



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



R. Groves
Monitoring Officer

Tel: 0151 296 4000
Extn: 4236 Vicky Campbell

Our ref CB/RG

Date: 23 August 2022

Dear Sir/Madam,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION COMMITTEE** to be held at **1.00 pm** on **THURSDAY, 1ST SEPTEMBER, 2022** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

The meeting will be available to watch via YouTube on the following link:
https://youtu.be/42_pelXt0XY

Yours faithfully,

P.P. Caroline Berry

Monitoring Officer

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MERSEYSIDE FIRE AND RESCUE AUTHORITY
COMMUNITY SAFETY AND PROTECTION COMMITTEE

1 SEPTEMBER 2022

AGENDA

Members

Brian Kenny (Chair)
Edna Finneran
Harry Gorman
Janet Grace
Lynn Hinnigan
Linda Maloney
Lesley Rennie
Lynne Thompson
Paul Tweed

1. Preliminary matters

Members are requested to consider the identification of:

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

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

The Minutes of the Previous Meeting, held on 12 April 2022, are submitted for approval as a correct record and for signature by the committee chair.

3. Procurement of Electricity & Gas from 2023 (Pages 9 - 14)

To consider report CFO/040/022, which aims to inform Members of the current situation regarding the supply of electricity and gas and recommend the best options for the procurement from April 2023.

4. **Equality, Diversity and Inclusion Annual Report 2021/22** (Pages 15 - 64)

To consider report CFO/039/022, which provides Members with an update on the progress made against MFRA Equality, Diversity and Inclusion objectives for 2021-2024.

5. **SERVICE DELIVERY PLAN 2022-23 APRIL TO JUNE UPDATE** (Pages 65 - 164)

To consider report CF0/041/022, which provides insight into the performance of Merseyside Fire and Rescue the Service against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2022/23 for the period April to June 2022.

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

MERSEYSIDE FIRE AND RESCUE AUTHORITY

COMMUNITY SAFETY AND PROTECTION COMMITTEE

12 APRIL 2022

MINUTES

Present: Cllr Brian Kenny (Chair) Councillors Lynn Hinnigan, Kathy Hodson, Paul Tweed, Janet Grace, Linda Maloney, Lynne Thompson and Patrick Hurley

Also Present: Phil Garrigan (CFO), Ria Groves (Monitoring Officer) Ian Cummins (Director of Finance and Procurement)

Apologies of absence were received from: Cllr Edna Finneran

1. PRELIMINARY MATTERS

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

RESOLVED that:

- a) the following declarations of interest were made by individual Members in relation to any item of business on the Agenda
 - Cllr Grace for Agenda Item 6 noted she has previously attended the Heritage Centre but in no official or decision-making capacity
- 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 last meeting held on 1st February 2022 were agreed as an accurate record.

3. CORPORATE RISK REGISTER 2021-22 OCTOBER - MARCH UPDATE

Phil Garrigan, Chief Fire Officer, presented the Corporate Risk Register update for October to March.

Members queried the impact of insufficient water pressure to fight fires and were advised that the fire service needed water to deal with most incidents and it

needed to be relatively sustainable and while water companies have been seeking to reduce leaks this has also impacted in the water pressure being reduced. Depending on the area officers have been able to contact United Utilities to turn up the pressure however the issue is not just a concern for Merseyside Fire and Rescue but for all Fire and Rescue Services.

Cllr Grace also remarked that in respect of the public sector equality duty she had attended a recent network group meeting and it was noted how Merseyside Fire and Rescue Service has been forward thinking particularly for women when planning its new buildings. The Chief Fire Officer also commented that the Service is already responding to the HMI report and the observations therein, for example, the Service has seconded in a member of staff from the NHS and Asian Fire Service Association with experience in culture and inclusion with the aim of accessing those partnership groups and bringing in best practices in order to keep the Service moving forward in its equality agenda.

RESOLVED that the updated Corporate Risk Register for 2021/22 which incorporates the current status of identified service risks to March 2022 be approved.

4. TRAUMA TRAINING CONTRACT

Members considered an extension to the current trauma training contract as presented by the Chief Fire Officer who also detailed the type of training this provided to operational staff.

Members were advised that the estimated spend within the proposed one-year extension to the contract would result in the overall cumulative contract cost over the entire term of the contract exceeding the delegated powers for officers to determine, as such, approval to extend the contract was being sought from Members

Resolved that the utilisation of the one-year extension to the current contract with Frontier Risks Group Ltd be approved and that the expenditure during the proposed extension and value of the contract would exceed £250,000.

5. IMPLEMENTATION OF LEADERSHIP MESSAGE - REVISED PROVIDER

Chief Fire Officer, Phil Garrigan, presented the request to Members to ratify the decision of the Service to appoint a new external supplier to deliver the approved Leadership training for all employees, following the withdrawal of the previous preferred supplier.

Members were informed that the proposed new supplier is offering a new benefit of delivering free sessions to the Princes Trust attendees to support the youth engagement work delivered by the Service.

RESOLVED that:

- a) the Smart Training Company as the preferred supplier to deliver the engagement Training for the introduction of the Authority agreed Leadership message for all employees be appointed; and
- b) a further £30,000 be drawn down from the training reserve to cover the cost difference between the original agreement reached in September 2021 and the cost of the new supplier.

6. HERITAGE CENTRE REVIEW

Ria Groves, Monitoring Officer, updated Members on the operation of the Merseyside Fire and Rescue Heritage and Education Trust ('The Heritage Centre') and brought forward suggested ways to manage the Centre moving forward.

Members queried the longevity of volunteers able to help at the Heritage Centre and were advised that the current proposal, subject to the approval of the Authority and Heritage Centre, would provide a governance and internal infrastructure to protect the long-term sustainability of the Heritage Centre which includes the access of all Authority volunteers, uniform and equipment.

RESOLVED that:

- a) the current position of the Heritage Centre and implications for the Authority be noted;
- b) the proposal for the Authority to offer to take over the day to day running of the Heritage Centre be approved; and
- c) subject to the Heritage Centre's agreement, the incorporation of the Heritage Centre within the Authority be approved.

Close

Date of next meeting Thursday 1st September 2022

Signed: _____

Date: _____

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	1 SEPTEMBER 2022	REPORT NO:	CFO/040/022
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	STEWART WOODS
OFFICERS CONSULTED:	IAN CUMMINS, MIKE REA, HYWYN PRITCHARD		
TITLE OF REPORT:	PROCUREMENT OF ELECTRICITY & GAS FROM 2023		

APPENDICES:	
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Purpose of Report

1. The purpose of this report is to inform Members of the current situation regarding the supply of electricity and gas and recommend the best options for the procurement from April 2023.

Recommendation

2. It is recommended that Members;
 - a. note the contents of the report;
 - b. approve the procurement of electricity and gas through Liverpool City Council (LCC), and enter into contracts for the supply of electricity and gas via the Crown Commercial Services (CCS) framework by 15th September 2022, utilising the CCS L6 purchasing window for the period 1st April 2023 to 31st March 2024 and the L12 purchasing window for the period 1st April 2024 to 31st March 2025.
 - c. approve the procurement of electricity using Renewable Energy Guarantees of Origin (REGOs) and
 - d. approve delegated powers to be given to the CFO and Director of Finance and Procurement in consultation with the Chair of the Authority, to accept a revised energy source to (REGOs) via LCC / CCS if supply issues or financial implications arise with REGO's.

Introduction and Background

3. At the 21st May 2022 Urgency Committee, Members approved report CFO/050/22 agreeing to continue procuring utilities with Liverpool City Council (LCC) via the Crown Commercial Services Framework until 31st March 2023 whilst awaiting the outcome of an independent review of the contract.
4. As referenced in report CFO/050/22 a number of contract management issues had been raised by Liverpool Council over the way the Scottish Power electricity

contract had been managed by officers within LCC. LCC engaged Mazars to complete an investigation into the management of the Scottish Power contract, and the outcome of Mazars report has now been published on the LCC website. A report on the draft management response to the Mazars recommendations was presented to LCC Audit Committee on the 3rd August 2022 and outlined the proposals to be implemented by officers to avoid similar issues in the future.

