places
FP/20/21/4.4	Develop our Youth Education programmes so that high quality early interventions are achieved.
FP/20/21/4.5	Use our evaluation work effectively, to develop an evidence base which informs our Prevention activities
FP/20/21/4.6	Achieve ISO 17020 accreditation for our Fire Investigation work
FP/20/21/4.7	Plan, develop and deliver the 2023 National Fire Cadet Games

Protection

FP/23/24/5.1	Implement the Operational Intelligence module into the CFRMIS application
FP/23/24/5.2	Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report
FP/23/24/5.3	Review and update our information management methodology
FP/23/24/5.4	Continue to evolve our risk based inspection programme methodology
FP/23/24/5.5	Enhance Fire Safety skills and knowledge across the workforce
FP/23/24/5.6	Address impacts arising from the hosting of Eurovision 2023

National Resilience:

FP/23/24/6.1	Work with National Resilience ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising.
FP/23/24/6.2	Continually review locations of NR assets, kit and update accordingly, ensuring assets are best placed for an immediate response.
FP/23/24/6.3	Maintain the skills and knowledge of all MFRS NR staff ensuring that there is structured training and CPD in line with MFRS NR KPI's and as part of the IRMP 2021-24 implementation.
FP/23/24/6.4	Implement regular local and over border exercising and training in line with NR KPI's and assurance program including NRFC.

FP/23/24/6.5	Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders.
FP/23/24/6.6	Provide principal officers with regular updates on the functional plan and key deliverables.

Strategy and Performance

FP/23/24/7.1	Enhance relationships and engagement with diverse communities
FP/23/24/7.2	To make the most effective use of organisational information whilst continuing to improve information security and governance; a) Continuing to digitally transform the organisation b) Continuing to ensure compliance with information governance and security legislation and regulations
FP/23/24/7.3	Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service
FP/23/24/7.4	Work with other Functions to review and refresh the Corporate Risk Register
FP/23/24/7.5	Develop the 2024/27 Community Risk Management Plan (CRMP)
FP/23/24/7.6	Coordinate the delivery of the 2023 HMICFRS inspection
FP/23/24/7.7	Implement an ICT Infrastructure that will enable efficiency through current and emerging technology
FP/23/24/7.8	Respond to national ICT initiatives
FP/23/24/7.9	Consider ways in which catering services can support diversity and inclusion
FP/23/24/7.10	Coordinate an approach to the development of a roadmap to deliver Net Zero by 2040
FP/23/24/7.11	Deliver against the Estates Asset Management Plan

Finance:

FP/23/24/8.1	Determine and implement a succession plan following the retirement of the Director of Finance and Procurement, the Chief Accountant and potentially other strategic management posts.
FP/23/24/8.2	Implement the “remedy” to resolve all MFRA public pension age discrimination cases.
FP/23/24/8.3	Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask

7.1 NATIONAL FIRE STANDARDS

As part of the reforms for fire and rescue services in England, the Fire Standards Board, supported by the National Fire Chiefs Council, is committed to the introduction of National Fire Standards. The intention being to help drive continual improvement across the fire and rescue service alongside inspection arrangements.

As of February 2023 the Fire Standards Board have written, consulted on and published the following Standards:

- Code of Ethics
- Community Risk Management Planning
- Emergency Preparedness and Resilience
- Emergency Response Driving
- Fire Investigation
- Operational Competence
- Operational Learning
- Operational Preparedness
- Prevention
- Protection
- Safeguarding
- Data Management Standard
- Leading the Service
- Leading and Developing People

A further two Fire Standards have been through [Consultation](#) and are expected to be published soon-

- Communication, Engagement and Consultation
- Fire Control

National Fire Standards can be found on the [Fire Standards Board | Approved Standards](#) Website.

Following on from feedback received from fire and rescue services the Fire Standards Board and NFCC have developed an [implementation tool](#) for each Fire Standard.

Each implementation tool has been created to assist fire and rescue services in planning, delivering and reporting on their implementation of Fire Standards. They can also be used to provide useful evidence for HMICFRS inspections.

The implementation tools help services to record actions that need to be taken to move toward achieving the Fire Standard. When first completed, they will provide a benchmark from which progress over time can be measured.

Functional leads report to their Boards regularly on their progress towards achieving the Fire Standards. Once complete, a report is sent to the Strategic Leadership Team and once a year an update on progress will be delivered to the Fire Authority.

8.1 HMICFRS Inspection

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) carried out a detailed inspection of the Service, and judged it as Good overall, broken down as follows:

- **Good** at effectively keeping people safe and secure from fire and other risks
- **Outstanding** at efficiently keeping people safe and secure from fire and other risks
- **Good** at looking after its people

In total, MFRS scored an unprecedented three 'outstanding' judgements across the 11-sub themes for its fire prevention, response to major and multi-agency incidents and for providing value for money.

Details of the outcome of our inspection were published in our 2022/23 Service Delivery Plan. Action was taken immediately to address the three areas for improvement:

Report page	Area for Improvement
17	The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.
36	The Service should assure itself that it has an effective succession planning mechanism in place for all roles
38	The Service should ensure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result.

MFRS has made good progress in all areas and updates are presented regularly to the Fire and Rescue Authority.

The full inspection report and those of the other fire & rescue services inspected in the first tranche are available on the HMICFRS website: www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/

MFRA will be inspected in 2023 as part of the third round of full HMICFRS Inspections. Engagement visits started in February and March with on site inspections and online interviews taking place in May.

9.1 EQUALITY, DIVERSITY AND INCLUSION

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

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

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

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

In December 2022 we completed our new face to face Equality, Diversity and Inclusion training for all staff. In addition, an on-line training package has been developed for all staff to complete to ensure they have a grounding in the basics of ED&I whilst they are awaiting face to face training or as a reminder after they have completed the face to face training.

During 2022/23, our staff networks developed further with the support of their Senior Sponsors. We firmly believe that Staff Networks can be powerful in engaging people in diversity and inclusion and can be beneficial to teams, employees and the organisation as a whole.

¹ Equality Impact Assessments

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

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

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

Regular updates on progress against our objectives are submitted to the Fire and Rescue Authority. The next few years will have a strong focus on the training and support for our staff to equip them to understand Equality, Diversity and Inclusion and embed it into their day to day roles. For these updates and more information on how we perform against the Public Sector Equality Duty and the innovative ways in which we engage with our diverse communities please read our [Equality, Diversity and Inclusion Annual Report 2021-22](#)

9.2 EQUALITY OBJECTIVES 2021/24

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 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
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How we will measure our success	<p>We will see: 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 the protected groups currently under represented.</p> <p>We will be clearly supporting the progression, promotion and retention of staff across the organisation and especially those from currently underrepresented groups</p>
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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.

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

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

Objective 3**Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas**

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

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

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

Objective 4

To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion ²

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

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

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

Equality Objective 5

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

Action	<ul style="list-style-type: none"> • Undertake an external ED&I Audit to identify and assess our current ambitions and identify key targets • Identify external benchmarking tools and awards currently available within ED&I sectors
How we will measure our success	<p>We will use external ED&I audit to identify our current position and identify key areas for development moving forward, seeing improvements as a result.</p> <p>We will assess those results by undertaking external benchmarking such as the Employers Network for Equality and Inclusion (ENEI), assessment against the NFCC</p>

² To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.” – The Public Sector Equality Duty - Equality Act 2010

	Strategic Improvement Plan and undertaking the Disability Confidence peer review to achieve Level 3 (Disability Confident – Leader)
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How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

Taking part in an assessment helps us to integrate our commitments to promote equality and diversity across all functions of the organisation. This assists with meeting the Equality Act 2010 – Public Sector Equality Duty to ensure that we are having due regards to the needs of staff and public we serve around the 9³protected groups.

10.1 CONSULTATION AND COMMUNICATION

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

Before we wrote our IRMP 2021/24 we undertook engagement with the public during five online forums; one in each of the five Merseyside council areas, to discuss how we might provide services in the future, taking into account changing risks, demand and vulnerability in Merseyside.

Twelve weeks' consultation with public, staff and stakeholders about the proposals in the draft IRMP took place before the Plan was published in July 2021.

We use our website and social media platforms to publicise the consultation

MFRA have not undertaken any consultation during 2022/23. In autumn 2023 consultation will begin around the new Community Risk Management Plan 2024-27 (previously known as the Integrated Risk Management Plan).

³ The 9 protected groups are: age, disability, gender reassignment, race, religion or belief, gender, sexual orientation, marriage and civil partnership, and pregnancy and maternity. MFRS also include a tenth characteristic of Social Economic Deprivation

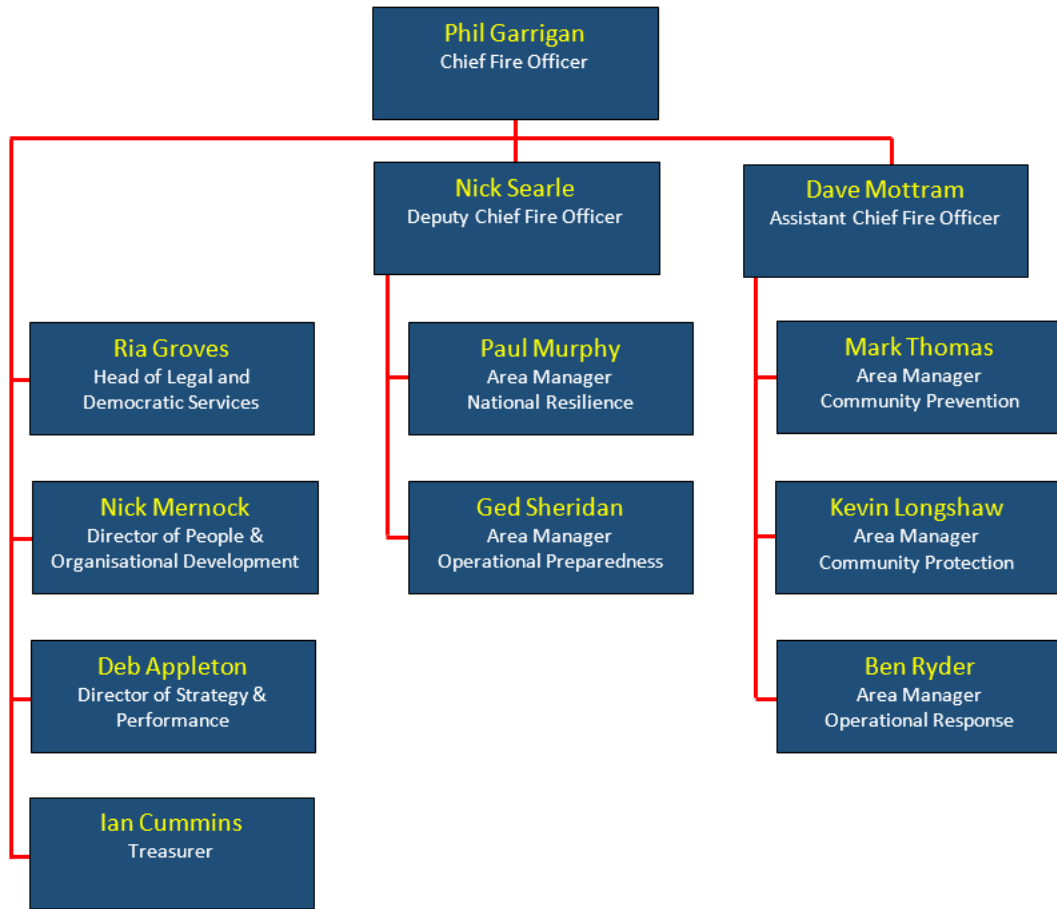
GENERAL MFRA GLOSSARY OF TERMS

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

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

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

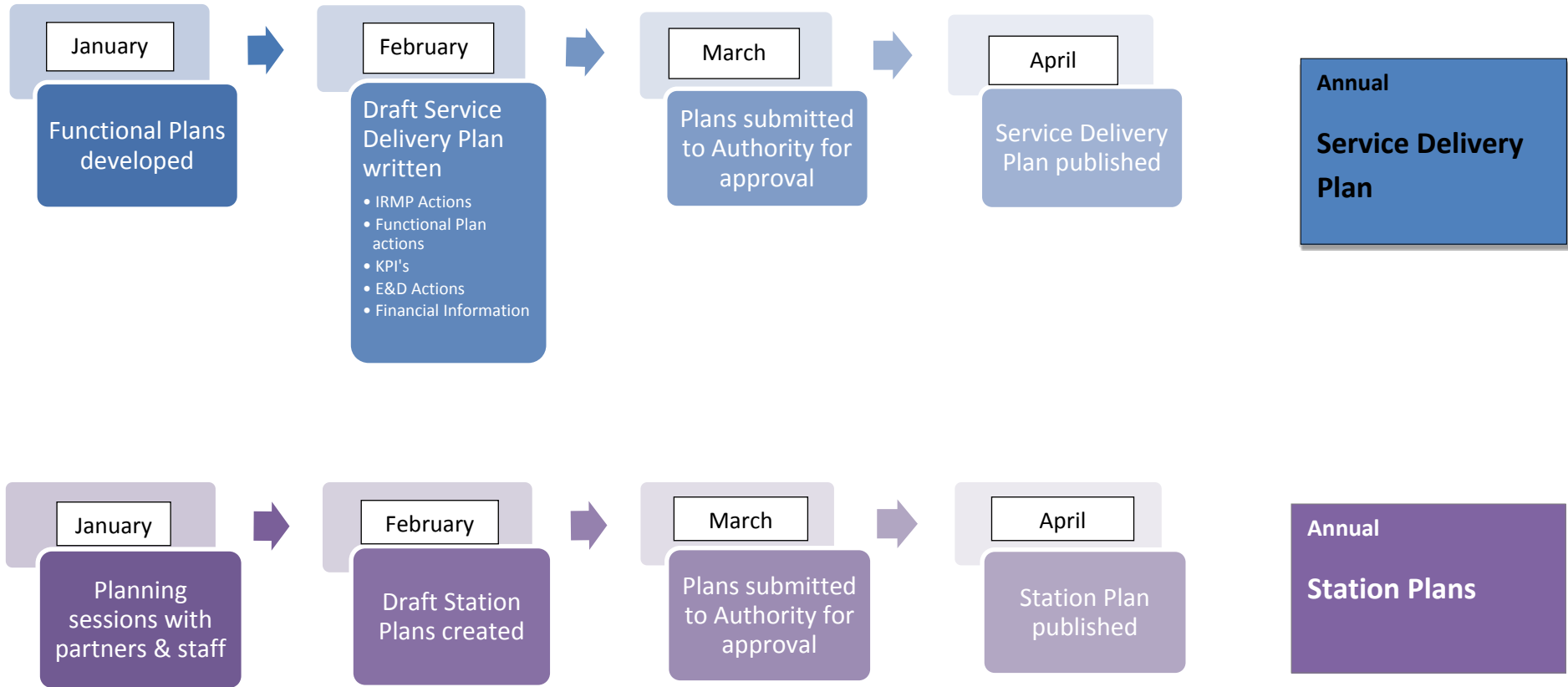
Appendix 1 Merseyside Fire and Rescue Service Organisational Structure

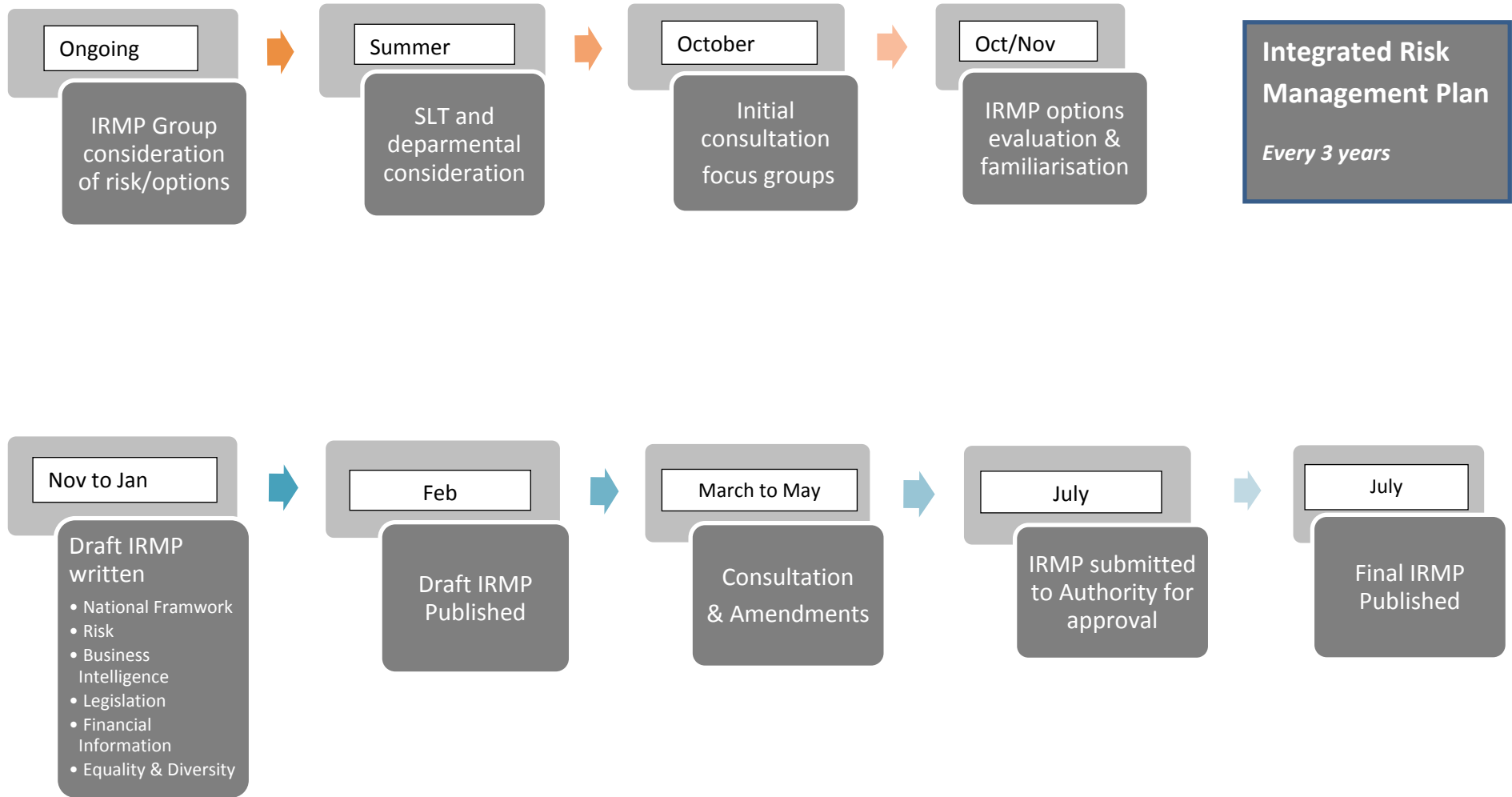


MFRS Integrated Planning Process

Appendix 2

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10 - Kirkdale Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Kirkdale will:

Plan, prepare and exercise against identified risks within the station area. Particular attention will be paid to The Port of Liverpool.

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

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

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

Measure and confirm competencies against Learnpro and SPA.

-Identify and familiarise all staff with high rise premise in the station area, including any guidance, notes or information received from protection department

Train to maintain all competencies against USAR, MTA and technical skills.

Operational Response

Kirkdale will:

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

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

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

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

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

Ensure response times are effectively met

Prevention and Protection

Kirkdale will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice to residents.

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

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

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

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

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

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

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

Continue to support Youth Engagement activity and foster good working relationships with the team.

People

Kirkdale will;

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

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

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

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

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

Maintain fitness levels through shift related physical training activities

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

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10 - Kirkdale Community Fire Station

Community Risk Management Plan 2023-2024



Our Vision: To be the best Fire and 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: To Protect, Prevent, Prepare and Respond

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

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

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	Estimated Performance 2022/23	Targets 2022/23*		Annual Target 2023/24
All Fires	375	433	Site Specific Risk Information (SSRIs) Level 3,4,5	42
All Primary Fires	126	120	PORIS Level 1,2	105
Accidental Dwelling Fires (ADFs)	47	47	HFSC	1732
Deliberate Vehicle Fires	26	23	Hydrant Surveys	82
All Secondary Fires	249	313	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	132	214	Prevention Campaigns	12
AFAs in Non Domestic Premises	13	17	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	71.4%	Lower	Off Station Exercising	2
Alert to Mobile	97.7%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

11 - Liverpool City Community Fire Station

Community Risk Management Plan 2023-24



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Operational Preparedness	Operational Response	Prevention and Protection	People
<p>Liverpool City will:</p> <ul style="list-style-type: none"> Attend and assess premises to gather SSRI information to inform our response and identify risks and embed the PORIS software system. Continue to effectively provide immediate and retained cover aligned to the Hybrid crewing system, including participating in any review and implementation of systems to provide a clear, pragmatic response. Work in conjunction with Liverpool Protection when reporting or resolving local risk issues. Monitor and utilise information from the outcomes of the Grenfell enquiry in accordance with Service procedures. Continue to assess and monitor emerging local developments such as the new Liverpool Royal Hospital, student accommodation and shopping complexes. Provide feedback through preparedness to shape a efficient transport flow for the community. Maintain high standards of appliance care including regular cleaning, equipment testing and fault reporting. Undertake all assigned Hydrant walks to ensure operational readiness, report faults in a timely fashion and familiarise crews with alternative water sources. 	<p>Liverpool City will:</p> <ul style="list-style-type: none"> Train on Fire service fundamental areas at a local level, via off site exercises and by attending organisational led planned training and service wide exercises. Undertake and complete all Safe Person Assessments and theoretical training as designated by the monthly planner. Plan and attend off site exercises local and neighbouring risks in line with the service top 12 risks methodology Support the implementation of the callmy app in relation to the response standard and retained capability. Assure high standards of PPE, adherence to procedures and safe working at operational incidents. Undertake regular driver training and constructive feedback sessions to promote high standards of driving and emergency response. Understand and achieve the defined response times to ensure the communities we serve receive an effective and efficient service. Deliver bespoke familiarisation training on the specialist asset at the station (ICU) Identify and train at off site venues to develop staff on the skill sets associated with the CPL. 	<p>Liverpool City will:</p> <ul style="list-style-type: none"> Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day. Respond to and protect those affected by hate crime through support, advice and equipment. Continue to advise on how to prevent fire within the growing student population through HFSCs and joint working with partners in Higher Education and building developments. Support the most vulnerable members of the community through community impact funds Identify and advise those considered the most vulnerable in the community (over 65's, areas of deprivation) around home safety through the undertaking of HFSCs. Identify, report and prevent waste and fly tipping and the adverse effect it has on the community by reporting and utilising internal systems and support to notify partners. Work with local businesses through the undertaking of SOFSA to promote and offer Fire Safety advice. Reduce demand on resources through the identification of high demand areas such as AFA, Water related incidents and false alarms and joint working to educate and inform. 	<p>Liverpool City will:</p> <ul style="list-style-type: none"> Actively monitor and manage personnel's wellbeing taking in to account external factors, eg. COVID Complete inductions for new staff coming in to the hybrid system, including explanation of the staffing requirements and retained elements. Embrace and embed EDandI at the centre of our work. Attend webinars and events to promote and learn about diversity. Support staff networks and local events, eg. Liverpool Pride and cultural events throughout the community. Provide positive action days at our community stations to encourage recruitment from our diverse communities. Support the most vulnerable members of the community through community impact fund Continue to develop new entrants to the Service through training, incident exposure and accredited Apprenticeship qualification. Identify future leaders and those with high potential, deliver training and development sessions and support them through the gateway. Conduct appraisals in a positive and engaging manner to ensure key deliverables, staff development and engagement is maximised. Know our community; understand the diversity and how this is affected by risk, vulnerability and demand. Utilise this information to undertake intervention that help our communities thrive.

11 - Liverpool City Community Fire Station

Community Risk Management Plan 2023-2024



Our Vision: To be the best Fire and 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: To Protect, Prevent, Prepare and Respond

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

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

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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	251	299	Site Specific Risk Information (SSRIs) Level 3,4,5	137
All Primary Fires	63	88	PORIS Level 1,2	244
Accidental Dwelling Fires (ADFs)	29	21	HFSC	1018
Deliberate Vehicle Fires	8	15	Hydrant Surveys	71
All Secondary Fires	188	211	CRM Routes/Waste & Fly Tipping	PIPs data
Anti-Social Behaviour Fires (ASBs)	67	91	Prevention Campaigns	12
AFA's in Non Domestic Premises	17	134	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	95.7%		Off Station Exercising	2
Alert to Mobile	92.3%	95%	Positive Action	3

The targets are based on 5 years performance data.

*Targets for 23/24 will be provided in March

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

12 - Kensington Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Kensington Community Fire Station will:

Attend and assess premises to gather SSRI information to inform our response and identify risks. Embed the PORIS software system.

Continue to effectively provide immediate and retained cover aligned to the DCWTR crewing system, including participating in any review and implementation of systems to provide a clear, pragmatic response.

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

Undertake all assign Hydrant walks to ensure operational readiness, report faults in a timely fashion and familiarise crews with alternative water sources.

Continue to assess and monitor emerging local developments such as the new Liverpool Royal Hospital, diversity of population and commercial retail developments.

Build knowledge and understanding of high rise premises, tactics for dealing with fires in high rise buildings and undertake regular familiarisation visits and training exercises.

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

Operational Response

Kensington Community Fire Station will:

Train on Fire service fundamental areas at a local level, via off site exercises and by attending planned training and service wide exercises.

Undertake and complete all Safe Person Assessments and theoretical training as designated by the monthly planner.

Plan and attend off site exercises based on local and neighbouring risks.

Support the implementation of the callmy app in relation to the response standard and retained capability.

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

Undertake regular driver training and constructive feedback sessions to promote high standards of driving and emergency response.

Understand and achieve the defined response times to ensure the communities we serve receive an effective and efficient service.

Support the specialist assets at Liverpool City via training and exercising.

Maintain competencies, knowledge and skills of Mass Decontamination Unit and associated mass decontamination procedures through regular training and exercising.

Prevention and Protection

Kensington Community Fire Station will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice.

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

Respond to and protect those affected by hate crime through support, advice and equipment.

Continue to advise on how to prevent fire within the significant elderly population and the broader demographic through HFSCs and joint working with partners

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

Support the most vulnerable members of the community through community impact funds
Identify, report and prevent waste and fly tipping and the adverse effect it has on the community by reporting and utilising internal systems and support to notify partners.

Work with local businesses through the undertaking of SOFSA to promote and offer Fire Safety advice.

Reduce demand on resources through the identification of high demand areas such as AFA, Water related incidents and false alarms and joint working to educate and inform.

People

Kensington Community Fire Station will:

Actively monitor and manage personnel's wellbeing taking in to account external factors, for example, COVID

Complete inductions for new staff coming in to the DCWTR system, including full explanation of the staffing requirements and retained elements.

Embrace and embed EDandI at the centre of our work. Attend webinars and events to promote and learn about diversity. Support staff networks and local events.

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

Identify future leaders and those with high potential, deliver training and development sessions and support them through the gateway. Conduct appraisals in a positive and engaging manner to ensure key deliverable and staff development is maximised along with engagement.

Know our community; understand the diversity and how this is effected by risk, vulnerability and demand. Utilise this information to undertake intervention that help our communities thrive.

Promote a healthy lifestyle amongst personnel, including encouraging fitness and mental health and well being activities.

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12 - Kensington Community Fire Station

Community Risk Management Plan 2023-24



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	Estimated Performance 2022/23	Targets 2022/23*		Annual Target 2023/24
All Fires	339	341	Site Specific Risk Information (SSRIs) Level 3,4,5	35
All Primary Fires	123	131	PORIS Level 1,2	106
Accidental Dwelling Fires (ADFs)	63	49	HFSC	2161
Deliberate Vehicle Fires	9	36	Hydrant Surveys	73
All Secondary Fires	216	210	CRM Routes/Waste & Fly Tipping	Use PIPs data
Anti-Social Behaviour Fires (ASBs)	136	152	Prevention Campaigns	12
AFA's in Non Domestic Premises	9	39	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	85.4%		Off Station Exercising	2
Alert to Mobile	98.8%	95%	Positive Action	3

The targets are based on 5 years performance data.

*Targets for 23/24 will be added in March

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

14 - Speke / Garston Community Fire Station

Community Risk Management Plan 2023/24



Operational Preparedness

At Speke and Garston Fire Station we will;

Continue to identify and familiarise ourselves with risks in our station area, offering fire safety advice to the owners/occupants. (SOFSA) For larger premises we will conduct a more in-depth visit and update our records as necessary.

Annually inspect all hydrants within our station area to ensure that they are well maintained and working correctly.

Embed the PORIS (Provision of Risk Information System) as part of risk information gathering,

Maintain key skills and core competencies by training every day; developing training sessions that are as real to life as possible to test and improve our skills and knowledge.

Plan and carry out training events at local risk venues including residential high rise properties and familiarise ourselves with local public risks including shopping centres, factories and processing plants.

Continue building on our relationship with cross border fire stations and representatives from risks in our area, (for example, Jaguar Land Rover/Liverpool JLA), to arrange joint-training exercises.

Operational Response

Together we will;

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

Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain operational appliances and equipment to the highest standards for effectiveness and availability.

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

Conduct two off station exercises in 2022-23.

Prevention and Protection

Together we will;

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

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

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

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

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises and encourage staff to become familiar with risks in their station area.

People

At Speke and Garston Fire Station we will;

Be true to our values; serving the public with courage, integrity and compassion.

To invest in our workforce and encourage continued professional development.

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

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

Support Equality, Diversity and Inclusion calendar events, webinars and celebration months.

Embed the culture of coaching and mentoring within station staff to ensure our people can achieve satisfaction within the workplace and be the best that they can be.

Continue to support local charities including the recipient of our Community Impact Fund, Newhutte Community Kitchen.

14 - Speke / Garston Community Fire Station

Community Risk Management Plan 2023-24



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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2022/23
All Fires	318	313	Site Specific Risk Information (SSRIs) Level 3,4,5	50
All Primary Fires	82	109	PORIS Level 1,2	74
Accidental Dwelling Fires (ADFs)	23	33	HFSC	1732
Deliberate Vehicle Fires	18	38	Hydrant Surveys	75
All Secondary Fires	236	204	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	191	161	Prevention Campaigns	12
AFA's in Non Domestic Premises	2	8	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	88.2%		Off Station Exercising	2
Alert to Mobile	94.8%	95%	Positive Action	3

The targets are based on 5 years performance data.

* Targets for 23/24 will be provided in March

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

15 - Toxteth Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

As a station we will:

Complete allocated Site Specific Risk Information inspections prioritised on risk category and due date.

Embed the PORIS (Provision of Risk Information System) software and utilise as a tool for risk information gathering.

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

Maintain all competencies by attending all TDA core risk critical training and utilising the Effective Command tool.

Arrange and complete 2 off site exercises, at known risks within the station area.

Complete 100 percent of all allocated SPA and Learnpro packages.

Carry out training exercises focussing on the 12 identified risks in our station area.

Ensure consistent high standards of appliance cleanliness, readiness and availability to our communities.

Continue to train and familiarise with specialist assets held at separate locations to ensure efficiency in response.

Operational Response

We will:

Complete daily training in line with the station training planner.

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

Attain a minimum performance of 85% during monthly audits.

Maintain 95% against performance indicator DR23 Alert to mobile in 1.9 mins and TR08 attendance to life risk incidents within 10 mins.

Promote a positive health and safety culture to reduce Firefighter injuries and damage to MFRS assets. Increased vigilance and completion of near miss reports where appropriate.

Ensure the correct use, maintenance and test result recording of personal protective equipment.

Ensure correct support, training and development of apprentice Firefighters through the national programme.

Recognise and record new and emerging risks in the station area including waterfront development, residential and commercial premises.

Prevention and Protection

Together we will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

Report findings of waste and fly tipping.

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

Link in with Youth Engagement within the community and support the development of the Princes Trust team.

Strengthen links with all our religious communities to familiarise the crews with the diverse needs of the population and share links with service providers.

Encourage crews from neighbouring stations to engage with our religious communities for familiarisation and a breakdown of barriers.

Utilise Prevention Officers, PIPS and local partners to identify areas of ASB and liaise with property/ landowners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in commercial premises and encourage staff to become familiar with risks in their station area.

Engage with ethnic minority business owners to promote fire safety within their premises.

People

At Toxteth we will:

Support staff members looking to join the Gateway program and assist them with their progression.

Set appraisal objectives to develop staff.

Complete appraisals within the specified timescales.

Identify and support Apprentice Firefighters in the completion of their NVQ/Apprenticeships through mentoring and coaching.

Manage absence levels in line with Service Policy.

Embed coaching and mentoring as a development aid.

Continue to support positive action by delivering taster days for potential new Firefighters from our underrepresented communities utilising the fire fit hub for awareness days.

Support and develop new drivers on station.

Maintain fitness levels through shift related physical training activities.

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

15 - Toxteth Community Fire Station

Community Risk Management Plan 2023-24



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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	412	429	Site Specific Risk Information (SSRIs) Level 3,4,5	42
All Primary Fires	131	145	PORIS Level 1,2	138
Accidental Dwelling Fires (ADFs)	62	55	HFSC	1549
Deliberate Vehicle Fires	9	44	Hydrant Surveys	97
All Secondary Fires	281	284	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	175	220	Prevention Campaigns	12
AFA's in Non Domestic Premises	7	24	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	85.1%		Off Station Exercising	2
Alert to Mobile	97.0%	95%	Positive Action	3

The targets are based on 5 years performance data.

*Targets for 23/24 will be added in March

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

16 - Old Swan Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

At Old Swan Fire Station, we will;

Continue to identify and familiarise ourselves with risks in our station area, offering fire safety advice to the owners/occupants. (SOFSA) For larger premises, we will conduct a more in-depth visit and update our records as necessary.

Understand and record local risks by completing Site Specific Risk Inspections (SSRI) and use of the PORIS (Provision of Operational Risk Information system).

Annually inspect all hydrants within our station area to ensure that they are well maintained and working correctly.

Maintain key skills, core competencies and utilise the annual training planner to ensure operational preparedness. Continue to maintain professional development utilising all available resources.

Maintain key skills and core competencies by training every day; developing training sessions that are as real to life as possible to test and improve our skills and knowledge. We will continue to pass on our skills, knowledge and experience to our Development Fire Fighters.

Operational Response

Together we will;

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

Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain operational appliances and equipment to the highest standards for effectiveness and availability.

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

Prevention and Protection

Together we will;

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

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

Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in high-rise premises, prevention talks in sheltered accommodation, schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention Officers and local partners to identify areas of ASB and liaise with property/landowners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in commercial premises and encourage staff to become familiar with risks in their station area.

People

At Old Swan Fire Station, we will;

Be true to our values; serving the public with courage, integrity and compassion.

To invest in our workforce and encourage continued professional development.

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

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

Embed the culture of coaching and mentoring to support staff development in the workplace.

Support and promote the presence of charity/food bank collection points on our station and to do the best we can for the most vulnerable in our community.

Open our station to the community and breaking barriers with positive action days.

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16 - Old Swan Community Fire Station

Community Risk Management Plan 2023-24



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

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

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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	394	400	Site Specific Risk Information (SSRIs) Level 3,4,5	24
All Primary Fires	126	146	PORIS Level 1,2	124
Accidental Dwelling Fires (ADFs)	68	58	HFSC	2227
Deliberate Vehicle Fires	10	41	Hydrant Surveys	95
All Secondary Fires	268	254	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	189	197	Prevention Campaigns	12
AFA's in Non Domestic Premises	8	30	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	73.1%		Off Station Exercising	2
Alert to Mobile	96.2%	95%	Positive Action	3

The targets are based on 5 years performance data.

*2023/24 Targets will be added in March

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

17 - Belle Vale Community Fire Station

Community Risk Management Plan 2023-24



Excellent Operational Preparedness

Firefighters at Belle Vale Fire Station will;

Continue to identify and familiarise ourselves with risks in our station area, offering fire safety advice to the owners/occupants. (SOFSA) For larger premises, we will conduct a more in-depth visit and update our records as necessary.

Continue to conduct SSRI inspections to maximise operational risk knowledge and work to embed the PORIS (Provision of Risk Information System) software into site visits.

Annually inspect all hydrants within our station area to ensure that they are well maintained and working correctly.

Maintain key skills, core competencies and utilise the annual training planner to ensure operational preparedness. Continue to maintain professional development utilising all available resources.

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

Excellent Operational Response

Together we will;

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

Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain operational appliances and equipment to the highest standards for effectiveness and availability. Carry out practical exercises with the HVP to enhance and promote its capability service wide.

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

Excellent Prevention and Protection

Together we will;

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

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

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

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises and encourage staff to become familiar with risks in their station area.

Excellent People

At Belle Vale Fire Station, we will;

Be true to our values; serving the public with courage, integrity and compassion.

To invest in our workforce and encourage continued professional development.

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

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

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

Continue to work with the recipient of the Community Impact Fund, New Horizons; a local charity providing enrichment and education to vulnerable members of the community.

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17 - Belle Vale Community Fire Station

Community Risk Management Plan 2023-24



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

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

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

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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	185	164	Site Specific Risk Information (SSRIs) Level 3,4,5	21
All Primary Fires	45	62	PORIS Level 1,2	32
Accidental Dwelling Fires (ADFs)	21	28	HFSC	2386
Deliberate Vehicle Fires	8	15	Hydrant Surveys	54
All Secondary Fires	140	102	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	102	85	Prevention Campaigns	12
AFA's in Non Domestic Premises	7	12	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	75.0%		Off Station Exercising	2
Alert to Mobile	97.7%	95%	Positive Action	3

The targets are based on 5 years performance data.

*2023/24 Targets will be added in March

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

18 - Aintree Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Aintree will:

Attend and assess premises to gather SSRI information to inform our response and identify risks. Understand and implement the PORIS system.

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

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

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

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

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

Undertake all assign Hydrant walks to ensure operational readiness, report faults in a timely fashion and familiarise crews with alternative water sources, including Leeds Liverpool Canal.

Participate in consultation and feedback sessions around the development of the new TDA and Superstation at Long Lane.

Operational Response

Aintree will:

Train on Fire service fundamental areas at a local level, via off site exercises and by attending organisation led planned training and service wide exercises.

Undertake and complete all Safe Person Assessments and theoretical training as designated by the monthly planner.

Plan and attend off site exercises based on local and neighbouring risks.

Support the implementation of the CallMy app in relation to the response standard and retained capability.

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

Undertake regular driver training and constructive feedback sessions to promote high standards of driving and emergency response.

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

Understand and achieve the defined response times to ensure the communities we serve receive an effective and efficient service.

Prevention and Protection

Aintree will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

Respond to and protect those affected by hate crime through support, advice and equipment.

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

Support the most vulnerable members of the community through community impact funds.

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

Identify, report and prevent waste and fly tipping and the adverse effect it has on the community.

Work with local businesses through the undertaking of SOFSA to promote and offer Fire Safety advice.

Reduce demand on resources through the identification of high demand areas such as AFA, Water related incidents and false alarms and joint working to educate and inform.

People

Aintree will:

Actively monitor and manage personnel's wellbeing taking in to account external factors such as COVID.

Complete inductions for new staff coming in to the DCWTR system, including full explanation of the staffing requirements and retained elements.

Embrace and embed ED&I at the centre of our work. Attend webinars and events to promote and learn about diversity. Support staff networks and local events.

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

Identify future leaders and those with high potential, deliver training and development sessions and support them through the gateway.

Conduct appraisals in a positive and engaging manner to ensure key deliverable and staff development is maximised along with engagement.

Know our community; understand the diversity and how this is effected by risk, vulnerability and demand. Utilise this information to undertake intervention that help our communities thrive.

Promote a healthy lifestyle amongst personnel, including encouraging fitness and mental health and well being activities. Direct staff to support services available.

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18-Aintree Community Fire Station

Community Risk Management Plan 2023-2024



Our Vision: To be the best Fire and 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: To Protect, Prevent, Prepare and Respond

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

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

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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	292	310	Site Specific Risk Information (SSRIs) Level 3,4,5	33
All Primary Fires	85	128	PORIS Level 1,2	95
Accidental Dwelling Fires (ADFs)	15	28	HFSC	2386
Deliberate Vehicle Fires	6	33	Hydrant Surveys	48
All Secondary Fires	207	182	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	128	121	Prevention Campaigns	12
AFA's in Non Domestic Premises	43	70	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	61.5%		Off Station Exercising	2
Alert to Mobile	99.3%	95%	Positive Action	3

The targets are based on 5 years performance data.

*2023/24 Targets will be added in March

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

19 - Croxteth Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

We will:

- Complete all SSRI inspections on premises within station area to ensure that key risk information is available to operational crews.
- Complete all allocated hydrant inspections
- Maintain core competencies by attending scheduled training at the Training and Development Academy.
- Complete periodic Effective Command Based Training.
- Lead and attend three Pump Exercise Training based on 12 Risk Profile.
- Measure and confirm competencies against Learnpro and SPA.
- Undertake two off station training scenarios, utilising due for renewal SSRI locations to develop new relationships and realistic incident scenarios
- Train to maintain all competencies against USAR, MTA and technical rescue skills
- Conduct training exercises across Merseyside to further develop technical rescue skills
- Develop systems and working practices on station, building on existing relationships with internal staff and HART colleagues based at Croxteth Station

Operational Response

We will:

- Ensure all aspects of operational response can be conducted safely in line with the training planner and assess against national and local policy, guidance and procedures
- Maintain core skills through completion of Safe Person Assessments and theoretical learning
- Maintain 95% standard for alert to mobile within 1.9 minutes (including Recall to Duty), and attendance standard, attending all life risk within 10 minutes.
- Promote a positive Health and Safety culture to manage Health and Safety requirements
- Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents and training exercises. Particularly around Contaminants
- Maintain appliance and equipment to maintain operational readiness
- Conduct routine testing and maintenance of equipment
- Ensure response times are effectively met
- Host an Open Community Event, and feed into Liverpool "Have a Go Day" to support Positive Action.

Prevention and Protection

Together we will:

- Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice
- Deliver HFSC's on a risk based approach utilising status reports, local knowledge, incident data and partner information to identify specifically the over 65's and the most vulnerable groups in our community
- Support local and seasonal campaigns such as Winter Warm, High Rise or Older Persons day
- Undertake Simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses to ensure compliance with legislation and familiarise crews
- Target anti-social behaviour and waste material build up to reduce ASB fires
- Collate and monitor Equality data from our activities to ensure we target all groups within the community
- Look to support community based initiatives by use of the community impact fund

People

At Croxteth, we will:

- Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.
- Use the appraisal process to promote personal development by setting realistic aims and objectives to support individuals and team
- Identify and support individuals who would like to develop/progress their careers and ensure suitable opportunities are created
- Provide support for development firefighters via mentorship, structured training and development activities
- Build a positive culture within station, promoting awareness and understanding of the importance of the Leadership message.
- Continue to maintain existing USAR/Technical Rescue skills and help to support the development of newer team members
- Maintain fitness levels through shift related physical training activities
- Manage health, safety and well-being of personnel and ensure that levels of absence, accidents and injuries are in line with Service policy

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19 - Croxteth Community Fire Station

Community Risk Management Plan 2023-24



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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	463	382	Site Specific Risk Information (SSRIs) Level 3,4,5	16
All Primary Fires	96	106	PORIS Level 1,2	41
Accidental Dwelling Fires (ADFs)	36	43	HFSC	2062
Deliberate Vehicle Fires	10	36	Hydrant Surveys	61
All Secondary Fires	367	276	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	205	201	Prevention Campaigns	12
AFA's in Non-Domestic Premises	16	9	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	88.9%		Off Station Exercising	2
Alert to Mobile	96.6%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

20 - Birkenhead Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Birkenhead Community Fire Stn will:

Complete all programmed core skills courses at the Training and Development Academy.

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

Undertake two off station training scenarios. Utilising due for renewal SSRI locations to develop new relationships and realistic incident scenarios.

Embed the PORIS (Provision of Operational Risk Information System) following an initial trial period.

Arrange familiarisation visits to local high risk premises such as Cammell Laird and Tranmere Oil Terminal. Including an exercise for WM/CM development.

Explore mentoring possibilities between Birkenhead and Wallasey crews.

Maintain an excellent standard of readiness, cleanliness of the appliance, equipment and standards of dress.

Begin awareness training of Specialist Support POD's across the Stations.

Ensure all hydrant and Emergency Water Supply inspections are completed.

Operational Response

Birkenhead Community Fire Stn will:

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

Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met.

Work with our partners such as NWS, Coastguard and RNLI to maintain excellent response to water and mud related incidents.

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

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

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through Operational Assurance Department.

Continue to engage in multi agency or locally relevant exercises including COMAH, Mersey Tunnels and rail systems.

Prevention and Protection

Birkenhead Community Fire Stn will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

Explore gateways into the Diverse Cultural Community, explore relationship with Deen Community Centre

Ensure understanding and promote safeguarding of vulnerable persons and those with protected characteristics.

Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties.

Effectively engage with children and young people, creating strong bonds with schools. Explore relationship with The Hive Youth Zone.

Continue to work with Charles Thompson Mission to Engage with Vulnerable and at Risk. Generate HFSC referrals.

Deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period alongside Prevention Department and Partners.

Contribute to implementation of new CFRMIS Protection Department System via completion of allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area.

People

Birkenhead Community Fire Stn will:

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

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

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

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be, identifying and support potential managers for the future.

Contributing to the Coaching and Mentoring Programs.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and our communities, utilising positive action days.

20 - Birkenhead Community Fire Station

Community Risk Management Plan 2023-24



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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	515	444	Site Specific Risk Information (SSRIs) Level 3,4,5	42
All Primary Fires	113	138	PORIS Level 1,2	87
Accidental Dwelling Fires (ADFs)	43	57	HFSC	2161
Deliberate Vehicle Fires	8	38	Hydrant Surveys	84
All Secondary Fires	402	306	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	291	205	Prevention Campaigns	12
AFA's in Non Domestic Premises	11	23	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	91.2%		Off Station Exercising	2
Alert to Mobile	96.1%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

21 - Bromborough Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Our team will:

Maintain competence by attending all required core skills courses at our Training and Development Academy.

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

Develop relationships with cross border service (Cheshire FRS), carrying out joint training sessions and sharing of knowledge and information regarding the identified top 12 risks.

Complete two off station Training Exercises, highlighting local risks and where possible include other partners such as NWAS colleagues.

Understand local risks by completing Site Specific Risk Inspections (SSRI). Develop awareness and use of the PORIS (Provision of Operational Risk Information) system to capture risk information using Risk Demand and Vulnerability data.

Complete Hydrant Surveys, reporting faults in a timely manner to ensure suitable provision of water for firefighting is maintained. Liaise with Water Section to develop specific water plans where areas of poor water supplies have been identified.

Liaise with COMAH Upper Tier site operators to ensure station staff complete an annual familiarisation visit of each listed site and in addition support required COMAH training events as required.

Maintain high standards of appliance care.

Operational Response

Our team will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators.

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

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

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

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

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

Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding.

Embed the use of decision logging at all station training and exercising events.

Prevention and Protection

Our team will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice.

Actively target the most vulnerable in our Community by working with partners and use local knowledge to carry out HFSCs for elderly, vulnerable or high-risk individuals.

Community impact fund of £1000 will be utilised to make a positive difference in our communities and enhance our ability to engage with them. Crews will continue to seek opportunity to appropriate funds.

Carry out Community Reassurance Campaigns in our most vulnerable areas using Risk, Demand and Vulnerability data.

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

Utilise data within PIPS to identify Unwanted Fire Alarm Actuations and liaise with responsible persons to reduce occurrences through education and where necessary Protection Department involvement.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA), to promote safety in the workplace and to reinforce Fire Safety Legislation, continue to use incident data within PIPS to identify target areas.

People

Our team will:

Work together and support each other to maintain excellent wellbeing and mental health.

Attend and support Staff Network events and ED&I calendar events to increase station knowledge of Equality Diversity and Inclusion.

Create a workplace that reflects our Leadership Message.

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

Embed the Values Based Appraisal System, allowing staff to work with their line managers to set and achieve their goals.

Provide support to staff by encouraging regular one to one meetings to discuss wellbeing/development and performance objectives.

Support apprentices with their development of skills knowledge and behaviours.

Explore additional practical training opportunities by utilising the TDA at weekends to support/develop our apprentice staff.

Identify underrepresented/vulnerable groups within our communities to inform Positive Action events.

Embed coaching and mentoring within stations as a progressive development and staff welfare tool.

Continue to provide positive role modelling within our communities.

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21 - Bromborough Community Fire Station

Community Risk Management Plan 2023-24



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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	246	189	Site Specific Risk Information (SSRIs) Level 3,4,5	46
All Primary Fires	47	60	PORIS Level 1,2	55
Accidental Dwelling Fires (ADFs)	20	24	HFSC	2542
Deliberate Vehicle Fires	9	10	Hydrant Surveys	41
All Secondary Fires	199	129	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	95	72	Prevention Campaigns	12
AFA's in Non Domestic Premises	7	25	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	68.8%		Off Station Exercising	2
Alert to Mobile	92.7%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

22 - Heswall Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Our team will:

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

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

Develop relationships with the crews at Powey Lane Fire Station (Cheshire FRS) by carrying out joint training and exercises to foster the sharing of information relating to procedures and risks.

Support the development of firefighters and officers to maintain competence in their roles.

Complete two off station training exercises, highlighting local risks, with the inclusion of our neighbouring Cheshire Fire Service station at Powey Lane

Understand and record local risks by completing Site Specific Risk Inspections (SSRI) and use of the PORIS (Provision of Operational Risk Information system).

Contribute to the annual review of the ORP relating to wildfire risks on the Wirral.

Complete Hydrant Surveys for the station area.

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

Operational Response

Our team will:

Respond professionally to incidents, ensuring standards for Attendance Times and Alert to Mobile, are achieved.

Undertake local training in line with Service themes and the station specialism of wildfire response.

Maintain knowledge and skills of the Wildfire specialism by utilising all dedicated resources in realistic environments, For example, map reading, vehicle, drone and specialised hand tools.

Comply with guidance and Service Instructions. Where appropriate record the use of operational discretion.

Actively promote the safety culture by monitoring and reacting to our working environment. Record any near misses

Maintain our HVP (High Volume Pump) capability through regular training with the National Resilience asset.

Undertake briefings at the start of each shift to; detail responsibilities, communicate risk critical events, identify emerging risks and outline daily activity.

Prevention and Protection

Our team will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community & Home Safety advice

Actively target the most vulnerable in our Community by using PIPS system, CFRMIS, operational activity and the use of local knowledge to carry out Home Fire Safety Checks.

Opportunities to access the Community impact fund will be sought to make a positive difference in our communities.

Carry out Community Reassurance Campaigns in accordance with risk, demand and vulnerability.

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

Carry out Prevention Talks in places such as schools, youth centres and sheltered accommodation to promote our safety messages.

Develop relationships within the rural community to reassure and educate communities and promote our safety message.

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

People

Our team will:

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Attend Staff Network events and support ED&I calendar events to increase station personnel's knowledge of Equality Diversity and Inclusion.

Create a workplace that reflects our organisational and personal values.

Maintain attendance and promote fitness and well-being.

Engage with the Values Based Appraisal System, allowing staff to work with their line managers to set and achieve their development goals.

Delivery three Positive Action events during the year to promote the Fire & Rescue Service as a career for under represented groups in our workforce and communities.

Support colleagues with their development of their skills, knowledge and behaviours in line with the Leadership Message.

Use coaching and mentoring techniques to support development and enhance staff welfare.

Provide a positive role model to our communities.

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22 - Heswall Community Fire Station

Community Risk Management Plan 2023-24



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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	61	62	Site Specific Risk Information (SSRIs) Level 3,4,5	15
All Primary Fires	11	24	PORIS Level 1,2	50
Accidental Dwelling Fires (ADFs)	8	11	HFSC	2542
Deliberate Vehicle Fires	2	3	Hydrant Surveys	31
All Secondary Fires	50	38	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	17	18	Prevention Campaigns	12
AFA's in Non Domestic Premises	1	13	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	100.0%		Off Station Exercising	2
Alert to Mobile	99.4%	95%	Positive Action	3

The targets are based on 5 years performance data.

*Targets for 23/24 will be added in March

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

25 - Wallasey Community Fire Station

Community Risk Management Plan 2023-24



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Operational Preparedness

Wallasey Community Fire Stn will:

Complete all programmed core skills courses at the Training and Development Academy.

Utilise the Station Training Planner to complete all SPA's and e-Learning modules.

All staff to complete bespoke external Marine Ship Fire Fighting Course and maintain knowledge and understanding via CPD.

Build relationship with Peel Port and Cammel Lairds, through joint Tac Exercises and Familiarisation visits.

Undertake two off station training scenarios, utilising due for renewal SSRI locations to develop new relationships and realistic incident scenarios.

Lead & attend three Pump Exercise Training based on 12 Risk Profile.

Complete periodic Effective Command Based Training.

Embed the PORIS system following initial trials.

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

Ensure all Hydrant and Emergency Water Supply inspections are completed.

Complete delivery of Specialist POD Awareness Training of LPPSU, BASU, and MRSU to Stations across Merseyside.

Operational Response

Wallasey Community Fire Stn will:

Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.

Ensure Alert to Mobile (including Recall to Duty), Standards of Fire Cover and IRS completion standards are met.

Work with our partners such as NWAS, Coastguard and RNLI to maintain excellent response to water and mud related incidents.

Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents and training exercises. Particularly around Contaminants.

Ensure high standards of driving and emergency response and low speed manoeuvres are maintained.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through Operational Assurance Department.

Ensure staffing provision is maintained to requirements of the Hybrid duty system model.

Host an Open Community Event, and feed into Wirral "Have a Go Day" to support Positive Action.

Build relationship with Fire Control colleagues via visits.

Prevention and Protection

Wallasey Community Fire Stn will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

Recognise and provide advice around emerging Community habits, around Cost of Living and increased Lithium Battery dangers.

Promote safeguarding of vulnerable persons and those with protected characteristics.

Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties.

Effectively engage with children and young people, via Princes Trust, Fire Cadets and Wirral Youth Hub.

Deliver targeted Prevention Campaign Community Safety Advice in identified areas and continue to work with The Voice of Egremont Community Hub.

Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period alongside Prevention and Partners.

Contribute to implementation of new CFRMIS Protection Department System via completion of allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area.

Increase operational crews Fire Safety knowledge and skills to be able to deliver bespoke advice to our community.

People

Wallasey Community Fire Stn will:

Promote awareness of the importance of mental health wellbeing.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

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

Build a positive culture within station, promoting awareness and understanding of the importance of the Leadership message.

Support the Firefighter Apprenticeship Programme through mentoring and training,

Develop and support personnel at all rank levels to be the best they can be.

Identify and support potential managers for the future utilising the High Potential Program.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Support Positive Action recruitment through Community Engagement Event in Station Area, developing understanding of diverse community.

25 - Wallasey Community Fire Station

Community Risk Management Plan 2023-24



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Page 236

	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	381	370	Site Specific Risk Information (SSRIs) Level 3,4,5	41
All Primary Fires	119	106	PORIS Level 1,2	56
Accidental Dwelling Fires (ADFs)	59	45	HFSC	3211
Deliberate Vehicle Fires	6	28	Hydrant Surveys	65
All Secondary Fires	262	264	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	156	152	Prevention Campaigns	12
AFAs in Non Domestic Premises	6	15	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	65.0%		Off Station Exercising	2
Alert to Mobile	97.8%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

26 - Saughall Massie Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Our team will:

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

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

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

Ensure all staff development areas including FF apprentice, Crew and Watch Managers are supported to the highest standards.

Complete two off station Training Exercises, highlighting local risks.

Support wider risk training such as COMAH exercising when required.

Understand local risks by completing Site Specific Risk Inspections (SSRI) Develop awareness and use of the PORIS (Provision of Operational Risk Information) system to capture risk information.

Complete Hydrant Surveys for the station area.

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

Operational Response

Our team will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators.

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

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

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

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

Continue to develop knowledge and skills in relation to local risk.

Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding.

Prevention and Protection

Our team will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

Community impact fund of £1000 will be utilised to make a positive difference in our communities and enhance our ability to engage with them.

Carry out Community Reassurance Campaigns in accordance with risk, demand and vulnerability.

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

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

Develop working relationships with the rural community to reassure, educate and promote our safety message.

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

People

Our team will:

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Attend Staff Network events and support ED&I calendar events to increase station personnel's knowledge of Equality Diversity and Inclusion.

Create a workplace that reflects our organisational and personal values.

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

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

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

Support Apprentices with their development of skills knowledge and behaviours throughout their Firefighter apprenticeship.

Embed coaching and mentoring within stations as a progressive development and staff welfare tool.

Continue to provide positive role modelling within our communities.

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26 - Saughall Massie Community Fire Station

Community Risk Management Plan 2023-24



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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	613	469	Site Specific Risk Information (SSRIs) Level 3,4,5	30
All Primary Fires	94	109	PORIS Level 1,2	90
Accidental Dwelling Fires (ADFs)	44	42	HFSC	2227
Deliberate Vehicle Fires	17	29	Hydrant Surveys	70
All Secondary Fires	519	360	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	229	145	Prevention Campaigns	12
AFA's in Non Domestic Premises	4	40	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	89.7%		Off Station Exercising	2
Alert to Mobile	95.3%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

30 - Bootle / Netherton Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Operational Response

Prevention and Protection

People

Bootle and Netherton Community Station will:

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

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

Encourage and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within.

Complete two off station Training Exercises, highlighting local risks.

Understand local risks by completing Site Specific Risk Inspections (SSRI)

Embed and adapt to the PORIS (Provision of Risk Information System) software to gather and present risks and hazards that Firefighters may encounter within premises.

Complete Hydrant Surveys for the station area.

Continue to work closely with NWS and forge good JESIP links and positive working relationships.

Ensure knowledge of specialist assets at other operational locations through familiarisation.

Bootle and Netherton Community Station will:

Respond professionally and speedily to incidents. Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met.

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

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

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

Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.

Ensure the highest standards of appliance cleanliness, readiness and equipment maintenance.

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

Bootle and Netherton Community Station will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

Carry out Community Reassurance Campaigns in our most vulnerable areas.

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

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

Identify community groups eligible for Community Impact Fund.

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

Contribute to implementation of new CFMIS Protection Department System via completion of allocated Site Specific Risk Information, PORIS and Simple Operational Fire Safety Audits within the station area.

Continue to quality assure the standard of home safety work within the operational staff cohort.

Bootle and Netherton Community Station will:

Be supported to ensure their Physical and Mental Health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally.

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

Create a workplace which reflects our organisational and personal values.

Recognise and promote the value of EDI within MFRS and the wider communities we serve.

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

Develop and support personnel at all levels to be the best they can be and identify and support potential managers for the future. Contributing to the Coaching and Mentoring.

Review performance and identify future development needs through the appraisal system.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station. Exploration into Mentor Bridging Team for Apprentice Fire Fighters.

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30 - Bootle / Netherton Community Fire Station

Community Risk Management Plan 2023-24



Our Vision: To be the best Fire and 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: To Protect, Prevent, Prepare and Respond

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

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

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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	183	292	Site Specific Risk Information (SSRIs) Level 3,4,5	24
All Primary Fires	51	93	PORIS Level 1,2	48
Accidental Dwelling Fires (ADFs)	31	37	HFSC	2431
Deliberate Vehicle Fires	9	26	Hydrant Surveys	48
All Secondary Fires	132	199	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	104	114	Prevention Campaigns	12
AFA's in Non Domestic Premises	3	14	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	80.0%		Off Station Exercising	2
Alert to Mobile	94.8%	95%	Positive Action	3

The targets are based on 5 years performance data. *Targets for 23/24 will be added in March	We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities
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31 - Crosby Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Crosby will:

Train, familiarise and exercise against identified risks within the station area. The Port of Liverpool represents a significant area of consideration, requiring comprehensive risk planning and training.

Complete allocated (SSRI) inspections within the station area and maintain currency. Develop awareness and use of the PORIS (Provision of Operational Risk Information System) software to capture and make risk information available.

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

Attend all core and risk critical training at the Training and Development Academy, ensuring FF apprentice skills are maintained in line with the required standards.

Complete all allocated E learning and acquire the required standard.

Commitment to develop and expand marine specialist training in collaboration with staff at Wallasey Community Fire Station.

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

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

Operational Response

Crosby will:

Continuously develop skills, knowledge and understanding of service equipment and procedures and develop against skills associated with marine response.

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

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

Test and maintain all equipment to the highest standard.

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

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

Actively record and monitor Health and Safety in the workplace through inspection, reporting and active monitoring.

Respond to notification of incidents immediately to minimise alert to mobile times and contribute to overall effectiveness..

Prevention and Protection

Crosby will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

Utilise PIPS data to target those most vulnerable, identifying causes and distribution of different dwelling fires to tailor bespoke fire safety messaging within our community.

Liaise with CRM and the District Prevention Team to ensure effective use of resources in line with risk, demand and vulnerability.

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

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

Crosby have made contact with and committed to assist the following organisations by attending and delivering our fire safety message to the most vulnerable and also with a grant from the community impact fund to assist the organisations in providing the services they deliver.

Crosby Community Kitchen and Sefton Community Pantry

People

Crosby will:

Support our staff who have been affected directly or indirectly by the pandemic

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

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

Continue to develop FF apprentice skills to national standards and support staff through assessment processes.

Embed a culture of coaching and mentoring within the station management groups to support and develop staff to their full potential.

Encourage and support future talent through identification, training and appraisal in line with role structures. Consider opportunities for staff to develop laterally.

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

Aim to achieve 100% attendance in the workplace.

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

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31 - Crosby Community Fire Station

Community Risk Management Plan 2023-24



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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	406	326	Site Specific Risk Information (SSRIs) Level 3,4,5	26
All Primary Fires	81	101	PORIS Level 1,2	59
Accidental Dwelling Fires (ADFs)	42	47	HFSC	1609
Deliberate Vehicle Fires	7	17	Hydrant Surveys	73
All Secondary Fires	325	225	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	199	129	Prevention Campaigns	12
AFA's in Non Domestic Premises	0	10	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	68.8%		Off Station Exercising	2
Alert to Mobile	98.9%	95%	Positive Action	3

The targets are based on 5 years performance data.

*Targets for 23/24 will be added in March

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

32 - Formby Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Formby Community Station will:

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

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

Ensure local staffing is planned in advance to provide suitable fire/HVP cover.

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

Encourage and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within.

Complete two off station Training Exercises, highlighting local risks.

Understand local risks by completing Site Specific Risk Inspections (SSRI). Utilise CFRMIS and PORIS (Provision of Risk Information System) to achieve a more effective response.

Complete Hydrant Surveys for the station area.

Continue to work closely with NWAS and forge good working relationships and JESIP links

Operational Response

Formby Community Station will:

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

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

Liaise with neighbouring stations in Lancashire FRS to develop off station exercises and familiarisation visits to each other's stations. This will include joint training, identification of similar incident types and inspection of common risks.

Continue to develop links with partner agencies towards an enhanced Wildfire response, supported by education, Training and Operational Assurance

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

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

Ensure appliance readiness to the required standards.

Prevention and Protection

Formby Community Station will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

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

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

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

Continue to protect and support the over 65s population within the station area.

Ensure the safety of those visiting the Pinewoods area through development of wildfire skills and forward planning.

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

People

Formby Community Station will:

Be supported to ensure their physical and mental health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally.

Create a workplace which reflects our organisational and personal values.

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

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

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

Identify future talent and develop personnel through study, coaching and exposure to operational incidents.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Recognise and promote the value of EDI within the FRS and the wider communities we serve including observation of calendar events or themed months and engaging in dedicated webinars as supplied.

32 - Formby Community Fire Station

Community Risk Management Plan 2023-24



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Our Aims: To Protect, Prevent, Prepare and Respond

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

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

	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	83	92	Site Specific Risk Information (SSRIs) Level 3,4,5	19
All Primary Fires	23	23	PORIS Level 1,2	56
Accidental Dwelling Fires (ADFs)	11	8	HFSC	2542
Deliberate Vehicle Fires	1	4	Hydrant Surveys	29
All Secondary Fires	60	69	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	27	38	Prevention Campaigns	12
AFA's in Non Domestic Premises	1	3	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	100.0%		Off Station Exercising	2
Alert to Mobile	99.3%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

33 - Southport Community Fire Station

Community Risk Management Plan 2023-24



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Operational Preparedness	Operational Response	Prevention and Protection	People
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Southport Community Station will:

- Complete all core skills courses at our Training and Development Academy.
- Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.
- Encourage and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within.
- Complete two off station Training Exercises, highlighting local risks.
- Utilise our aerial capability to train and plan around incidents in High Rise Buildings.
- Understand local risks by completing Site Specific Risk Inspections (SSRI). Utilise CFRMIS and the PORIS (Provision of Risk Information System) facility to achieve a more effective response.
- Complete Hydrant Surveys for the station area.
- Continue to work closely with NNAS and forge good working relationships and JESIP links.
- Develop awareness of specialisms at key locations through familiarisation to ensure maximum effective response.

Southport Community Station will:

- Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times, Alert to Mobile and ensuring IRS completion standards are met.
- Work with our partners such as Coastguards, Southport Off Shore Rescue to maintain excellent response to water and beach related incidents.
- Liaise with neighbouring stations in Lancashire FRS to develop off station exercises and familiarisation visits to each other's stations.
- Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.
- Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the OSHENS system
- Ensure standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.
- Ensure standards of appliance cleanliness, readiness and availability are maintained.

Southport Community Station will:

- Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice
- Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out HFSCs.
- Carry out Community Reassurance Campaigns in our most vulnerable areas.
- Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety message
- Work with the Fire Cadets to continue our commitment to Youth Engagement.
- Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.
- Contribute to implementation of new CFRMIS Protection Department System via completion of allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area.
- Continue to identify opportunities to allocate the community impact fund to support cohesion.

Southport Community Station will:

- Be supported to ensure their Physical and Mental Health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally.
- Create a workplace which reflects our organisational and personal values.
- Maintain high levels of attendance and promote fitness and well-being.
- Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.
- Provide support to Firefighters and officers in development roles to allow them to become the best they can be.
- Embed the culture of coaching, mentoring and development to support future talent into the Gateway for consideration.
- Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.
- Recognise and promote the value of EDI within the FRS and the wider communities we serve. Observe calendar events or themed months to recognise diversity of people within our communities.

33 - Southport Community Fire Station

Community Risk Management Plan 2023-24



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Our Purpose: Here to Serve. Here to Protect. Here to keep you safe.

Our Aims: To Protect, Prevent, Prepare and Respond

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

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

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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	224	267	Site Specific Risk Information (SSRIs) Level 3,4,5	64
All Primary Fires	80	107	PORIS Level 1,2	284
Accidental Dwelling Fires (ADFs)	48	55	HFSC	4249
Deliberate Vehicle Fires	4	12	Hydrant Surveys	108
All Secondary Fires	144	160	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	52	61	Prevention Campaigns	12
AFA's in Non Domestic Premises	10	29	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	67.6%		Off Station Exercising	2
Alert to Mobile	90.6%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

42 - Kirkby Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Kirkby Firefighters will;

Liaise with the Training and Development Academy and assist in conducting service wide High-Rise training exercises at Gaywood Green Heights to further develop knowledge and practical skills.

Work closely with local housing authorities to ensure that our crews are best prepared to provide a swift and effective response should it be required.

Carry out Site Specific Risk information visits/revisits, as required ensuring key risk information is accurate. Imbed the PORIS (Provision of Risk Information System) as a means of informing Crews of Hazards and Risk.

Complete Hydrant inspections within the station area including surveys of water supplies for Kirkby Industrial estate and emergency plans for large scale incidents.

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

Plan and carry out at least two off Station exercises/training events at local risk venues including COMAH sites and industrial premises where possible to test and maintain operational effectiveness.

Crews to monitor Station Area regards new developments and ensure sufficient risk information is recorded via respective systems. In particular the new project around opening a new Train Station at Headbolt lane.

Operational Response

Together we will;

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

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

Maintain service PPE to the highest possible standards.

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

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

Ensure Operational Assurance products such as incident notes, case studies and significant incident reports are made available and used to improve the knowledge and response of crews.

Continue to develop firefighter apprentices through operational exposure and mentoring at incidents.

Prevention and Protection

Together we will;

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

Carry out Community Reassurance Campaigns in our most vulnerable areas.

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

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

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

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

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

In the form of a Community Impact Fund, Firefighters will support community based initiatives at a local level. They will help deliver projects in conjunction with partners, that will help them achieve their objectives and have a beneficial impact on the local Community. This will include the Trussell Trust food banks based in the Kirkby area.

People

Kirkby Firefighters will;

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Continue to engage, communicate and improve on the unprecedented response and outstanding results from the 2020 staff survey through constructive and meaningful engagement with operational staff.

Create a workplace which reflects our organisational and personal values and embed the culture of coaching and mentoring.

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

Help develop and support our team, via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals. Identify and support future talent.

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

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

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

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42 - Kirkby Community Fire Station

Community Risk Management Plan 2023-24



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Page 248

	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	273	368	Site Specific Risk Information (SSRIs) Level 3,4,5	42
All Primary Fires	66	94	PORIS Level 1,2	278
Accidental Dwelling Fires (ADFs)	27	32	HFSC	1732
Deliberate Vehicle Fires	10	31	Hydrant Surveys	34
All Secondary Fires	207	274	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	137	178	Prevention Campaigns	12
AFA's in Non Domestic Premises	7	9	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	95.2%		Off Station Exercising	2
Alert to Mobile	92.6%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

43 - Prescott Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

Prescot Firefighters will;

Complete allocated (SSRI) inspections within the station area and maintain currency. Develop awareness and use of the PORIS (Provision of Operational Risk Information System) software to capture and make risk information available

Deliver training to Mass Decontamination Unit support stations and develop the instructor cadre in line with National Resilience Key Performance Indicators. Train and maintain the skills associated with the MDU to national standards.

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

Plan and carry out training events at local risk venues including residential High Rise properties and rural locations where possible to test and maintain operational effectiveness.

Complete allocated Hydrant inspections within the station area.

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

Maintain and enhance relationship with Merseyside Police colleagues at Prescott Fire station promoting joint working and JESIP principles.

Operational Response

Together we will;

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

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

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

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

Ensure Operational Assurance products such as case studies, incident notes and significant incident reports are observed by staff and utilised to improve Firefighter Safety and efficiency of response.

Ensure staffing and skillsets are appropriate to the MDU provision.

Prevention and Protection

Together we will;

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

Carry out regular QA of HFSC's by Station Managers to ensure high standards are being maintained and all available support partners are utilised. This will include incorporation of the CFRMIS Home Safety module.

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

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

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

Highlight organisations or local bodies that could benefit from a grant from the community impact fund that we could also embed our firefighters alongside to assist. This will improve community cohesion and demonstrate that we are here to serve, to protect and keep communities safe.

People

At Prescott we will;

Support our staff who have been affected directly or indirectly by the pandemic

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

Continue to develop FF apprentice skills to national standards and support staff through assessment processes.

Embed a culture of coaching and mentoring within the station management groups to support and develop staff to their full potential.

Encourage and support future talent through identification, training and appraisal in line with role structures. Consider opportunities for staff to develop laterally.

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

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work and support of calendar events or themed months.

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

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43 - Prescott Community Fire Station

Community Risk Management Plan 2023-24



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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	363	384	Site Specific Risk Information (SSRIs) Level 3,4,5	42
All Primary Fires	112	134	PORIS Level 1,2	195
Accidental Dwelling Fires (ADFs)	48	53	HFSC	1732
Deliberate Vehicle Fires	12	33	Hydrant Surveys	76
All Secondary Fires	251	250	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	181	198	Prevention Campaigns	12
AFA's in Non Domestic Premises	5	22	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	80.6%		Off Station Exercising	2
Alert to Mobile	91.7%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

50 - St Helens Community Fire Station

Community Risk Management Plan 2023-24



Operational Preparedness

St Helens will:

Plan, prepare and exercise utilising our Aerial Capability for incidents involving High Rise Buildings

Host external training provider to deliver a bespoke enhanced Hazmat Course to all staff. This will be maintained through regular training, exercising and CPD events. Maintain all competencies against Foam Capability through education and training to maintain technical skills.

Attend all core & risk critical training at the training and development academy.

Complete all allocated E learning and acquire the required standard.

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

Utilise Effective Command Training to undertake command training and development

Utilise known top 12 risks and other key infrastructure in the station area to undertake, including leading on, 3 pump station based exercises and 2 off station exercises.

Understand and embed PORIS for all station staff. Utilise CFRMIS and PORIS (Provision of Risk Information System) to achieve a more effective response. Understand local risks by completing Site Specific Risk Inspections (SSRI).

Host all stations to deliver specialist asset familiarisation sessions. Develop the provision of e learning videos.

Operational Response

St Helens will:

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

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

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

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

Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents and training exercises. Particularly around Contaminants.

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

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

Prevention and Protection

St Helens will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Continue to support and protect the over 65s cohort within our communities.

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

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

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

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

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

People

St Helens will:

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Create a workplace which reflects our organisational and personal values.

Help develop and support our team, via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals. Identify and support future talent.

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

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

Embed the hybrid structure that mirrors the station functional plan, giving ownership, cohesion of activity and resource, accountability and responsibility to all staff

Embed the culture of coaching and mentoring to ensure our staff are the best that they can be.

Identify and support future talent through the high potential program.

Host an Open Community Event, and feed into St Helens "Have a Go Day" to support Positive Action.

50 - St Helens Community Fire Station

Community Risk Management Plan 2023-24



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Our Aims: To Protect, Prevent, Prepare and Respond

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

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

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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	892	688	Site Specific Risk Information (SSRIs) Level 3,4,5	92
All Primary Fires	174	184	PORIS Level 1,2	314
Accidental Dwelling Fires (ADFs)	54	71	HFSC	3211
Deliberate Vehicle Fires	22	39	Hydrant Surveys	144
All Secondary Fires	718	504	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	567	391	Prevention Campaigns	12
AFA's in Non Domestic Premises	15	33	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	82.9%		Off Station Exercising	2
Alert to Mobile	97.3%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

51 - Newton-le-Willows Community Fire Station

Community Risk Management Plan 2023/24



Operational Preparedness

Newton-le-Willows Firefighters will;

Due to Station Risks, prioritise and complete allocated Hydrant inspections within the station area prioritising Sankey Valley Industrial Estate.

Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is accurate as embed the PORIS (Provision of Risk Information System) process in 2021/22.

Plan and carry out training events to include our multi agency partners, at local risk venues including both the Sankey Valley industrial premises plus rural locations where possible to test and maintain operational effectiveness.

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

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

Engage with crews from GMFRS for joint training and cross border familiarisation to improve and refine interoperability when responding.

Complete two off site training exercises for the year 2022-2023.

Operational Response

Together we will;

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

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

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

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

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

Ensure Operational Assurance products such as incident notes, case studies and significant incident reports are made available and are used to improve the efficiency and safety of response.

Ensure all records of training, learning and reporting are completed in the agreed, suitable and secure format.

Ensure continuity of officer development.

Prevention and Protection

Together we will;

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

Carry out Community Reassurance Campaigns in our most vulnerable areas.

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

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

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

Support the Community Fridge project through the Community Impact Fund initiative which will assist local children to access school uniform for the most disadvantaged families within the area.

Continue to focus on the over 65 element within our communities to ensure safety from harm, injury or death from fire.

People

At Newton-le-Willows we will;

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Create a workplace which reflects our organisational and personal values.

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

Continue to engage, communicate and improve on the unprecedented response from the 2020 staff survey through constructive and meaningful engagement with operational staff.

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

Monitor and identify future development needs through the appraisal system.

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

Embed the culture of coaching and mentoring as a tool to develop and identify people who may have potential for future progression.

Continue to support staff through objectives set at the appraisal meeting and commit to further development.

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51 - Newton-le-Willows Community Fire Station

Community Risk Management Plan 2023-24



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	Estimated Performance 2022/23	Targets* 2022/23		Annual Target 2023/24
All Fires	153	137	Site Specific Risk Information (SSRIs) Level 3,4,5	30
All Primary Fires	57	50	PORIS Level 1,2	133
Accidental Dwelling Fires (ADFs)	25	19	HFSC	2431
Deliberate Vehicle Fires	14	9	Hydrant Surveys	28
All Secondary Fires	96	87	CRM Routes/Waste & Fly Tipping	Use PIPS data
Anti-Social Behaviour Fires (ASBs)	74	63	Prevention Campaigns	12
AFA's in Non Domestic Premises	0	5	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	80.0%		Off Station Exercising	2
Alert to Mobile	98.8%	95%	Positive Action	3

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

81 - Marine Rescue Unit

Community Risk Management Plan 2023-24



Operational Preparedness

MRU will:

Plan, prepare and exercise against identified risks within the station area. Particular attention will be paid to The Top 12 risks on the River Mersey.

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

Attend all core and risk critical training.

Measure and confirm competencies against Learn pro and SPA.

Identify and familiarise all staff with high risk areas within the River Mersey.

Maintain compliance with the declared facility agreement by ensuring qualifications are kept up to date and that our boats are inspected and maintained periodically.

Operational Response

MRU will:

Continue to maintain the core skills, safety critical training and central course attendance required by the Crew member/Team Leader role.

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

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

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

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

Ensure response times are effectively met

Prevention and Protection

MRU will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

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

Support local or seasonal campaigns with a focus on providing the community with water safety guidance.

Continue to support Youth Engagement activity and foster good working relationships with the team.

People

MRU as a team will;

Work together and support each other to maintain excellent wellbeing.

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

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

Provide support for development Crew members via mentorship, structured training and development activities

Maintain fitness levels through shift related physical training activities

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

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81 - Marine Rescue Unit

Community Risk Management Plan 2023-2024



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			OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.
			Annual Target 2023/24
			Site Specific Risk Information (SSRIs) Level 3,4,5
			53
			Prevention Campaigns
			12
			Community Station Visits
			6
			Off Station Exercising
			2

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

Community Risk Management Plan 2023-24



Operational Preparedness

Fire Control will;

- Review and revise SOPS and E-learning packages
- Implement a suite of practical training scenarios
- Continue to support the Command Strategy to ensure staff know how to be effective commanders
- Take part in command assessment and validations
- Support the implementation of National Operational Guidance into MFRS
- Support multi-agency training and exercise programme
- Maintain the efficiency and effectiveness of National Resilience response by ensuring the NR core skills acquisition training and Continual Professional Development (CPD) programs are delivered and assured
- Undertake on duty training which is linked to a Fire Control training calendar

Operational Response

Fire Control will;

Contribute to the Attendance Standard -

- We will answer 96 % of 999 calls within 10 seconds
- Average Time Taken to Process a Life Risk Call by Fire Control within 90 seconds

Be involved in all stages of Re-design of Fire Control suite including investment in new technologies

Introduce new technologies within Fire Control to improve the efficiency and effectiveness of operational response:

- Media wall
- AURA
- Pre-Alert

Introduction of a staffing model that provides the appropriate resources to match Operational demand and facilitate high quality training.

Prevention and Protection

Fire Control will;

- Support local or seasonal campaigns such as Winter Warm, High Rise, Bonfire and Older Person's day.
- Respond to and protect those affected by hate crime through care, advice and referral to partner agencies.
- Identify and reduce resource demands such as unwanted alarm signals through advice and joint working.
- Undertake regular training, to ensure staff are competent and confident to deliver home fire safety advice and complete relevant referrals following control room contact.

People

Fire Control will;

- Work together and support each other to maintain excellent wellbeing and mental health.
- Use the appraisal process to promote personal development by setting realistic aims & objectives to support individuals and team
- Identify & support individuals who would like to develop/progress their careers & ensure suitable opportunities are created
- Provide support for development Firefighter Control via mentorship, structured training & development activities
- Manage health, safety & well-being of personnel & ensure that levels of absence, accidents & injuries are in line with Service policy

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Fire Control

Community Risk Management Plan 2023-2024



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	Estimated Performance 2022/23	Targets 2022/23*		Annual Target 2023/24
96 % of 999 calls answered within 10 seconds	96%	Above 96%	SPA'S	190
			Exercises	12
			Practical Training Sessions	10
			E-Learning Packages	1,300

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

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

EQUALITY IMPACT ANALYSIS

Overview Details			
Function /Department	Protection	Date Of analysis	January 2023
Title and overview of what is being assessed / considered	Community Risk Management: Protection Functional Delivery Plan 2023/24	Review Date	January 2024
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input checked="" type="checkbox"/>
Author of Equality Impact Analysis	AM Kevin Longshaw	Equality Analysis quality assured by (Member of the POD team)	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

1 **What evidence have you used to think about any potential impact on particular groups?**
(Please highlight any evidence that you have considered to help you address what the potential impact may be)

Example evidence:

- ONS Census data
- Regional or local demographic information
- MFRS reports & data
- NFCC Reports/Guidance
- Home office/Local government Reports
- Risk Assessments
- Staff survey results
- Research / epidemiology studies
- Updates to legislation
- Engagement records or analysis

NFCC Equality of Access documents – We encourage you to click on the following [link](#) to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.

Some aspects of these documents will help you provide information, awareness, and data to support:

- Integrated Risk Management Plans
- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans

The following monitoring data has been considered:

- MFRS Knowing our communities data
- LA demographic data
- Incident data
- HMICFRS actions and feedback
- Positive action and other staff data
- Feedback from training
- Feedback following campaigns
- Census 2021

General communications and guidance from the following have been considered:

- Asian Fire Service Association
- Employers Network for Equality and Inclusion
- NFCC

The priorities within the plan for 2023/24 have been determined by a number of influences including:

- The Fire and Rescue Service Act 2004
- The Fire and Rescue National Framework 2018
- The Equality Act 2010
- HMICFRS State of Fire Reports
- The future needs of the Service

In compiling the Protection Functional Plan, we have considered the Merseyside Fire & Rescue Service Equality Diversity & Inclusion (ED&I) Assurance Checklist.

The detailed actions within the plan demonstrate our legal compliance to both the Equality Act and Public Sector Equality Duty.

- Community engagement activities
- and, will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

In addition, deliberation has been given to ensure we minimise any risks to the Service whilst carrying out the actions.

The EIA takes into consideration the functional responsibilities and accountabilities agreed & set out in the ED&I Action 2022-24 & reported on at BI monthly at the Culture & Inclusion Board. The board includes representatives from various staff networks

The purpose of the Protection Functional Delivery Plan (FDP) is to identify priority workstreams for the financial year in the context of our broader Directorate plan. In doing so we seek to maximise the safety of our communities and our personnel by detailed fire protection risk based strategies as required by the duties placed upon Merseyside Fire and Rescue Authority (the Authority) through fire safety legislation and national government expectations as detailed in the Community Risk Management Protection Policy (the Policy).

Our Directorate Plan and associated policy outlines:

- How we will utilise the risk based inspection programme to inform our inspection regime
- To prioritise all work streams that fall out of the Policy according to a combination of statutory requirement and risk assessment which take account of the risk from fire to relevant persons, the Community of Merseyside and MFRA personnel
- To detail the statutory requirements of Better Regulation which the Authority is required to adhere to in the performance of its protection duties;
- To ensure equality and diversity will be a cross-cutting theme throughout the Programmes such that vulnerable groups enjoy the same levels of Fire Protection.

The FDP reflects work and activity covered by the Protection Team including but not limited to risk based inspection/audit programmes, Petroleum Licencing, Explosives Licences, Sub-Surface Railways, Building and Control and Planning consultation and

		<p>Peak Hours, Continuous Professional Development, Fires in the Built Environment and High-Rise Residential Buildings.</p> <p>The FDP ensures that the Authority's statutory fire protection duties are discharged efficiently and effectively to respond to both predictable and unpredictable workloads. It sets out how Merseyside Fire and Rescue Authority delivers protection work in order to meet its statutory duties under the Fire Services Act 2004, the regulatory reform Order 2005 and new legislation identified following the Grenfell Tower inquiry.</p> <p>This FDP will have an impact on the diverse communities of Merseyside within each local authority as well as MFRA staff. All premises other than single private dwellings are considered under the Regulatory Reform (Fire safety) Order 2005 and other relevant fire safety legislation.</p>	
2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>Historical Data used to identify risk is obtained from the incident recording system (IRS) and the protection information management system provided by CFRMIS informs the rationale around our inspection regime aligned to risk.</p> <p>MFRA has a duty under various pieces of legislation (as detailed in the policy) to enforce and consult upon matters pertaining to fire safety.</p> <p>Enforcement activities should be robust and proportional to risk. The code sets out more detailed principles to which the authority is required to have regard. Failure to comply with the act or code may constitute grounds for judicial review. The competency framework outlines the skill acquisition and maintenance requirements for fire safety regulators.</p> <p>To target fire safety and protection resources on those individuals or businesses who are at greatest risk from fire and on those non-domestic premises where the life safety risk is greatest. Consideration could also be given to non-domestic premises which are at risk from fire in order to mitigate loss to economic wellbeing</p> <p>Consultation has been carried out at Regional forums and The Protection Policy Reform Unit (PPRU). The targeting and profiling of risk and the impact of prosecution and enforcement accords with NFCC guidance and consistent in terms of risk.</p> <p>Equality Impacts are formerly recognised and discussed</p>
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and</p>	<p>What is the actual or potential impact on age?</p> <p>The functional delivery plan will positively affect those older people as they are amongst those who are most likely to suffer from poor fire safety provisions in their accommodation/workplace, particularly those in the private landlord sector, for example nursing homes and sheltered accommodation (the Fire Safety Order only applies to common areas in sheltered accommodation)</p> <p>Not applicable <input type="checkbox"/></p>

that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.

It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable box.

If there is **no impact**, please state that there is no impact.

Therefore the FDP will reduce the risk to persons in this protected group through the enhancement of suitable and sufficient levels of fire safety in the built environment covered by the various pieces of fire safety legislation.

Regular monitoring and quality assurance of the audit process will identify the impact, including enforcement and prosecution, on communities and individuals of a particular age and subsequent consultation will enable MFRA to carry out targeted fire safety education and awareness to business around ensuring older employees/customers are considered when developing fire risk assessments and training

What is the **actual** or **potential** impact on **disability**?

The FDP will have a positive impact upon this protected group who tend to be at higher risk of death and or injury from fire. Therefore, the plan will reduce the risk to persons in this protected group through the enhancement of suitable and sufficient levels of fire safety in the built environment covered by the various pieces of fire safety legislation. Regular monitoring and quality assurance of the audit process will identify the impact, including enforcement and prosecution, on communities and individuals of a particular disability.

The audit inspections will assess businesses procedures, equipment and training for safe evacuation of disabled people and those members of the public who may have difficulty egressing from a building independently including those with sensory and mobility impairments in the event of a fire.

Where a responsible person does not make provisions for the safe evacuation of disabled people from its premises, this may be viewed as discrimination under Equality Act 2010 (DDA). It may also constitute a failure to comply with the requirements of the Regulatory Reform (Fire Safety) Order 2005

Public bodies have an additional duty under the Equality Act, called the Public Sector Equality Duty (PSED), which requires them to proactively

Not applicable

		<p>promote the equality of disabled people. This will require public bodies to do even more to ensure that disabled people do not face discrimination by not being provided with a safe evacuation plan from buildings</p>	
		<p>What is the actual or potential impact on gender reassignment?</p> <p>The FDP will have a positive impact upon this protected group by reducing the risk to persons in this protected group through the enhancement of suitable and sufficient levels of fire safety in the built environment covered by the various pieces of fire safety legislation. Regular monitoring and quality assurance of the audit process will identify the impact, including enforcement and prosecution, on communities and individuals of a particular sex</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on marriage and civil partnership?</p> <p>No impact identified</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
		<p>What is the actual or potential impact on pregnancy and maternity?</p> <p>Regular monitoring and quality assurance of the audit process will identify the impact, including enforcement and prosecution, on those who may be pregnant or reliant on maternity related measures so as to ensure sufficient fire safety measures are in place in the workplace. Further consultation and engagement with community faith groups is important to ensuring fire safety and fire legislation education and awareness campaigns are conducted effectively.</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on race?</p> <p>This FDP will positively affect this group as they are amongst those who are most likely to suffer from poor fire safety provisions in their accommodation/workplace – particularly those in the private landlord sector and in small businesses (e.g. restaurants, farming, factory work and manual labour work) and those on minimum wage. In summary those who are most vulnerable in society.</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>MFRA have identified certain groups, for example, South Asian families who have had a higher percentage of enforcements than other ethnic groups due to the nature of their business and their cultural approach to safety and risk. This has resulted in a planned increase in engagement and education from prevention and protection staff to raise awareness and reduce risk with this group and will continue over the life of this policy. The audit and inspection strategy is aimed at reducing the risk to persons in this protected group through the enhancement of suitable and sufficient levels of fire safety in the built environment covered by the various pieces of fire safety legislation.</p> <p>Regular monitoring and quality assurance of the audit process will identify the impact, including enforcement and prosecution, on communities and individuals of a particular race</p>	
		<p>What is the actual or potential impact on religion and / or belief? As above MFRA have identified certain religious groups, for example, South Asian families, predominantly Muslim and Sikh who have had a higher percentage of enforcements than other religious groups due to the nature of their business- i.e. takeaways and restaurants with accommodation. This has resulted in a planned increase in engagement and education from prevention and protection staff to raise awareness and reduce risk.</p> <p>The FDP will have a positive impact upon this protected group by reducing the risk to persons in this protected group through the enhancement of suitable and sufficient levels of fire safety in the built environment covered by the various pieces of fire safety legislation</p> <p>Regular monitoring and quality assurance of the audit process will identify the impact, including enforcement and prosecution, on communities and individuals of a particular religion or belief. Further consultation and engagement with community faith groups is important to ensuring fire safety and fire legislation education and awareness campaigns are conducted effectively</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>What is the actual or potential impact on sex (gender)?</p> <p>The FDP will have a positive impact upon this protected group by reducing the risk to persons in this protected group through the enhancement of suitable and sufficient levels of fire safety in the built environment covered by the various pieces of fire safety legislation. Regular monitoring and review of the audit process will identify the impact, including enforcement and prosecution, on communities and individuals of a particular sex</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on sexual orientation?</p> <p>The FDP will have a positive impact by reducing the risk to persons in this protected group through the enhancement of suitable and sufficient levels of fire safety in the built environment covered by the various pieces of fire safety legislation. MFRA will analysis the register to identify potential geographical locations where enforcement and prosecution is taking place and whether particular groups from within those areas are identified. Local knowledge and engagement with partners will assist in MFRA in identifying protected groups within specific geographical areas.</p> <p>Regular monitoring and quality assurance of the audit process will identify the impact, including enforcement and prosecution, on communities and individuals of a particular sexual orientation.</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>This FDP will positively affect this group as they are amongst those who are most likely to suffer from poor fire safety provisions in their accommodation/workplace, particularly those in the private landlord sector, those in the small business sector (e.g. restaurants, farming, factory work, labouring) and those on minimum wage.</p> <p>Currently those workers and families who own and work in takeaways and restaurants and reside in those properties have been subject to enforcement and prosecution. The trend is that they are located in the more deprived wards of the County as identified via post code. MFRA will</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>promote fire safety awareness to the groups via the website and active engagement and safety campaigns.</p> <p>The FDP will have a positive impact upon this protected group by reducing the risk to persons in this protected group through the enhancement of suitable and sufficient levels of fire safety in the built environment covered by the various pieces of fire safety legislation. Regular monitoring and quality assurance of the audit process will identify the impact, including enforcement and prosecution, on communities and individuals of a particular socio-economic disadvantage.</p>	
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	<p>(aged, disabled and ill health) and educate them about the importance of protection and the inspection in business so that they may cascade down to their members</p> <ul style="list-style-type: none"> • To consult with partner agencies who provide guidance and support to businesses/owners within the protected groups who are most likely to have poor fire protection procedures in place and low levels of fire safety and risk assessments • Continue to target fire safety campaigns for the business community groups at most risk Monitor and analyse fire incidents data relevant to ED&I impacts to enable this policy and strategy to be monitored effectively • Develop a business engagement framework informed by data/local knowledge to ensure that business safety engagements are appropriately targeted to have the highest potential for positive outcomes 			
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How will these actions be monitored and where will the outcomes be reported?

The ED&I actions within this EIA will link directly to sub-elements of our key deliverables for 2023/24. In doing so, we will be able to monitor progress via:

- Periodic directorate meetings with the Protection management team
- Quarterly performance reviews with the Principal Officer lead
- Quarterly IRMP and Service Delivery Plan updates in to Strategy and Performance

<p>Completed by (Please print name /Designation)</p>	<p>AM Kevin Longshaw</p>	<p>Signature Date</p>	<p>08.02.23 </p>
<p>Quality Assured by (Please print name /Designation)</p>		<p>Signature Date</p>	



Name of responsible SLT member (Please print name /Designation)		Signature Date	
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Documents referenced and hyperlinked within the form

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National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

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- Recruitment
- Learning Organisation
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- Employee Recognition
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[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

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EQUALITY IMPACT ASSESSMENT

Overview Details

Function /Department	National Resilience - MFRS Lead Authority	Date Of analysis	16 th January 2022
Title and overview of what is being assessed / considered	National Resilience Functional Plan	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input checked="" type="checkbox"/>
Author of Equality Impact Analysis	Paul Murphy, Alison Casey, Sue Turner	Equality Analysis quality assured by (Member of the POD team)	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans 	<p><u>Aim of the National Resilience Functional Plan</u></p> <p>The aim of the National Resilience Functional Plan is to provide an update on performance and activity from 2022-23 and to provide information on priorities and the actions National Resilience will take during the next year that contribute towards ensuring Merseyside Fire & Rescue Service as lead authority, manage, coordinate and deliver National Resilience effectively and efficiently.</p> <p><u>MFRA Policy and Plan Interdependencies</u></p> <p>In order to provide sufficient evidence and analysis of the impacts relating to the protected characteristics and compliance with the Equalities Act the following policy documents listed have also been considered due to their links into the NR Functional Plan. These include:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plan 2021-24 • Lead Authority National Resilience Policy • Business Plans created by the National Strategic Advisory Team (NSAT). <p>Due to the bearing and link into other plans within the organisation, the following departments and the personnel within them will be deemed to be impacted:</p> <ul style="list-style-type: none"> • Operational Preparedness • Operational Response • Strategy and Performance • Protection • NFCC National Resilience
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- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans
- Community engagement activities
- and will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

As a result of interdependencies and outputs that impact into these areas, the view is that none of those impacts will be negative.

Internal and External Policy and Legislative Influences/Compliance

The aims, objectives and priorities of the National Resilience Functional Plan are influenced and compliant with the following internal/external guidance/policy and legislation:

1. The Fire and Rescue Service Act 2004
2. The Fire and Rescue National Framework
3. Fire and Rescue Services (Emergencies) (England) Order 2007
4. Fire and Rescue Service National Operational Guidance
5. National Coordination and Advisory Framework (NCAF)
6. NCAF Supporting Guidance for FRS
7. Civil Contingencies Act 2004
8. Joint Emergency Services Interoperability Principles (JESIP) Joint Doctrine: The Interoperability Framework
9. The Equality Act 2010
10. The future needs of the Service and National Resilience more broadly
11. National Security Risk Assessment
12. National Resilience Planning Assumptions

MFRA Lead Authority Responsibilities

The majority of emergencies are dealt with at a local level by the emergency services, local authorities and local resilience partners without the need for direct involvement by Central government or mutual assistance from neighbouring Fire Authorities under Sections 13 & 16 of the Fire & Rescue Services Act 2004.

There will be occasions where additional assistance may be required from or provided to other authorities and such measures are contained within the National Coordination and Advisory Framework (NCAF). In addition, Fire Service Circular 42/2006 (National Mutual Aid Protocol) outlines the provision of available resources. These National

arrangements enable the deployment of specialist Fire and Rescue Service (FRS) resources to significant, serious and catastrophic incidents around the country.

Merseyside fire and Rescue Service has undertaken the role of Lead Authority for National Resilience since 2016 when the governance for Fire and Rescue Services moved from the Department for Communities and Local Government (DCLG) to the Home Office.

The National Resilience Lead Authority takes sector responsibility for:

- National Resilience Assurance
- The management and coordination of the delivery of NR skills acquisition training
- The management of the NR Long Term Capability Management (LTCM) contract
- The coordination of National Resilience Assets via National Resilience Fire Control (NRFC)

National Resilience Assurance Team Structure and Composition

The National Resilience Assurance Team (NRAT) comprises seconded officers from FRS around the UK and are one of several functions that support the National Coordination and Advisory Framework (NCAF) and in collaboration with National Resilience Fire Control (NRFC). The NRAT may support any element of the NCAF with the provision of expert advice on NR capabilities. NRAT officers can be required to support a variety of functions as well as being mobilised to the scene of operations to assist and support the management of nationally mobilised resources. They also provide timely incident information and regular situation updates to the Home Office Duty Officer, the National Strategic Advisory Team (NSAT), and the Chair of the National Fire Chief's Council (NFCC). Each capability is led by a capability advisor, supported by a capability officer cadre.

The entire team is overseen by an Area Manager who in turn reports to the NR Strategic Lead. NR matters are then fed to the Home Office via a quarterly National Resilience Board (NRB) meeting which is chaired by the NR Strategic Lead.

National Resilience Capabilities and Capability Management

The following specialist capabilities are dispersed nationally based on the substance of a National Security Risk Assessment (NSRA) and are overseen daily by a dedicated group of seconded officers collectively referred to as the National Resilience Assurance Team (NRAT):

- Enhanced Logistics Support (ELS)
- Chemical, Biological, Radiation and Nuclear (CBRN(e))
- Flood Response
- High Volume Pump (HVP)
- Urban Search and Rescue (USAR)
- Marauding Terrorist Attack Specialist Response (MTA)

In addition to the above specialist capabilities, NRAT have the means to access capabilities for other areas including Wildfires, Waste Fires and Communications.

Functional Plan Key Deliverables

- Provide Lead Authority support arrangements for the National Resilience Assurance Team (NRAT) ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising.
- Deliver the Long-Term Capability Management Contract (LTCM) and the asset refresh program efficiently and effectively supporting interoperability with partner agencies and Devolved Administrations
- Maintain the efficiency and effectiveness of National Resilience response by ensuring the NR core skills acquisition training and Continual Professional Development (CPD) programs are delivered and assured.
- Support NFCC collaborative arrangements for the facilitation of the National Coordination Advisory Framework (NCAF) and associated cross government policies and frameworks for the Fire & Rescue Service.
- Provide Home Office with an Assurance Report relating to the financial year to which there is grant funding, to be received and finalised in the first three months of the following financial year.

2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision, then you will need to undertake engagement activity with the staff or members of the public as applicable</p>
3	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>NRAT have developed this through</p> <ul style="list-style-type: none"> • Cross Government Policies & Frameworks / NFCC Code of Ethics • Home Office / National Strategic Advisory Team (NSAT) • Internal / External Stakeholders and partners along with cross government departments / Peoples Board • Network Groups • Appraisal Process - performance and progression • Asian Fire Service Association (AFSA) Conference and workshops • EIA assessments • Work in collaboration with other agencies to horizon, scan and benchmark any ED&I process • National Resilience to work with MFRS staff to ensure all seconded staff are provided with the necessary EDI/EIA training (monitored by NR Training) • Training, coaching, mentoring, high potential programmes • ED&I conversations and data • MFRS Leadership messages and leadership behaviours • Workforce Positive Action • Community engagement 	
4	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p>	<p>What is the actual or potential impact on age?</p> <p>No impacts identified.</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
		<p>What is the actual or potential impact on disability?</p> <p>No impacts identified.</p>	<p>Not applicable <input checked="" type="checkbox"/></p>

Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.

It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable box.

If there is **no impact**, please state that there is no impact.

<p>What is the actual or potential impact on gender reassignment?</p> <p>There will be a positive impact as National Resilience are working with the MFRS Positive Action Team, other Fire and Rescue Services and the NFCC to increase the profile of the National Resilience Assurance Team to attract a wider diversity of the team.</p>	<p>Not applicable <input type="checkbox"/></p>
<p>What is the actual or potential impact on marriage and civil partnership?</p> <p>No impacts identified.</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
<p>What is the actual or potential impact on pregnancy and maternity?</p> <p>There is currently no impact and no adaptation/considerations required, however, the expectation would be that any female seconded to National Resilience would be required to return to service, if such an event were to occur. This is due to the operational requirement of the role.</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
<p>What is the actual or potential impact on race?</p> <p>There will be a positive impact as National Resilience are working with the MFRS Positive Action Team, other Fire and Rescue Services and the NFCC to increase the profile of the National Resilience Assurance Team to attract a wider diversity of the team.</p>	<p>Not applicable <input type="checkbox"/></p>
<p>What is the actual or potential impact on religion and / or belief?</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>There will be a positive impact as National Resilience are working with the MFRS Positive Action Team, other Fire and Rescue Services and the NFCC to increase the profile of the National Resilience Assurance Team to attract a wider diversity of the team.</p>	
		<p>What is the actual or potential impact on sex (gender)?</p> <p>There will be a positive impact as National Resilience are working with the MFRS Positive Action Team, other Fire and Rescue Services and the NFCC to increase the profile of the National Resilience Assurance Team to attract a wider diversity of the team.</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on sexual orientation?</p> <p>There will be a positive impact as National Resilience are working with the MFRS Positive Action Team, other Fire and Rescue Services and the NFCC to increase the profile of the National Resilience Assurance Team to attract a wider diversity of the team.</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>No impacts identified.</p>	<p>Not applicable <input checked="" type="checkbox"/></p>

ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3, 4 and 5?				
Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age				
Disability	When developing/purchasing training ensure that different learning styles are considered. Where possible share ahead of any training any reading lists in a timely manner to remove unnecessary pressure on anyone who may be neurodiverse			
Pregnancy and Maternity - Race	<ul style="list-style-type: none"> • Improvement to website for access to information, awareness, contacts, support and network groups. • ED&I Training – Teams & eLearning modules • EIA Awareness sessions • NR Attendance and involvement at AFSA Conference Event • Network Groups • NR Lead Officer has regular meetings with the positive action team • NR Lead Officer - steering additional sub-groups • Workshops – internal & external to promote positive action • Leadership Message Workshop for NR Team • NR working in collaboration with FRS's • NFCC Communications Team – promote NR & career development opportunities nationally 	<p>Completed and ongoing for all new staff</p> <p>Completed and ongoing for all new staff</p> <p>Already In place, with direction/lead from AM NR</p> <p>Already in place/work being undertaken to embed EIA training by the EDI department for all staff</p> <p>Leadership training undertaken/completed and ongoing for all new staff</p> <p>Engagement carried out and a procedure in place which has embedded the NFCC Communications Team into NRAT</p> <p>Appraisal process embedded and training/awareness completed</p>	April 2024	AM Paul Murphy

	<ul style="list-style-type: none"> Coaching, mentoring & high potential programme Appraisal Process 	and on-going for all new staff		
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Training	<p><u>Internal Training</u> For training materials, pre-course information is disseminated to delegates and stakeholders prior to any training delivery and information collated in regard to any learning needs, additional measures or dietary requirements. This ensures such measures are in place for the delegates prior to course commencement.</p> <p><u>External Training</u> For training materials, pre-course information is disseminated to delegates and stakeholders prior to any training delivery and information collated in regard to any learning needs, additional measures or dietary requirements. This ensures such measures are in place for the delegates prior to course commencement.</p> <p>Memorandum of Understanding (MoUs) with National Resilience training delivery partners (TDPs) and users have been reviewed and the hosting FRS directed to ensure appropriate equality impact assessments are undertaken as a pre-requisite requirement of maintaining TDP status.</p>			
Deprived communities/socio economic				
How will these actions be monitored and where will the outcomes be reported?				

Monitoring will be carried out in liaison with the ED&I Department. All actions that have yet to be completed will be delegated to appropriate personnel, both internally via MFRA or within the NRAT by the Area Manager National Resilience. All actions will be periodically reviewed within 6- and 12-month periods.

All development and training relating to ED&I will be delivered in line with the MFRS ED&I training programme. Training/maintenance of competency is recorded electronically by MFRA to demonstrate that the staff working within the NRAT, and the NR department are demonstrating compliance and meeting the standards set by the organisation?

Completed by (Please print name /Designation)		Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

Name of responsible SLT member (Please print name /Designation)	Paul Murphy	Signature Date	
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- NFCC Community Risk – CRMP Equality Impact Assessment

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[2021/22 Fire Statistics](#) this includes workforce data published by the government

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EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	Operational Preparedness	Date Of analysis	5/1/2023
Title and overview of what is being assessed / considered	Function Plan 2023-24	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input type="checkbox"/>
Author of Equality Impact Analysis	Colette Dunne Ged Sheridan	Equality Analysis quality assured by (Member of the POD team)	Vicky Campbell

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- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans 	<p>When writing the 2023/24 Function Plan and setting objectives for Ops Preparedness we considered:-</p> <ul style="list-style-type: none"> • EDI Ops Pre staff profile • Staff Survey Results, profile and comments for Ops Preparedness. • Positive Action requirements • HMICFRS reports and current action plan • IRMP Community Risk Register • Engagements with staff networks • NW FRS working groups • Management meetings • Research & Development for operational equipment • Debrief information from exercises, MRF, Incidents etc. • CFRMIS SSRI current SSRI data, examining re-visiting schedule, examining risk based needs. • Training –reviewing needs, statistics, staff engagement, evaluating ways of working in addition to training evaluation forms . • LPIs • Government Road to Zero emission by 2030. Prime Minister’s 10 point plan Green Industrial Revolution – Energy Consultant • Legislation, and regulations governing Ops Preparedness • NFCC • Fire Standards • Market Research • Academic Research with Liverpool University • Advice from Deaf Resource Centre
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	<ul style="list-style-type: none"> • Service delivery strategies • Positive action and recruitment plans • Workforce improvement plans • Community engagement activities • and, will prompt conversations within the workplace. <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p>	<p>There are a number of reviews subject to take place within this year's functional plan, all impacts will be monitored, managed or mitigated through engagement with staff, representative bodies and the E,D & I team, Culture & Inclusion & Operations board</p> <p>Operational Preparedness is committed to Research and Development and any new equipment, PPE, procedure and training will be subject to engagement and testing trials with staff/users and consultation with representative bodies when appropriate.</p> <p>All objectives relating to new equipment, procedures, vehicles, new systems and training will be subject to engagement and testing trials with staff/users to ensure a positive impact on any protected groups. An EIA is completed for any affected change.</p> <p>Any business change or request for approval to Operations Board or SLT will have an Equality Impact Assessment.</p>	
2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

3 What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?

Examples include:

Public

- Interviews
- Focus groups
- Public Forums
- Complaints, comments, compliments

Staff

- Staff events / workshop
- Existing staff meetings / committees
- Staff Networks
- Representative Bodies
- Annual Staff Survey questions

Engagement in each objective is

- TDA Business Development Strategy
- TDA site transfer plan for Apr 2024
- Continue Command Strategy -
- SSRI onto the new CFRMIS platform.-
- Align CRR and NSRA into the Prevention and Protection Strategy
- Implement recommendations of Manchester Arena Inquiry –
- Procedures and training to NOG and Fire Standards. – *engagement meetings*
- Review operational tactics and Firefighting Media replacing Foam in line with environmental regulations.-
- Software review to meet demands of the Ops Preparedness. – *EIA will be completed for each software development considerations, staff engagement, ops crews engagement. Market Research*
- Launch the Renewable Energy project.- *NFCC Guidance, regional meetings, promoting awareness to staff.*
- Work with Energy Consultant and Estates to strive towards Net Zero – *market research*
- R&D 5-year capital vehicle and operational resources programme and development of specialist vehicles - *EIA will be completed for each software development considerations*

1. Deliver a Training & Development Academy fit for the future

- a. Plan for and implement a suitable TDA site transfer plan for Apr 2024
- b. Create and support a renewed TDA Business Development Strategy
- c. Introduce weekend and evening training

Research external markets.

Weekend working – Considerations/Impacts will be given to

- *Religious beliefs (ie not working Saturdays/Sundays if they should be of key religious significance)*
- *Childcare issues*

Staff workshops/engagement,

EDI manager included in site/transfer planning.

Outcomes from the Building Accessibility Reference Group
Improved facilities so positive impact on all groups

2. Develop assertive and effective incident commanders
 - a. Continue to deliver the Command Strategy which will ensure staff know how to command Fire and Rescue Service
 - b. Develop more scenarios and exercises in line with CRR and emerging risks

Incorporate learning styles

Monitor statistics

Feedback sheets

3. Launch new SSRI Software

a. Release PORISs launch ops intel module work with protection and prevention Meetings, station trials, SSRI Questionnaire feedback, examining re-visiting schedule, examining risk based needs.

Academic Research through Liverpool University

Positive impacts on improved system/ICT aids/Toughpads have translation tools

4. Build community resilience

- a. Utilise Merseyside Community Risk Register information to improve community and home safety

Engagement meetings

Toughpad with translation tool.

Merseyside Prepared website which hold the community risk register has a transaction tool

5. Improve FF safety

- a. Review firefighting media and associated tactics
- b. Use data and risk information to inform our decision making and support change
- c. Add water plans for known high risk areas
- d. Foam review
- e. CAFS
- f. HRET

Culture and Inclusion Board meetings/reports

R&D process will feedback any staff concerns on equipment/uniform – staff engagements/ ops crews engagement
 EIA completed for a new/upgrade of ops equipment.
 Advice from Environmental consultant.
 Market Research to cater for all needs
 Incorporate learning styles when delivering changes.
 Improving safety so positive impact on all groups

6. Introduce Modern Technology & Software

- a. Research and development equipment and software to improve our effectiveness, efficiency and help our people perform their roles Examples - New Learning Management System, Command support software & OSR, Use of Resilience Direct and Redkite

EIA completed for a new/upgrade of systems.
 Culture and Inclusion Board Meetings /reports
 R&D process will feedback any staff concerns on equipment/uniform. – staff engagements/ops crews engagement
 Market research to cater for all needs
 Incorporate learning styles when delivering changes
 Improving systems so positive impact on all staff

7. Respond to operational learning

- a. We will review the recommendations of Manchester Arena Inquiry and act upon lessons learnt from local and national incidents.
- b. Deliver a full response to Manchester Arena Inquiry recommendations.

Engagement meetings, MRF meetings,
 Learning from others to ensure positive impact on all staff

8. Renewable Energy Research

- a. Review and revise SOPS, eLearning, previous assessment reports.
- b. Produce ops Information Notes, Operational Response plan and Training Packages
- c. Identify new kit and equipment.

Incorporate learning styles when delivering changes
 EIA completed for a new/upgrade in kit/equipment.

9. Research, Development & Evaluation

- a. This will become an inherent part of all future F.P academic partners will help us research and evaluate areas of business to improve diversity by evaluating positive action of minority groups
- b. Improve communication with staff on new areas of development and respond to feedback on kit & PPE
- c. Launch development days and incident command support for female firefighter and officers

EIA completed for any new change

R&D process will improve feedback from any staff over concerns/suggestions on equipment/uniform.