5. MFRS officers asked LCC Internal Audit to review the Service's internal process for managing contracts devolved to a third party (particularly electricity and gas). Although Internal Audit have yet to complete their review, officers have agreed with Internal Audit that all such contracts must now be included on the MFRS contract register with the appropriate review date and officer responsible, so the Service is involved in ensuring contract negotiations are commenced and new contracts are in place as required.
6. There continues to be an unprecedented volatility in the energy market with increasing uncertainties and insecurities. If the Authority does not enter into a new energy contract it would face a major risk of having unmanaged energy rates/costs in a volatile market and potential interruptions to supply and possible business continuity implications.
7. LCC has undertaken an appraisal of the available energy supply consortia to explore purchasing options for the next 2 years (01/4/2023 – 31/03/2025). Their appraisal demonstrated that smaller organisations may have an increased risk regarding their resilience to market changes and noted that CCS deals with the largest volume of commercial public sector customers lending itself to greater buying power and scored highest in their options appraisal. The cabinet office sponsored CCS trade desk which provides the stability to manage this risk with the requisite skills and expertise of 33 energy buyers scored highest.
8. CCS offer four purchasing windows listed below, only three of which are available for LCC and MFRA.
 - a. Variable (V30) Purchasing window- purchasing begins 30 months before the delivery period and continues throughout the delivery period.
The V30 option is not available for 2024 /2025 as buying needed to have started 30 before the delivery period and the deadline has expired.
 - b. Locked 12 (L12) Purchasing Window – Purchasing begins 12 months before the delivery period and is concluded prior to delivery period.
This option is only available for second year therefore 2024/25.
 - c. Variable 6 (V6) Purchasing Window – purchasing begins 6 months before the delivery period and continues through the delivery period.
 - d. Locked 6 (L6) Purchasing window – Purchasing begins 6 months before the delivery period and is concluded prior to the delivery period.
9. In order to purchase via one of the options above, the CCS framework require a commitment by the 15th September 2022.

10. LCC have considered and approved the use of the CCS L6 purchasing window for both gas and Electricity for 2023/24 and the L12 for gas and electricity for 2024/25 at their Cabinet meeting on the 22nd July (Appendix 1).
11. The L6 purchasing window has been recommended for the delivery period 2023/24 as it allows the CCS trading team to purchase electricity and gas throughout the 6-month period prior to the start of delivery. Purchasing is concluded prior to the delivery period and the monthly commodity price will be set for the entire delivery year 2023/2024 to help manage budgets.
12. The L12 purchasing window (not available for the 2023/24 period) has been recommended for the delivery period 2024/25 as it allows the CCS trading team a longer period to enter the market than the L6, The CCS trading team purchase electricity and gas throughout a 10-month period prior to start of delivery. Purchasing is concluded prior to the delivery period and the monthly commodity price will be set for the entire delivery year 2024/2025 to help manage budgets.
13. The V6 purchasing window is an alternative option which allows the CCS trading team an 18-month period to enter the market as purchasing commence 6 months prior to delivery and continues for the duration of the delivery period. This option means the community price is variable and while it could offer more favourable pricing there is a risk that prices may also increase given the volatility seen in the energy markets recently. Due to the current volatility over prices this option is not being recommended.
14. Since 2015 LCC and MFRA have purchased 100% renewable energy tariffs, the following four energy source options are available from CCS:
 - a. Option 1 – renewable tariff using Renewable Energy Guarantees of Origin (REGOs)
 - b. Option 2 – a zero carbon for business tariff
 - c. Option 3 – a blend of renewable and zero carbon for business tariff
 - d. Option 4 – standard tariff for electricity.
15. The applicable premium for purchasing RGEOs is not known yet and will be presented in advance of the delivery periods. As of today's pricing it would be a 1.3% uplift of the variable price.
16. Members should note that UK customer demand for REGOs has increased due to an increased focus on sustainability and net zero, this has in turn increased the price that customers are willing to pay for renewable energy. Furthermore, 2020 had a very low wind generation which has led to fewer REGOs being available to buy and following Brexit, fewer GOO (European REGO equivalents) certificates are able to be imported into the UK. If supply or financial issues arise pertaining to the supply of REGOs as a result of the market conditions LCC may be required to make a delegated decision regarding the option taken for the energy source. Therefore, Members are asked to approve the recommendation that delegated powers be given to the CFO and Director of Finance and Procurement, in consultation with the Chair of the Authority, to accept a revised energy Source supply (REGOs) from LCC as is required.

17. MFRS officers have reviewed and are in agreement with LCC that the CCS framework offers the greatest resilience to market changes and the largest volume of public sector customers. Officers note the findings of the Mazars report and await further details of the CIPFA report and any further recommendations and action plans. The purchasing of utilities with LCC via the CCS framework is still considered the best option available to MFRA, offering MFRA the greatest buying power and specialist knowledge of both LCC and via the CCS framework.
18. Officers will continue to review the audit reports and closely monitor the performance of the energy contract over the next 12 months to determine a longer-term strategy for energy purchasing from April 2025.

Equality and Diversity Implications

19. No ED&I implications have been Identified

Staff Implications

20. No Staff implication have been identified.

Legal Implications

21. Ensuring good internal processes and governance of contract management as detailed in paragraph 5 will mitigate the Authority's risk and management of its future route to market for these services.
22. Although the contract will be directly between the service provider and LCC, the Authority can still be assured as to the compliance with the Public Contracts Regulations 2015. in accessing the market through the use of a CCS framework
23. The remaining legal implications are contained within the report.

Financial Implications & Value for Money

24. The energy market remains volatile and therefore future energy rates are difficult to predict. Based on the LCC estimates future kWh rates for electricity (£0.375) and gas (£0.055), the non-PFI budget uplift requirement for MFRA would be;
 - a. Electricity +£0.8m, and
 - b. Gas +£0.1m.
25. However, as rates are extremely volatile they will be monitored closely and forecasts reviewed on a regular basis. The December 2022 / January 2023 rates will be used to forecast the required 2023/24 budget proposals and Medium Term Financial Plan forecast.

Risk Management, Health & Safety, and Environmental Implications

26. Not entering into a contract will result in being on a variable unmanaged energy rate in a volatile market increasing the risk of cost increases.

27. CCS being one of the largest public procurement organisations in the UK have a greater collective purchasing power to secure the best commercial deals on behalf of the public sector.

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.*

28. The procuring of energy over the next two years gives stability to the budget planning process and resilience to the supply of energy to operational sites.

BACKGROUND PAPERS

CFO/050/22 Procurement of Utilities

GLOSSARY OF TERMS

MFRA	M erseyside F ire and R escue A uthority is the physical and legal entity. When writing reports MFRA is the “object”.
MFRS	M erseyside F ire and R escue S ervice is the service provided by MFRA. When writing reports MFRS is the “action”
CCS	C rown C ommercial S ervices
LCC	L iverpool C ity C ouncil

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	1 SEPTEMBER 2022	REPORT NO:	CFO/039/022
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	MO JOGI / VICKY CAMPBELL
OFFICERS CONSULTED:	DEB APPLETON MICHELLE KIRK STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	EQUALITY, DIVERSITY AND INCLUSION ANNUAL REPORT 2021/22		

APPENDICES:	APPENDIX A:	EQUALITY, DIVERSITY AND INCLUSION ANNUAL REPORT 2021/2022
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Purpose of Report

1. The purpose of this report is to update Members on the progress made against Merseyside Fire and Rescue Authority ('MFRA') Equality, Diversity and Inclusion ('ED&I') objectives for 2021-2024 and present the annual report for publication.

Recommendation

It is recommended that Members:

- a) note the content of the report and;
- b) approve the ED&I Annual Report for publication on the Merseyside Fire & Rescue Service (MFRS) website in order to demonstrate MFRA's commitment to equality, diversity and inclusion and how it has met its Public Sector Equality Duty.

Introduction and Background

2. The purpose of this report is to demonstrate MFRA's compliance with the Equality Act 2010 General Duty and to update stakeholders on the key outcomes delivered in the year with regards to Equality, Diversity and Inclusion.
3. The Equality Act 2010 Public Sector Equality Duty (PSED) (s.149) states that in the exercise of their functions, public authorities must have **due regard** to the need to:
 - a. Eliminate unlawful discrimination, harassment and victimisation

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

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

14. There will be no financial implications this year.

Risk Management, Health & Safety, and Environmental Implications

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

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

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

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

BACKGROUND PAPERS

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

GLOSSARY OF TERMS

AFSA	Asian Fire Service Association
BAME	Black, Asian, Minority, Ethnic
C&PY	Children & Young People
CFO	Chief Fire Officer
DCFO	Deputy Chief Fire Officer
DWP	Department of Work and Pensions
EIA	Equality Impact Assessment
ED&I	Equality, Diversity & Inclusion
ENEI	Employees Network for Equality and Inclusion
FRS	Fire & Rescue Service

HFSC	Home Fire Safety Check
HMICFRS	Her
LFC	Liverpool Football Club
LGBT	Lesbian, Gay, Bisexual and Transgender
LGBTQ+	Lesbian, Gay, Bisexual and Transgender, Queer/Questioning +
MFRA	Merseyside Fire & Rescue Authority
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NWAS	North West Ambulance Service
PCC	Police Crime Commissioner
POD	People and Organisational Development
PPE	Personal Protection Equipment
PSED	Public Sector Equality Duty
REACH	Race Equality and Cultural Heritage
SM	Station Manger
TDA	Training and Development Academy

Merseyside Fire & Rescue Authority

Equality, Diversity & Inclusion Annual Report

April 2021 to March 2022



Alternative Formats

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

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

Content

Foreword	5
Welcome	6
Merseyside – Regional Perspective & Merseyside Fire & Rescue Service	7
Introduction to this report and Governance of ED&I	8
Equality Objectives 2020 -24 – Progress for 2021 - 22	10
Equality Objective 1 <i>(Inclusive of Gender & Ethnicity Pay Gap Reporting 2022)</i>	11
Equality Objective 4	28
How we connect with our diverse communities	31
Equality Objective 2 & 3	
Equality Objective 5	42
Key Highlights & National Recognition for Excellence	43

Foreword

Chief Fire Officer Phil Garrigan

Welcome to the 2021-22 Equality, Diversity and Inclusion (ED&I) Annual Report.

Doing our job well requires knowledge and skill - but to be truly exceptional a fire and rescue service needs to understand its people and for its people to understand their 'place' – the communities they serve and the inequality that exists.

We need to be curious - We need to be brave.

Moreover, we need to be diverse – diverse in our thinking, diversity informed by our culture, our gender, our life experiences and our life choices. Because the better we reflect our communities the better equipped we are to see the interventions, the strategies and the approaches we need to adopt to deliver the best possible outcomes to the people we serve.

We are not all the same, that is something to celebrate.

This report is our ninth, an account of our progress against our strategic ED&I objectives. Our report, which reflects on the year and the actions we have taken, in order to tackle the inequality that exists in our communities.

A year during which:

- We have introduced our new leadership message to put our community at the centre of everything we do
- We have undertaken our third HMICFRS inspection in June 2021
- We have launched our ED&I Awareness E-Learning module
- Continue to develop our ED&I Resource Library
- Hosted the Asian Fire Service Association (AFSA) Winter Conference in November 2021, with local key speakers.
- Continued to work with our networks and Senior Sponsors to build on the success of the last year and to promote key topics and events throughout the year.
- Supported the NHS and be involved in the Covid-19 vaccination and booster programme.

As your Chief Fire Officer, I am very proud of these achievements, and I can assure you that as we move forward, we will continue to listen to the voice of our fantastic staff and the needs of our incredible communities to ensure deliver the best possible services we can.

Cllr Jan Grace

Authority, Lead Member for Equality and Diversity 2021/22

I was delighted to be able to attend the Asian Fire Service Association (AFSA) National Winter Conference, hosted by MFRS in November last year. It was both informative and enjoyable, completely focused on the importance within F&RS to create a culture where 'every individual can thrive, celebrate differences, and learn from one another.' All the speakers gave informative presentations, some were inspiring and many of the ensuing discussions allowed for further analysis of subjects and ideas. People's different experiences in their fire and rescue service added so much to the informed dialogue.

A point raised at a recent Diversity and Inclusion Champions Network meeting was the difference between having good intentions and knowing the outcome that is being worked towards. Good intentions can be vague and mean different things to different people. Diversity and Inclusion can be a challenging subject, with emotive and even uncomfortable connotations, yet we all aim to make everyone feel comfortable and valued in the workplace. Good intentions cannot be measured.

At MFRS, Equality Diversity and Inclusion continues to be a crucial part of corporate plans, the Strategic Leadership Team act as senior sponsors for each of the protected characteristics represented by the various networks, Race Equality and Cultural Heritage (REACH), LGBT and Gender Inclusion, which evidences the sustained high profile of ED&I, ensuring that staff are aware and informed. So many individuals make up the many varied parts of MFRS, performing different, but essential roles. The protected characteristics of members of local communities are also considered by MFRS as it serves the public of this region.

It was great to hear Alex Johnson, recently retired Chief Fire Officer for South Yorkshire, describe the CFO Phil Garrigan and the leadership team of MFRS as 'forward thinking' in ED&I. While we can never be complacent while so much remains to be done, it is good to know that MFRS have such a good reputation nationally. It is an enormous privilege to serve on Merseyside Fire & Rescue Authority.

Merseyside – Regional Perspective & Merseyside Fire & Rescue Service

Merseyside sits on mouth of the river Mersey and is made up of five councils Knowsley, Liverpool, Sefton, St Helens and Wirral. It spans 249 square miles and is a mix of built-up urban areas, suburbs, semi-rural and countryside locations.

The Merseyside population overview has been sourced from the Office of National Statistics 2011 census data; more accurate data from the 2021 census will be available census in late 2022.

Population Summary: Census 2011

	Merseyside		North West	
	Number	% of total	Number	% of total
Total Population	1,381,189	/	7,052,177	/
Males	671,034	48.6%	3,464,685	49.1%
Females	710,155	51.4%	3,587,492	50.9%
Children (0-14 years)	228,290	16.5%	1,236,664	17.5%
Working Age (15-64 years)	915,042	66.3%	4,644,358	65.9%
Older People (65+ years)	237,857	17.2%	1,171,155	16.6%

Source: ONS, 2011 Census

Ethnicity

Ethnicity		Merseyside		North West	
		Number	% of total	Number	% of total
White	British	1,268,277	91.8%	6,141,069	87.1%
	Irish	13,342	1.0%	64,930	0.9%
	Other	23,684	1.7%	155,717	2.2%
Mixed	White and Black Caribbean	6,395	0.5%	39,204	0.6%
	White and Black African	4,894	0.4%	18,392	0.3%
	White and Asian	4,638	0.3%	30,529	0.4%
	Other	5,027	0.4%	22,766	0.3%
Asian or Asian British	Indian	7,896	0.6%	107,353	1.5%
	Pakistani	2,566	0.2%	189,436	2.7%
	Bangladeshi	2,366	0.2%	45,897	0.7%
	Other	6,023	0.4%	46,750	0.7%
Black or Black British	Black Caribbean	2,066	0.1%	23,131	0.3%
	Black African	9,792	0.7%	59,278	0.8%
	Other	2,694	0.2%	15,460	0.2%
Chinese or other ethnic group	Chinese	11,554	0.8%	48,049	0.7%
	Other ethnic group	9,975	0.7%	44,216	0.6%
Total		1,381,189	100.0%	7,052,177	100.0%

Source: ONS, 2011 Census

Note: BME includes all other ethnicities besides White

Males account for 48.6% of the Merseyside population and females 51.4%.

Merseyside has a lower proportion of children 16.5%, higher proportions of working age residents 66.3%, and 17.2% older people than the Northwest average. Within Merseyside, 94.5% of the population has a white ethnic background, which is higher than the North West average of 90.2%. Merseyside population of Black, Asian and

other Minority Ethnic background (BAME) is 5.5%, which is lower than the Northwest average of 9.8%

Merseyside is one of the most deprived areas in England. When looking at individual councils' areas, Knowsley is the third most deprived local authority in England and Liverpool the fourth. There are also areas, for example in West Wirral and North Sefton, which are more economically affluent, 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.

Therefore, our communities are diverse in so many ways and our staff are also part of 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.

Introduction to this report and Governance of Equality, Diversity & Inclusion

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

This year's report provides an overview of:

- Summary of progress made in the first year of our Equality Objectives 2021 – 2024
- Highlights from our local plans in relation to delivery of ED&I objectives for 2021-22
- Next Steps

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

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

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

Discussions on ED&I matters form the basis of regular equality engagement meetings with the Representative Bodies (trade unions and staff associations), Staff

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

Equality Impact Assessments (EIAs) are carried out on policy, strategic plans and service delivery (including changes). EIAs play a crucial role in the design of services and enabling the service to measure outcomes but also demonstrate due regard.

EIAs are attached to the governance documents when approved by the Authority and they are published on our website www.merseyfire.gov.uk with Authority papers.