Staff engagements/ops crews engagement

Incorporate learning styles when delivering changes

Culture and Inclusion Board Meetings /reports

Improving safety/systems so positive impact on all staff

10. Help Build Sustainable a Fire & Rescue Service for the Future

- a. Transport
- b. Foam
- c. renewable energy kit and equipment etc

Culture and Inclusion Board meetings/reports

R&D process will feedback any staff concerns on equipment/uniform – staff engagements/ ops crews engagement

EIA completed for a new/upgrade of ops equipment.

Advice from Environmental consultant.

Market Research to cater for all needs

Incorporate learning styles when delivering changes.

Improving safety/equipment so positive impact on all groups

The Director of Operational Preparedness and the directorate staff are actively encouraged to raise concerns, seek information and offer opinions to the people most able to take account of the feedback. This will maintain a culture of openness and transparency that respects the critical importance of establishing and maintaining the

		<p>directorate’s reputation and supporting its actions. We will also support a communications strategy to ensure that directorate members and other MFRA staff are kept well informed about key achievements with this plan.</p> <p>The Operational Preparedness Directorate values its people. Staff within the directorate will be supported through the appraisal process and we will at every level ensure staff have the rights skills to fulfil their potential</p> <p>The Operational Preparedness Managers are working with the EDI team to understand and improve skills on completing the Equality Impact Assessment (EIA).</p>	
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable box.</p> <p>If there is no impact, please state that there is no impact.</p>	<p>What is the actual or potential impact on age?</p> <p>Incorporate learning styles when delivering changes. Improving safety/equipment so positive impact on all groups</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
		<p>What is the actual or potential impact on disability?</p> <p>The TDA site transfer will aim to have a positive impact supporting people with disabilities and members of the public due to improved access at the site.</p> <p>Outcomes from the Building Accessibility Reference Group to improve access to TDA facilities.</p> <p>Operational Planning will be attending Deaf awareness session and learn basic sign language to communicate more efficiently with deaf colleague. Interpretation continues through an external service and a staff member in Ops Planning. After awareness session is held staff are been asked to volunteer to develop skills further to Level 1 British Sign Language.</p> <p>Incorporate learning styles when delivering changes and assure that all training and meetings are completely accessible .</p>	<p>Not applicable <input type="checkbox"/></p>

	<p>MFRS is currently a disability confident Employer and we are working towards are Level 3 Disability Leader.</p> <p>Improving safety/equipment so positive impact</p>	
	<p>What is the actual or potential impact on gender reassignment?</p> <p>Completing EIA on equipment/kit/uniform</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
	<p>What is the actual or potential impact on marriage and civil partnership?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
	<p>What is the actual or potential impact on pregnancy and maternity?</p> <p>An EIA will be completed to assess impact when there will be changes to uniform or equipment Improving safety/equipment so positive impact</p>	<p>Not applicable <input type="checkbox"/></p>
	<p>What is the actual or potential impact on race?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
	<p>What is the actual or potential impact on religion and / or belief?</p> <p>The TDA site transfer will aim to improve Quiet Room/ Prayer facilities. TDA weekend working is volunteer basis and will factor in any considerations in faith (ie not working Saturdays/Sundays if they are key significant festival/date)</p>	<p>Not applicable <input type="checkbox"/></p>
	<p>What is the actual or potential impact on sex (gender)?</p> <p>An EIA will be completed to assess impact when there will be changes to uniform or equipment</p>	<p>Not applicable <input type="checkbox"/></p>
	<p>What is the actual or potential impact on sexual orientation?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>

		What is the actual or potential impact on Socio-economic disadvantage ?	Not applicable <input checked="" type="checkbox"/>
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ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?				
Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age				
Disability -	Deaf Awareness sessions for Ops Planning staff then volunteers to develop skills further to Level 1 British Sign Language Provide support to the Building Accessibility Reference Group to improve access to TDA facilities. Incorporate learning styles when delivering changes.			
Pregnancy and Maternity -	New R&D process will improve feedback from any staff over concerns/suggestions on equipment/uniform. EIA completed on new equipment/uniform/change			
Race				
Gender reassignment	New R&D process will improve feedback from any staff over concerns/suggestions on equipment/uniform. EIA completed on new equipment/uniform/change			
Marriage and civil partnership				
Religion and / or belief	Provide support to the Building Accessibility Reference Group to improve access to TDA facilities.			
Sex (gender)	New R&D process will improve feedback from any staff over concerns/suggestions on equipment/uniform. EIA completed on new equipment/uniform/change Launch the development days and incident command support for female firefighter and officers			
Sexual orientation				
Carers				
Other				



Deprived communities/socio economic				
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How will these actions be monitored and where will the outcomes be reported?
 (Please describe below)

Completed by (Please print name /Designation)	Colette Dunne	Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

Name of responsible SLT member (Please print name /Designation)	Ged Sheridan	Signature Date	
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Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)



- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

[Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy](#)

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)



[2021/22 Fire Statistics](#) this includes workforce data published by the government

EQUALITY IMPACT ASSESSMENT

Overview Details

Function /Department	<ol style="list-style-type: none"> 1. Prevention – Home Safety Strategy and Governance. 2. Safeguarding/High Risk Referrals – Safe & Well Delivery/Fire Service Direct. 3. Community Safety - Arson Team, Incident Investigation Team and Street Intervention Team. Road and Water Safety Engagement. 4. Youth Engagement - Princes Trust, Fire Cadets, Beacon, Healing Together and LIFE programmes 	Date Of analysis	05/01/2023
Title and overview of what is being assessed / considered	Prevention Functional Delivery Plan 2023-2024	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input type="checkbox"/>	Public <input type="checkbox"/>
Author of Equality Impact Analysis	Prevention Management Team (SHQ)	Equality Analysis quality assured by (Member of the POD team)	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment

- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation 	<p>The following monitoring data has been considered:</p> <ul style="list-style-type: none"> • MFRS Knowing our communities data • LA demographic data • Incident data • HMICFRS actions and feedback • Positive action and other staff data • Feedback from training • Feedback following campaigns • Population census data 2021 • IMD 2019 data <p>General communications and guidance from the following have been considered:</p> <ul style="list-style-type: none"> • Asian Fire Service Association • Employers Network for Equality and Inclusion
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- Engagement records or analysis

NFCC Equality of Access documents – We encourage you to click on the following [link](#) to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.

Some aspects of these documents will help you provide information, awareness, and data to support:

- Integrated Risk Management Plans
- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans
- Community engagement activities
- and, will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

- NFCC information - In particular the NFCC Equality and access document which provides a range of information and data

The priorities within the plan for 2023/24 have been determined by a number of influences including:

- The Fire and Rescue Service Act 2004
- The Fire and Rescue National Framework 2018
- The Equality Act 2010
- HMICFRS State of Fire Reports
- The future needs of the Service

In compiling the Prevention Functional Plan, we have considered the Merseyside Fire & Rescue Service Equality Diversity & Inclusion (ED&I) Assurance Checklist.

We will also look to integrate emerging census data of 2021

The detailed actions within the plan demonstrate our legal compliance to both the Equality Act and Public Sector Equality Duty.

The Prevention Functional Delivery Plan aims to ensure that Merseyside Fire and Rescue Service (MFRS) continue to contribute to the reduction of fire fatalities, serious injuries, accidental dwelling fires and deliberate fire setting. This will be achieved by refining our intelligence led approach to work more effectively and efficiently by deploying our resources in the areas of our community that need them most and to focus our activity on protecting and targeting the most vulnerable and at risk people in Merseyside.

We continue to seek year on year reductions in all incident types in particular fires in the home, anti-social behaviour fires, road traffic collisions and water related incidents. These reductions will see a much wider economic cost saving to other partners including housing and health (both in demand & cost reduction) and directly contribute to the revised MFRA Leadership Message.

Set against the context of socio economic deprivation challenges, a cost of living crisis, a return to normality following COVID 19 and sector challenges in respect of the London Fire Brigade Cultural Review, we intend to carry on building on the good work that has been carried out previously and recognise and celebrate our key achievements.

Our work will also ensure that we meet our statutory duty under Section 6 of the Fire and Rescue Services Act 2004.

The Specific objectives and further detail are outlined in the Prevention Functional Delivery Plan are:

Continue to deliver the Home Safety Strategy 2021 - 2024 and deliver targeted campaigns as part of our Home Safety activity.

- Continue to deliver the Community Safety Risk Reduction Strategy 2020-2023 for Arson, Road and Water safety that ensures we target the most vulnerable people and places.
- Continue to support a wide range of Children and Young Peoples Programmes.
- Implement the new MIS system (CFRMIS) for Prevention Function.
- Remain an active and engaged stakeholder across all Strategic Partnerships.
- Constantly review all Prevention resources to ensure we operate efficiently and effectively.
- Seek to enhance Information Sharing Agreements with key stakeholders that support improved outcomes for vulnerable people.
- Seek to evaluate key strategies to ensure we are delivering against value for money principles and that outcomes are both efficient and effective.
- Ensure all risks appropriately managed including Safeguarding and GDPR compliance.

Prevention work carried out in our communities is consistent, is fair and equitable and therefore has a positive impact to the people we serve.

Fire can have a devastating impact on people both financially and emotionally. MFRS works with a range of partners (police, health, local authority, etc.) to identify the most vulnerable members of our communities at risk of fire. We offer services to both homes and businesses to reduce the impact fire can have on them. We ensure we are inclusive of all who need our interventions and aim to engage with all members of our communities.

Prevention is at the heart of MFRS activity and evidence shows that it is vital to how we perform as a service. MFRS has reduced the number of incidents it attends dramatically over the past 20 years and this has had a positive impact on the communities we serve.

The introduction of Prevention teams and appropriate interventions has had a positive outcome to the people of Merseyside. Working smoke alarms in homes is now a standard feature compared to over 20 years ago when there was not as many homes with working smoke alarms. Fire does not discriminate and everyone therefore should be afforded the minimum level of protection of having working smoke alarms in their home.

Incident Investigation Team (IIT) will continue to attend serious deliberate and accidental incidents and highlight through reporting learning to prevent such incidents reoccurring. IIT assist police in compiling evidence suitable for court attendance for criminal prosecutions, such as Arson, Hate Crime and Domestic Abuse.

MFRS work with local partners to reduce road and water related incidents with a focus on attending schools and colleges to provide educational programmes to assist in reducing risk to these incident types.

We will continue to follow an evidence-based approach when choosing Children & Young People for MFRS initiatives in partnerships with our stakeholders and partners.

2	Do you have all the evidence you need in order to make an informed decision about the potential impact? (Please tick)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
		If you feel that you have enough evidence, then you will not need to undertake any engagement activity	If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable

3	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>Operational crews as well as the Prevention teams out on our district's complete prevention activity. Prevention teams and crews utilise status reports that are updated to ensure the data is as accurate and up to date as it can be.</p> <p>Following a review of the 15-year historical analysis in respect of fatal fires we know that over 65's living alone with are those who are most likely to be involved in a serious or fatal fire. We utilise the data from this review to inform our strategy to ensure we reduce fires and injuries caused by fire year on year.</p> <p>Performance data is held via our HFSCs (50,000+) and the Safe and Well visits (10,000+) that are completed each year (as stated this has been affected by Covid-19 over the last 24 months). This year CIPHA data will be utilised by MFRS to ensure a targeted intelligence led strategy is in place. This data is analysed to ensure we are directing our activity to the areas of our communities most at risk.</p> <p>Evidence shows us that in respect of racial profiling, 95.5 % of Merseyside's accidental dwelling fire fatalities were recorded as White British. However, MFRS are aware by 'Knowing Our Communities' we can deliver fire safety campaigns to minority and 'hard to reach' groups across Merseyside (such as Ramadan and Hanukah).</p> <p>The Service has been recognised as outstanding at preventing fires by the HMICFRS following an inspection in 2021. We are the only service in the country to receive this outcome.</p>	
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		<p>We have also shared our inclusive approach at the Asian Fire Service Association (AFSA) National Conference in Nov 2022. This allowed us via a interactive workshop not only to share our approach but also received feedback.</p> <p>We will continue to understand our communities by using new data (for example Census data).</p> <p>Engagement sessions have been completed with staff, partners and other key stakeholders (including place-based leaders). We actively seek to feedback and updated data from our partners to ensure we can affect our communities positively.</p> <p>During campaigns that we run periodically, we engage with communities to ensure we are focusing on the right areas with our Prevention activities. We are working hard to ensure our Operational crews understand their communities and they are pivotal to ensuring we direct our activities in the areas that require them most.</p> <p>We are active participants on each of the five Local Authority Strategic Health Boards. We lead and contribute in respect of the Local resilience Forum (LRF). We also are key partners on the Community Safety Partnerships and Safeguarding Boards across all five Local Authorities along with a number of operational delivery groups.</p>
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and</p>	<p>What is the actual or potential impact on age?</p> <p>The impact for this group will be positive, both generally insofar as the delivery of Home Fire Safety Checks (HFSC) and Safe and Well visits. The 1 year and 15 year historical analysis in respect of fatal fires informs us that people aged over 65 years old and living alone are more at risk of serious injury in a fire. This is led by the Home Safety Strategy and the use of Exeter and CIPHA Data to target over 65's who are known to other agencies or never been visited by MFRS. However, following a fatal or serious fire, all</p>

Not applicable

that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.

It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable box.

If there is **no impact**, please state that there is no impact.

members over the community within a given radius will be offered an HFSC regardless of age.

Working with our partners, we also receive referrals for individuals under 65 with vulnerabilities and individuals, including arson and ASB risk (i.e. OCG, Domestic Violence) whereby a Target Hardening visit will be offered.

What is the **actual** or **potential** impact on **disability**?

The impact for this group will be positive due to Prevention working with partner agencies to identify individuals with disabilities or vulnerabilities that may affect their ability to escape their property in the event of a fire. The introduction of Safe and Well visits highlight health, wellbeing and mobility issues and offers the occupant a relevant referral pathway for additional support, care and assessment needs.

An example of this would be additional equipment being installed in people's homes to assist them to be altered and escape in the event of a fire. The installation of handrails in the hallway of a person's home would allow them to exit their home safely should they need to in the event of a fire.

Referral pathways that are available to Prevention staff enable them to provide the necessary support and assistance required to allow them to live independently within their homes.

All staff within Home Safety and Community Safety have received Mental Health First Aid Training, which has given them an improved understanding of what mental health is and what factors can affect individual's health and wellbeing. We have a number of dementia champions and an advocate that supports the deaf community.

Not applicable

		<p>As part of the Autism accreditation, Prevention staff have completed Autism awareness training. This will support them when they are working with the learning disability community by enhancing their knowledge in the field autism. For the duration of this years' FDP, all Prevention staff will be availed of British Sign Language Awareness Training (Level 1) to support them in their daily interactions with colleagues and the communities.</p>	
		<p>What is the actual or potential impact on gender reassignment?</p> <p>The Prevention Directorate is committed to ensuring that all members of its community are treated fairly and have the opportunity to thrive and reach their full potential, regardless of their gender identity. This commitment is underpinned by the Equality Act 2010, which protects individuals who are planning, undergoing or have had a gender transition process from discrimination.</p> <p>Although there currently no Prevention staff who identify as Transgender. Our staff actively engage with community members who have transitioned or whom are transitioning. Our staff are familiar with the Service Instruction 0877.</p> <p>Our community may experience transphobic hate crime. Through our work with partner agencies, particularly Merseyside Police, we are cognisant of the potential for hate crime that may be aimed at individuals due to their gender. We will work with all partners to ensure we offer HFSC's and Safe and Well visits to any individual targeted through hate crime. Our partnership work with this community can support with tougher sentencing of type of hate crime under the Criminal Justice Act 2003.</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on marriage and civil partnership?</p>	<p>Not applicable</p>

		<p>The overall aim of this policy is to prevent discrimination, harassment and victimisation, and comply with the Equality Act 2010 and the Public Sector Equality Duty. In order to achieve this, we endeavour to create an environment in which there is respect for every individual and recognition of their needs and aspirations, regardless of civil partnership or any other factor that cannot be justified.</p> <p>Our community may experience homophobic hate crime. Through our work with partner agencies, particularly Merseyside Police, we are cognisant of the potential for hate crime that may be aimed at individuals due to sexuality. We will work with all partners to ensure we offer HFSC's and Safe and Well visits to any individual targeted through hate crime. Our partnership work with this community can support with tougher sentencing of this type of hate crime under the Criminal Justice Act 2003.</p>	<input type="checkbox"/>
		<p>What is the actual or potential impact on pregnancy and maternity?</p> <p>The Prevention workforce has a high number of female staff. Our staff are therefore familiar with SI 0658.</p> <p>We support our female employees in line with SI 0658 when they are pregnant, on maternity leave or when they are returning to the workplace. We ensure the relevant health and safety requirements are in place and offer a flexibility when returning. We currently have a number of part time females who have utilised or flexible work request to return on reduced hours.</p> <p>We ensure those on maternity leave are provided with regular updates and afforded the same opportunities as their colleagues. We promote keeping in touch days and support with our colleagues returning into the</p>	<p>Not applicable</p> <input type="checkbox"/>

	<p>workplace. Our staff have flexible working contract, which supports a positive work life balance.</p>	
	<p>What is the actual or potential impact on race?</p> <p>The impact for this group will be positive as Prevention delivers services to all community members regardless of race. Fire does not discriminate and Prevention staff aim to protect all members of the communities we serve. We engage proactively with our partners to ensure we carry out HFSC's to any person who falls in our risk criteria and any person who is referred to us due to vulnerability or threat of harm.</p> <p>We are able to engage with all community members in Merseyside to proactively and positively deliver fire safety education. An example of this was last years' community engagement carried out following the incident at the Liverpool Women's Hospital and more recently the Service's response to the cost of living crisis. MFRS staff work closely with Merseyside Police, Liverpool City Council and other partners to offer community reassurance following any serious incidents in the form of HFSC's and leaflet drops.</p> <p>Through our work with partner agencies, particularly Merseyside Police, we are cognisant of the potential for hate crime that may be aimed at individuals due to their ethnicity. We will work to support those who are targeted via hate crime and provide equipment including smoke alarms, letterbox plates, etc. to allow them to be safe within their homes</p>	<p>Not applicable <input type="checkbox"/></p>
	<p>What is the actual or potential impact on religion and / or belief?</p> <p>Prevention deliver services to all community members, regardless of their religion or belief.</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>Through our work with partner agencies, particularly Merseyside Police, we are cognisant of the potential for hate crime that may be aimed at individuals due to their religious belief. We will work with all partners to ensure we offer HFSC's and Safe and Well visits to any individual targeted through hate crime.</p> <p>We will work with religious leaders in communities across Merseyside to understand the needs of those communities. We have well established relationships with religious groups from across the region and we will continue to maintain and build on these relationships.</p> <p>Religious festivals through the year will provide an opportunity to highlight safety message as we know cooking and people coming together is likely to raise risks</p> <p>Prevention has a diverse team and is very reflective of the communities we serve. We utilise the knowledge of our people to ensure we fully understand the needs of our communities.</p>	
		<p>What is the actual or potential impact on sex (gender)?</p> <p>The impact for this group will be positive, we engage with all members of the communities we serve and MFRS carry out a number of engagements both in homes and out in the community. During each of these engagements, we are supportive of all people we engage with and offer all our community safety services to all those we engage with.</p> <p>Our Prevention staff have excellent referral pathways in place so that we are able to offer our services to all of the communities we serve across the region. We are committed to maintaining these pathways and developing many more in the future.</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>What is the actual or potential impact on sexual orientation?</p> <p>Sexual Orientation is a term used to refer to a person's pattern of emotional, romantic, and sexual attraction to people of a particular gender (male or female). MFRS does not record data on sexual orientation; however, we are cognisant for the potential of hate crime. Additionally, in response to incidents such as Domestic Abuse, we would respond and implement interventions proportionate to the risk identified.</p> <p>When any incidents of hate crime occur, MFRS will engage with those who have been targeted and provide a high-risk visit via one of our Prevention team. Our staff are trained to understand the implications such incidents can have on our communities and they will provide the necessary support and intervention required to make those targeted safe from the threat of fire.</p> <p>All our fire stations are Safe Havens and all staff understand how to deal with safe haven activations. A number Prevention staff are Fire Proud allies and everyone is aware they have a role to play to make their workplaces and environment inclusive for all.</p> <p>MFRS is an active and engaged stakeholder to Liverpool Pride events.</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>The Safe and Well visit and Home Fire Safety Check is a pan Merseyside activity, however historical evidence and intelligence informs us that in most cases our more deprived areas contain the individuals who lead lifestyles that are more likely to include the causal risk factors of fire, such as alcohol, drugs, lone occupancy, inappropriate cooking and hoarding.</p> <p>The Safe and Well intervention has been extended to include interventions and signposting for individuals who may be suffering from fuel poverty</p>	<p>Not applicable <input type="checkbox"/></p>

and/or social isolation. We has also a partnership agreement with the Trussell Trust whereby MFRS are able to offer vouchers for Foodbanks across Merseyside.

Prevention staff utilise their knowledge and experience to provide necessary interventions to assist in making homes they visit as safe as possible. Our referral pathways allow us to sign post vulnerable members of our communities to agencies that can support them.

MFRS are working in partnership with Liverpool City Council Public Health and the Civic Data Cooperative to utilise CIPHA data to enhance our targeted, intelligence led approach to identify the most socio-economic disadvantaged community members in Merseyside.

However, it should be noted that through multi-agency partnership working, we also identify vulnerable individuals that may live in the more affluent areas of Merseyside (i.e. asset rich, income poor).

ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?					
Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility	
Age	Prevention activity is key to ensuring the people of Merseyside are as safe as they can be in their home in relation to fire. Our engagement with all members of our communities ensures we are targeting those most at risk.				
Disability -					
Pregnancy and Maternity -					
Race					
Gender reassignment					
Marriage and civil partnership					
Religion and / or belief					
Sex (gender)		Further work is required to ensure MFRS is able to access and engage with individuals who have refused our service previously. We need to understand the reasons for why they might not want to engage and utilise our excellent partnership work to make progress in this area.			
Sexual orientation					
Carers					
Other					
Deprived communities/socio economic	<p>We will continue to work with our partners to ensure we engage with the most diverse members of our communities. This will be through community reassurance campaigns, partnership meetings, our bilingual Advocates and the REACH networks that our Prevention team represent.</p> <p>The introduction of the Community Fire Risk Management Information System (CFRMIS) will hopefully increase the collection and monitoring of</p>				

	<p>Equality, Diversity and Inclusion data and enhance our understanding of the diverse make-up of our communities in Merseyside</p> <p>Data led risk and equality analysis will form an integral part of all the following 4 areas associated with Prevention:</p> <ol style="list-style-type: none"> 1. Prevention – Home Safety Strategy and Governance. 2. Safeguarding/High Risk Referrals – Safe & Well Delivery/Fire Service Direct. 3. Community Safety - Arson Team, Incident Investigation Team and Street Intervention Team. Road and Water Safety Engagement. 4. Youth Engagement - Princes Trust, Fire Cadets, Beacon, Healing Together and LIFE programmes <p>We will therefore in the future look to undertake/review existing EIAs in line with the above four areas</p> <p>Case studies</p> <p>We will also endeavour to produce 4 case studies as part of our evaluation that sets out how data led risk and equality analysis has played an integral part of the Prevention Functional Plan in line with the above 4 areas associated with Prevention:</p>			
<p>How will these actions be monitored and where will the outcomes be reported? (Please describe below)</p>				



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Completed by (Please print name /Designation)		Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

Name of responsible SLT member (Please print name /Designation)		Signature Date	
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Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)



- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

[Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy](#)

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)



[2021/22 Fire Statistics](#) this includes workforce data published by the government

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EQUALITY IMPACT ASSESSMENT

Overview Details

Function /Department	<ul style="list-style-type: none"> • Corporate Communications • Corporate Information Governance • Estates and Facilities • Systems support /Business Intelligence /Applications Development • Planning, performance and inspection • Customer Services (including Canteens) • ICT • Community Engagement - Knowing our Community 	Date Of analysis	January 2023
Title and overview of what is being assessed / considered	Strategy & Performance Functional Plan	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input checked="" type="checkbox"/>
Author of Equality Impact Analysis	Michelle Kirk Deb Appleton	Equality Analysis quality assured by (Member of the POD team)	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race

- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis		
1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis 	<p>The following monitoring data has been considered:</p> <ul style="list-style-type: none"> • MFRS Knowing our Communities data • LA demographic data • Incident data • HMICFRS actions and feedback • Positive action and other staff data • Feedback from training • Feedback following campaigns <p>General communications and guidance from the following have been considered:</p> <ul style="list-style-type: none"> • Asian Fire Service Association • Employers Network for Equality and Inclusion • NFCC <p>The priorities within the plan for 2023/24 have been determined by a number of influences including:</p> <ul style="list-style-type: none"> • The Fire and Rescue Service Act 2004

NFCC Equality of Access documents – We encourage you to click on the following [link](#) to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.

Some aspects of these documents will help you provide information, awareness, and data to support:

- Integrated Risk Management Plans
- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans
- Community engagement activities
- and, will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

- The Fire and Rescue National Framework 2018
- The Equality Act 2010
- HMICFRS State of Fire Reports
- The future needs of the Service

In compiling the S&P Functional Plan, we have considered the Merseyside Fire & Rescue Service Equality Diversity & Inclusion (ED&I) Assurance Checklist.

The detailed actions within the plan demonstrate our legal compliance to both the Equality Act and Public Sector Equality Duty.

In addition, deliberation has been given to ensure we minimise any risks to the Service whilst carrying out the actions.

The Strategy & Performance functional plan for 2023/24 will cover the following 11 Actions:

Action 1 - Improve relationships and engagement with diverse communities

- 1.1 Engage and consult - work with partner organisations to access their community engagement resources to proactively engage with diverse groups from communities
- 1.2 Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required
- 1.3 Data –led risk and equality analysis

Action 2. - To make the most effective use of organisational information whilst continuing to improve information security and governance.

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

2a Continuing to digitally transform the organisation

- 2a.1 To play a key role in the implementation and integration of CFRMIS (Community Fire Risk Management Information System). This year will focus on phase 2 of the Prevention implementation and the Ops Intel (SSRI) module.
- 2a.2 Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.

	<p>2a.3 Upgrade and migrate from SharePoint 2013 to SharePoint Online.</p> <p>2b Continuing to ensure compliance with information governance and security legislation and regulations</p> <p>2b.1 Embed the Fire Data Management Standard within the organisation, including:</p> <ul style="list-style-type: none"> • Promote the value of good data quality within the organisation. • Build on the existing information asset register • Implement a data quality framework <p>2b.2 Continue to improve our processes within Information Governance and Security to enable us to manage and utilise the information we process more effectively and minimise risks.</p> <p>2b.3 Continue to develop our Records Management processes to ensure the authenticity and availability of our records thus helping to achieve our mission and assist compliance with government laws and regulation requirements.</p> <p>Action 3.- Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p> <p>3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:</p> <ul style="list-style-type: none"> • Support for specific areas of work including TDA Project, Pass Out, Youth engagement, CRMP, Fire Cadet Games, Access Audit (MFRS website) • 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 for internal and external communications • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Develop training videos to support online training/learning. • Support positive action and Staff Network growth and development • Implement the findings of a digital access audit <p>Action 4.- Work with other Functions to review and refresh the Corporate Risk Register</p> <p>4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;</p> <ul style="list-style-type: none"> • Review current processes
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- Develop departmental risk registers
- Build a corporate risk register

Action 5.- Develop the 2024/27 Community Risk Management Plan (CRMP)

5.1 Develop the CRMP for 2024/27 including:

- Ensuring the process meets the CRMP fire standard
- Risk analysis
- Consideration of focus areas
- Initial engagement with stakeholders
- Creation and approval of the draft CRMP
- Commence formal stakeholder consultation

Action 6. - Coordinate the delivery of the 2023 HMICFRS inspection

6.1 Plan for and coordinate the delivery of the HMICFRS inspection including;

- Gathering information and data
- Self-assessment
- Communications
- Facilitation of the inspection

Action 7.- Implement an ICT Infrastructure that will enable efficiency through current and emerging technology

7.1 Three (3) key activities in the ICT service pipeline this year are:

- CAD-MIS Project Phase Two Three: Utilisation of the Pre-alert function within the Vision 5 CAD
- Lead and contribute to the ICT activities for the new TDA and Operational Fire Station
- The Migration and Upgrade to On-premises SQL 2019

Action 8.- Respond to national ICT initiatives

8.1 The potential extended use and maintenance of Airwave, associated with any ECSMP suspension of activities.

Action 9 - . Consider ways in which catering services can support diversity and inclusion

		<p>9.1 Work with staff networks and others to develop a programme of promotions to assist with diversity and inclusion in the workforce.</p> <p>Action 10 - Coordinate an approach to the development of a roadmap to deliver Net Zero by 2040</p> <p>10.1 Coordinate the development of an approach to achieving Net Zero including;</p> <ul style="list-style-type: none"> Working with other departments to develop a programme and approach to governance. Within that programme, consider the outcomes of external research <p>Action 11.- Deliver against the Estates Asset Management Plan</p> <p>11.1 Deliver the Estates Asset Management plan for 2023/24 including;</p> <ul style="list-style-type: none"> The building of a new TDA and fire station in Aintree. 	
2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>The Functional Plan has been developed through engagement with the heads of all the teams in the Function, who in turn, engage with their teams.</p> <p>Internal engagement is undertaken through several meetings including: Culture and Inclusion Board, SLT, S&P (ICT), S&P (Estates), the staff networks and meetings with rep bodies as well as through communications and surveys. This is primarily around new policies, SI's and actions in Functional Plans and also includes an element of reviewing the staff survey results and actions resulting from inspections including HMICFRS.</p> <p>External consultation is undertaken as and when services are changed, removed or introduced, e.g. IRMP and the new TDA Project.</p> <p>The S&P Function is responsible for making sure that consultation/engagement takes place consistently and effectively where required, using a number of methods including deliberative forums, stakeholder groups, public meetings and surveys.</p>	
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this</p>	<p>What is the actual or potential impact on age?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around Age equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 3 – Positive</p>	<p>Not applicable</p> <p><input type="checkbox"/></p>

should be the case please tick the not applicable box.

If there is **no impact**, please state that there is no impact.

Our Communication actions focus on supporting campaigns with specific reference to age and risk relating to fire based on past evidence and data.

Action 5 - Positive

The development of the CRMP will consider the disproportionate risk that it present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups. We will continue to analyse risk to ensure we are proportionate to all protected characteristic groups.

Action 11 – Positive

The building of the new TDA and fire station will consider accessibility for all. The new build will have a bespoke youth engagement facility.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.

All other actions – No Impact

What is the **actual** or **potential** impact on **disability**?

Action 1 – Positive

Our community engagement is aimed at understanding the needs of the people living with a disability and tailoring our service accordingly.

Action 2 – Positive/Potential

There is a potential risk of a negative impact for disability in our work around digital transformation if we do not consider accessibility. We will continue to consider accessibility at the procurement/development stages and make any reasonable adjustments as required.

Not applicable

Action 3 – Positive

The digital accessibility audit will ensure the development of the website, communications resources and ICT applications considers accessibility and needs of diverse users. The development and incorporation of BSL on internal and external communications will have a positive impact on the deaf community.

Action 5 – Positive

The development of the CRMP will consider the disproportionate risk that is present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.

Action 7 – Neutral

We will continue to ensure our systems are accessible to all. We provide support and make reasonable adjustments as required.

Action 9 – Positive

Catering related activities take account of dietary requirements. Work will continue to develop a programme of promotions to support staff networks and assist in improving culture and inclusion.

Action 11 – Positive

Part of the delivery of the Estates Asset Management Plan is that accessibility is considered. Findings from the recent Disability Access Audits have been considered and incorporated in the new TDA project and any refurbishment work.

	<p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> <p>All other actions – No Impact</p>	
	<p>What is the actual or potential impact on gender reassignment?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	<p>Not applicable</p> <p><input type="checkbox"/></p>
	<p>What is the actual or potential impact on marriage and civil partnership?</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p>	<p>Not applicable</p> <p><input type="checkbox"/></p>

		<p>All actions – No Impact</p>	
		<p>What is the actual or potential impact on pregnancy and maternity?</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on race?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around race equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 3 – Positive</p> <p>The digital accessibility audit will ensure the development of the website, communications resources and ICT applications considers accessibility</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>and needs of diverse users. The provision of translation software on our website and production of fire safety information in a number of different languages will have a positive impact on people whose first language is not English.</p> <p>Action 5 – Positive</p> <p>The development of the CRMP will consider the disproportionate risk that it present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.</p> <p>Action 9 – Positive</p> <p>Catering related activities take account of dietary requirements. Work will continue to develop a programme of promotions to support staff networks and assist in improving culture and inclusion.</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	
		<p>What is the actual or potential impact on race?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>community needs. Training and appropriate interventions in effective community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around race and religion equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 5 – Positive</p> <p>The development of the CRMP will consider the disproportionate risk that is present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	
		<p>What is the actual or potential impact on sex (gender)?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around sex (gender) equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 5 – Positive</p> <p>The development of the CRMP will consider the disproportionate risk that is present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	
		<p>What is the actual or potential impact on sexual orientation?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around sexual orientation equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 5 – Positive</p> <p>The development of the CRMP will consider the disproportionate risk that is present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	
		<p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective community engagement will have a positive impact on people with this protected characteristic.</p>	<p>Not applicable</p> <p><input type="checkbox"/></p>

		<p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around sex (gender) equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 3 – Positive</p> <p>Our Communication Strategy is focused on reducing risks that is often disproportionate for people from socio economically deprived backgrounds.</p> <p>Action 5 – Positive</p> <p>The development of the CRMP will consider the disproportionate risk that is present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> <p>All other actions – No Impact</p>	
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ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?

Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age				
Disability -				
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic				

How will these actions be monitored and where will the outcomes be reported?

(Please describe below)

Completed by (Please print name /Designation)		Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

Name of responsible SLT member (Please print name /Designation)		Signature Date	
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Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)



- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

[Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy](#)

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)



[2021/22 Fire Statistics](#) this includes workforce data published by the government

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EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	POD	Date Of analysis	March 2023
Title and overview of what is being assessed / considered	Functional Plan	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input type="checkbox"/>
Author of Equality Impact Analysis	Amanda Cross	Equality Analysis quality assured by (Member of the POD team)	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans 	<p>The following monitoring data has been considered:</p> <ul style="list-style-type: none"> • HMICFRS actions and feedback • Positive action and other staff data • Feedback from training • Feedback reviews <p>General communications and guidance from the following have been considered:</p> <ul style="list-style-type: none"> • Asian Fire Service Association • Employers Network for Equality and Inclusion • NFCC <p>The priorities within the plan for 2023/24 have been determined by a number of influences including:</p> <ul style="list-style-type: none"> • The Fire and Rescue Service Act 2004 • The Fire and Rescue National Framework 2018 • The Equality Act 2010 • HMICFRS State of Fire Reports • The future needs of the Service <p>In compiling the POD Functional Plan, we have considered the Merseyside Fire & Rescue Service Equality Diversity & Inclusion (ED&I) Assurance Checklist.</p>
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- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans
- Community engagement activities
- and, will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

The detailed actions within the plan demonstrate our legal compliance to both the Equality Act and Public Sector Equality Duty.

In addition, deliberation has been given to ensure we minimise any risks to the Service whilst carrying out the actions.

The POD team is committed to promoting equality and participation in all their activities, whether this is related to the work we do with our external stakeholders via positive action, recruitment of compliment and complaint handling or whether this is related to our responsibilities as an employer. Our role is to look at everything we do with an EIA lens & ensure all activities is focused on ED&I data and the latest evidence

As public authorities we are also required to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations when making decisions and developing policies. To do this, it is necessary to understand the potential impacts of the range of internal and external activities on different groups of people.

Each action will be assessed in turn in the document in relation to ED&I affects. The protected characteristic section will consider the Function plan holistically.

The aim of the Functional Plan is to provide an update on our performance and activity from 2023-24 however this should be viewed in conjunction to the People Plan which is the organisational lead document for strategic planning and delivery of all People related issues. This EIA therefore reflects both plans and can be used interchangeably to cover both plans.

The Action plan 2023-2024

A To continue to deliver the People Plan 2021-24

The seven key themes outlined in the people plan are:

1. Leadership
2. Culture and Values
3. Creating a strong and inclusive organisation and a sense of belonging
4. Learning and Development
5. Maximising the wellbeing of our staff
6. A great place to work
7. Workforce planning

Each theme has a number of actions which are recorded within the People Plan Action Plan and monitored through People Board. Where there are SI's or Policies resulting from these there will be separate EIA's.