Equality Objectives 2021 – 24 - Progress for 2021-22

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

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

<p>Equality Objective 1 Create a strong Inclusive organisation that is positive to rising to the future challenges we face</p>	<p>Equality Objective 2 Ensure that people from diverse communities receive equitable services that meet their needs.</p>	<p>Equality Objective 3 Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas</p>
<p>Equality Objective 4 To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion:</p>	<p>Equality Objective 5 To continue to aspire for equality, diversity and inclusion excellence, measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors.</p>	

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

Equality Objective 1

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

The following equality analysis data tables show our progress in relation to the workforce at MFRA, showing diversity in relation to staff in post, recruitment, and leavers. The equality analysis shows the breakdown of the workforce by gender, age, ethnicity, disability and religion and/or belief and sexual orientation. All data provided within this report is based on head count as of 31st March 2022.

MFRS Workforce 2021-22

The staffing structure of Merseyside Fire & Rescue Service:

- MFRS employs 986 staff
- Overall, Operational personnel account for 67.4% of our total staff with 32.6% of our personnel being support staff which includes non-operational frontline staff and other support functions.
- In headcount terms we have:
 - 624 Operational Firefighters [this includes full and part time FF's held against 611 full time equivalent positions].
 - 41 Operational Fire Control staff [this includes full and part time Fire Control staff held against 33 full time equivalent positions]
 - 321 support staff [this includes full and part time support staff held against 285 full time equivalent positions]

The increased headcount figures when compared with full time equivalent positions reflects how flexible working opportunities and flexible retirement opportunities continues to act as a central component of workforce planning and our commitment towards family friendly policy and practice as.

Data table 1: Analysis of staff by Gender

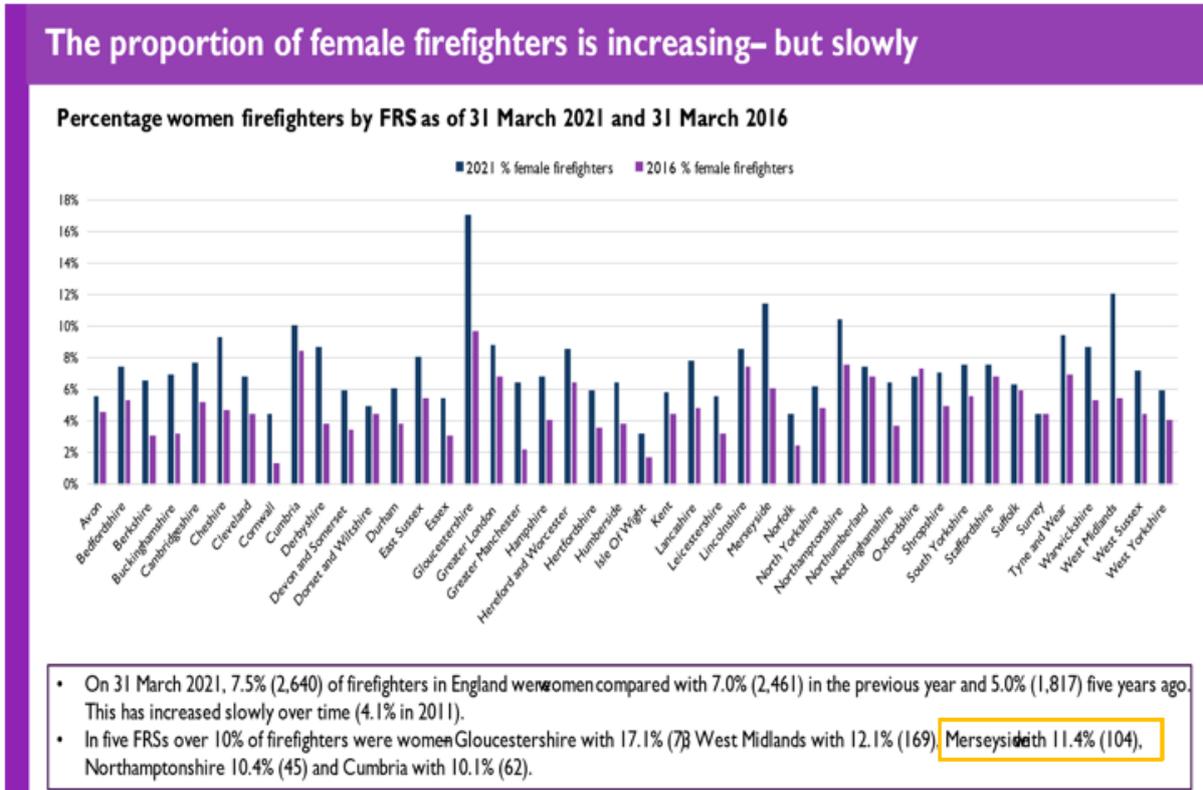
Role	Position	Total	Gender		
			Male	Female	% Female
Operational Staff	Brigade Manager	3	3		0.0%
	Area Manager	5	5		0.0%
	Group Manager	14	14		0.0%
	Station Manager	31	29	2	6.5%
	Watch Manager	119	117	2	1.7%
	Crew Manager	68	60	8	11.8%
	Firefighter	384	325	59	15.4%
	Sub Total	624	553	71	11.4%
Fire Control Staff	Group Manager	0	0	0	0.0%
	Station Manager	0	0	0	0.0%
	Watch Manager	10	1	9	90.0%
	Crew Manager	7	1	6	85.7%
	Firefighter	24	3	21	87.5%
	Sub Total	41	5	36	87.8%
Support Staff	Grades 12+	28	19	9	32.1%
	Grades 6-11	211	108	103	48.8%
	Grades 1-5	78	23	55	70.5%
	Apprentices	4	2	2	50.0%
	Sub Total	321	152	169	52.6%
Grand Total		986	710	276	28.0%

Key results – of staff by gender

Data table 1 identifies the following when looking at the data by gender for 2021/22:

- There were 276 women working for MFRS, accounting for 28.0% of the total workforce.
- Women accounted for:
 - 104 or 11.4% of Operational staff,
 - 59 or 15.4% of firefighters
 - 36 or 87.8% of Fire Control staff
 - 169 or 52.6% of Support Staff.

The latest data from the Home Office shows that MFRS is one of only five fire and rescue service in England that has female firefighters' representation that is over 10% at present the figure is 15.4% female



What next for 2022-2:

- Undertake further positive action activities to increase the pace of female representation and operational staffing.
- Undertake internal positive action and identify and develop future leaders involving female staff within MFRS to reach middle and senior level positions as part of the organisation's commitment towards positive action and workforce diversity

Analysis of staff by Ethnicity

Data Table 2: Breakdown of Ethnic Origin by role

Role	Position	Total	White British or Irish	Any Other White	BAME	PNTS	No Data
Operational Staff	Brigade Manager	3	3	0	0	0	0
	Area Manager, Group Manager, Station Manager,	50	45	0	4	0	1
	Watch Manager, Crew Manager	187	173	2	8	2	2
	Firefighter	384	348	4	24	5	3
	Uniformed Sub Total	624	569	6	36	7	6
Fire Control Staff	Area Manager	0	0	0	0	0	0
	Group Manager	0	0	0	0	0	0
	Watch Manager	10	10	0	0	0	0
	Crew Manager	7	7	0	0	0	0
	Firefighter	24	24	0	0	0	0
	Control Sub Total	41	41	0	0	0	0
Support Staff	Grades 12+	28	28	0	0	0	0
	Grades 6-11	211	190	1	10	2	8
	Grades 1-5	78	76	0	0	0	2
	Apprentices	4	4	0	0	0	0
	Support Sub Total	321	298	1	10	2	10
Total		986	908	7	46	9	16

Key results by Ethnic Origin by rank & role

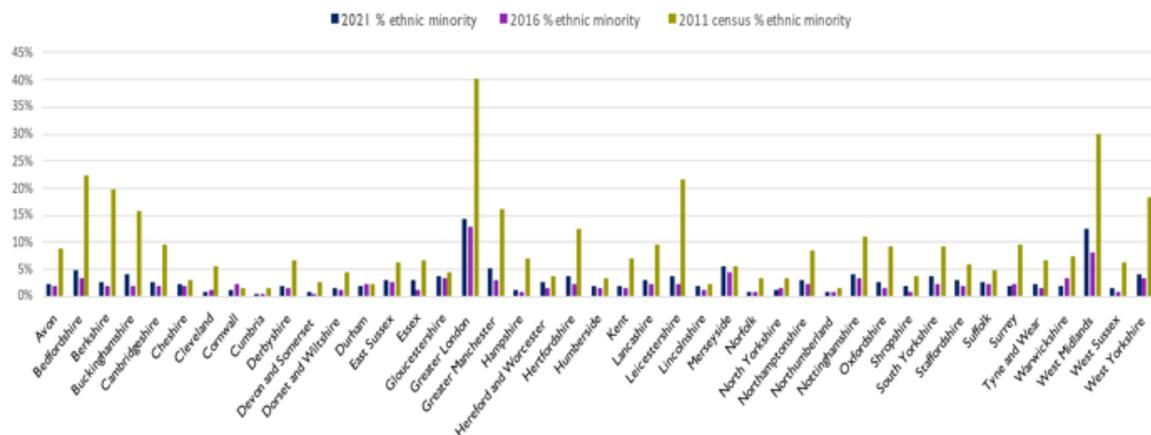
Data table 2 provides a further breakdown of staff ethnicity by role:

- 92% of staff are white British
- 46 members of staff (4.8%) were classified as Back Asian and Minority Ethnic
- There are 4 senior members of staff from a BAME background (Station Manager and Group Manger) and,
- 8 Watch Managers and Crew Managers
- 24 Firefighters
- 10 Support Staff grade 6 -11 & no BAME representation at grades 1-5

Home Office data highlights **Merseyside FRS is the only Fire & Rescue Service** that had a proportion of ethnic minority firefighters that matched the local population (Census data).

Compared with the local population, firefighters from ethnic minority backgrounds are generally under-represented, but with considerable variation across FRSs.

Percentage ethnic minority firefighters by FRS, as of 31 March 2021 and 31 March 2016 compared with 2011 Census data



- On 31 March 2021, 4.7 per cent (1,514) of firefighters were from an ethnic minority group, compared with 4.4 per cent in the previous year (1,410) and 3.8 per cent in 2016 (1,269) - this compares with 14.6 per cent of the English population in the 2011 Census Only Merseyside FRS had at least the same proportion of ethnic minority firefighters as their census data.
- The proportion of ethnic minority firefighters has increased in the past five years in 37 FRSs, however the proportionate increase was less than 1 per cent in 23 FRSs and in 7 FRSs the proportion of firefighters from ethnic minorities declined
- All FRSs collect and provide ethnicity information to the Home Office, however ethnicity was not stated for 4,037 (9.0%) of all staff in 2021.

What next for 2022-23

- Undertake further positive action activities to increase the pace of BAME representation in terms of operational staffing in particular Fire Control and support staff at grade 1-5.
- Undertake internal positive action and identify and develop future leaders, involving BAME staff within MFRS to reach middle and senior level positions as part of the organisation’s commitment towards positive action and workforce diversity

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

In 2021/22:

- The majority of staff (regardless of role) are between the ages of 46-55 (33.1%)
- Concerning ages above age 56 – 65, there are fewer Operational Staff members (23) with the majority being Support Staff, (81)
- There were no Operational Staff above the age of 66+
- When looking at the lower age range, there are now a total of 50 staff aged 17-24, of which 18 are Operational Staff, 31 are Support Staff and 1 member of Fire Control.

What next for 2022-23

- Renewed focus on flexible retirement, Occupational Health support and wider support including financial planning.

Analysis of staff by Religion

The breakdown of religion across the Service based on valid data (the data that has been provided to us by staff) shows that:

- Christianity is the most common religion with 355 members of staff stating that they are Christian. This is 57.4% of the valid data.
- This is then followed by staff who have no religion, accounting for 209 or 33.8% of the valid data.
- Minority religions including Judaism, Buddhism and Islam account for 2.9% of the valid data.

What next for 2022-23

- These results will support the work led by a Senior Sponsor for Religion and belief both in terms of turning the data into information but also practical action going forward.

Analysis of staff by Disability

Data table 3: Analysis of Staff Disability

Role	Position	Total	Yes	No
Operational Staff	Brigade Manager	3		3
	Area Manager Group Manager Station Manager	50	1	32
	Watch Manager Crew Manager	187	2	103
	Firefighter	384	5	244
	Sub Total	624	8	382
	Fire Control Staff	Group Manager Station Manager	0	
Watch Manager Crew Manager		17	1	7
Firefighter		24	1	16
Sub Total		41	2	23
Support Staff	Grades 12+	28		15
	Grades 6-11	211	9	127
	Grades 1-5	78	1	47
	Apprentices	4		4
	Sub Total	321	10	193
Total		986	20	598
% of Total Responses			2.0%	60.6%
% of Valid Data (count = 618)			3.2%	96.8%

Key Results – in relation to disabilities

Data table 3 shows that:

- In relation to disability, only 60.6% of data is valid, meaning that this proportion of staff have updated their records with disability data. This is a 4.5% improvement on the previous year's data, but we will continue to encourage staff to provide this data to ensure we have a full picture of how disability affects our workforce.
- Where staff have provided this data, it shows that there are 20 members of staff who have a disability, this equates to 3.2% of the valid data.

What next for 2022-23

- Continue to encourage staff to self-identify as disabled and provide support to ensure reasonable adjustments are in place.
- These results will support the work led by a Senior Sponsor for Disability,

Analysis of staff by Sexual Orientation

Data table 4: Analysis of staff Sexual Orientation

Role	Position	Total	Hetero sexual	Gay / Lesbian	Bisexual	Self-Described	Other	Prefer not to say	No Data
Operational Staff	Brigade Manager	3	3						
	Area Manager Group Manager Station Manager	50	29	1	1			1	18
	Watch Manager Crew Manager	187	72	2	2	2		8	101
	Firefighter	384	215	16	14		2	13	124
	Sub Total	624	319	19	17	2	2	22	243
Fire Control Staff	Area Manager Group Manager								
	Watch Manager Crew Manager	17	7					1	9
	Firefighter	24	18						6
	Sub Total	41	25	0	0	0	0	1	15
Support Staff	Grades 12+	28	12	1					15
	Grades 6-11	211	127	3			1	8	72
	Grades 1-5	78	56		1				21
	Apprentices	4	3						1
	Sub Total	321	198	4	1	0	1	8	109
Total		986	542	23	18	2	3	31	367
% Of total response			55.0%	2.3%	1.8%	0.2%	0.3%	3.1%	37.2%
% Of valid data (count = 619)			87.6%	3.7%	2.9%	0.3%	0.5%	5.0%	

Key Results – in relation to sexual orientation

Data table 4 shows that:

- Across the Authority, 37.2% of staff have not recorded their sexual orientation, however, this is improving year on year, based on the valid count of 619 (up from 560 the year before),
- We will continue to stress to staff the importance of recording this information, and how this help in terms of workforce representation, onboarding and helping staff from an LGBT background have access to support throughout their employment experience
- 87.6% of staff reported that they were Heterosexual,
- 3.7% said they were either Gay/Lesbian,
- 2.9% described themselves as Bisexual

- 5.0% preferred not to say
- 0.8% reported that they were either self-describing or other.

What next

- We will continue to stress to staff the importance of recording this information, and what it is used for analysing representation and staff experience.
- These results will support the work of our Senior Sponsor for LGBT and our staff network to support our staff who identify as LGBTQ

New Starters and Leavers

Data table 5: Analysis of New Starters by Gender

Role	Position	Total	Gender		
			Male	Female	% Female
Operational Staff	Brigade Manager	0	0	0	
	Area Manager	0	0	0	
	Group Manager	0	0	0	
	Station Manager	0	0	0	
	Watch Manager	3	3	0	0.0%
	Crew Manager	4	4	0	0.0%
	Firefighter	55	46	9	16.4%
	Sub Total	62	53	9	14.5%
Fire Control Staff	Group Manager	0	0	0	
	Station Manager	0	0	0	
	Watch Manager	0	0	0	
	Crew Manager	0	0	0	
	Firefighter	4	2	2	50.0%
	Sub Total	4	2	2	50.0%
Support Staff	Grades 12+	1	0	1	100.0%
	Grades 6-11	23	16	7	30.4%
	Grades 1-5	18	3	15	83.3%
	Apprentices	4	1	3	75.0%
	Sub Total	46	20	26	56.5%
Total	112	75	37	33.0%	

Key Results – New Starters by Gender

Data table 5 shows that during 2021/22:

- There was a total of 112 new employees within MFRS.
- Of these new starters, they were predominantly men; 75 of the total (67%).
- Concerning Operational (fire fighter) recruitment, there were 9 women, who equated to 14.5% of new recruits – more than double that of 2020/21
- Within Fire Control there were 4 new starters, 2 men and 2 women
- Support staff: 26 new starters were women; equal to 56.5%.