B. To continue to deliver the EDI Action Plan.

The Equality, Diversity & Inclusion (ED&I) action plan 2022/23 has been developed to target 10 high impact areas, looking at six key themes addressing workforce and service delivery inequalities. These are:

1. ED&I – Learning and Development
2. Inclusive staff voice
3. Inclusive Employer
4. ED&I and Knowing our communities

5. Inclusive Leadership Development
6. ED&I Good Governance and Communications

Each theme has a number of actions, which are recorded within the EDI Action Plan and monitored through Culture & Inclusion Board, An EIA will be created where relevant for each activity. This is a positive intervention for all protected characteristics.

C Improve the effectiveness of HR case management across the department.

Currently the process is manual, or spreadsheet based, and it is difficult to extract meaningful data to identify trends for example, how many female to male employees raise grievances, how many BAME are managed via capability versus other ethnicities.

The Service is reviewing options for case management software to streamline, and semi automate case management within professional standards and HR services. The people elements will form part of the procurement process including anti-slavery policies from the potential suppliers. This we recognise will require a separate EIA to help maximise opportunities to collate ED&I data and undertaker analysis.

D Continue to lead on the Service wide adoption of the Code of Ethics in order to achieve the Code of Ethics Fire Standard

To Ensure the code is adopted and embedded and reflected in decision making processes across the whole organisation including the Fire Authority we intend to utilise the Fire Standards Implementation tool to capture actions for each of the criteria. The code of ethics provides a framework which behaviour can be measured against. Treating people respectfully and in a transparent manner can only bring positive impacts for all our employees and with the members of the public they interact with.

E. Benchmark MFRA POD using NFCC Maturity models

This model has been designed to assist fire and rescue services to assess current practice against different areas. The self-assessment tool will be revisited periodically to review progress and to highlight areas where progress can be made.

It is the objective of NFCC that the models and framework help to drive consistency across services in becoming leading practice organisations and shared learning is encouraged.

The POD team will establish a timetable for completion of the Maturity Model self-assessment benchmarking exercise to determine current maturity level against:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Wellbeing
- HR Analytics.

Following self-assessment, we will develop appropriate action plans for each area in order to improve maturity and where SI's and policies fall out from these they will have an EIA created for them.

F. In partnership with Finance & Procurement determine and finalise new process for Finance, Procurement, HR & Payroll Application to ensure contract and system in place by August 2024.

The current system licence is up for renewal and tenders will be put out for a replacement or renewed contract. Similarly, to B, the people elements will form part of the procurement process including anti-slavery policies from the potential suppliers. This has a neutral impact.

G. To design, deliver and monitor a 12-month trial of Hybrid Working system and extended Flexible working scheme

This trial is aimed at enabling our non-firefighting colleagues who have the ability to work in a different manner; get a better work life balance and to assist with social economic pressures. There is a published EIA for this.

H. To provide advice, support and recommendations to all heads of function implementing their Succession Planning

This process is aimed at ensuring consistency and congruence in succession planning by allocating a POD Manager to individual departments to work in a business partner capacity with Line Managers to support, guide and advise on their implementation strategy and planning options. This is a positive intervention as the team are ED&I trained and familiar with the need for non-discriminatory practices for example via positive action campaigns and by the use of the positive action toolkit.

I. Review and consider any actions for MFRA following the publication of recent cultural reviews within the Fire and wider blue lights sectors.

These well-publicised reports highlighted some egregious cultural practices that have a detrimental impact on many of the protected characteristics. Our internal plan is to establish a group to consider implications within MFRS and develop action plans for implementation. Any actions will if necessary, result in an EIA which will have positive outcomes by working to eradicate these behaviours.

J. To review the insurable risks the Authority holds and options available to the Authority for the insurance tender 2024

To review the current insurable risks the Authority holds, what the market offers and levels of insurance the Authority may choose to hold. Where a policy is devised following this review an EIA will be created.

K. To undertake a review of the Teams delivery output to help facilitate decision-making and governance arrangements for Members and the committees.

Following this review where a policy is devised following this review an EIA will be created.

L. To review the Committee meeting minute style and agenda pack to ensure it is accessible to the public and facilitates decision making for Members.

To provide training as appropriate to deliver consistency in reports and technology in attendance and presentation at committees.

Some actions have their own EIA's for example for the recruitment policies, professional development policies and well-being policies that are published and regularly refreshed. Some actions are in development, for example the scoping of a new system and the people impact will be considered as part of the procurement process.

		<p>The function will use the following vehicles to continually measure progress on workplace policy and practice & EDI:</p> <ol style="list-style-type: none"> 1. Completing NFCC maturity models specific to ED&I but also other maturity models that have a strong element of mainstreamed ED&I 2. Use the expertise of the ENEI & ED&I benchmark that includes a focus on the HR function 3. Achieve disability level 3 & Fair Employment Charter for the LCR region both standard that measures workforce polices and practice 	
2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p style="text-align: center;">Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p style="text-align: center;">No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>The Functional plan is devised with the input of POD Managers and should be read in conjunction with the IRMP which is consulted on with Representative bodies, SLT, Boards, Authority and members of the public.</p> <p>This EIA also needs to be viewed within the context of the work on Just Culture and how POD as a function increasingly focuses on building on the existing work on prevention, education and restorative justice as a way forward.</p> <p>The POD function held a workshop on the 24th of Feb 2023 involving a cross section of staff and functional heads to help further understanding on Just Culture and implications.</p>	
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable</p>	<p>What is the actual or potential impact on age?</p> <p>The service has policies to support an employee throughout their life cycle from recruitment to flexible retirement. Roles do not have an age limit except for FF recruitment where this is for HASAWA reasons. The detail of this is in the relevant EIA's.</p> <p>The function will continue to analyse workforce data and also the latest practice on age diversity to ensure recruitment and the wider workforce experience reflects age across the organisation.</p> <p>In addition, the function will also continue to analyse age of function members linked to work on workforce planning, succession planning and commitment to positive action & workforce diversity across the function.</p> <p>What is the actual or potential impact on disability?</p>	<p>Not applicable</p> <p><input type="checkbox"/></p> <p>Not applicable</p> <p><input type="checkbox"/></p>

box.

If there is **no impact**, please state that there is no impact.

The Service supports candidates with disabilities and supports those who develop them through their career.

The activities of the ED&I plan will detail these with the relevant EIA's. At present the function is working towards raising disclosure rate on disability and also ensuring data on disability is collected across the employee experience with a particular focus on grievance and disciplinarys

In addition, the function is committed to achieving level 3 of the Disability standard by March 2024

In addition, the function will also continue to analyse disability & staff disclosures and representation within the function members linked to work on workforce planning, succession planning and commitment to positive action & workforce diversity across the function.

What is the **actual** or **potential** impact on **gender reassignment**?

The function is mindful of the need to developing capacity to address gender reassignment and recognise this is an area of key focus for 2023-24

Not applicable

What is the **actual** or **potential** impact on **marriage and civil partnership**?

There are no activities which impact on this protected characteristic

Not applicable

What is the **actual** or **potential** impact on **pregnancy and maternity**?

There is a specific EIA for this.

Not applicable

What is the **actual** or **potential** impact on **race**?

Positive Impact: EIAs & the cultural and inclusion board that includes representation from the REACH staff network will help shape inclusive practice in terms of race. This includes the wider work on Just Culture but also positive action.

Not applicable

		<p>In addition, the function will also continue to analyse race/ethnicity & staff disclosures and representation within the function members linked to work on workforce planning, succession planning and commitment to positive action & workforce diversity across the function in line with the commitments set out in the wider organisations EDI Action Plan.</p>	
		<p>What is the actual or potential impact on religion and / or belief?</p> <p>Positive? EIAs & POD functional policies will help ensure a positive impact on working with staff to accommodate religion and belief practice. The function will build on existing practices to encourage more employees to use existing policies to help them combine their work duties and beliefs.</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on sex (gender)?</p> <p>Positive: The function is mindful of the national coverage focusing on unacceptable behaviour within certain Fire & Rescue Services. Therefore, the function will continue to work with the Gender Network and focus on preventative interventions to ensure good workplace relations. This includes the wider work on Just Culture but also positive action.</p> <p>In addition, the function will also continue to analyse gender & staff and representation within the function members linked to work on workforce planning, succession planning and commitment to positive action & workforce diversity across the function in line with the commitments set out in the wider organisations EDI Action Plan.</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on sexual orientation?</p> <p>Positive: The function will look to work with the LGBT network to ensure staff from LGBT backgrounds help shape policy and practice within the POD function. This will include helping to develop the capability of the LGBT network but also encouraging them to be critical friends in line with the wider work on Just Culture but also positive action.</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>Positive; The function recognises the need to address socio economic factors within the context of employment & Merseyside. The function will be taking action to formally measure and report on socio economic factors in terms of employment episodes & wider organisational work 'Positive Action' on but also supporting the internal staff network focusing on socio economic factors will support the reporting of staff & socio-economic status. In addition, the function will remain vigilant and supportive of staff and the cost-of-living crisis and wider work on social mobility.</p>	<p>Not applicable</p> <input type="checkbox"/>
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ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?				
Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age	Due to the nature of the POD function & key responsibility for 'people' it is recognised that Data collection, analysis, work on positive action, developing capacity to deliver effective EIAs, staff experience and intention and the wider work on culture and just culture will ensure key ED&I consideration and addressed and mainstreamed into all actions.	YES	Ongoing	POD Team
Disability -		YES	Ongoing	POD Team
Pregnancy and Maternity -		YES	Ongoing	POD Team
Race		YES	Ongoing	POD Team
Gender reassignment		YES	Ongoing	POD Team
Marriage and civil partnership		YES	Ongoing	POD Team
Religion and / or belief		YES	Ongoing	POD Team
Sex (gender)		YES	Ongoing	POD Team
Sexual orientation		YES	Ongoing	POD Team
Carers		The need to undertake a sperate EIA for action C&F in the action plan is recognised and will be undertaken. Developing internal capacity within POD & EIAs Focused work on Just Culture and also wider work on OD will ensure ED&I considerations are integrated and reporting on. Achieving benchmarks identified will provide useful evidence of impact	YES	Ongoing
Other	YES		Ongoing	POD Team
Deprived communities/socio economic			Ongoing	

<p>How will these actions be monitored and where will the outcomes be reported? These are discussed at People Board.</p>				

Completed by (Please print name /Designation)	Amanda Cross	Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

Name of responsible SLT member (Please print name /Designation)		Signature Date	
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EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	Operational Response	Date Of analysis	20 th January 2023
Title and overview of what is being assessed / considered	Functional Delivery Plan 2023 - 24	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input type="checkbox"/>	Public <input type="checkbox"/>
Author of Equality Impact Analysis	PM Paul Kay	Equality Analysis quality assured by (Member of the POD team)	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans 	<p>The Operational Response FP sets out the key deliverables of the Operational Response Directorate for 2023/24, the services we currently provide and the new projects and services that we will be developing during the year.</p> <p>Contained within the FP are our main priorities and the actions we will take to achieve them. This Functional Plan shows how these will be implemented and achieved across the Service.</p> <p>During 2023/24 within Operational Response we aim to deliver over our two departments:</p> <p><u>SERVICE DELIVERY KEY DELIVERABLES</u></p> <ol style="list-style-type: none"> 1. We will evaluate and improve the effectiveness of our Operational Response to incidents. And produce guidance to support the management of assets at incidents for flexi duty senior managers and Fire Control. 2. Redesign of Fire Control suite including investment in new technologies. 3. Expand the skills and knowledge of operational staff at specialist stations through accredited qualification. To ensure effective operational response to high impact incidents identified by NSRA and local community risk register. 4. Supporting our vision of ‘One Team’, we will enhance knowledge, understanding and application for station-based staff through exposure of: <ol style="list-style-type: none"> (a) The leadership message and leadership behaviours (b) NFCC core code of ethics (c) Workforce positive action and knowing our communities (d) ED&I conversations, equality impact assessments and ED&I data (e) Coaching, mentoring & high potential programme
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- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans
- Community engagement activities
- and, will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

- (f) Supporting internal staff networks to build staff capability to help support both personal performance & also their career progression.
- 5. Implement a structured framework for familiarisation, training and exercising with Cross Border neighbouring FRS'.
- 6. Embed the use of technology to support stations to be more efficient and effective in delivering their station plan.

HEALTH & SAFETY / OPERATIONAL ASSURANCE KEY DELIVERABLES

- 7. Continue to enhance our procedures to provide the most current information, instruction, and training for reducing exposure to FF contamination from toxic fire effluents.
- 8. Enhancements will support our response to the World Health Organisation's declaration of the Fire Fighter role being classified as carcinogenic and the pending release of the UCLan phase two report.
- 9. Conduct a review into the efficiency and effectiveness of the current Health and Safety Management System 'OSHENS'.
- 10. Evaluate Operational Assurance function to improve how we respond to assure incidents and align with NOG, NOL and the shared learning Fire Standard.
- 11. Undertake a programme of assurance for the progress made against HMICFRS actions from the 2022-23 action plan in relation to Ops discretion and decision logging.

When looking at the functional plan the following people will be affected by the proposed objectives

- All communities on Merseyside – **POSITIVE**
- Merseyside Fire and Rescue Authority employees – **POSITIVE**
- MFRS partners – **POSITIVE**

The following Monitoring data has been drawn and considered from a variety of areas, including but not restricted to:

- Partner FDPs / internal FDP's
- Performance Management Group (PMG),
- Operational Improvement Group (OIG),
- Station Plan updates,
- Appliance Movement Calendar,
- PIPS – performance; demographics
- E&D Manager/team,
- Service Delivery updates & Station audit feedback,
- Staff forums/Survey feedback/IRMP consultation
- Liverpool City/Wallasey/St. Helens Hybrid data/feedback
- HMICFRS Findings
- NFCC

Data that has been collated to inform the aims and objectives of the Response functional plan does not show, at this time, a disproportionate or negative impact on communities, staff or partners. It demonstrates a positive impact on safety and improved response and supports the development of a plan linked to risk, demand and vulnerability.

The research from the following has been taking into account:

NFCC Equality Impact Initial Screening Tool [Equality impact assessment toolkit | NFCC CPO \(ukfrs.com\)](#)

Core Code Of Ethics [Core Code of Ethics | NFCC CPO \(ukfrs.com\)](#)

Health & Safety Executive (HSE)

Staff Survey / Staff Forums

Chartered Institute of Personnel and Development (CIPD)

Performance DATA

		<p>Other Fire & Rescue Services</p> <p>Current Hybrid data/feedback</p> <p>His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) findings Merseyside - His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) – Home (justiceinspectrates.gov.uk)</p> <p>University of Central Lancashire (UCLAN) Fire Effluents Report Fire contaminants linked to significant physical and mental health issues among UK firefighters - UCLan</p> <p>This has highlighted :</p> <ul style="list-style-type: none"> • The need for continual improvement • Sharing of Learning and Best Practice across the Service and wider Fire Service community • New Hybrid staffing model works and meets its objectives for the Service and the staff with no negative EDI impacts identified at this time. • Performance modelling indicates that proposed changes will improve overall response standards • Staff Survey Results show excellent engagement levels across the service. • Contamination survey by UCLan identifies generic contamination issues to which the service is making recommendations towards. 	
2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>Operational Response have liaised/consulted with:</p> <ul style="list-style-type: none"> • Internal Functional Delivery Plan (FDP) owners, • Strategy and Performance, • SMEs, • Equality and Diversity Management, • Station Personnel, • Station Managers. • H&S team / OA team <p>The consultation with the identified parties led to a streamlined Functional Plan which is inclusive and also positive in terms of equality impact on the persons who may be affected by it.</p>	
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this</p>	<p>What is the actual or potential impact on age?</p> <p>Sections 1-3 above indicate that there is no perceived negative impact on age at this stage. The proposals identified within the Response plan offer the same opportunity to staff regardless of age. They do not impact disproportionately or negatively on the communities either. As proposals progress, they will continue to be monitored for any equality impact on this or the other protected characteristics.</p> <p>The response function is acutely aware of the ageing population & its impact on community risk and behaviours and will therefore look to work with colleagues within S&P and other function to ensure age diversity is integral part of thinking and practice</p>	<p>Not applicable</p> <p><input type="checkbox"/></p>
		<p>What is the actual or potential impact on disability?</p> <p>The proposals do not present any potential negative impacts at this stage in relation to Disability. The progression will be monitored throughout and</p>	<p>Not applicable</p> <p><input type="checkbox"/></p>

should be the case please tick the not applicable box.

If there is **no impact**, please state that there is no impact.

staff will be consulted to identify any impacts identified which could affect anyone from this or any of the other protected groups.

The response function is acutely aware that 22% of the population of Merseyside is register disabled under the Equality Act & its impact on community risk and behaviours and will therefore look to work with colleagues within S&P and other function to ensure disability diversity is integral part of thinking and practice

What is the **actual** or **potential** impact on **gender reassignment**?
The proposals do not present any potential negative impacts at this stage in relation to gender reassignment

Not applicable

What is the **actual** or **potential** impact on **marriage and civil partnership**?
. The proposals do not present any potential negative impacts at this stage in relation to marriage and civil partnership.

Not applicable

What is the **actual** or **potential** impact on **pregnancy and maternity**?
The proposals do not present any potential negative impacts at this stage in relation to pregnancy and maternity. This will be covered in the Service Instruction SI 0658 Maternity.

Not applicable

What is the **actual** or **potential** impact on **race**?
At this stage it is not believed that the Response proposals will have any negative impact on race. This will continue to be monitored as the plan is progressed for any impact on equality in connection with 'Race' or any of the other protected groups.
The response function is acutely aware of the new census figures that reveals the BAME population of Merseyside is now 8%& its impact on community risk and behaviours and will therefore look to work with colleagues within S&P and other function to ensure race diversity is integral part of thinking and practice

Not applicable

What is the **actual** or **potential** impact on **religion and / or belief**?
The Response plans supported through sections 1-3 do not identify any negative impact on equality in connection with religion or belief and actually, Service Delivery objective 2 which progresses the introduction of

Not applicable

	<p>a Hybrid model at Kirkdale fire station has been identified as a positive impact as the self-rostering nature of the system will allow staff to plan their shift around key festivals such as Eid, Passover, Ramadan etc. where they would wish to be celebrating with family rather than trying to use Leave or PH leave.</p> <p>The response function is acutely aware of the growing religious diversity of people and buildings within Merseyside & its impact on community risk and behaviours and will therefore look to work with colleagues within S&P and other function to ensure age diversity is integral part of</p>	
	<p>What is the actual or potential impact on sex (gender)?</p> <p>Across the majority of the proposals for progression through the 2023/24 Response functional plan no significant equality impacts have been identified in connection with sex. However, there may be some impact in relation to the introduction of a hybrid duty system at Kirkdale on those staff members with caring responsibilities, i.e. Parents, single parents, carers etc. as the system may not suit the needs of everyone. However, the option to work this system will be voluntary and the Service operates a further 4 different duty systems which offer a variety of options for staff.</p> <p>Flexible working requests would still be available to staff as per the current SI extant should staff members require to explore that route.</p>	<p>Not applicable <input type="checkbox"/></p>
	<p>What is the actual or potential impact on sexual orientation?</p> <p>Sections 1-3 of this EIA indicate that at this stage there is no perceived negative impact on individuals affected by the proposals in relation to sexual orientation. This will be continually monitored throughout the duration of the proposals being implemented for any equality impact on this or any of the other protected groups.</p>	<p>Not applicable <input type="checkbox"/></p>
	<p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>At this stage the EIA has shown that there is no perceived negative impact on individuals or communities in relation to socio-economic disadvantage and in fact there is a positive impact in relation to improved response, safety, service and effectiveness. The hybrid system at Kirkdale will provide a 10% uplift in salary for those wishing to work it. The areas that</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>Kirkdale serves, such as Bootle, Vauxhall, Walton etc. have high areas of deprivation and will benefit in terms of improved response and service from having a hybrid station. Also, Socio-economic disadvantage is often linked to health problems and with the proposal of an IDMP to support NWAS in areas of high demand with calls such as EMR the public will benefit positively from a rapid and weighted response to cardiac arrest in conjunction with and support of NWAS.</p> <p>The response function is aware of the separate work on socio economic factors that is being undertaken focusing on 29 high risk areas in terms of the cost of living/deprivation and social mobility and will look to contribute to the wider work</p>	
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ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?

Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age	Within an ageing population, ethnic diversity, levels of disability and deprivation the function will look to use diverse channels to raise awareness both in term of policy and practice & working with other functions.			
Disability -				
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic				

How will these actions be monitored and where will the outcomes be reported?

(Please describe below)

Completed by (Please print name /Designation)		Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

Name of responsible SLT member (Please print name /Designation)		Signature Date	
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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	23 MARCH 2023	REPORT NO:	CFO/67/22
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	ED FRANKLIN HYWYN PRITCHARD
OFFICERS CONSULTED:	TONY STRETCH PAUL TERRY TOM HIRONS STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	MICROSOFT ENTERPRISE AGREEMENT RENEWAL 2023		

APPENDICES:	
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Purpose of Report

1. To request that Members approve the renewal of the Authority’s Microsoft Enterprise Agreement (EA) and in doing so award the contract to Phoenix Software Limited to act as the Authority’s Microsoft Licensing Solution Provider (LSP).

Recommendation

2. It is recommended that Members
 - a) approve the renewal of the Microsoft EA for a period of three years from April 2023.
 - b) approve the award of the contract to Phoenix to act as the Authority’s Microsoft LSP for three years, from April 2023, with the option to extend for a further year.
 - c) note that A Microsoft EA offers the best value to organisations with 500 or more users or devices that wish to buy software licenses and cloud services from Microsoft.
 - d) note that A Microsoft EA can only be purchased via a Microsoft-accredited LSP.
 - e) note the contract value with Phoenix is £809k over three years. This includes the cost of Microsoft licenses, cloud services, and a small margin for Phoenix to act as Merseyside Fire & Rescue Authority’s (MFRA)’s LSP.

Introduction and Background

Microsoft EA

3. The UK government has signed a new three-year Memorandum of Understanding (MOU) with Microsoft to enable public sector organisations to continue to unlock the benefits of cloud computing and business applications.
4. The new MOU, entitled the Digital Transformation Arrangement 2021 (DTA21), allows all eligible public sector organisations to benefit from discounts and beneficial terms for Microsoft 365, Azure, and associated support and consulting services.
5. To continue to use the latest versions of Microsoft products, such as Windows Server, Windows 11, and Office 365 (O365), MFRA will need to renew its Microsoft (EA), which expires on 31st March 2023. In doing so, MFRA will sign up to the Microsoft pricing agreed in the DTA21 MOU which will have one year to run until April 2024.
6. A key cost consideration in setting up a Microsoft EA is around O365 licensing. Office 365 is available in three plans: E1, E3, and E5. O365 E1 is the most basic plan, offering essential business services like email, file sharing, and storage. O365 E3 provides the full suite of enterprise functionality with Office applications (Word, Excel, PowerPoint, etc.) and additional security functionality. O365 E5 is the most advanced package, with all the features of O365 E3, alongside advanced email security functionality, analytics, and phone systems.
7. Commonly asked questions are: which plan offers the best value for money? Is it better value to use E3 and implement third-party email security? Does an organisation need the additional security and analytics functionality offered in E5?
8. For MFRA the best all-around option for MFRA is the O365 E3 and a pick-and-mix approach of using additional security features of the more expensive O365 E5.
9. Note: to move fully to O365 E5 there is a potential increase of £150k cost p.a. Microsoft, however, does offer a 'ramp' facility where O365 E5 is cheaper in the shorter term rising to the full price after three years.

Licensing Solution Provider (LSP)

10. As the Microsoft EA, associated with the DTA21 MOU, can only be purchased via a Microsoft-accredited LSP, MFRA's Procurement and Information and Communications Technology (ICT) Departments identified three options as a route to market:
 - a) Run an Openly advertised competition as an individual organisation

- b) As an individual organisation, run a mini-tender using the Technology Products and Associated Services (TePaS) framework to select an LSP.
 - c) Join the Crown Commercial Services (CCS) complimentary aggregation framework in Spring 2023 to select an LSP.
11. Option 'a' was discounted in favour of using an existing framework agreement (options 'b' or 'c') which is a more efficient route to market for the Authority.
 12. This left Options 'b' and 'c' on the table. It was recognised that by combining the similar needs of organisations from across the public sector, CCS can increase public sector national buying power to achieve savings that would not be possible through individual buying.
 13. For this reason, Option 'c' was chosen as a route to market
 14. The DTA21 agreement already provides excellent discounts and consistent pricing for eligible public sector organisations. Further price-saving opportunities are limited to the variation of the LSP price margin, which is, on average, around 1% of the values of the Microsoft licensing and cloud services, regardless of the route to market.
 15. To support the DTA21 agreement and provide an easy route to market for customers, CCS set up a programme of aggregated procurements for Microsoft licensing. These competitions are run free of charge by CCS under its Technology Products and Services (TePas) framework agreement.
 16. In November 2022, MFRA's ICT and Procurement Departments joined the CCS NFC157 aggregation framework in Spring 2023.

Aggregation Framework Spring 2023 Outcome

17. For MFRA, the result of the aggregation framework, Spring 2023, is the recommendation to award the contract to Phoenix to act as MFRA's Microsoft LSP for three years from April 2023, with the option to extend for a further year.
18. MFRA ICT and Procurement Departments agreed the final quote with Phoenix and the cost to MFRA for Microsoft Licences is £809k over three years

Crown Commercial Services

19. CCS plays an important role in helping the UK public sector save money when buying common goods and services.
20. CCS is the biggest public procurement organisation in the UK. It uses its commercial expertise to help buyers in central government and across the

public and third sectors to purchase everything from locum doctors and laptops to police cars and electricity.

21. The collective purchasing power of its customers, plus its procurement knowledge, means CCS can achieve the best commercial deals in the interests of taxpayers.

Equality and Diversity Implications

22. Microsoft as a supplier is committed to Equality and Diversity and MFRA can benefit from that commitment.

23. More information on Microsoft's Global Diversity and Inclusion can be found at:

[Inside Microsoft | Global Diversity and Inclusion at Microsoft](#)

Staff Implications

24. Staff will benefit from the latest version of the software at work potentially matching their home experience with associated productivity benefits.

Legal Implications

25. The contract is a call-off contract under the TePaS framework agreement which conforms to the Public Contracts Regulations (2015).

Financial Implications & Value for Money

26. The Phoenix bid is a price of £263k for year one and £273k for the remaining two years. This equates to £809k over the three-year contract.

27. The existing capital budget provision for Microsoft EA is £310k Annually and therefore can be met within the budget

Risk Management, Health & Safety, and Environmental Implications

28. Adoption of this proposal provides for more robust business continuity arrangements and supports the development of bespoke solutions to meet MFRA's business needs.

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.*

29. In line with the Authority's vision to be the best Fire and Rescue Service in the UK, MFRA ICT is committed to a successful partnership, working with ICT Suppliers to deliver a value for money, secure, robust quality service whilst enabling continuous business-led ICT Innovation.

BACKGROUND PAPERS

N/A

GLOSSARY OF TERMS

CCS	Crown Commercial Services
DTA	Digital Transformation Arrangement
EA	Enterprise Agreement
EIA	Equality Impact Assessment
FRS	Fire and Rescue Service
ICT	Information and Communications Technology
LSP	Licensing Solution Provider
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MOU	Memorandum of Understanding
O365	Office 365 - Can be called Microsoft 365 (M365)
SLT	Strategic Leadership Team
TDA	Training and Development Academy
TEPAS	Technology Products and Associated Services

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	23 MARCH 2023	REPORT NO:	CFO/68/22
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	AM GED SHERIDAN	REPORT AUTHOR:	GED SHERIDAN PAUL TERRY MIKE PILKINGTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	PURCHASE OF LEARNING MANAGEMENT SYSTEM		
APPENDICES:	APPENDIX A: EIA		

Purpose of Report

1. To request that Members approve the recommendations of this reporting relating to the purchase of an organisational wide Learning Management System (LMS).

Recommendation

2. It is recommended that Members:
 - a) approve the purchase of an organisational Learning Management System (LMS), and a four-year G-Cloud 13 contract with SQEPtech Ltd.
 - b) note the justification for requiring a new organisational wide Learning Management System (LMS).
 - c) note the extensive market research carried out to determine the most appropriate solution for Merseyside Fire & Rescue Service ('MFRS').
 - d) note the expected improvements in efficiency and effectiveness for training delivery and reduced risk to the organisation.
 - e) approve the drawdown of £87,565 from the capital reserve to fund year one costs.
 - f) note the positive financial implications and reduced costs if the contract is agreed by 31st March 2023.

Introduction and Background

3. The existing systems and processes used within MFRS for the recording and reporting of training, learning, appraisals, and coaching have evolved over recent years as processes have changed. The current methods rely on several different software applications, manual processes, and people resources to ensure consistency and reliability of the data for performance reporting.
4. This approach can be time consuming and disparate, and at times has resulted in avoidable errors such as staff due to attend risk critical training not being identified; duplication of training records; inconsistent methods of recording training; and increased costs associated with internal and external training providers.
5. In 2018/19 HMICFRS commented on this in their report. ***“The service needs to assure itself that all staff are appropriately trained for their role. It needs to ensure all staff keep their skills up to date and have a consistent method of recording when they have received training.”***
6. In response to this MFRS made significant improvements in how records could be accessed and reported, this was acknowledged in the follow up inspection during 2021/22. We recognised some of these improvements relied upon manual processes and we have since identified that further enhancements would only be possible through a new platform, due to limitations of existing systems.
7. As a result, a project was initiated to consider the best options now available to enable the Authority to continue to meet its staff training obligations in the most effective manner.
8. The main objective of the LMS project was to identify and purchase a solution that brings together the ability to record and report on all learning activities in a consistent and intuitive manner resulting in improved efficiency and effectiveness.
9. Initial timescales assumed completion of the project and a move to a new approach in late 2023 / early 2024 with the appropriate report being submitted to Authority and considered as part of the budget setting process in February 2024. This timescale coincided with the predicted end of life of the existing OPS application which was developed internally by MFRA and went live in 2011.
10. Following recent discussions with the proposed supplier, officers have identified that by bringing forward the proposed start date to before 1st April 2023 a significant saving of £62K (19.5% reduction) over the 4-year contract period could be realised.

Recommended Solution

11. The project has identified that the introduction of the 'Cornerstone LMS' with 'eSQEP Skills Matrix' fulfils MFRS requirements of having a system for the administration, automation, and delivery of educational courses, training programs, learning and development of e-learning courses, and appraisals.
12. Cornerstone and Skills Matrix (eSQEP) together provide an all-in-one solution, Cornerstone being the LMS i.e., containing and hosting our courses, learning records, profiles and learning resources. Whereas the Skills Matrix provided by SQEPtech is a tool that enables the fluid reporting of learning across the organisation allowing for a holistic and person-centred view of training records for all operational staff. This system, although separate is integrated seamlessly.
13. The two systems together become a powerful tool for Merseyside Fire & Rescue Service and is a high-quality product comprising all learning and reporting aspects and ensuring easy access of data.
14. This solution is being recommended after an extensive market benchmarking exercise were the project board and team sampled many solutions and matched each system to our high-level requirements.
15. The integrated solution of Cornerstone's LMS and SQEPtech's Skills Matrix will provide Merseyside Fire & Rescue Service with significant benefits not just in system and processes and will better support effectiveness and efficiency of administrative and support staff as detailed below:
 - Seamless Integration - Seamless, real-time data transferred from Cornerstone LMS and SQEPtech Skills Matrix.
 - Improved Administration - the ability to create training courses and events without the reliance of Systems Support. Seamlessly adding staff to training events based on their status/competency. Up to date information of operational staff skills and competencies in real-time.
 - User Progress - Users can view their own progress status against required skills and launch courses directly from the Skills Matrix.
 - Team Overview - Managers can view their own individual progress and all their team members achieved status against required competency.
 - Course Status - Users can access and launch uncompleted courses directly from the Skill Matrix dashboard providing a simple and consistent user experience.
 - Reports - Reporting of competencies and skills by organisation unit, role requirement, curricula, by organisation level or line management hierarchy.

Alternatives Analysis

16. Alternative options have been considered to address the business problem. Further to a review it was determined continuing to record training in multiple applications across the organisation is not the most effective process and efficiencies of current applications and processes have been exhausted and the

Authority does not have sufficient resource for internal development of a new Learning Management System.

17. Therefore a number potential providers were invited to demonstrate their solution to an officers' panel.
18. The approved supplier's solution was the most suitable for the Authority

Equality and Diversity Implications

19. A full EIA has been completed and can be found in Appendix A. It has demonstrated that a change in system will positively impact those learners with additional needs and better accommodate various learning styles.

Staff Implications

20. Staff from all directorates have been involved in extensive engagement, with a number of workshops and reality testing with system providers since March 2022. This involved an in-depth review of all five products to ensure the chosen solution was not only value for money but met the requirements of MFRS together with expected improvements in efficiency and effectiveness.
21. All groups and departments within MFRS will be impacted by the new LMS, as it will be used by all operational and non-operational staff for learning/training. The change in system will help in the administration, documentation, tracking, reporting and delivery of electronic educational technology (eLearning).
22. Training for staff will be coordinated through the project implementation team and the selected system partner.

Legal Implications

23. The Manchester Arena Inquiry report volume 2 outlines a number of recommendations that involve training and recording systems. The report suggests improvements should be made in how organisations maintain and store their records.
24. That report also recommends the introduction of electronic training records in a standard form and the introduction of centrally held electronic training records for all staff. The report further recommends using a system whereby each staff member is required to view their record each year and identify any errors or omissions within it.
25. The purchase of the LMS system will address these recommendations reducing organisational risk and improve our current ability to respond to legal scrutiny if required.
26. The route to market followed the G Cloud framework agreement.

Financial Implications & Value for Money

27. The integrated solution provided by SQEPtech and Cornerstone will cost £273,460.00 over a four year period. The year one costs is £87,565, followed by year two to four costs of £61,965 p.a. The termination of the current e-learning application will deliver an annual saving of £20,000 from the second year. The year one costs, £87,565 will be funded from the Capital Reserve. For the year two to four annual funding shortfall (£21,965 in 2024/25 and £41,965 thereafter) officers will look to release other current revenue budgets, however, if this is not achievable the shortfall will be built into the 2024/2025 budget setting process.
28. Successful negotiations have taken place with the supplier to reach the costs outlined above. These preferential costs are time sensitive and failing to sign contracts by 31st March 2023 will result in the quote expiring and costs reverting to £335,477, an increase of £62,017.

Risk Management, Health & Safety, and Environmental Implications

29. The implementation of a robust LMS will help ensure MFRS can record training accurately and efficiently. This will ensure compliance with legislation including the Health & Safety at Work Act 1974.
30. The introduction of a LMS will reduce organisational risk by offering thorough training needs analysis (including driver training and all aspects of core risk critical training). This will ensure all training is completed in a timely and effective manner.
31. The LMS will remove the need for the current paper-based processes. It will also allow the service to deliver a more blended approach to training delivery, through eLearning and other alternative solutions other than face to face delivery.

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.*

32. A robust LMS will allow the Service to efficiently and effectively train our staff. This will improve the safety of staff and the community by ensuring they are able to prepare and respond to all foreseeable risks.

BACKGROUND PAPERS

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

GLOSSARY OF TERMS

MFRA Merseyside Fire and Rescue Authority is the physical and legal entity. When writing reports MFRA is the “object”.