Data table 6: Analysis of Leavers by Gender

Role	Position	Total	Gender		
			Male	Female	% Female
Operational Staff	Brigade Manager	0			
	Area Manager	2	2		
	Group Manager	3	3		
	Station Manager	2	2		
	Watch Manager	21	21		
	Crew Manager	7	7		
	Firefighter	44	41	3	6.8%
	Sub Total	79	76	3	3.8%
Control Staff	Group Manager	0			
	Station Manager	0			
	Watch Manager	2		2	100.0%
	Crew Manager	0			
	Firefighter	0			
	Sub Total	2	0	2	100.0%
Support Staff	Grades 12+	4	2	2	50.0%
	Grades 6-11	35	18	17	48.6%
	Grades 1-5	12	3	9	75.0%
	Apprentices	1		1	100.0%
	Sub Total	52	23	29	55.8%
Total		133	99	34	25.6%

Key Results – leavers by Gender

Data table 6 shows that during 2021/22:

- 133 members of staff left MFRS.
- Leavers were predominantly men, at 99 of the total (74.4%).
- Concerning Operational leavers, 3 were women, equating to 3.8%,
- Within Fire Control there were 2 leavers, both women

- Support staff: there were 52 leavers, of which 29 were women, equal to 55.8%.
- When leavers and new starters are compared there were proportionally more women joining (33.0%) than leaving (25.6%).

What next

- For joiners on boarding arrangements will continue to support staff to settle into their new surroundings.
- Exit interviews will be undertaken and analysed together with other means to help undertake preventative measures to encourage staff to remain as employees of MFRS.

Gender & Ethnicity Pay Gap

The gender pay gap reporting obligations are included in the Public Sector Equality Duty (PSED). This section reports on our fourth gender pay gap exercise, which is based on data as of 31st March 2022. Gender pay gap figures are based on a total of 863¹ staff in scope for this exercise; 614 (71.1%) were male and 249 (28.9%) were female.

Measure 1: Mean gender pay gap

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

Data table 7: Mean Gender Pay Gap 2021/22

Staff group	Male hourly pay £	Female hourly pay £	Pay gap £	2021/22 Pay gap %	2020/21 Pay gap
All staff	£16.43	£14.73	£1.70	10.4%	9.9%
Operational Staff (inc Fire Control)	£16.25	£14.70	£1.55	9.5%	10.7%
Support staff	£17.00	£14.75	£2.25	13.2%	11.2%

Across the organisation, the mean gender pay gap is 10.4% or £1.70 per hour. For operational staff only, the gap is 9.5% and for support staff the gap is wider at 13.2%.

The most recent national data available from the [Office of National Statistics](#) for the year ending 31st March 2021 shows the National Gender pay gap to be 14.9%. Across the UK public sector the gap is 14.8% with the North West public sector gap being 17.2%.

¹ A number of employees weren't included in the Gender Pay Gap Figures because they were not "Full Pay Relevant". This means that, for the reasons detailed below an individual did not receive a full month's salary for the reporting period.

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

When the 2021/22 gender pay gap is compared to the previous year, the table identifies that overall, the gender pay gap has slightly increased from 9.9% to 10.4%. For Support Staff the gap increased from 11.2% during 2020/21 to 13.2% during 2021/22. For operational staff, the gender pay gap reduced from 10.7% during 2020/21 to 9.5% during 2021/22.

The differences in figures may be due to typically longer service for men and incremental pay rises as a result. In addition, it is important to take into consideration more women have recently entered the workforce especially at a developmental firefighter level & at the start of their career. Furthermore, like other fire and rescue services the gender pay gap is the result of the positions in which men and women occupy within the organisation, together with the over-representation of men in sections of the workforce which serves to exacerbate differences in pay. Actions are being taken in terms of positive action to balance our workforce, but we recognise that these will take time to translate into meaningful changes.

Measure 2. Median gender pay gap

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

Data table 8: Median Gender Pay Gap 2021/22

Staff group	Male hourly pay £	Female hourly pay £	Pay gap £	Pay gap %	2020/21 Pay Gap
All staff	£15.06	£14.71	£0.35	2.3%	2.6%
Operational Staff (inc Fire Control)	£15.05	£14.71	£0.34	2.3%	1.3%
Support staff	£15.25	£13.92	£1.33	8.7%	5.3%

When compared to the mean gender pay gap, the difference between male and female staff is narrower, with a 2.3% difference at a MFRA level, a 2.3% difference for operational staff and 8.7% difference for support staff.

The UK median gender pay gap according to the [Office of National Statistics](#) gender pay gap report 2020/21 is 15.4% for full time employees. Across the UK public sector the gap is 18.0% with the North West public sector gap being 20.1%.

Measure 3. Mean bonus gap

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

Measure 4. Median bonus gap

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

Measure 5. Bonus proportions

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

Measure 6. Quartile² pay bands

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

Quartile pay bands

Data table 9: Quartile Pay Bands 2021/22

Quartile pay Bands	From hourly rate £'s	To hourly rate £'s	# Of males	%	# Of females	%
4. Upper	£17.47	£69.56	174	80.6%	42	19.4%
3. Upper Middle	£15.05	£17.47	163	75.5%	53	24.5%
2. Lower Middle	£13.92	£15.05	156	72.2%	60	27.8%
1. Lower	£4.62	£13.92	121	56.3%	94	43.7%

The table identifies that the gender pay gap within quartiles 2 (Lower Middle) and 3 (Upper Middle), the hourly rates are very similar; suggesting that pay parity is close

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

between male and female staff, within these two quartiles. Within the Lower quartile there is a difference between hourly rates of £9.30, this increases in the Upper quartile (where there is a difference of £52.09 between hourly rates).

Ethnicity Pay Gap

In May this year, the House of Commons Women and Equalities Committee called on the government to make ethnicity pay gap reporting mandatory by April 2023 as a first step to addressing pay disparities between employees from different ethnic backgrounds. As an organisation we have taken the decision to be proactive and expand on our pay gap reporting to include Ethnicity. This is our first ethnicity pay gap exercise which is based on data taken as of 31st March 2022. Our Ethnicity pay gap figures are based on a total of 863³ staff in scope for this exercise; 823 (95.4%) were non BAME and 38 (4.6%) were BAME.

Measure 1: Mean ethnicity pay gap

This measure is the difference between the mean (average) hourly rates of pay for Non BAME and BAME full pay relevant employees. A negative percentage indicates that BAME staff are paid more than Non BAME and a positive pay gap reflects the opposite.

Data table 7: Mean Ethnicity Pay Gap 2021/22

Staff group	BAME hourly pay £	Non BAME hourly pay £	Pay gap £	Pay gap %
All staff	£16.01	£15.93	-£0.08	-0.5%
Operational Staff (inc Fire Control)	£16.10	£15.99	-£0.11	-0.7%
Support staff	£15.71	£15.84	£0.13	0.8%

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

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

Across the organisation, the mean ethnicity pay gap is -0.5% or £0.08 per hour. For operational staff only, the gap is -0.7% and for support staff the gap is wider at 0.8%.

Measure 2. Median ethnicity pay gap

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

Data table 8: Median Ethnicity Pay Gap 2021/22

Staff group	BAME hourly pay £	Non BAME hourly pay £	Pay gap £	Pay gap %
All staff	£15.06	£15.05	-£0.01	-0.1%
Operational Staff (inc Fire Control)	£15.05	£15.05	£0.00	0.0%
Support staff	£15.08	£15.06	-£0.02	-0.1%

When compared to the mean gender pay gap, the difference between Non BAME and BAME staff is narrower, with a -0.1% difference at a MFRA level, equilibrium for operational staff and -0.1% difference for support staff.

According to the office of National Statistics In 2019, the median hourly pay for those in the White ethnic group was £12.40 per hour compared with those in ethnic minority at £12.11 per hour – a pay gap of 2.3%, its narrowest level since 2012. The pay gap was at its largest in 2014, at 8.4%. This simple comparison between White and ethnic minority groups does, however, mask a wide variety of experiences among different ethnic minorities.