MFRS Merseyside **F**ire and **R**escue **S**ervice is the service provided by MFRA.
When writing reports MFRS is the “action”

LMS Learning **M**anagement **S**ystem

EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	Organisational	Date Of analysis	22.02.2023
Title and overview of what is being assessed / considered	Purchase of Learning Managing System (LMS)	Review Date	01.04.2025
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input type="checkbox"/>
Author of Equality Impact Analysis	Paul Smyth, Martin Ralfe	Equality Analysis quality assured by (Member of the POD team)	Mo Jogi

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination based on any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

1	<p>What evidence have you used to think about any potential impact on groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p>	<p>The LMS is on the EDI Action Plan as a system to support the delivery of the EDI responsibilities within MFRA and will enhance the collation of data and reporting for HMICFRS specifically the Ensuring fairness and promoting diversity requirements.</p> <p>Three demographic groups may be affected by the introduction of a new integrated IT system such as an LMS, females, staff over 55 and staff who may be neurodivergent and relate differently to different methods of communication, their environment or learning.</p> <p>The MFRA demographics show that 28.4% are female and 71.6% male. Women are more likely to work part time and have caring responsibilities. Within the Green Book women account for 17% of the staff whilst only 11.4% are female within the Grey Book. 13 staff have taken Maternity leave in the past year.</p> <p>Green Book staff benefit from both Hybrid working and the Flexible Working policy so will be accessing the LMS more often from home during their working hours.</p> <p>The service has a wide age range of staff with 13.28% or 136 number of staff over the age of 55. A significant proportion of these will work in SHQ and use ICT daily.</p> <table border="1" data-bbox="808 1018 2051 1249"> <thead> <tr> <th></th> <th>17-24</th> <th>25-35</th> <th>36-45</th> <th>46-55</th> <th>56-65</th> <th>66+</th> </tr> </thead> <tbody> <tr> <td>No of Staff</td> <td>50</td> <td>265</td> <td>249</td> <td>324</td> <td>115</td> <td>21</td> </tr> <tr> <td>Percentage</td> <td>4.88%</td> <td>25.87%</td> <td>24.31%</td> <td>31.64%</td> <td>11.23%</td> <td>2.05%</td> </tr> </tbody> </table> <p>The average percentage of individuals with a learning disability in employment in England is 4.8% whilst in the service only 1.96% have declared that they have a disability, which includes those</p>		17-24	25-35	36-45	46-55	56-65	66+	No of Staff	50	265	249	324	115	21	Percentage	4.88%	25.87%	24.31%	31.64%	11.23%	2.05%
	17-24	25-35	36-45	46-55	56-65	66+																	
No of Staff	50	265	249	324	115	21																	
Percentage	4.88%	25.87%	24.31%	31.64%	11.23%	2.05%																	

	<p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans • Service delivery strategies • Positive action and recruitment plans • Workforce improvement plans • Community engagement activities • and will prompt conversations within the workplace. <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p>	<p>with a physical disability. Implementing the LMS will be an opportunity to encourage staff to volunteer their protected characteristics to ensure they are appropriately supported.</p> <p>MFRS is a Level 2 Disability Confident Employer, under the GOV.UK legislation, which reflects the achievements of the service in recruiting, developing, and retaining members of our community to work for the service and may have a disability. The Office for National Statistics recognises that 20% of the working age population has a long-term health condition or disability. Having modern, accessible, and adaptable systems will both support existing employees but make us more attractive as place to work for all our community.</p> <p>The LMS will support our progress to achieving Level 3 Disability Confident award, which is the highest level that can be given. This will reflect our vision <i>One team, putting its communities first</i> by being seen to be a great place to work.</p> <p>Youth Engagement programmes including the Princes Trust, Fire Cadets, Beacon Projects will benefit from access to a partitioned area within the LMS which will hold elements of training, awareness and reviews allowing the relevant teams to further enhance their respective offers and allow young people to gain wider workplace skills.</p>	
2	<p>Do you have all the evidence you need to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision, then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>From the initiation of the project the project board was established, the project board consists of senior officer, green book senior managers and varied demographics to support the wider governance of the project.</p> <p>The project board have arranged numerous sessions to enable demonstrations of learning management system products and combined solutions to the wider project team. Giving exposure of the market and what benefits the types of systems we were reviewing could yield to our workforce.</p> <p>The wider project team comprises grey book and green book staff and a spread of roles, hierarchy, and demographics, including, staff with disabilities, staff over the age of 55 amongst operational and non-operational colleagues also. This approach was made at the start to ensure we could canvas as many opinions as possible.</p> <p>Beyond demonstrations the project team and project board have also been involved in:</p> <ul style="list-style-type: none"> • Requirements gathering workshops – enabling staff insight and wants to be at the forefront of our high-level requirements which were used to promote our ask to vendors. • We engaged with staff specifically who openly talked about dyslexia, sensory impairments, and those with neurodivergence. This focus was predominately on the current problems and issues with learning and recording learning so we could focus on the best user journey for our colleagues when choosing a new LMS. • We also asked operational staff to whom were on the project team to discuss these issues and the potential for a new system with their colleagues that may not openly talk about issues such as dyslexia. That way we could still gather opinions but not from a project board perspective, but tiling the perspective of an understanding colleague, who is able to ensure feedback is passed on and implemented. This approach has proved favourable with elements of feedback being received, not just for the LMS but learning as whole across MFRS. • We are also aware that the introduction of a new LMS will make efficiencies and an easy to use all in one system making learning easier for everyone across the service. <p>On the project board and project team, we also have representation from youth engagement and prevention, and they have been able to provide input and requirements from the perspective of the young people we support as a service including Princes Trust.</p>
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		And this type of engagement has ensured that young people being supported by princes' trust will have a unique and separate learning area to participate on their learning journey.	
4	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this should be the case, please tick the not applicable box.</p> <p>If there is no impact, please state that there is no impact.</p>	<p>What is the actual or potential impact on age?</p> <ul style="list-style-type: none"> • Staff already use a range of ICT systems for administration activities which provides assurance that there is a level of ICT knowledge and competence in MFRS. • Some staff may require additional support to fully embrace and become comfortable with a new system such as an LMS. This will be incorporated into the implementation plan. 	<p>Not applicable</p> <input type="checkbox"/>
		<p>What is the actual or potential impact on disability?</p> <p>The service continues towards achieving the Level 3 Disability Confident employment award and the LMS will take us a step further as it will replace legacy systems that may not be as user friendly for three specific groups of staff:</p> <ul style="list-style-type: none"> • Sight impaired • Hearing impaired • Neurodiversity <p>The service provides a range of support, individual to staff members in the workplace including:</p> <ul style="list-style-type: none"> • Reasonable adjustments • Assistive equipment including keyboards, colour filters and magnifiers to support access to ICT • Screen reader technology is available that is compatible with the LMS 	<p>Not applicable</p> <input type="checkbox"/>

		<p>The LMS will enhance the experience for staff due to its adaptability and provide a better user experience along with its compatibility with Microsoft software and texts to speech technology.</p> <p>The E-learning presently hosted on LearnPro will be migrated to the LMS and the E-Learning Developer will have completed the project to provide all videos with subtitles and all new content will have subtitles as standard.</p> <p>Where text is used size 16 font is utilised on E-Learning as a minimum in line with national guidance and this will be adopted within the LMS.</p>	
		<p>What is the actual or potential impact on gender reassignment?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
		<p>What is the actual or potential impact on marriage and civil partnership?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
		<p>What is the actual or potential impact on pregnancy and maternity?</p> <p>The LMS system is accessible from home by using an issued username and password. This will allow staff to access training to maintain competency or access development as part of their keep in touch process within the Maternity policy. (SI 0658).</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on race?</p> <p>Our E-Learning Developer continues to enhance our eLearning material with images to reflect the community we serve and the staff who deliver it.</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on religion and / or belief?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>

		<p>What is the actual or potential impact on sex (gender)?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
		<p>What is the actual or potential impact on sexual orientation?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
		<p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>Hybrid working has assessed where a staff member has no access to the internet and in these cases the individual can carry on working from their place of work or arrangements for specific periods, they will have access to their local station. This ensures access to the LMS is assured.</p>	<p>Not applicable <input type="checkbox"/></p>

ACTION PLAN

What actions need to be taken to mitigate the impacts identified in sections 3,4 and 5?				
Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age	<ul style="list-style-type: none"> Awareness that some staff may need additional support or training appropriate. Super-users will be trained and accessible via email, telephone, and in-person to provide support to staff 	Yes		Implementation Team
Disability -	<ul style="list-style-type: none"> Individual Display Screen Equipment (DSE) assessments are completed by all new starters and reviewed every 3years or when necessary to ensure and access requirements are met. Staff will be invited to resubmit a DSE assessment if required on implementation of the LMS. 	Yes		Health & Safety Team
Pregnancy and Maternity -	FAQs will include reference to the access to training for Keep in Touch days whilst on Maternity leave.	FAQs to be produced as part of the implementation		Implementation Team
Race	N/A			
Gender reassignment	N/A			
Marriage and civil partnership	N/A			
Religion and / or belief	N/A			
Sex (gender)	N/A			
Sexual orientation	N/A			
Carers	FAQs will include reference to the access to training for maintaining competencies or development which is accessible 24/7 to provide flexibility for those with Carer responsibilities.	FAQs to be produced as part of the implementation		Implementation Team
Other	Explore the potential to offer temporary licences for non-permanent employees e.g., Prince's Trust, outsourced service providers.		2023-25	Implementation Team



Deprived communities/socio economic	N/A			
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How will these actions be monitored and where will the outcomes be reported?
 (Please describe below)

The actions will be monitored by the LMS Implementation Team
 The actions will be reported to the LMS Project Board

Completed by (Please print name /Designation)		Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

Name of responsible SLT member (Please print name /Designation)		Signature Date	
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Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles, and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well, Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

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Disability related support including:

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Pregnancy and Maternity Related Resources

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- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

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[NFCC Lunch and Learns](#) which include

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- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

<https://www.justiceinspectors.gov.uk/hmicfrs/publications/frs-assessment-2021-22-merseyside/> **HMICRFS** Effectiveness, efficiency and people 2021/22 – Merseyside Fire and Rescue Service

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy

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- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)



- [Appendix 9 - Neurodiversity in the workplace](#)
[2021/22 Fire Statistics](#) this includes workforce data published by the government

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	23 MARCH 2023		CFO/69/22
PRESENTING OFFICER:	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	AM GED SHERIDAN	REPORT AUTHOR:	COLETTE DUNNE
OFFICERS CONSULTED:	HYWYN PRITCHARD, TOM HIRONS, RIA GROVES, STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	ALLSTAR FUEL CARD CONTRACT UNDER NEW CCS FRAMEWORK RM6186.		
APPENDICES:	APPENDIX A :	EIA ALL STAR FUEL CARD CONTRACT	

Purpose of Report

1. To inform Members that Merseyside Fire and Rescue Authority's (MFRA) current fuel card provision requires updating and a new contract to be implemented

Recommendation

2. That Members approve the award of a 3 year contract to Allstar Business Solutions Limited for the provision and management system of fuel cards under Crown Commercial Services RM6186 framework for all Emergency Services.

Introduction and Background

Current Fuelling procedures

3. Merseyside Fire & Rescue Service (MFRS) predominately uses diesel vehicles at present.
4. There are 2 means of obtaining fuel for MFRS Vehicles: -

4.1 MFRS Above Ground Diesel Tanks 8 sites

- a) There are 8 sites that have above ground diesel fuel tanks and all other sites would use fuel cards. Service vehicles (non blue lights) are encouraged to use MFRS tanks.
- b) The fuel supplied to the MFRS tank is a separate contract.

- c) All the front line blue light response vehicles are diesel and the MFRS 8 diesel fuel tanks provide resilience in bunkered fuel supplies under our Category 1 responder under the Civil Contingencies Act 2004.
- d) MFRS obtained approval from MFRA on 19/10/2017 (report No CFO/71/17) to decommission the old underground tanks and to upgrade 8 above ground diesel tanks with a computerised fuel management system. The 8 tanks started to go live between 5/3/2019 - 17/5/2019 and electronic fuel tank transactional data was available. The Fuel Cards usage started to increase from this point.

4.2 Allstar Fuel Cards

- a) Allstar provide an online management system which holds all transactional data. The system provides the Manager to order/cancel/hotlist fuel cards, obtain invoices and payments status, plus run reports on the cards and transactional data.
- b) The Allstar fuel cards are used to purchase diesel, unleaded, adblue, alternative fuels and electric vehicle charging.
- c) Unleaded is purchased for Marine Rescue Unit Boats, Search and Rescue Boats and plant/operational equipment.
- d) MFRS vehicles and fire appliances are predominately diesel engines at present. Alternative options are now being considered and planned in the replacement programme for general service vehicles. The Allstar Fuel card is suitable for our long term requirements as MFRS works towards Zero Net.

Proposal for New Fuel Card Contract

- 5. A new CCS Framework for all Emergency Services is now available under RM6186 that is replacing the current CCS Framework RM6000 which MFRA's current contract is under and due to expire on 31/03/23. A new direct award contract is required to provide a longer-term commitment. Due to the rising fuel costs at present and the increased use of Fuel Cards the contract is of a high value (£226,000 per year) therefore approval is sought from Members.
- 6. Under this new CCS contract framework Allstar is still the main supplier of a Fuel Card that can be used anywhere with an online management system. Other suppliers on the framework do not meet our specification as have limited petrol station coverage or have charges as a credit card style card. The Allstar fuel card can also be used for electric and alternative fuel vehicle transactions, so this provide future proofing as Emergency Services move towards Zero Net.
- 7. MFRS have been using Allstar Fuel Cards and online management system since 2010 with excellent service and require to continue this provision.

Equality and Diversity Implications

8. There are no equality implications with the Allstar fuel cards and contract. EIA submitted.

Staff Implications

9. There are no staff implications with new contract. The postholder will continue to manage the Allstar Fuel Cards online system.
10. MFRS users will see no change as continue to use Allstar Fuel Cards as normal. The majority of cards have an expiry date to 3/24.

Training Implications

11. There are no training implications as the Allstar Fuel Card online system will continue with no interruptions or changes.

Legal Implications

12. The procurement process has been carried out under an Emergency Services framework with CCS. Leading FRS is Devon & Somerset FRS.
13. Allstar Fuel Cards can be utilised for alternative fuel vehicles which is in line with the Governments Road to Zero Strategy and the 2030 legislation.

Financial Implications & Value for Money

14. The advantages of all Emergency Services under the same contract provides the best value of money for MFRS. Due to the volumes of all Emergency Services under this contract it provides discount savings on diesel volumes, reduced card charges, no transaction fees, card can be used for alternative fuels. During part of the Covid-19 period Emergency Services used their Allstar Fuel Cards at BP Petrol stations to obtain free fuel.
15. The total spend with Allstar using Fuel Cards in 2021/22 was £225,971.77 as:-

Adblue	£ 18,895.63
Unleaded	£ 1,253.23
Diesel	£205,840.90

The contract will run for 3 years (1/4/2023 to 31/3/2026) with an estimated total spend of £678,000 based on current fuel prices and can be contained within the current fuel budget.

Risk Management, Health & Safety, and Environmental Implications

16. The Allstar fuel card can also be used for electric and alternative fuel vehicle transactions so this provide positive environmental impact towards Zero Net.
17. All vehicles registered after 1/1/15 within the MFRS fleet must meet Euro 6 emission standards. The appliances purchased over the last financial year by MFRS have an integrated Euro 6 silencer which contains a full-flow particulate filter which features continuous regeneration and two parallel SCR catalyts with a unique high-precision Adblue dosage system. The Allstar Fuel card allows for purchases in Adblue.

Contribution to Our Vision:	<i>To be the best Fire & Rescue Service in the UK.</i>
Our Purpose:	<i>Here to serve, Here to protect, Here to keep you safe.</i>

18. MFRS are receiving best value for money with the fuel card contract by collaboration with Emergency Services.
19. MFRS employees are provided with the efficient means of fuelling by Fuel Cards in additional to the MFRS Diesel Tanks.
20. Allstar provide electronic fuel card data so this can be analysed with the electronic MFRS Tank transactions and assess vehicle efficiency and whole life costs.

BACKGROUND PAPERS

[HTTPS://WWW.CROWNCOMMERCIAL.GOV.UK/AGREEMENTS/RM6186](https://www.crowncommercial.gov.uk/agreements/rm6186)

CFO 71 17 DERV TANK DECOMMISSIONING AND UPGRADE PROGRAMME

GLOSSARY OF TERMS

MFRS	Merseyside Fire and Rescue Service
MFRA	Merseyside Fire and Rescue Authority
CCS	Crown Commercial Services

EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	Ops Preparedness	Date Of analysis	20/2/2023
Title and overview of what is being assessed / considered	ALLSTAR FUEL CARD CONTRACT UNDER NEW CCS FRAMEWORK RM6186.	Review Date 20/2/2023	
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input type="checkbox"/>
Author of Equality Impact Analysis	Colette Dunne	Equality Analysis quality assured by (Member of the POD team)	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans 	<p>Examined data systems and fuel card system.</p> <p>Fuel cards use has been in the Service since 2010 which no reports on Equality Issues.</p> <p>Fuel card are assigned to vehicles and approved personnel.</p> <p>The fuel cards are embossed which would assist visual impaired.</p> <p>Will continually monitor the effectiveness of the fuel card process and its impact on members of different equality groups.</p>
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	<ul style="list-style-type: none"> • Service delivery strategies • Positive action and recruitment plans • Workforce improvement plans • Community engagement activities • and, will prompt conversations within the workplace. <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p>		
2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>Engagement with current users of the fuel cards. Any feedback received</p>	
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this</p>	<p>What is the actual or potential impact on age?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
<p>What is the actual or potential impact on disability?</p> <p>Visually impaired staff may have difficulty using the fuel card. The fuel card is embossed so could be read. Currently have no staff in this category using fuel cards so no impact at present.</p>		<p>Not applicable <input type="checkbox"/></p>	
<p>What is the actual or potential impact on gender reassignment?</p>		<p>Not applicable <input checked="" type="checkbox"/></p>	
<p>What is the actual or potential impact on marriage and civil partnership?</p> <p>.</p>		<p>Not applicable <input checked="" type="checkbox"/></p>	
<p>What is the actual or potential impact on pregnancy and maternity?</p> <p>.</p>		<p>Not applicable <input checked="" type="checkbox"/></p>	

<p>should be the case please tick the not applicable box.</p> <p>If there is no impact, please state that there is no impact.</p>	What is the actual or potential impact on race ?	Not applicable <input checked="" type="checkbox"/>
	What is the actual or potential impact on religion and / or belief ?	Not applicable <input checked="" type="checkbox"/>
	What is the actual or potential impact on sex (gender) ?	Not applicable <input checked="" type="checkbox"/>
	What is the actual or potential impact on sexual orientation ?	Not applicable <input checked="" type="checkbox"/>
	What is the actual or potential impact on Socio-economic disadvantage ?	Not applicable <input checked="" type="checkbox"/>

ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?

Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age				
Disability -				
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic				

How will these actions be monitored and where will the outcomes be reported?

(Please describe below)

Completed by (Please print name /Designation)		Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

Name of responsible SLT member (Please print name /Designation)		Signature Date	
---	--	---------------------------------	--

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY & RESOURCES COMMITTEE		
DATE:	23 MARCH 2023	REPORT NO:	CFO/71/22
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	ANTHONY HOLLAND
OFFICERS CONSULTED:	STEWART WOODS STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	PROPOSED NEWTON-LE-WILLOWS LLAR HOUSE DEVELOPMENT		

APPENDICES:	APPENDIX A:	FLOOR PLAN GROUND FLOOR
	APPENDIX B:	FIRST FLOOR PLAN
	APPENDIX C:	ELEVATIONS
	APPENDIX D:	SITE PLANS
	APPENDIX E:	EIA
	APPENDIX F:	TENDER EVALUATION

Purpose of Report

1. To inform Members of the progress made so far relating to the proposed construction of a new five bedroom detached property to be utilised by Merseyside Fire and Rescue Authority ('MFRA') staff on the Low Level Activity and Risk (LLAR) duty system, located on land acquired adjacent to the fire station on Silverdale Rd, Newton le Willows.

Recommendation

2. It is recommended that Members;
 - a) note the outcome of the formal tender process.
 - b) award the development to John Turner Construction at a contract value of £790,318.
 - c) approve the increase in the scheme's capital budget of £99.3k and the drawdown from the capital reserve to cover this increase.
 - d) note the estimated reduction in running cost figures outlined within this report

Introduction and Background

3. The proposed development went through a formal tender and planning application process in 2017. However, the scheme was put on hold whilst the new Formby LLAR Development was progressed.
4. The old Newton ambulance station and land was initially purchased in 2014 by MFRA with the intention of building accommodation reflective of the duty system and our increasingly diverse workforce. The property was demolished and the site cleared under a separate project in 2021 in order to keep the site safe for the local community.
5. The current LLAR properties on Silverdale Rd and Borron Rd are approximately a 1 minute walk from current Newton fire station, this is within the required 1.9 minute response time from alert to mobilisation, for when staff are situated in the LLAR accommodation.
6. The current LLAR properties situated on Silverdale Rd and Borron Rd are of 1960's construction, and in fair condition. However due to the domestic design and layout of the properties they provide low energy efficiency and are not fit for purpose in terms of accessibility requirements. Extensive modernisation is needed to bring each property up to the required standards.
7. The proposed LLAR house is to be constructed directly adjacent to the existing fire station with gated access to allow ease of access for operational staff. The location of the proposed LLAR facility will help reduce the time taken for staff to be recalled back to the station, and allows staff to be situated in one LLAR property rather than the two currently in use.
8. The method of design of the new property will enable MFRA to easily re-adapt the building for future sale as two individual 3 Bed semi-detached properties. This was a key design decision as 3 bed semi-detached properties will be more marketable in this area in the future, rather than a larger 5 bed property.
9. The scheme has gone through another formal planning process and we have successfully achieved full planning approval from St Helens Council. The approval was gained on 5th November 2021 and expires on 5th November 2024. The planning application is a hybrid approach consisting of the LLAR accommodation and planning for 3 further residential properties on the adjacent land which increases the land value.
10. Utilising the SBS Framework a formal tender process was initiated and carried out in July and August of 2022. Eight contractors formally expressed an interest and received all the relevant documentation and a formal invite to tender accordingly of which two of the contractors subsequently submitted a tender bid.

11. The tender returns have been assessed and were scored based on a 60% weighting on commercial 40% quality, the details of which are contained within Appendix F. with the outcome determining John Turner Construction Ltd as the preferred bidder.
12. Newton Fire Station is a PFI managed station, therefore, consultation will take place with the PFI provider as and when works progress.
13. The existing LLAR properties have been valued by a local estate agent in September 2022, with the valuation at that time of the Silverdale Rd property i and the Borron Rd property as £240,000 and £195,000 respectively. If the project is approved the properties will be placed on the open market when required to secure a sale.
14. Outline approval for a further three residential properties on the remaining surplus land has been granted, the valuation of this surplus land is estimated to be a further £80k.
15. Should there be any changes to the Authority's operational response model then the Authority's investment within the new property can be recouped in the capital receipt from the future sale of the new property.
16. As stated, the proposed new LLAR house will be constructed to allow reconfiguration into two 3 bedroom semi-detached properties to maximise any future capital value. Based on the current housing market in the area demand is greater for 3 bedroom housing rather than 5 bedroom en-suite houses, we expect that both properties could attract a market value of circa £300k each.
17. The current economic crisis and energy market has affected the supply chain and these market uncertainties have resulted in an increase in construction material costs, labour rates and general works costs throughout the whole industry. We have seen further evidence of increased construction cost with other schemes tendered recently such as the TDA and Belle Vale LLAR development.
18. The new LLAR House has been designed with the needs of the fire and rescue service in mind, the property will be accessible for all staff and visitors alike. The building will be energy efficient, including a modern and adaptable heating system, solar panels and will be suitably insulated throughout.
19. Whilst there will be an increase in the business rates cost for the new property there will be added benefit due to the fact that the building is modern and provides the required level of comfort and accessibility needed for staff and visitors alike. However, there will be annual of circa £10-£15K in relation to the premises costs, due to the new property being more energy efficient and the reduced cleaning and maintenance requirements once constructed

Equality and Diversity Implications

20. A new Equality Impact Assessment has been completed for this project, (see appendix E of this report).

Staff Implications

21. The new development will provide improved facilities for staff along with reducing the travel time when recalled back to station therefore improving response times.

Legal Implications

22. Further to the requisite works required the appropriate procurement process was followed.
23. Subject to Authority approval a suitable construction contract will be required before the order is confirmed with the successful bidder John Turner construction Ltd

Financial Implications & Value for Money

24. Due to the impact that inflation and supply issues are having on major capital scheme costs the Authority approved a £250k increase in the Capital Reserve in the last financial review report. The table below summarises the current capital budget for the Newton-le-Willows LLAR house, £720k, and the required £99.3k increase to cover the recommended contract award. Members are asked to support the drawdown of £99.3k from the capital reserve to cover the increase in costs.

	Current Capital Budget	Proposed Capital Budget
Expenditure	720,000	819,300
Funded By		
Capital Receipts		
Sale of Houses	435,000	435,000
Surplus Land	80,000	80,000
Borrowing	205,000	205,000
Capital Reserve		99,300
	720,000	819,300

Risk Management, Health & Safety, and Environmental Implications

25. Extensive site investigations have established the presence of an area of ground contamination. A full remediation strategy to deal with this has been agreed with the appropriate Authorities

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.*

26. The new LLAR accommodation will provide an improved working environment for firefighters, including local roof training facilities and increased car parking. Although the current location of the existing LLAR accommodation allows for an acceptable response time. The proposals will assist in reducing this response time as the new property will be directly linked to the main station, thus reducing the travel time between the two.

BACKGROUND PAPERS

N/A

GLOSSARY OF TERMS

MBC	Metropolitan Borough Council.
MFRA	Merseyside Fire & Rescue Authority.
LLAR	Low Level Activity and Risk.

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NOTES

01 - THE SCREEN IS GENERALLY 85mm THICK BUT IN THE ENTRANCE LOBBY (FULL WIDTH AND THROUGH TO DOOR DG07) IS TO BE 75mm TO ACCOMMODATE THE THICKNESS OF THE GRADUS ENTRANCE MATTING.

02 - MIRRORS TO BE SUPPLIED AND INSTALLED TO ACCESSIBLE WASHROOM AND ACCESSIBLE WC TO BE 610x1220mm AT 600 ABOVE FFL - BOBRICK B-290 244.8. EXACT POSITIONING TO BE CONFIRMED OR AGREED ON SITE

REVISIONS

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- This drawing is to be read in conjunction with the specification documents and all other drawings and notes thereon.

MFRS
LLAR - ACCOMMODATION
NEWTON-LE-WILLOWS

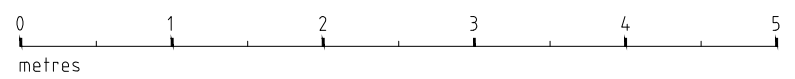
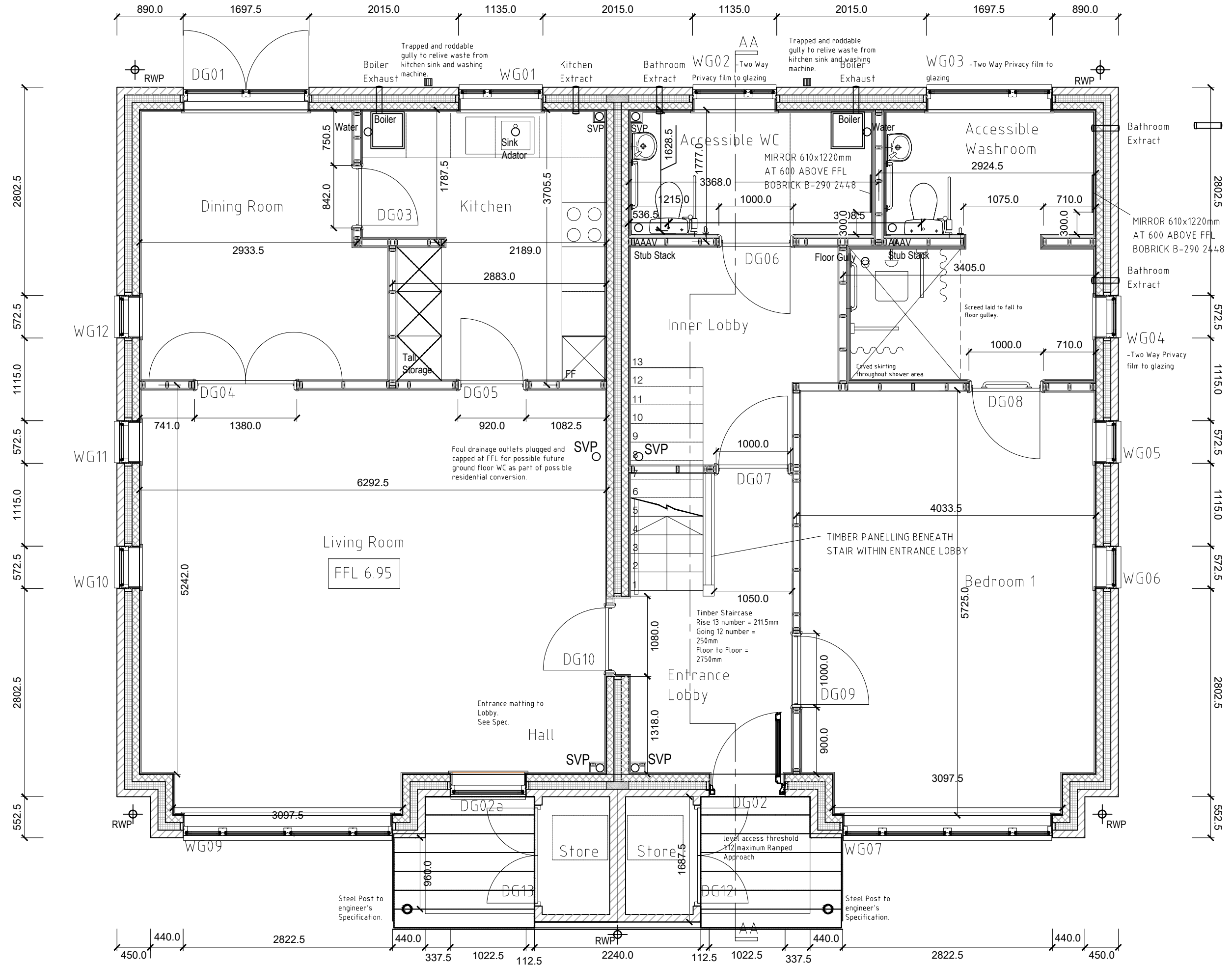
job

GROUND FLOOR PLAN

detail

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drawing number	2056/T02	rev	-		

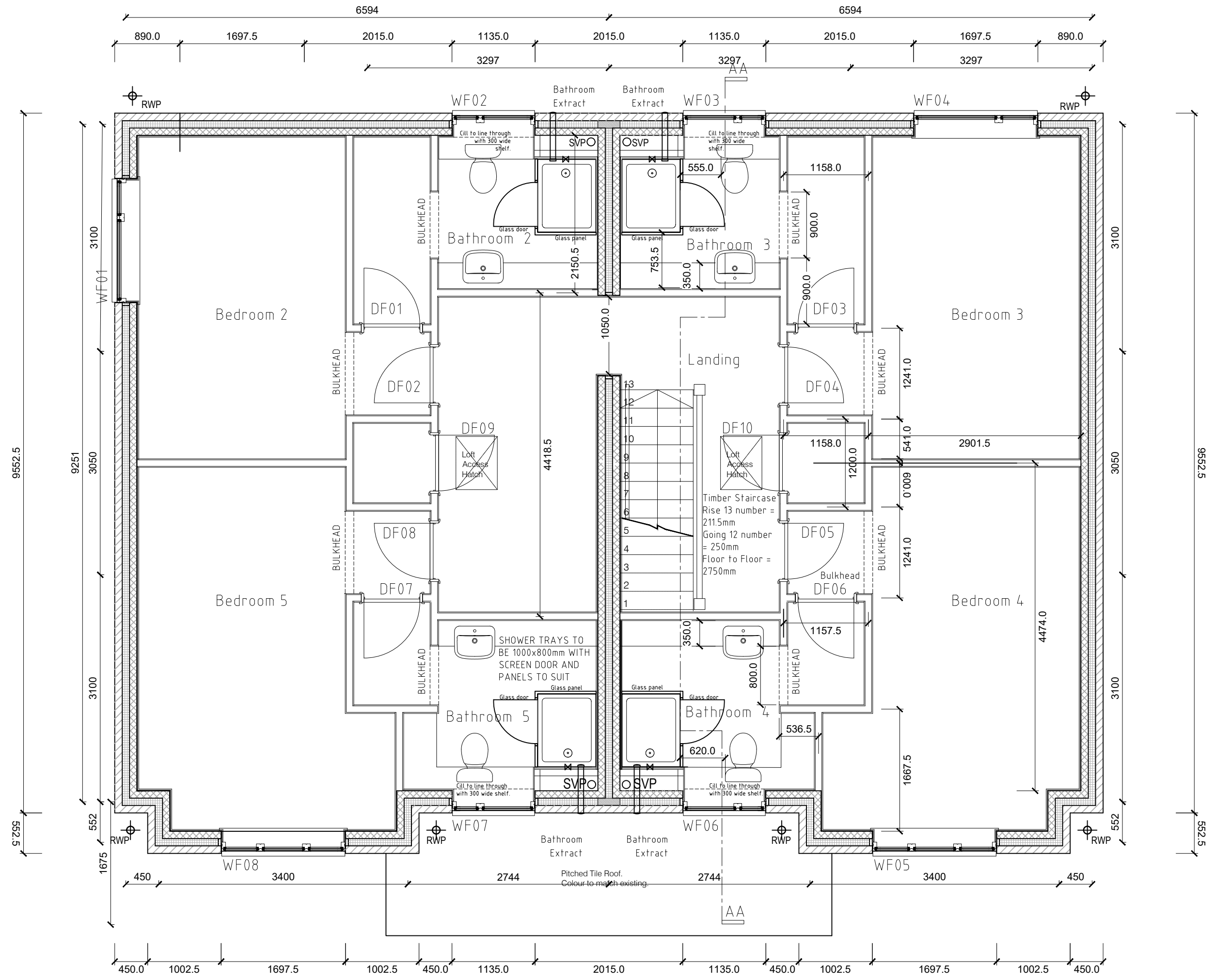
DESIGN GROUP - CHESTER
 architecture - project and cost management
 Sedan House, Stanley Place
 Chester, CH1 2LU
 tel: 01244 329 356



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NOTES
 01 - MIRRORS TO BE SUPPLIED AND INSTALLED ABOVE ALL BATHROOM WHBS. 460x610mm AT APPROX 150mm AND CENTRED ABOVE BASIN - BOBRICK B-166 1824.