Measure 3. Mean bonus gap

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

Measure 4. Median bonus gap

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

Measure 5. Bonus proportions

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

Measure 6. Quartile⁴ pay bands

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

Quartile pay bands

Data table 9: Quartile Pay Bands 2021/22

Quartile pay Bands	From hourly rate £'s	To hourly rate £'s	# Non BAME	%	# BAME	%
4. Upper	£17.47	£69.56	203	94.0%	13	6.0%
3. Upper Middle	£15.05	£17.47	209	96.8%	7	3.2%
2. Lower Middle	£13.92	£15.05	205	94.9%	11	5.1%
1. Lower	£4.62	£13.92	208	96.7%	7	3.3%

Based on the overall percentage of BAME staff (4.6%), there is a higher-than-expected proportion of BAME staff in the 4th Upper Quartile (6%, 13) and the 2nd Lower Middle Quartile. With lower-than-expected proportions within the 3rd Upper Middle quartile and 1st Lower Quartile

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

Equality Objective 4

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

Staff Discipline Cases

During 2021/22 there was a total of 16 disciplinary cases, this was a reduction when compared to the five-year average of 21 per year.

Key Results – Disciplinary cases by cause and protected characteristic

- There was a total of 16 disciplinary cases

When looking at the 16 disciplinary cases by gender:

- 13 (81.3%) were related to men
- 3 (18.7%) were related to women

When comparing the disciplinary cases by age:

- There were no cases involving an employee who was less than 20 years
- 9 cases involved 20–39-year-olds
- 7 cases involved 40–59-year-olds
- No cases involving employees above the age of 60

When comparing the disciplinary cases by Ethnic Origin,

- 14 were White British / Irish,
- 1 was BAME
- 1 was unknown

Concerning sexual orientation:

- 10 cases involved heterosexual people
- The data is unavailable for the remaining cases

What next?

- Undertake a comprehensive review of all disciplinary cases
- Implement a 'Just Culture Programme' and move towards a more restorative approach rather than a punitive approach to managing discipline and grievance cases.

Staff Grievances

During 2021/22 there were 25 individuals who submitted a total of 37 grievances. The following section analyses this data by gender, age, ethnicity and sexual orientation - as well as reference to the reasons and outcomes from the grievance.

Key Results – Grievances by cause and protected characteristic

When looking at the grievances by gender:

- The majority involved men (35 or 94.5%)

When grievances are split by age:

- 9 grievances involved 20–39-year-olds
- 27 cases involved 40–59-year-olds
- 1 grievance involved an individual above the age of 60

Taking ethnicity into account:

- 22 members of staff from a White British/Irish background raised grievances
- 3 members of staff from a BAME background raised grievances
- There were 9 cases where the staff member preferred not to say

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

- 12 were heterosexual
- 9 Self Described

What next?

- Undertake a comprehensive review of all grievance cases within the last 12 months
- Implement a 'Just Culture Programme' and move towards a more restorative approach rather than a punitive approach to managing grievance cases.

The following represents just a few examples of how our staff networks have engaged with staff to help them understand equality, diversity & inclusion. Our Staff Networks offer a safe place for staff to come together, share experiences and provide mutual support, act as a critical friend to MFRS and are helping to shape the culture and behaviours of the organisation.

MFRS has in place various staff networks work focusing on certain types of improvement. Through diverse staff networks the ambition is staff would come together tackle common problems, suggest solutions, create a platform for learning and peer mutual accountability and generate energy and excitement.

The following staff networks exist within MFRS, areas of focus together with details of the senior sponsor with lead responsibility.

Staff Network(s)	Descriptor	Senior Sponsor
FireProud Network	LGBTQ	DCFO Nick Searle
Reach	Race/Ethnicity	ACO Dave Mottram
Gender Inclusion Network	Gender	Deb Appleton, AM Paul Murphy
Health & Well being	Mental Health	AM Ged Sheridan
Neurodiversity	Cognitive	AM Kev Longshaw
Socio economic disadvantage	Socio economic	AM Mark Thomas
Disability	Disability	Ria Groves
Age	Age	AM Ben Ryder
Religion & Belief	Religion & Belief	Nick Mernock

FireProud & LGBT Allies

During the summer members of our FireProud network took part in an online digital workshop, Introduction to LGBT Allies. The session was delivered by Stonewall and the programme is designed to help staff develop a greater understanding of LGBT identities and experiences, and what it means to be an authentic ally and in turn, will enable us to create a more inclusive environment within your workplace.

Gender review of uniform and kit

This year our Gender Equality network carried out a review of uniform and kit led by one of our vice chairs and with input from members of the female firefighter's forum. The review highlighted a number of concerns and issues that they were able to bring to the attention of our Senior Sponsors for Gender inclusion. Progress has therefore been made on a wide range of issues ranging from fire kit and work on menopause

Ramadan

Three members of our Race Equality and Cultural Heritage (REACH) Staff Network shared with us what Ramadan means to them and how they celebrate with their family and friends and how customs and traditions vary in each family. This insight provided a very useful overview of how staff members and their families integrate fasting over a period of a month annually how they integrate into their working lives and the benefits they gain spiritually as individuals but also as a community.

Chinese New Year

To mark Chinese New Year the REACH Network gifted each department with an orange tree and a red packet with money in, known as 'lucky money'. Chinese New Year fell between 31st January and 6th February this year and 2022's zodiac animal is the tiger, which symbolises strength, bravery and confidence. The new year marks a time of renewal where people reunite with their families, bidding farewell to the old and ushering the new.

Rosh Hashanah

One of our crew managers shared with us what Rosh Hashanah means to him and members of our Jewish Community. In particular how It is a time for people to reflect on the past year and to ask for forgiveness for anything wrong they feel they have done

Pride 2021

This year Liverpool City Region Pride Foundation decided to move the Pride march online again and produce a virtual march, with contributions from organisations and members of the LGBTQ+ Community. As well as taking part in the online event members of our FireProud LGBTQ+ network, produced their own video, using photographs from previous Pride marches to show our support, which was published on social media and showed staff making their own pledges as individuals and on behalf of the organisation, around the theme of “From now on”.

How we connect with our diverse communities

Equality Objective 2

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

Equality Objective 3

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

Home Fire Safety Checks 2021 – 22 (HFSC)

A home fire safety check (HFSC) is a service provided to help people stay safe and reduce the risk of fire in their home. During the visit staff provide fire safety advice, check smoke alarms are working and replace/install new ones if needed.

Data is collected in terms of protected characteristics age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation to ensure equality of access for the diverse communities we serve

The following data tables below show the number of HFSC's carried out by our operational staff during the period 1st April 2021 to 31st March 2022 (these figures were correct on the date of extraction; 11th April 2022), from the Service's information management system⁵.

It should be noted that due to the ongoing pandemic, MFRS was unable to carry out the normal number of HFSC's during 2021-22, so the figures within the following section are based on a total of 25,163 HFSCs.

⁵ Please note: both Home Fire Safety Check and Safe and Well performance figures contained within this report differ to those published in the Service Delivery Plan. When a high risk re-visit occurs this overwrites the pre-existing visit – therefore when the data is refreshed; visits that were recorded in the previous year now have an updated visit date and therefore no longer appear in historical data.

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

Ethnicity	2021/22 Total Visits	% Overall	% Omitting "Unknown"	% of Merseyside Resident Population
White - British	22,231	88.3%	96.1%	91.8%
White - Irish	79	0.3%	0.3%	1.0%
White - Other	275	1.1%	1.2%	1.7%
Asian - Bangladeshi	12	0.0%	0.1%	0.2%
Asian - Chinese	90	0.4%	0.4%	0.8%
Asian - Indian	74	0.3%	0.3%	0.6%
Asian - Other	90	0.4%	0.4%	0.4%
Asian - Pakistani	18	0.1%	0.1%	0.2%
Black - African	63	0.3%	0.3%	0.7%
Black - Caribbean	24	0.1%	0.1%	0.2%
Black - Other	41	0.2%	0.2%	0.2%
Mixed - Other	43	0.2%	0.2%	0.4%
Mixed - White & Asian	25	0.1%	0.1%	0.3%
Mixed - White & Black African	8	0.0%	0.0%	0.4%
Mixed - White & Black Caribbean	24	0.1%	0.1%	0.5%
Other Ethnic Group	38	0.2%	0.2%	0.7%
<i>Unknown</i>	<i>2,028</i>	<i>8.1%</i>		
Total	25,163			

Key Results – HFSC Equality data for Ethnicity

Data table 10 identifies that:

- On only 8.1% of occasions the occupier of the dwelling did not state their ethnicity.
- 88.3% of our HFSCs have been carried out in homes where the resident identifies as White British, if visits involving persons where the ethnicity is unknown are omitted, then this increases to 96.1%.
- 2.4% of HFSC have been carried out in homes where the resident identifies as BAME compared to a Merseyside BAME population of 5.5%

Next Steps

- ✓ Look to analyse the data and work with teams to look at ways of raising awareness and continuing to identify risk.
- ✓ Use equality impact assessments to ensure risk is considered and diverse channels are used to support diverse communities
- ✓ Work together with other partners with an even stronger and focus on how a duty on socio-economic disadvantage can help work on all aspects of life, including health, life expectancy and educational attainment.