REVISIONS
 A - 02.03.22
 01 - NOTE ADDED RE: SHOWER TRAY SIZE



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MFRS LLAR - ACCOMMODATION NEWTON-LE-WILLOWS			
FIRST FLOOR PLAN			
detail			
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drawing number	2056/T03	rev	A
DESIGN GROUP - CHESTER			
architecture - project and cost management			
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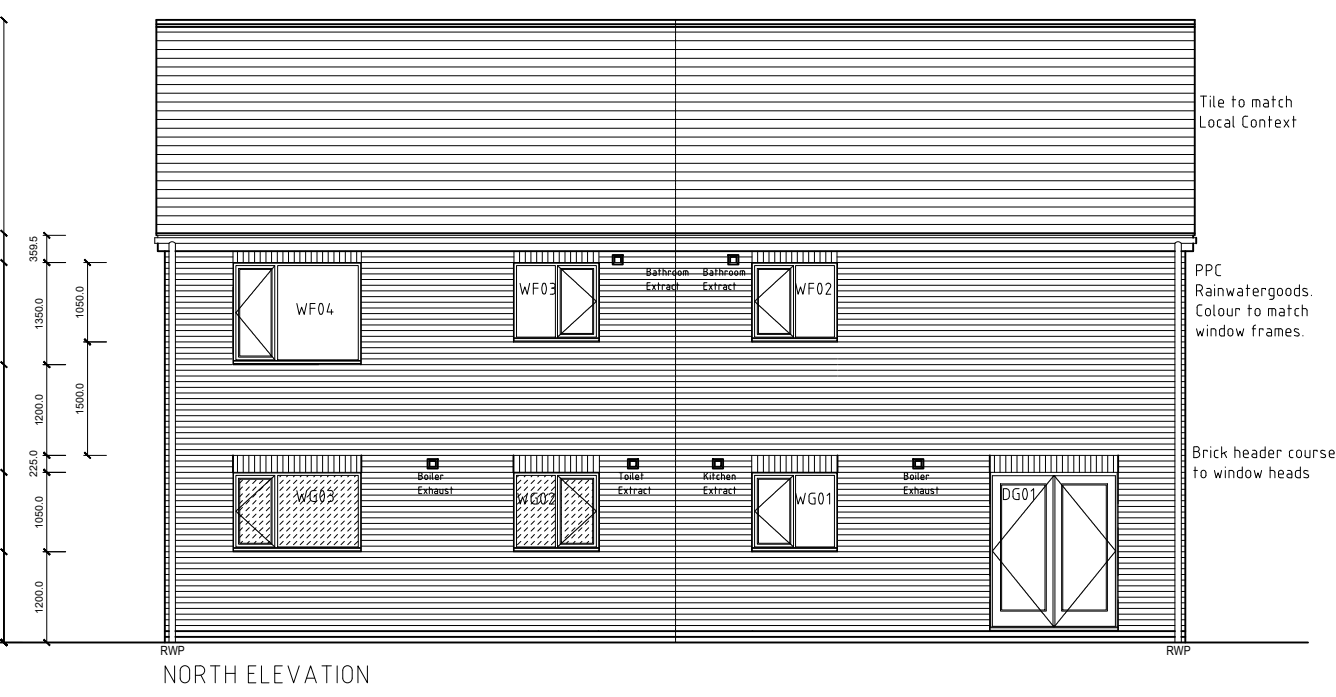
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NOTES

 WINDOW PRIVACY FILM



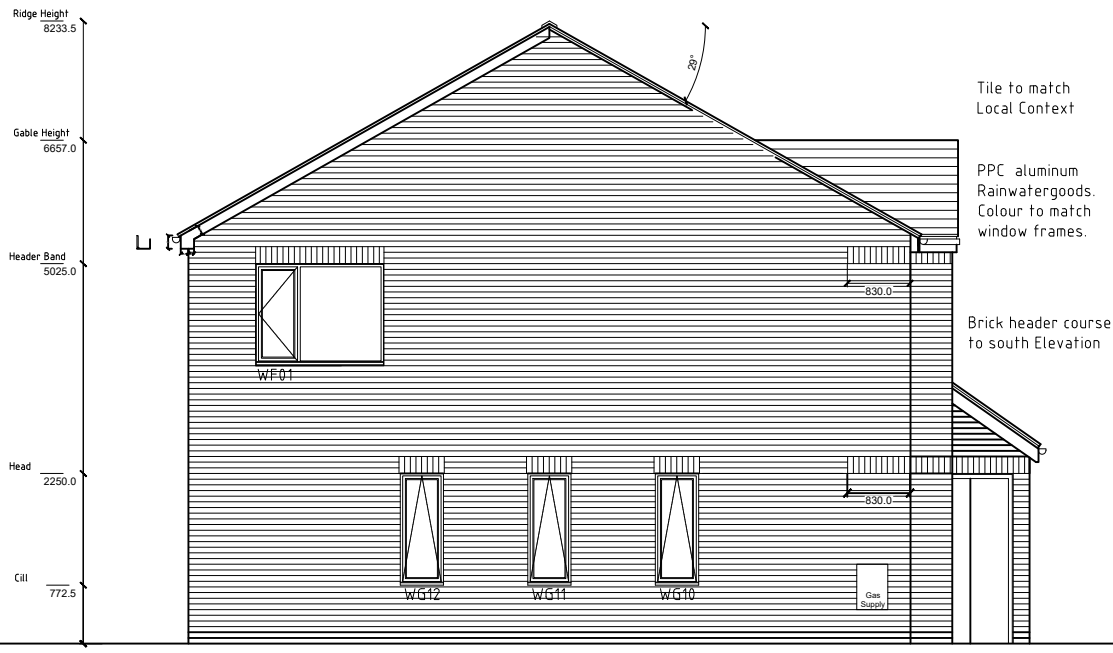
SOUTH ELEVATION



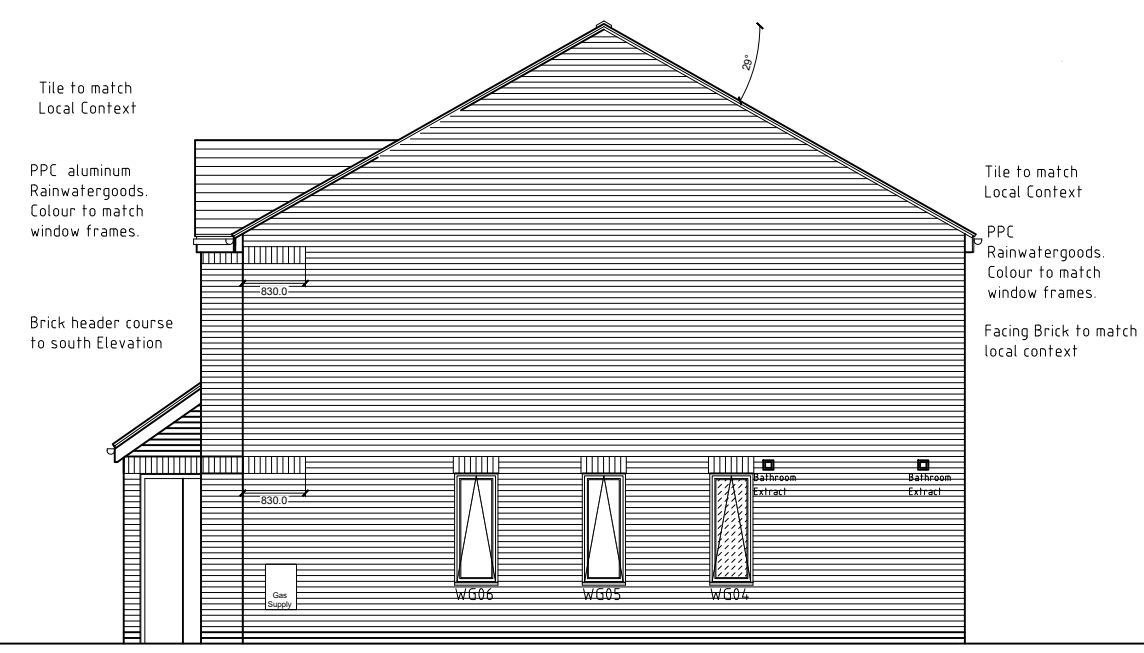
NORTH ELEVATION

NB - IBSTOCK EXTERNAL CORNER SOLDIER BRICK SPECIAL SD11 TO ALL EXTERNAL CORNERS OF THE SOLDIER COURSES IN BRICKS TO MATCH THE FACING BRICKWORK GENERALLY

Page 435



WEST ELEVATION



EAST ELEVATION

REVISIONS

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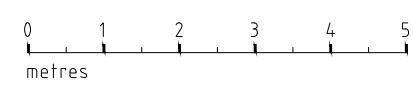
- This drawing is to be read in conjunction with the specification documents and all other drawings and notes thereon.

MFRS
LLAR - ACCOMMODATION
NEWTON-LE-WILLOWS
 job

ELEVATIONS

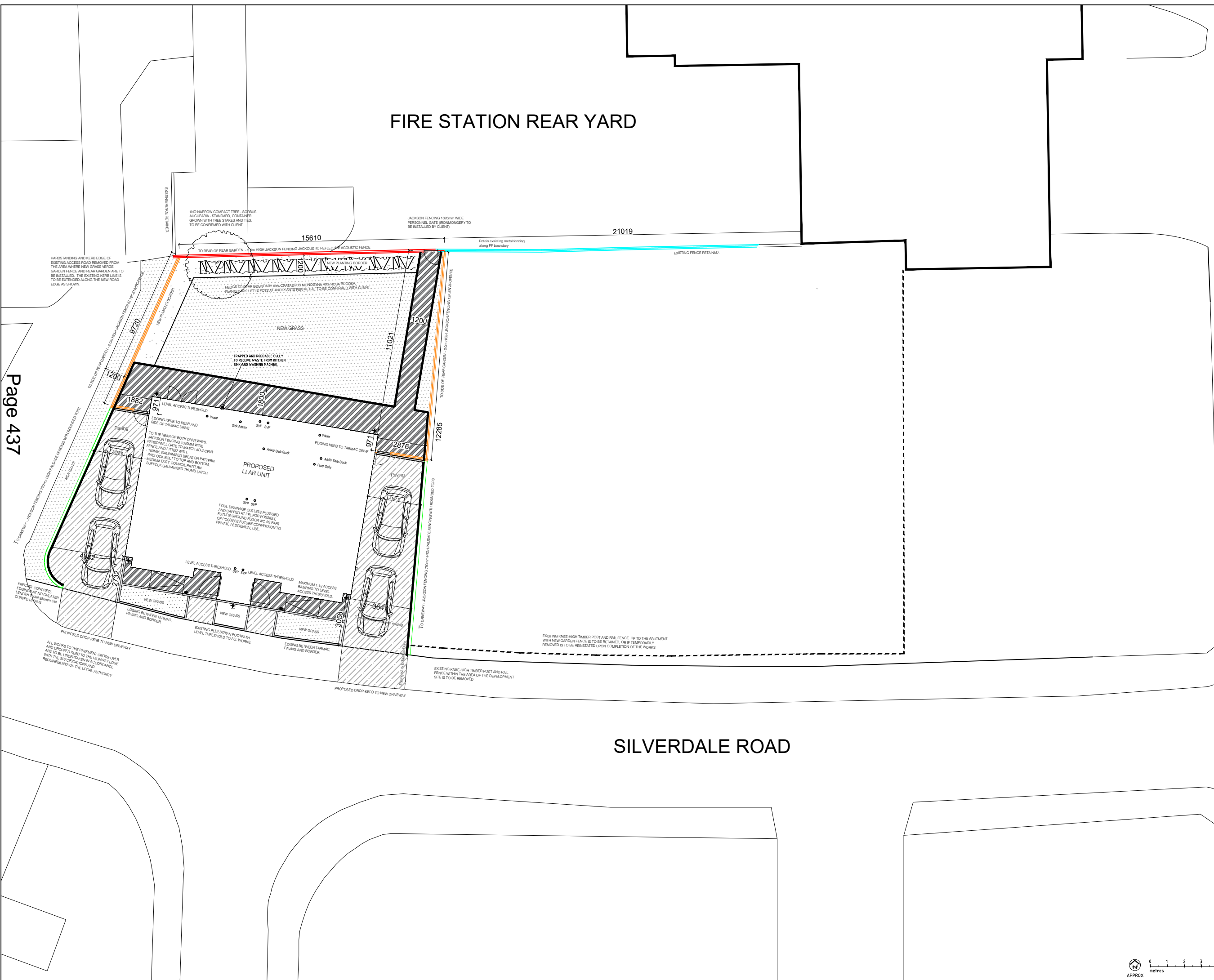
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drawing number	2056/T04	rev	-

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FIRE STATION REAR YARD



- ### NOTES
- KEY**
Tarmac - Tarmac Ultradrive. Or equal approved. On 150mm of gravel sand mix sub-base. Kerb on edge to base.
 - Edging - Marshalls Keykerb Bullnosed Driveway Kerbs. Colour Brindle. Laid flush with Driveway finish. 100x127x200mm. Or equal approved.
 - Paving - Marshalls Richmond Utility Paving. Colour Buff. 450x450x32mm. Or equal approved.
 - Fencing - 1800mm Treated Timber FeatherBoard Fencing. 125x100mm Post at 2.4m Centres.
 - Planting beds - 300mm minimum of topsoil. Selection of planting by contractor.
 - Boundary conditions to be agreed on site with client and neighbours.

- Paved Areas
- Tarmac Areas
- Planting Borders
- Grass Areas
- 50x200 Precast concrete edging
- Existing knee high rail and post
- Existing Grass Areas
- Existing Fence
- New Jackson Fencing 2.5m high Jakoustic Reflective acoustic fence (with 1020 mm wide personnel gate)
- New Jackson Fencing 2.0m high 12K Envirofence
- New Jackson Fencing 750 mm high palisade fencing with rounded tops.

REVISIONS

A - 16.03.22
01 - NOTES AND ANNOTATION AMENDED GENERALLY

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SILVERDALE ROAD

**MFRS
LLAR - ACCOMMODATION
NEWTON-LE-WILLOWS**

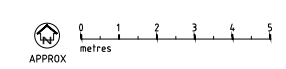
job

SITE PLAN

detail

scale	1:200 @ A3	drawn	KH	date	09/21
drawing number	2056/T01	rev	A		

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EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	Cross-Directorate.	Date Of analysis	9/3/23
Title and overview of what is being assessed / considered	Construction of a new 5 Bedroom LLAR Facility adjacent to Newton Fire Station.	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input checked="" type="checkbox"/>
Author of Equality Impact Analysis	Anthony Holland	Equality Analysis quality assured by (Member of the POD team)	Vicky Campbell

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans 	<p>The key proposals of the project are listed below and are the basis of the completion of this EIA.</p> <p>The purpose of this EIA is to review information and intelligence available at an early stage in the development of options for the Newton LLAR Project. It is intended that the EIA can be used to help inform decisions as the options progress and will help Principal Officers and Authority Members to understand equality related impacts on the decisions being made in relation to local diverse communities.</p> <p>The EIA will be a living document, which will develop further during the project stages. This initial EIA will provide an opportunity to plan ahead for various activities such as community and staff consultation and equality data gathering.</p> <p>The EIA will be conducted in a number of stages:</p> <p>Stage 1 - Desk Top Assessment</p> <p>A desktop assessment has been completed in order to consider ED&I implications for this initial draft.</p> <p>Stage 2 - Consultation (Internal & external): MFRS Reports (SLT & Authority Meetings).</p> <ul style="list-style-type: none"> • The scheme has gone through a formal planning process and we have successfully achieved full planning approval from St Helens Council. • Consultation with the local residents will have taken place via the formal planning process. • Once approved MFRS and the main contractor will consult further with the local residents to inform them of the proposed start date.
---	--	---

- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans
- Community engagement activities
- and, will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

Stage 3 – Details of the proposals

EQUALITY IMPACT

The proposals set out in the project are considered at this time to have a positive impact for both staff and communities.

- The new LLAR House has been designed with the needs of the Fire Service in mind, the building will be more energy efficient, it will include a modern and adaptable heating system, PV'S (solar panels) will be installed to provide added energy efficiency and a reduction in electrical consumption.
- The new build will be designed in accordance with equality legislation and building regulations to ensure they are fit for purpose, fully accessible to end users and visitors alike.
 - Accessible off road parking will be provided to front of the house for staff and visitors.
 - The property consists of 5 double bedrooms with en-suite facilities which allows for staff and visitor privacy, all areas are modern and gender neutral.
 - The ground floor bedroom & en-suite will be DDA compliant. (Disability (Discrimination Act 1995).
 - The kitchen and stand-alone ground floor WC will be accessible (DDA compliant) and will be available for all users.
 - A rear garden for staff and family members will be provided to assist with wellbeing and mental health.
 - A shared living room facility is provided for staff and family members to use when on stand down.
- The proposed LLAR house is to be constructed directly adjacent to the existing fire station with gated access to allow ease of access for operational staff. The location of the proposed LLAR facility will help reduce the time taken for staff to be recalled back to the station, and allows staff to be situated in one LLAR property rather than the two currently in use.

2	Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)	<p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<ul style="list-style-type: none"> • Existing Staff meetings, committees and general correspondence <p>Consultation and engagement with LLAR staff in relation to the previously built Formby LLAR property has been carried out. Comments from Formby LLAR staff were taken into consideration prior to finalising the details for the Newton property.</p> <p>Senior Operational staff and SLT Board Members have been consulted on the project through all RIBA work stages so far.</p> <p>Estates have also engaged with MFRS Equality and Diversity Advisor Michelle Kirk</p>	
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this</p>	<p>What is the actual or potential impact on age?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
		<p>What is the actual or potential impact on disability?</p> <p>Positive Impact: The property has been designed to incorporate accessible facilities for staff family members when required.</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on gender reassignment?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
		<p>What is the actual or potential impact on marriage and civil partnership?</p> <p>Positive impact as this is an inclusive facility and allows family members to visit and stay with MFRS staff when they are on stand down.</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on pregnancy and maternity?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>

<p>should be the case please tick the not applicable box.</p> <p>If there is no impact, please state that there is no impact.</p>	<p>What is the actual or potential impact on race?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
	<p>What is the actual or potential impact on religion and / or belief? The project will consider if requests are made for a dedicated quiet space to allow members to reflect or take time out to facilitate pastoral, spiritual and religious needs</p>	<p>Not applicable <input type="checkbox"/></p>
	<p>What is the actual or potential impact on sex (gender)?</p> <p>Positive impact as gender neutral bedrooms with en-suite facilities will be provided.</p>	<p>Not applicable <input type="checkbox"/></p>
	<p>What is the actual or potential impact on sexual orientation?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
	<p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>Positive impact as the facility will enable staff to bring in family members for general visits when required.</p>	<p>Not applicable <input type="checkbox"/></p>

ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?

Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age				
Disability -	DDA Compliant design to be incorporated.	Yes	Design stage	A Holland / DGC Architects
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership	Modern facilities for staff and community groups.	Yes	Design Stage/ Construction	A Holland / DGC Architects
Religion and / or belief	Consider space for contemplation/reflection	Yes	Design Stage/ Construction	A Holland / DGC Architects
Sex (gender)	Modern gender neutral facilities for staff and community groups.	Yes	Design Stage/ Construction	A Holland / DGC Architects
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic	Modern facilities for staff and community groups.	Yes	Design Stage/ Construction	A Holland / DGC Architects

How will these actions be monitored and where will the outcomes be reported?

(Please describe below)

Completed by (Please print name /Designation)	A Holland	Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	



Name of responsible SLT member (Please print name /Designation)		Signature Date	
---	--	---------------------------------	--

Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)

- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)



[2021/22 Fire Statistics](#) this includes workforce data published by the government

This report is Restricted

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	23RD MARCH 2023	REPORT NO:	CFO/70/22
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	ED FRANKLIN
OFFICERS CONSULTED:	HYWYN PRITCHARD BERNIE KENNY PAUL TERRY MARK RICE STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	ICT MANAGED SERVICE TWO-YEAR CONTRACT EXTENSION		

APPENDICES:	APPENDIX A: TELENT OFFER
	APPENDIX B: SSG ADVISORY REPORT
	APPENDIX C: EIA – ICT MANAGED SERVICE TWO-YEAR EXTENSION

Purpose of Report

1. To request that Members approve the recommendations of this report pertaining to a two-year contract extension with Telent Technology Services Ltd (hereinafter 'Telent') in order to facilitate the ICT for the new Training and Development Academy (TDA), the new Fire Station builds, Fire Control technical advancements and Information and Communications Technology (ICT) continual service improvement.

Recommendation

2. It is recommended that Members
 - a) approve a two-year extension of the existing ICT managed service provision with Telent to 31st March 2026, in accordance with the terms of the contract.
 - b) note the offering of savings, proposed by Telent, in return for the two-year extension.
 - c) note the change to the current contractual mechanism for annual indexation from 2023/2024, for the two-year contract extension.
 - d) note that under current arrangements, the contract will terminate 31st March 2024. In 2023/2024 Merseyside Fire and Rescue Service (MFRS) ICT and Telent are deploying new technologies and a two-year contract extension will be an enabling factor.
 - e) note that there are no options for Members to extend the contract for further years as the full term of the contract will be reached on 31st March 2026.

3. Executive Summary

Negotiations on behalf of the Authority with Telent, the Authority's existing ICT managed service contractor, have resulted in Telent agreeing to provide additional ICT savings, ICT services and a change to the annual indexation clause, in return for a two-year contract extension, at no extra cost to the Authority. See Appendix A – Telent Offer.

Following discussions at Strategy and Performance ICT Boards and, subsequently, a Strategic Leadership Team (SLT) meeting, in considering whether to approve the two-year contract extension offer, the key points for Merseyside Fire and Rescue Authority (MFRA) are:

- A contract extension was pursued because going out to tender at this time in the ICT market may well incur increased costs.
- In the existing contract the base contract price is reduced by 1% a year (Step down). The offer is to keep this 1% step-down saving.
- The community payment is a good continuation from the last renewal.
- The indexation clause being offered is the same as if the Authority had gone out to tender on the Crown Commercial Services (CCS) procurement framework RM6100 (TS3 Lot 4), which would have been the process to follow if negotiations with Telent had fallen through, and the Authority had to go out to market.
- The offer de-risks the TDA project and at the same time enhances it with a Project Manager (PM) resource.
- The extension offer would also help deliver the Fire Control technical advancements which the CFO initially mentioned at the Members Budget Strategy Day on 19th January 2023.
- The Net Zero resource would be a useful external additional resource for the Authority.

These additional ICT savings and services (£109k) are detailed in Appendix A – Telent Offer. This means the extended contract will be delivered at the original 2016 contract base price. Note: cumulative inflation over the life of the contract is applied each year to the contract base price and this will remain to be the case with the two-year extension.

Two-Year Contract Extension

4. Telent has been the Authority's ICT contractor since 2001. In December 2015, following a procurement exercise, Members approved a further award of the contract for the provision of ICT managed service provision to Telent for a period

of five years, with effect from 1st April 2016, with the possibility of extension of the term for a further five-year period.

5. In September 2018 Members approved a three-year contract extension, and this further two-year extension will mean the full term of the contract will be reached on 31st March 2026.

In broad terms, the core contract price is made up of a payment to Telent of £1.4m for their services and a payment of £550k to pay for third-party services, on behalf of MFRA.

6. The Authority has had a long-standing arrangement (at least 20 years) with Telent that has been extremely effective in improving the ICT service. Both the in-house procurement and the ICT client teams are very experienced in extracting value for money from long-term outsourced contracts. It is considered a relatively low risk to extend the contract period at this time in light of the overall savings proposed by Telent.
7. The mature outsourcing arrangement has led to a number of contractual improvements that protect the Authority and ensure value for money in an extended relationship. For example, the ICT Strategic Framework and its Efficiency and Value for Money strand, introduced in the 2016 renewal, incentivizes Telent to deliver innovation and savings for the Authority.
8. Finally, if the contract is extended by two years it will mean that the high costs of a major retendering exercise (for a £10m plus contract) are avoided until 2025/2026.

Telent Offer

9. The full details of the Telent offer for the extension of the contract as contained in Appendix A – Telent Offer.

TDA and OFS Build

10. MFRS ICT and Telent are leading on the data network design and provision, the main TDA server room design and cutover, new audio-visual provision, and the new immersive Command and Control Suite.
11. MFRS ICT and Telent are supporting key tasks including 'lift and shift' to the New TDA, lift and shift of Secondary Fire Control, lift and shift to the new fire station, and the decommissioning of Aintree and Croxteth community fire stations.
12. Telent is key in the delivery of both builds, and a two-year extension not only provides an extra project management resource, but it will also keep the focus of MFRS ICT and Telent on these projects and away from a re-tendering exercise.

Fire Control Technical Enhancements

13. At the Budget Authority Meeting on 23rd February 2023, Members approved the spending for Fire Control technical enhancements listed below, which will make Merseyside Fire and Rescue Service (MFRS) quicker to respond to operational incidents.

- a) AURA - The MFRS internal development team is delivering a new application called AURA, a dynamic cover tool that highlights areas of under and over-operational resourcing to aid Control in their decision-making.
 - b) Audio-visual media wall in the primary Fire Control.
 - c) Vision Computer Aided Dispatch system upgrade offering enhanced mobilizing pre-alert capability giving advanced notification of potential incidents to fire crews.
 - d) Response Eye (999Eye) – Software that offers enhanced situational awareness for Control call handlers.
14. Telent is key to deploying this technology, and a two-year extension will keep the focus of MFRS ICT and Telent on these Fire Control projects and away from a re-tendering exercise.

Continual Service Improvement

15. Building on delivering the New TDA, fire station and Fire Control technical advancements, the remaining tenets of the Telent offering will enhance business as usual ICT services delivering continual service improvements. This will ensure cost-justifiable ICT capacity in all areas where ICT exists, which is matched to the current and future agreed needs of MFRS in a timely manner.

Conclusion

16. These additional ICT savings and services will be part of an amended Telent contract delivered at the same cost as the existing contract.
17. Engaging with Telent for a further two years not only will ensure robust life cycle management of the Authority's ICT infrastructure and ICT services, but the Authority will have a strategic consultant advising on the direction of ICT, exploiting ICT to improve services and deliver at the original 2016 contract base price.
18. When the ICT Contract was first let in 2015 ICT engaged with SSG Advisory Ltd to produce Public Sector Comparator costing model outlining an alternative In-house provision to compare to the Telent bid.
19. SSG Advisory concluded that the service we receive, together with the relationship which has been formed with Telent is exemplary. Their recommendation was to continue with the current provider as bringing ICT provision back in house would carry significant risk. Their feedback indicated that opportunities for further innovation should be driven at a strategic level within MFRA to drive out further efficiencies. See Appendix B – SSG Advisory Report.
20. This remains the case and before the full term of the contract is reached on 31st March 2026 a similar exercise will be undertaken.

Telent Technology Services

21. Telent is a technology company and specialist in the design, build, support and management of the UK's critical digital infrastructure, they have substantial experience in mission critical communications and technology.
22. Telent's focus is on transport, emergency services, network providers and the public sector, Telent's expertise, accreditations and knowledge make it a trusted partner for organisations such as MFRA.

Crown Commercial Services

23. CCS plays an important role helping the UK public sector save money when buying common goods and services.
24. CCS is the biggest public procurement organisation in the UK. It uses its commercial expertise to help buyers in central government and across the public and third sectors to purchase everything from locum doctors and laptops to police cars and electricity.
25. The collective purchasing power of its customers, plus its procurement knowledge, means CCS can get the best commercial deals in the interests of taxpayers.

Equality and Diversity Implications

26. The Equality Impact Assessment (EIA) completed at the time of the existing contract award has been amended and submitted for consideration. It is attached as Appendix B.

Staff Implications

27. The Telent contract has named senior management individuals, locally staffed ICT Engineers and ICT Service Desk staff, all of whom live within the Merseyside region.

Legal Implications

28. A compliant procurement procedure has been undertaken and a two-year extension to the contract is permitted.

Financial Implications & Value for Money

29. The additional ICT savings and services offered by Telent, are worth £109k over the term of the extended contract. The extended contract, however, will be delivered at the original 2016 contract base price.
30. The core contract cost is contained in paragraph five of this report.
31. Further finance information is within Appendix A – Telent Offer.

Risk Management, Health & Safety, and Environmental Implications

32. On the existing contract award, independent consults SSG Advisory concluded that the service MFRA receives, together with the relationship which has been formed with Telent is exemplary. SSG's recommendation was to continue with the current provider, as bringing ICT provision back in-house would carry significant risk. This remains the case today.
33. Further risk information is contained within the body of this report.
34. The requirement for the contractor to comply with environmental and health and safety legislation is in the existing contract and will remain in place for the two-year extension.

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.*

35. ICT is committed to a successful partnership working within MFRS and with third parties to deliver a value-for-money, secure, and robust quality service whilst enabling continuous business-led ICT Innovation.
36. The two-year contract extension will assist our duty to respond to all emergency calls with a level of response appropriate to the risk, and deal with all emergencies efficiently and effectively.

BACKGROUND PAPERS

CFO/56/18 ICT Managed Service 3-year contract Extension
CFO/93/15 ICT Managed Services Award

GLOSSARY OF TERMS

BAU	Business as Usual
CCS	Crown Commercial Services
CPI	Consumer Price Index
EIA	Equality Impact Assessment
FRS	Fire & Rescue Service
FY	Fiscal Year
ICT	Information, Communication & Technology
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
OFS	Operational Fire Station
PM	Project Manager or Project Management
SLT	Strategic Leadership Team
TDA	Training and Development Academy

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In-house ICT provision at Merseyside Fire and Rescue Service

Draft report v1.5 – 18th November 2015

Authors: ant.harrison@ssgadvisory.com imran.ali@ssgadvisory.com

Introduction

Introduction

This document presents our “First pass” at costing an in-house delivery model for the ICT services currently delivered by the incumbent service delivery supplier, telent.

MF&RS and telent have worked together for almost 15 years and there is a great deal of business value invested by both parties during this period, and which could be regarded as balance sheet “Goodwill” were the relationship be regarded in a more conventional business context.

The “Goodwill” value includes the development of a mature ICT delivery capability across the broad range of functions encapsulated in the service catalogue and which are essential to MF&RS being able to fulfil its duties in relation to public safety.

If MF&RS were to break its relationship with telent and bring services in-house, the value of the “Goodwill” would be diminished and the future value of the “Goodwill” would be dependent on the resources and expertise which transferred to MF&RS under TUPE, but in any event MF&RS would lose access to telent’s “Back-office resources” which would not be transferable under TUPE.

Executive Summary

Executive summary

For the past 15 years MF&RS and its outsourced ICT service provider have made substantial investments in developing a stable, responsive and robust ICT services portfolio which supports MF&RS's core public safety and protection obligations.

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We have calculated that the five-year cost of delivering "Day-One" services in-house on a like-for-like basis to those delivered by the incumbent service provider will be approximately £9.602m equating to an amortised profile of £1.920m per year excluding any financing costs.

For MF&RS to guarantee the delivery of Day-One services at the required level of performance and maturity, without the assurance that the capabilities of the current service provider will be replicated by in-house delivery, MF&RS faces the risk of catastrophic service failure which would impact its ability to perform its core public safety duties.

To mitigate this risk, should the ICT service be brought in-house, MF&RS would need to invest in a contingency contract with an established emergency services ICT specialist. This would be at a substantial cost as detailed later in this report.

Our recommendation

When deciding on a recommended course of action we generally take three factors into account: cost; benefit and risk. In relation to the best way forward from MF&RS we summarise our views on each of these three areas as follows:

Cost – The work we have completed in association with MF&RS suggests that there is a cost disadvantage in bringing the service –in-house and that there are no financial benefits during the next five years of so-doing.

Benefit – We have identified that a significant amount of goodwill in the relationship has been generated since 2001 and that process maturity has been enhanced significantly. We believe that bringing the service in-house would erode this goodwill and set MF&RS backwards in its process maturity capability. We can identify no material benefits from returning the ICT service to in-house provision.

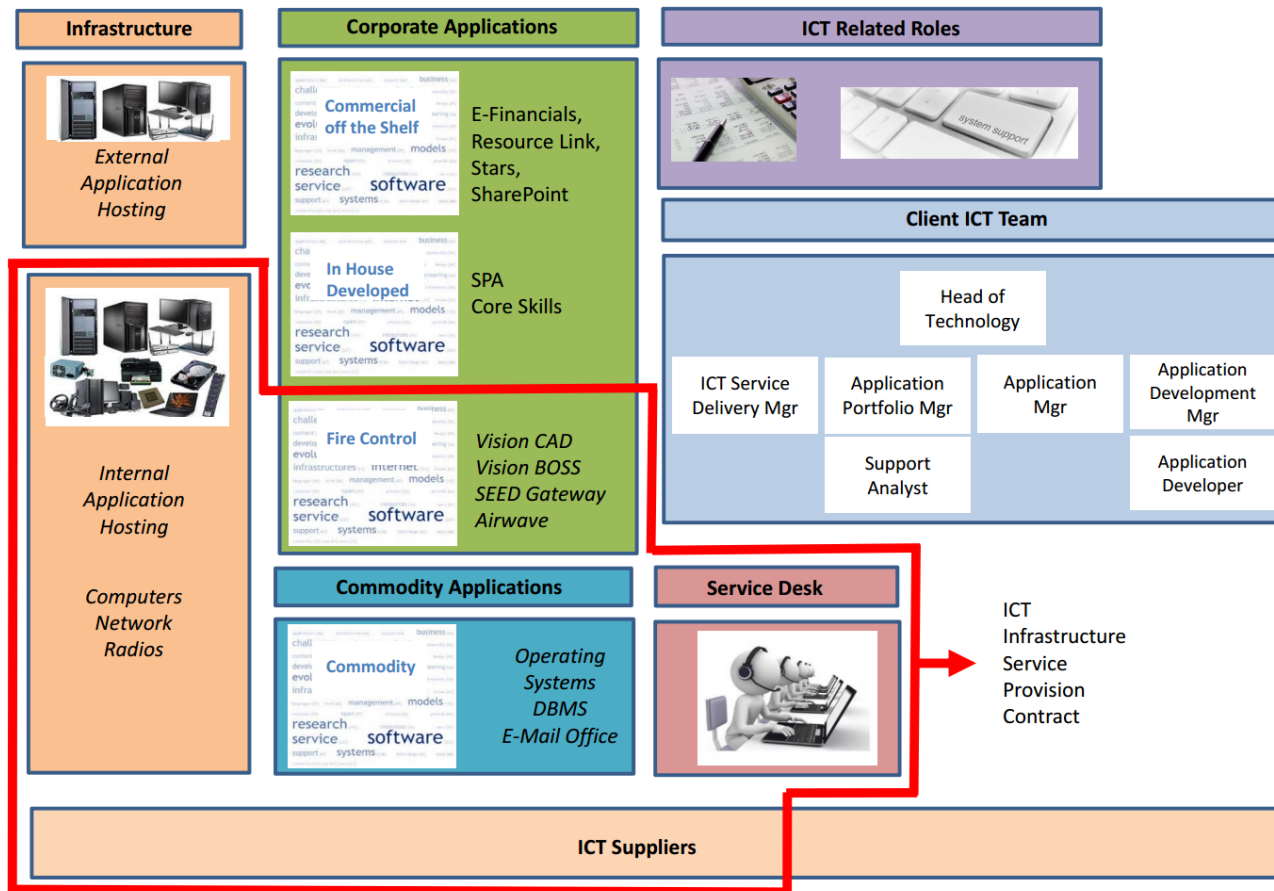
Risk – We have identified that returning the service in-house would generate significant risks and endanger the ability of MF&RS to fulfil its public safety obligations primarily as a result of the potential inability to properly manage the complex emergency services ICT infrastructure were the service to be returned in-house.

We recommend strongly that MF&RS continues to outsource its ICT service.

Day-One Services

Service scope

MF&RS has provided the following diagram of the Day-One service scope:



The Day-One services required in the next contract are defined within the "Red Lines" of the diagram on the left.

Service catalogue

The Catalogue items required in the service are shown below:

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Fire Control Infrastructure	Administration ICT Infrastructure	Community ICT Infrastructure	Managed Networks	Managed Servers	Managed Devices	Service Desk	Supporting Services	Supporting Standards
CAD (Vision FX) FX	Email	Heritage Centre	WAN	Hardware	Hardware	Incident Management	QH&S	ISO9001
MIS (Vision FX) BOSS	Microsoft Office	Toxteth FireFit Hub	LANS	Virtualisation	Image Build Library	Problem Management	Contract Services Management	ISO27001
ICCS	Internet Provision	Fire Service Network	Firewall	Software Install	Software Install	Configuration Management	Data Centre Management	ITIL
Emergency Telephony	Anti Virus	Princes Trust	Network Management	Access Rights Management	Security	Change Management	Disaster Recovery and Business Continuity	Prince 2
Wide Area Radio Airwave	IP Telephony	Sports and Social		Backup & Restore	Preventive Maintenance	Release Management	Capacity Planning	
Turn Out System	Public WiFi	Union Learning Centres		Security		Supplier Management	Asset Life Cycle Management	
Mobile Data Terminals	Conference Technology			Remote Access		Customer Satisfaction	Service Wraps	
WiFi	LLAR House Technology			Preventative Maintenance		Request Fulfilment	In Scope of Contract Consultancy	
AVLS	Access Control			Application Hosting		Reporting	Continuous Service Improvement	
Electronic Risk Data Capture	SQL					Procurement Services		
Incident Ground Radio	Secure IL2 Data Network					Logistic services		
Incident Management Unit						Service Management Application		
Secure C&C Network								

This service catalogue represents the broad range of specialist ICT expertise required to support MF&RS's strategic and operational objectives in relation to meeting its core public safety obligations

Service volumetrics

Examples of key volumetrics are provided below:

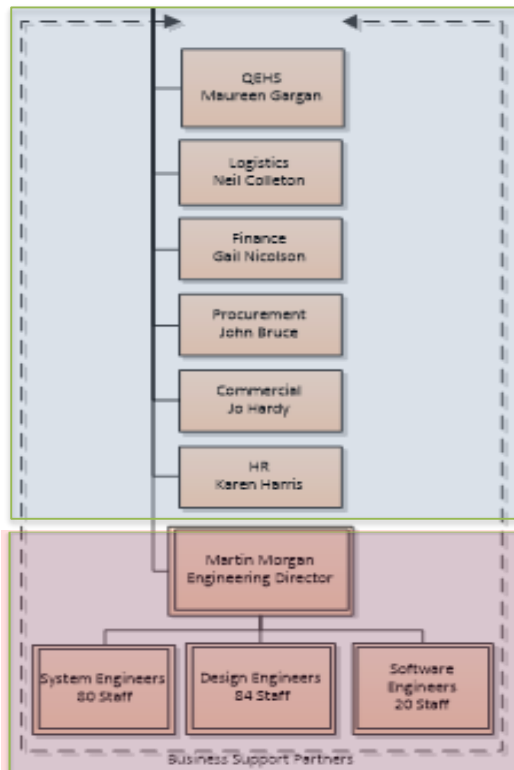
DS3000 ICCS Server	1
DS3000 ICCS Client	20
DS3000 ICCS touchscreen	20
Fire Control Headsets	40
Mobile Data terminals	99
Mobile Data Terminal touchscreen	98
Appliance printers	85
Airwave mobile radio SAN A	115
Airwave SAN J Radio	65
Airwave SAN B Radio	11
Domain Accounts	1855
Physical Servers	85
Virtual Servers	79
Desktops	602
Laptops	278
Tough Books	60
Brother Printers	2
Konica Minolta Multi-Function Devices	60
Mitel IP Sets	700
Mobile Phones	470
USB Encrypted USB devices	150
Smart Boards	32
Remote Access Tokens	100

Current service delivery – Added Value From Shared Services

Business support

Which services are provided from telent's internal Business Support Partners, and what would they cost to either employ or procure? Current service provision consists of both resources dedicated to MF&RS and "shared services" from telent's wider resource pool. In this section of the presentation we use our experience to estimate the volume and cost of the "shared services" component.

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Key assumption:

Some of the services on the left can be absorbed into, and provided by, existing internal MF&RS resources, at no extra cost. The exceptions are HR (recruitment) and procurement in relation to service take-on and on-going delivery.

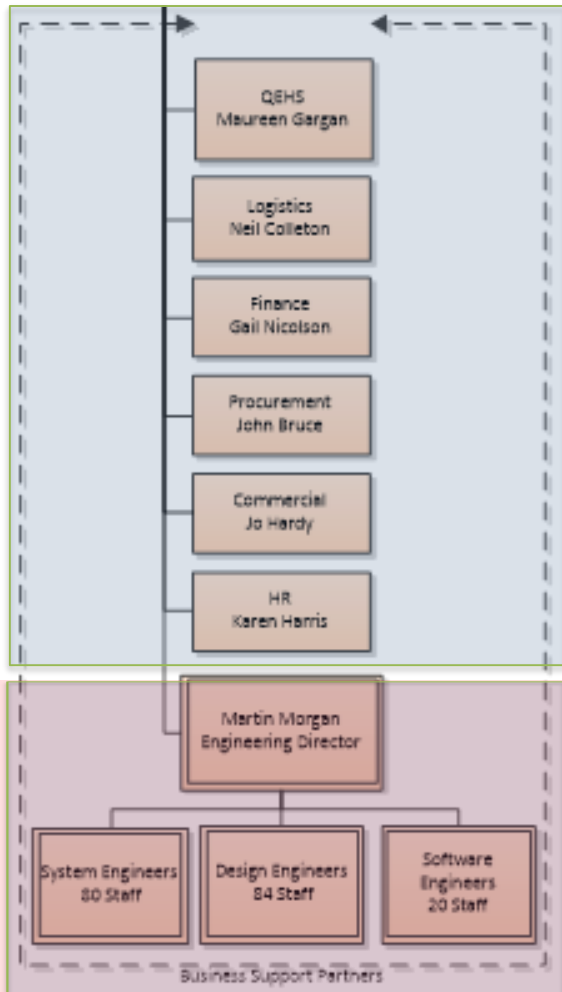
Key assumption:

All of the services on the left cannot be absorbed into, and provided by existing and "Day-One" structure of MF&RS resources.

Business support cont

Which services are provided from telent's internal Business Support Partners, and what would they cost annually to either employ or procure?

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**Take-on £60k
BAU £60k (a)**



For modelling purposes we estimate that the service take-on will cost £60k over a three month period and thereafter will incur annual cost of £60k representing an additional 1.5 FTEs.

BAU £64k (b)

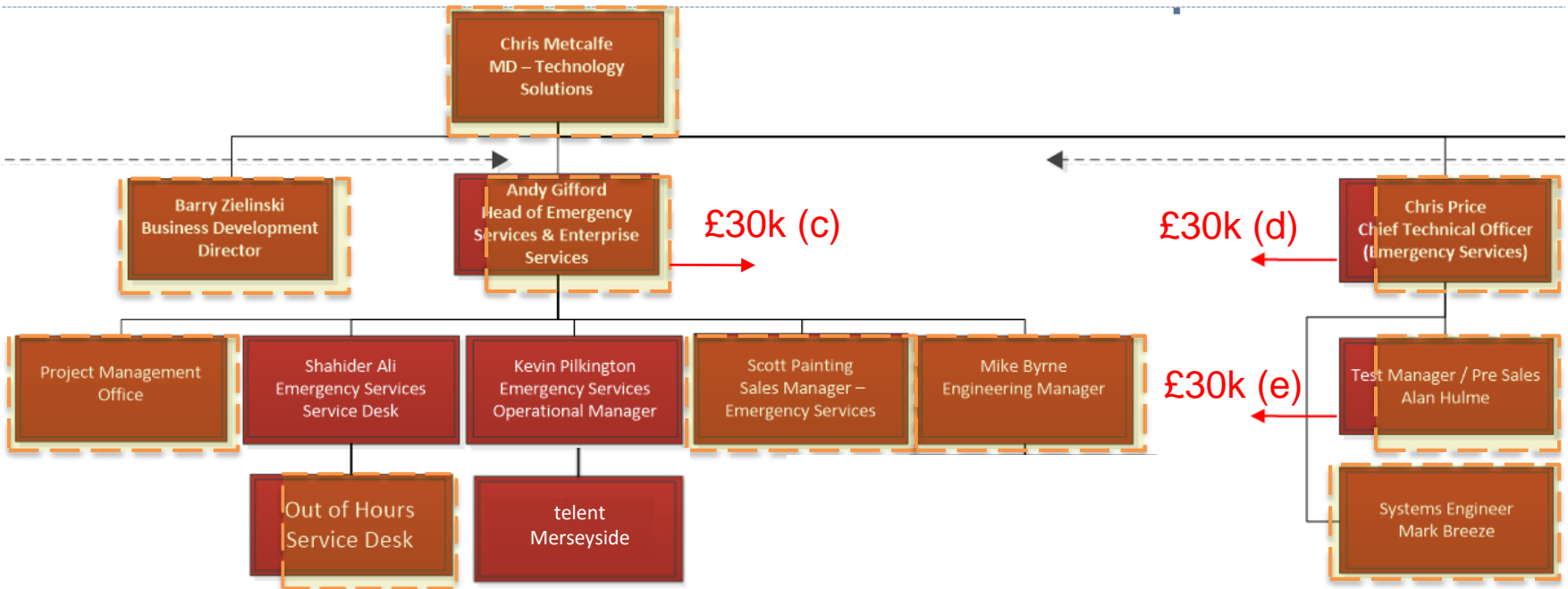


For modelling purposes we estimate that this function equates to 10% of MF&RS's engineering consumption based on an engineering cost of £492k plus on costs of 30% or £640k

Shared services

Which services are provided from telent's non-MF&RS resources, and what would they cost annually to either employ or procure? We suggest that any gaps are filled on a consultancy basis rather than from employment.

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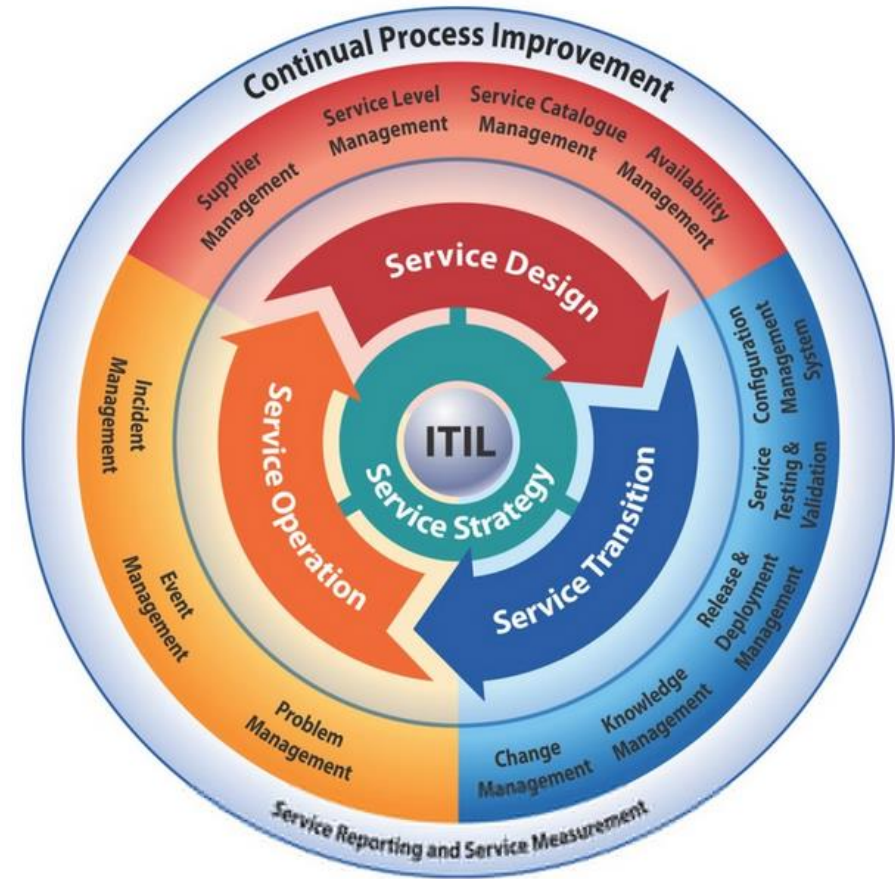
We estimate that the annual cost, which MF&RS would need to add to in-house cost in relation to current added value is approximately £214k with an additional £60k for take-on costs. We have also added additional annual line items to our overall costing model of £20k for the value of technical procurement advice and £50k for the loss of scale economies.

Day-One Services

Target Day-One structure

The key components of an In-House target structure to support Day-One service delivery would provide the following functions:

- Service desk
- ITIL aligned service management (primary ITIL functions are defined in the diagram to the right)
- Finance and administration
- Infrastructure support (1st, 2nd and 3rd line with some 3rd line from contracted vendors)
- Application support and maintenance
- Risk and security
- Strategy and architecture



In-house organisation costs

Our core assumptions under the TUPE regulations are that:

- telent's current TUPE list is accurate and that up-to 20 telent employees would be able to exercise their rights under TUPE
- MF&RS would be obligated to maintain the current supplier's terms and conditions until a full consultation had taken place and that this would not take place in Year-1
- MF&RS would undertake a "pay review" exercise in Year-2 to ascertain if the salaries paid to transferring employees were aligned to its wider HR and benefits policies
- Transferring employees would enjoy the benefits of pay protection and not receive any inflation-related pay enhancements even if the posts were downgraded, and this would apply from Year-2 onwards
- For costing purposes we have assumed that 50% of telent employees did not take-up their TUPE entitlement and new staff would be employed at 75% of telent's rates

In-house staff costs

Based on the available TUPE data and our assumptions in relation to pay protection we have constructed a five-year model of employment costs as shown below:

Year	1	2	3	4	5
Staff costs (20 posts)	810,137	810,137	810,137	810,137	810,137
Car allowances (12 posts at £4,400 PA)	52,800	52,800	52,800	52,800	52,800
Overtime payments (3 posts at £5,000 PA)	15,000	15,000	15,000	15,000	15,000
Total	877,937	877,937	877,937	877,937	877,937

Under this model the total 5-year cost of the in-house staff eligible for TUPE would be £4,389,683.

In-house cost adjustments

Additional costs

In addition to the costs of the in-house ICT organisation and the added value services identified, MF&RS would need to include the following additional annual revenue costs:

- Out-of-hours 24/7/365 service desk (£275k)
- On call payments to staff (£30k)
- Absence cover (sickness and training) (£120k)
- Training provision (£100k)
- Essential car user allowance (est. £4,400 per user) for non-transferring staff
- ICT infrastructure provision and support (£20k)
- ICT contingency support (£500k to £750k, depending on TUPE take-up and we have worked at the lower end on this figure as “Technical risk adjustment”)
- Engineering tools and software (£30k)
- Service desk licence maintenance (£30k)
- Loss of scale economies (£50k estimated)
- Technical procurement expertise dependent on volume of activity (£20k estimated)

In addition to the above, initial capital investments will be required:

- Service desk toolset configuration (£150k in year-1 and £50k in year-2)
- Transition programme and project management (£150k)
- Non-BAU procurement and HR support (£60k)

Total Day-One costs

Total costs

On the assumption that 50% of telent staff would transfer to MF&RS and that the remaining posts would be filled at 75% of telent’s salaries the risk-adjusted costs of in-house provision are shown below:

Year	1	2	3	4	5
TUPE transfer %age of 50%	438,968	438,968	438,968	438,968	438,968
Residual staff employment at 75% of telent salaries	329,226	329,226	329,226	329,226	329,226
Car allowances (6 posts at £4,400 PA)	26,400	26,400	26,400	26,400	26,400
Overtime payments (3 posts at £5,000 PA)	15,000	15,000	15,000	15,000	15,000
Added value costs	214,000	214,000	214,000	214,000	214,000
Out-of-hours service desk	275,000	275,000	275,000	275,000	275,000
On-call payments to staff for 24/7 cover	30,000	30,000	30,000	30,000	30,000
Absence cover (sickness and training)	120,000	120,000	120,000	120,000	120,000
Training provision	100,000	100,000	100,000	100,000	100,000
ICT infrastructure provision and support	20,000	20,000	20,000	20,000	20,000
Engineering tools and software	30,000	30,000	30,000	30,000	30,000
Service desk licence maintenance	30,000	30,000	30,000	30,000	30,000
Loss of scale economies	50,000	50,000	50,000	50,000	50,000
Technical procurement expertise	20,000	20,000	20,000	20,000	20,000
Technical risk adjustment	500,000	150,000	50,000	0	0
Amortised capital costs	82,000	82,000	82,000	82,000	82,000
Total	2,280,595	1,930,595	1,830,595	1,780,595	1,780,595

Under this model the total 5-year cost of service provision on a like-for-like basis to the service delivered at present would be £9.602m or £1.920m per year on a “Smoothed” basis excluding any financing costs.

Notes to the “Total costs”

The following table sets-out the basis and assumptions in our “Total costs” calculation

TUPE transfer %age of 50%	Assumes that 50% of telent staff would transfer at current salary and benefit levels
Residual staff employment at 75% of telent salaries	Assumes that 50% of telent staff would not transfer and that MF&RS would need to recruit and employ the remaining staff, and that this would be at 75% of comparable telent salaries
Car allowances (12 posts at £4,400 PA)	Assumes that transferring telent and new recruits would be provided with either a car or car allowance on a like-for-like basis
Overtime payments (3 posts at £5,000 PA)	At present three staff have contractual overtime arrangements and we assume this would continue
Added value costs (a-e)	The value of additional services which MF&RS would lose should services be delivered in-house
Out-of-hours service desk	The additional cost of running a 24/7/365 service desk across two unsociable hours shifts with at least two staff working on these shifts and having an appropriate level of expertise to manage the resolution of priority 1 and 2 incidents
On-call payments to staff for 24/7 cover	The current value of payments made to telent staff for on-call services outside the current 0830-1730 Mon-Fri operational window
Absence cover (sickness and training)	The estimated cost of providing staff to cover for absence in relation to sickness and attending training courses
Training provision	The estimated cost of £5k PA training for 20 staff
ICT infrastructure provision and support	The estimated additional cost of providing in-house staff with their IT infrastructure
Engineering tools and software	The cost of specialist software and tools for 15 engineers at an cost of £2k PA
Service desk licence maintenance	The cost of the annual licence of a toolset such as “Remedy on Demand” at £1.5k per user for 20 users
Loss of scale economies	The estimated cost of losing access to telent’s wider provision and procurement facility in relation to such areas as software licences, wide area networking and engineering services
Technical procurement expertise	The estimated cost of providing specialist procurement input into the specification of technical requirements and the evaluation of tenders
Technical risk adjustment	The cost which MF&RS would need to meet to provide a “Safety net” should services be brought in house. The bulk of this would be incurred at the commencement of in-house service delivery and would ramp-down following the first year
Amortised capital costs	The annual cost of the identified capital investments amortised over a 5-year period

Beyond Day-One

Target Day-One structure

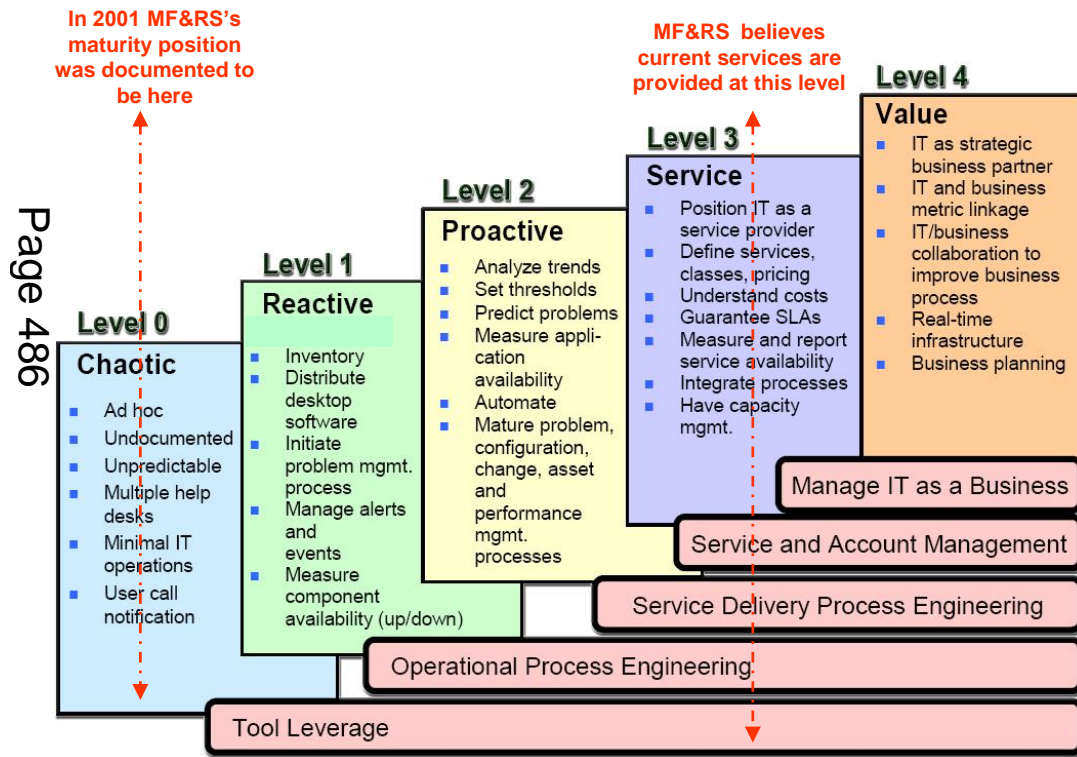
ICT is both essential and critical to MF&RS's strategic and operational service delivery. The performance of Day-One ICT services must not fall below those already received and this requires a sufficiently mature capability to deliver these services. We note that:

- The current service provider achieves its SLA targets in relation to “response and restore” obligations
- MF&RS rate the maturity of ICT capability highly as described later in this document

For MF&RS to guarantee the delivery of Day-One services at the required level of maturity, without the assurance that the capabilities of the current service provider will be replicated, **MF&RS faces the risk of catastrophic service failure which would impact its ability to perform its core public safety duties.**

On the next slide we identify where MF&RS rates its current service and process maturity. This maturity has been developed by both MF&RS and the current service provider over a 15 year period.

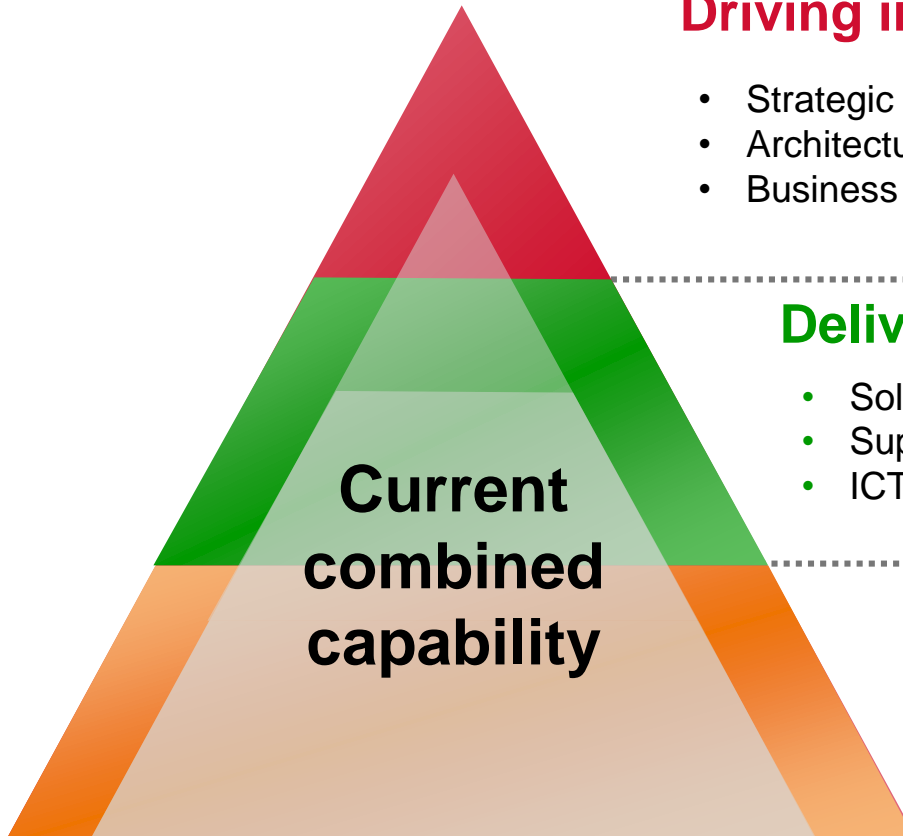
Process maturity model



For MF&RS to guarantee the delivery of Day-One services at the required level of performance and maturity, without the assurance that the capabilities of the current service provider will be replicated by in-house delivery, **MF&RS faces the risk of catastrophic service failure which would impact its ability to perform its core public safety duties.**

To mitigate this risk, should the ICT service be brought in-house, MF&RS would need to invest in a contingency contract with an established emergency services ICT specialist. This would be at a substantial cost.

Current capability



Driving innovation

- Strategic planning (MF&RS)
- Architecture design/technical planning (telent)
- Business analysis/requirements definition (MF&RS)

Delivering change

- Solutions development (MF&RS + telent)
- Support of end-user decisions/change (MF&RS + telent)
- ICT service performance (MF&RS)

Supporting infrastructure

- Data centre operations (telent)
- Network operations (telent)
- Desktop support (telent)
- System maintenance (telent)

Current SLA performance

KPI's Around the External Service Contract

Key Performance Indicators

	Service Management Key Performance Indicators	Target
1	% of total incidents responded to within agreed support targets	90%
2	% of total incidents restored within agreed support targets	90%
3	% Service Desk first line incident fix	65%

Key Performance Indicators: Sept 2013 – Aug 14

KPI	Sep-13	Oct	Nov	Dec	Jan-14	Feb	Mar	Apr	May	Jun	Jul	Aug	Average
1	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
2	98.00%	99.30%	99.30%	98.90%	99.10%	99.50%	99.10%	99.51%	98.90%	98.90%	99.73%	93.40%	98.64%
3	78.00%	81.00%	80.00%	76.00%	76.00%	74.00%	75.00%	72.22%	71.30%	77.70%	75.10%	66.80%*	75.26%

In-house organisation

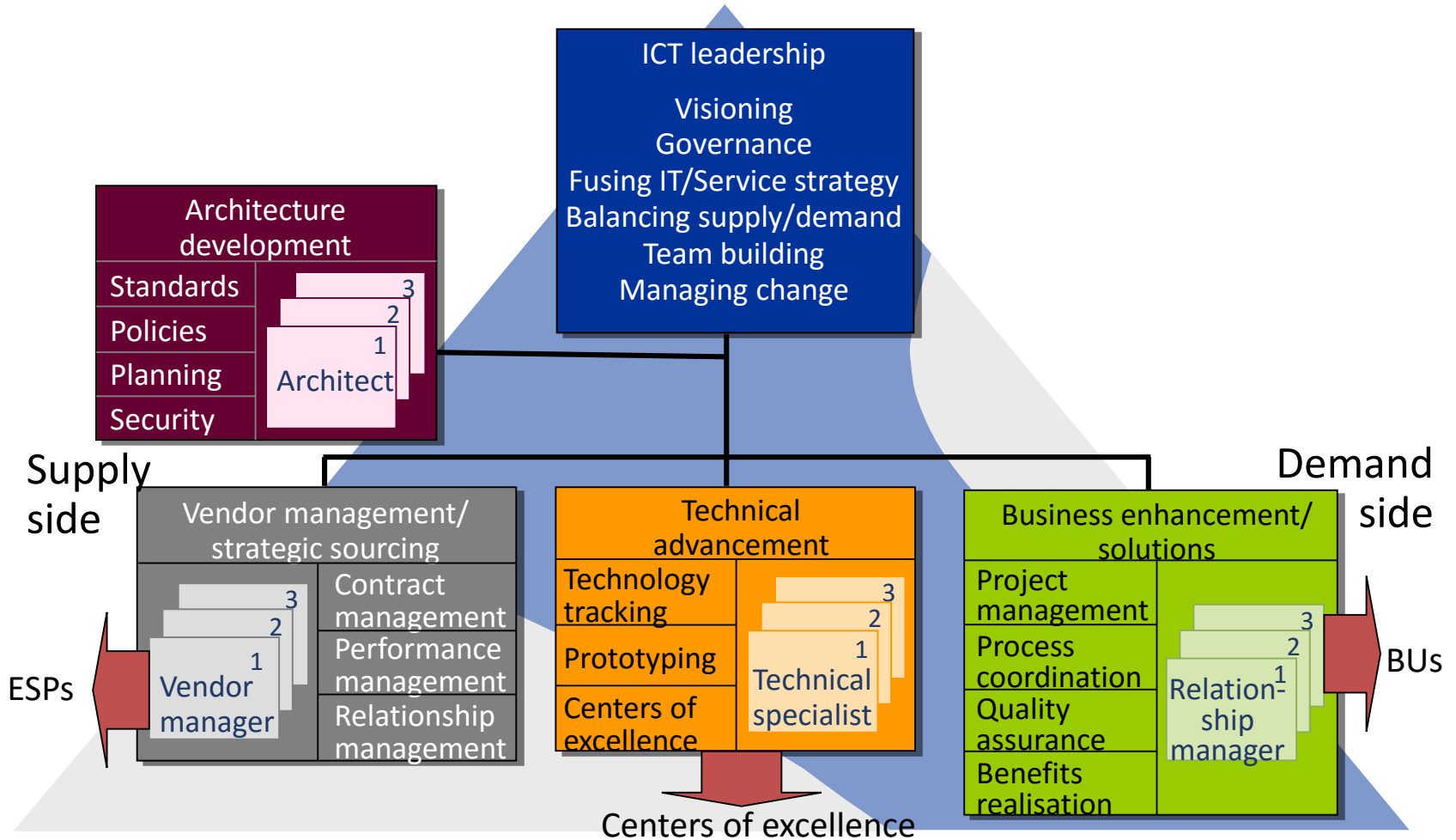
Were MF&RS to deliver ICT services in-house, it would need to deploy an optimised ICT organisational structure which would be reflective of a modern and high performing service provider and commissioner.

This would require MF&RS to undertake a fundamental ICT service reorganisation which would integrate the current in-house and externally provided services. This would recognise and reflect MF&RS's total ICT spend of approximately £4m rather than the current external service cost.

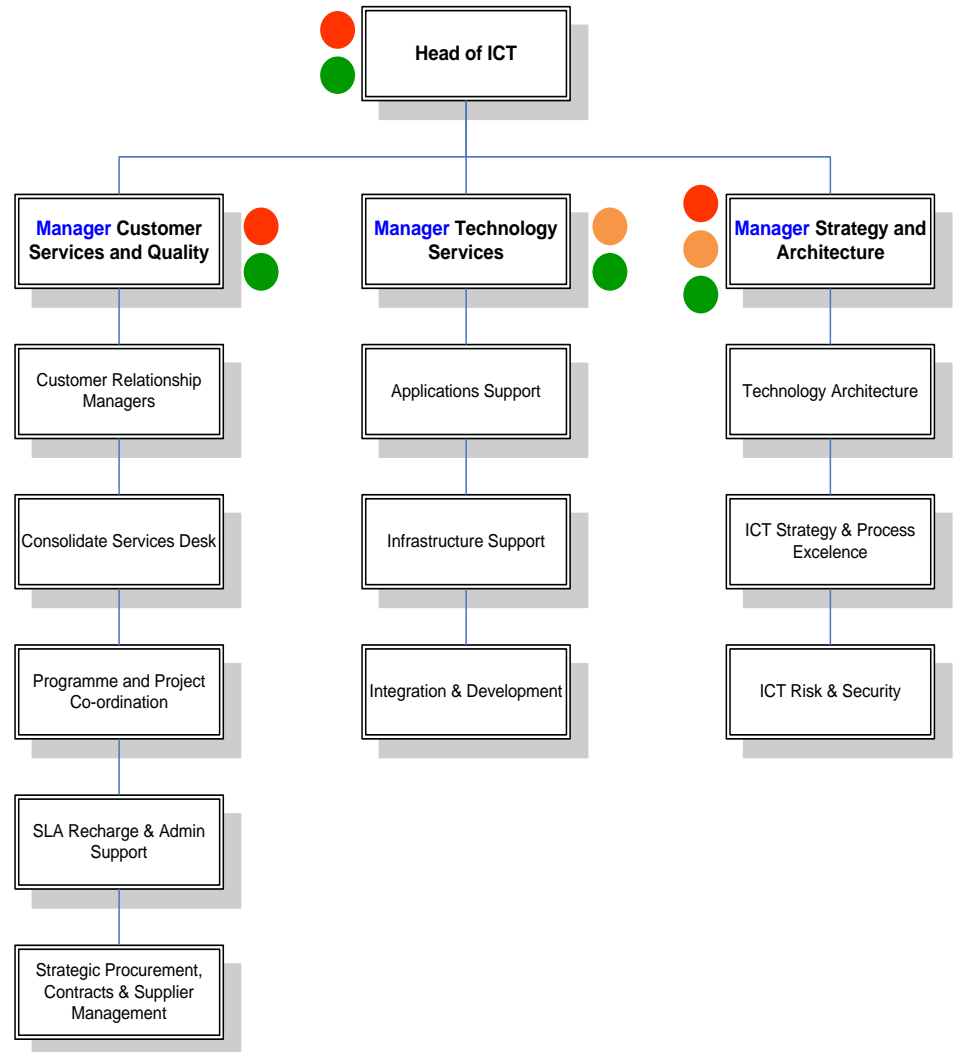
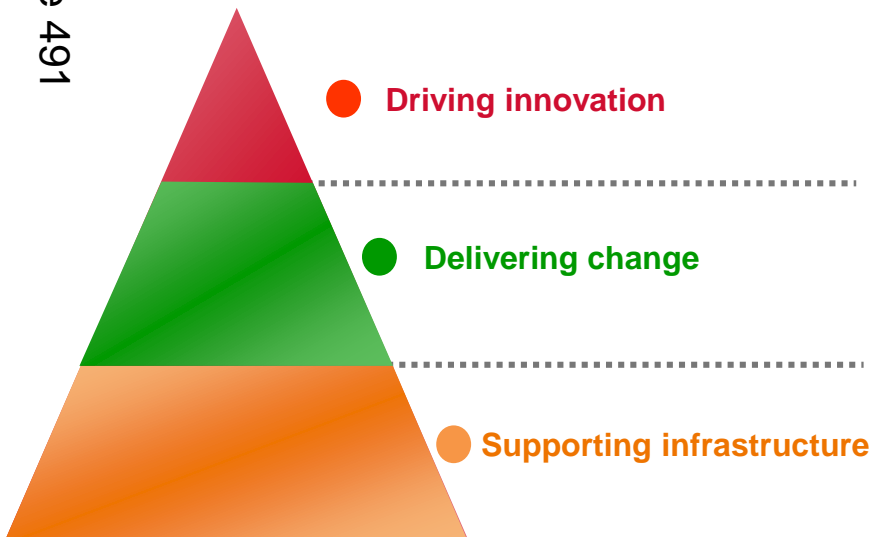
For the purposes of calculating Day-One costs we have not adopted this integrated model, but were MF&RS to return services to in-house delivery it would need to design the target organisation on the design principles articulated on the next slide

Design principles

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Integrated ICT structure



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EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	ICT	Date Of analysis	09/02/2023
Title and overview of what is being assessed / considered	ICT Managed Service Two-Year Contract Extension (SLT REPORT – Dem Services will provide the SLT document code)	Review Date	?
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input checked="" type="checkbox"/>
Author of Equality Impact Analysis	Mark Rice	Equality Analysis quality assured by (Member of the POD team)	?

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans 	<p>The purpose of this EIA is to assess the impact on the protected groups (as listed in the Equality Act 2010) of the SLT report and the request to members for the approval of the recommendations made in the committee report to extend the ICT Managed Services Contract by a further 2 years with telent Technology Services Ltd. The content of this EIA is informed by previous EIAs on the same subject of contract commission and renewal.</p> <p>In addition, MFRA ICT has taken into account any comments from staff surveys regarding the type of ICT equipment on offer and the level of ICT support, since this represents the level of service from Telent or, in other words, Telent’s value to MFRA. Comments may also be made ad hoc from members of staff at any time and this has also been taken on board.</p> <p>General third-party reports on the state-of-the-art of ICT have also been considered, to provide a benchmark of the level of knowledge and direction from Telent in keeping MFRA’s ICT current.</p> <p>Modifications to any existing EIAs on the subject are discussed where appropriate under the ‘Protected Characteristics’ later in this report and are either neutral (‘no impact’) or of positive impact. For example, while the majority of the protected characteristics (e.g. race and pregnancy) are ‘no impact’, the protected characteristic of disability (Neurodiverse visible and non-visible) has experienced and will continue to experience improvement as a result of the extension to Telent’s contract with MFRA ICT.</p> <p>The same applies to socio-economic disadvantage. The renewed contract will deliver financial savings to MFRA which could be redirected to frontline services. This will benefit the most disadvantaged of our community since they are typically the heaviest users of MFRA services.</p>
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	<ul style="list-style-type: none"> • Service delivery strategies • Positive action and recruitment plans • Workforce improvement plans • Community engagement activities • and, will prompt conversations within the workplace. <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p>	<p>It is also important to stress that Telent has a comprehensive Equality, Diversity and Inclusion (EDI) policy of its own, including staff training, and it is fully expected that this will continue throughout the duration of the contract extension.</p>	
2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>Following discussions at ICT boards and, subsequently, a Strategic Leadership Team (SLT) meeting, in agreeing a two-year contract extension, the key points for Merseyside Fire and Rescue Service (MFRS) are:</p> <ul style="list-style-type: none"> • There were initial concerns that Telent would chance the market for a higher price and not go for an extension at all. These concerns have now been alleviated. • Keeping the 1% step down savings and community payment is good continuation from the last renewal. • The indexation clause is now the same as if we had gone out to tender on Crown Commercial Services (CCS) framework RM6100 (TS3 Lot 4), which would have been the process if negotiations with Telent had fell through, and we went out to market. • The offer de-risks the TDA project and at the same time enhances it with a Project Manager (PM) Resource. • The extension will also help deliver the Fire Control technical advancements which the CFO initially mentioned at the Members Budget Strategy Day on 19th January 2023. • The Net Zero resource would be a useful external addition. 	
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p>	<p>What is the actual or potential impact on age? The ICT Managed Service is applicable to all staff at MFRA, regardless of age. No impact.</p> <p>What is the actual or potential impact on disability? Significant advancements have been made in MFRS' ICT regarding disability during MFRS' existing relationship with Telent. For example, the move from Windows 7 to Windows 10 brought improved features for people with</p>	<p>Not applicable <input type="checkbox"/></p> <p>Not applicable <input type="checkbox"/></p>

Please remember when considering any possible impacts, these may be **positive or negative** and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.

It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable box.

If there is **no impact**, please state that there is no impact.

<p>disabilities, e.g. the log-in feature called Windows Hello can be used, if this is needed, to log-in without the need to type or speak, just by presenting your face to the camera. Such improvements are expected to continue when Windows 11 is introduced in the next few years. Additionally, the Surface Pro and Surface Laptop devices which have been introduced in the last few years are lighter than older laptops and the Pros can be operated as tablets to improve comfort. The move to Windows 10 and the introduction of more modern portable computers were directly facilitated by Telnet. Positive impact.</p>	
<p>What is the actual or potential impact on gender reassignment? The ICT Managed Service is applicable to all staff at MFRA, regardless of gender reassignment. No impact.</p>	<p>Not applicable <input type="checkbox"/></p>
<p>What is the actual or potential impact on marriage and civil partnership? The ICT Managed Service is applicable to all staff at MFRA, regardless of marriage and civil partnership. No impact.</p>	<p>Not applicable <input type="checkbox"/></p>
<p>What is the actual or potential impact on pregnancy and maternity? The ICT Managed Service is applicable to all staff at MFRA, regardless of pregnancy and maternity. No impact.</p>	<p>Not applicable <input type="checkbox"/></p>
<p>What is the actual or potential impact on race? The ICT Managed Service is applicable to all staff at MFRA, regardless of race. No impact.</p>	<p>Not applicable <input type="checkbox"/></p>
<p>What is the actual or potential impact on religion and / or belief? The ICT Managed Service is applicable to all staff at MFRA, regardless of religion and/or belief. No impact.</p>	<p>Not applicable <input type="checkbox"/></p>
<p>What is the actual or potential impact on sex (gender)? The ICT Managed Service is applicable to all staff at MFRA, regardless of sex (gender). No impact.</p>	<p>Not applicable <input type="checkbox"/></p>
<p>What is the actual or potential impact on sexual orientation? The ICT Managed Service is applicable to all staff at MFRA, regardless of sexual orientation. No impact.</p>	<p>Not applicable <input type="checkbox"/></p>
<p>What is the actual or potential impact on Socio-economic disadvantage? The ICT Managed Service is applicable to all staff at MFRA, regardless of socio-economic disadvantage. In addition, additional</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>savings are part of the new contract extension; funds which can now potentially be reinvested into the community, directly or indirectly. The 'community payment' will also continue. A dedicated Project Manager resource is being offered for the TDA project, further benefitting the community in the form of the TDA project being de-risked. Continuing the contract will also support Fire Control technical enhancements, further supporting disadvantaged communities because they use MFRS resources to a greater extent than less disadvantaged ones. Positive impact.</p>	
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ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3 and 4 ?

Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age				
Disability -	MFRS will have regular discussions with TELENT to ensure in particular disability implications are considered in line with our ambition to become Level 3 – Disability Leaders			
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic				

How will these actions be monitored and where will the outcomes be reported?

(Please describe below)

Completed by (Please print name /Designation)	Mark Rice	Signature Date	09/02/2023
Quality Assured by (Please print name /Designation)		Signature Date	



Name of responsible SLT member (Please print name /Designation)	Deb Appleton	Signature Date	27/02/2023
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Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)



- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

[Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy](#)

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)



[2021/22 Fire Statistics](#) this includes workforce data published by the government