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

Religion	2021/22 Total Visits	% Overall	% Omitting "Unknown"	% Of Merseyside Resident Population
Christian	13,178	52.4%	71.2%	74.0%
Atheist / None	2,912	11.6%	15.7%	17.2%
Declined	1,426	5.7%	7.7%	0.0%
Other	871	3.5%	4.7%	0.3%
Muslim	66	0.3%	0.4%	1.4%
Jewish	6	0.0%	0.0%	0.2%
Buddhist	22	0.1%	0.1%	0.3%
Hindu	31	0.1%	0.2%	0.3%
Sikh	4	0.0%	0.0%	0.1%
Jehovah's Witness	0	0.0%	0.0%	0.0%
<i>Unknown</i>	<i>6,647</i>	<i>26.4%</i>		<i>6.2%</i>
Total	25,163			

Key Results – HFSC Equality Data for Religion

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

- On 26.4% of occasions, the occupier did not state their religion, which is a 4.1% improvement on the previous year.

Based on valid data:

- 71.2% of responses indicated that they were of the Christian faith
- 15.7% were Atheist or had no religion
- 7.7% declined to provide a religion
- Judaism, Buddhism, Islam, Hindu and Sikh accounted for 0.7% of valid data
- The remaining 4.7% indicated other (but did not specify)

Next Steps

- ✓ Look to improve the response rate in terms of religion and belief
- ✓ Link to actions to the IRMP and the work of the staff networks to gather intelligence.
- ✓ Continue to use community engagement and awareness raising to support staff

Safe and Well Visits 2021 – 22 (S&W)

The following data tables represent the number of Safe and Well visits conducted by our Prevention team during the period 1st April 2021 to 31st March 2022 (these figures were correct on the date of extraction (11th April 2022)), from the Service's information management system.

A Safe and Well visit is a service that is provided to those that have been identified as potentially high risk by staff or external partners. These visits are designed to reduce the potential causes of accidental fire in the home and to inform the occupier and/or partners to make changes to their property or lifestyle in order to reduce the risk of an accidental fire occurring.

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

Ethnicity	2021/22 Total Visits	% Overall	% Omitting "Unknown"	% of Merseyside Resident Population
White - British	9,207	94.3%	95.7%	91.8%
White - Irish	51	0.5%	0.5%	1.0%
White - Other	91	0.9%	0.9%	1.7%
Asian - Bangladeshi	7	0.1%	0.1%	0.2%
Asian - Chinese	17	0.2%	0.2%	0.8%
Asian - Indian	18	0.2%	0.2%	0.6%
Asian - Other	37	0.4%	0.4%	0.4%
Asian - Pakistani	12	0.1%	0.1%	0.2%
Black - African	54	0.6%	0.6%	0.7%
Black - Caribbean	15	0.2%	0.2%	0.2%
Black - Other	26	0.3%	0.3%	0.2%
Mixed - Other	26	0.3%	0.3%	0.4%
Mixed - White & Asian	13	0.1%	0.1%	0.3%
Mixed - White & Black African	6	0.1%	0.1%	0.4%
Mixed - White & Black Caribbean	16	0.2%	0.2%	0.5%
Other Ethnic Group	26	0.3%	0.3%	0.7%
<i>Unknown</i>	143	1.5%	1.5%	0.0%
Total	9,765			

Key Results – Safe and Well Equality data for Ethnicity

Data table 12 identifies that:

- On only 1.5% of occasions, the occupier of the dwelling did not state their ethnicity.

- 94.3% of Safe and Well visits have been carried out in homes where the resident identifies as White British, this increases to 95.7% if “unknown” data is considered
- 2.8% of Safe and Well visits have been carried out in homes where the resident identifies as BAME compared to a Merseyside BAME population of 5.5%

Next Steps

- ✓ Look to develop further capacity across the prevention function to address the response rates in terms of BAME residents and Safe and Well visits
- ✓ Link to actions to the IRMP and the work of the staff networks to gather intelligence.
- ✓ Continue to use community engagement and awareness raising to support staff

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

Religion	2021/22 Total Visits	% Overall	% Omitting "Unknown"	% of Merseyside Resident Population
Christian	5,972	61.2%	65.2%	74.0%
Atheist / None	2,920	29.9%	31.9%	17.2%
Declined	67	0.7%	0.7%	0.0%
Other	59	0.6%	0.6%	0.3%
Islam	78	0.8%	0.9%	1.4%
Jewish	36	0.4%	0.4%	0.2%
Buddhist	9	0.1%	0.1%	0.3%
Hindu	12	0.1%	0.1%	0.3%
Sikh	3	0.0%	0.0%	0.1%
Jehovah's Witness	0	0.0%	0.0%	0.0%
<i>Unknown</i>	609	6.2%	6.7%	6.2%
Total	9,765			

Key Results – Safe and Well Equality Data for Religion

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

- On 6.2% of occasions, the occupier did not state their religion.

Based on valid data:

- 61.2% of people responding indicated that they were of the Christian faith
- 29.9% were Atheist or had no religion.
- Judaism accounted for 0.4%, Buddhism for 0.1% and Islam accounted for 0.9% of valid data. 0.7% of recipients declined to provide a religion
- 6.2% indicated other (but did not specify).

Next Steps

- ✓ Look to improve the response rate in terms of religion and belief
- ✓ Link to actions to the IRMP and the work of the staff networks to gather intelligence.
- ✓ Continue to use community engagement and awareness raising to support staff

Youth Engagement Team

The section below looks at the diversity of the young people who participate in the different programmes delivered by our youth engagement teams. This includes the following programmes:

Fire Cadets - Merseyside Fire & Rescue Service currently run the National Fire Cadets Programme in a number of fire stations across Merseyside for 13–17-year-olds. The aim of the Fire Cadets is to enable young people to gain skills and knowledge and have positive experiences in a fun, safe and secure environment, while developing life skills and inspiring positive life choices about their futures.

Princes Trust teams - The Prince's Trust Team Programme is a 12-week course run at fire stations across Merseyside for young people aged 16 to 25 who are not in employment or education. It aims to develop young people's skills to strengthen their job prospects. During the course they complete a week-long residential stay, a four-week community project and two weeks' work experience. Teams of young people on the course also raise money for the community project which they complete during the course.

Beacon and Healing Together courses - The Beacon Project is a six week or 12-week (one day a week) programme designed to engage with primary and secondary young people aged 8-18 who meet any of the following criteria:

This year our teams have continued to work with a wide variety of young people from a range of backgrounds. As always, the young people taking part in our programmes have undertaken a range of community project and challenges

Prince's Trust Summary

During 2021-22 there was a total of 93 attendees on our Princes Trust courses, compared to 74 in 2020/21 and shows that more young people are returning to our courses.

Data table 14: Princes Trust Attendees by Age and Gender

Age	Total	Gender			% Female
		Male	Female	Other	
16	11	7	3	1	27.3%
17	14	9	5	0	35.7%
18	20	12	8	0	40.0%
19	8	6	2	0	25.0%
20	10	6	4	0	40.0%
21	8	5	3	0	37.5%
22	8	7	1	0	12.5%
23	8	5	3	0	37.5%
24 +	6	6	0	0	0.0%
Total	93	63	29	1	31.2%
% Male		67.7%	31.2%	1.1%	

Key Results – Princes Trust Attendees by Age and Gender

Data table 14 identifies:

- Two thirds of attendees were male, accounting for 67.7% (63)
- The most populous age for attending the course was 16 – 18 age range, (35 young people in total) which is only slightly lower than the previous year (38 young people)

When analysing Princes Trust data further:

- 87.1% (81) of attendees were White British
- 68.8% (64) were Heterosexual, 19.4% (18) were LGBT and 11.8% (11) preferred not to say
- 58% (54) of attendees considered themselves to have some kind of disability
- 64.5% (60) of attendees had no religion, 18.3% (17) were Christian and 5.4% (5) were minority religions. 11.8% (11) preferred not to say

Fire Cadets Summary

During 2021- 22 there was a total of 67 attendees participating in our Fire Cadet groups.

When looking at these figures by age:

- The majority of participants came from the 15-year-old age group with 19 attendees
- This was followed by the 16-year-old age group

When broken down by gender:

- 75% of attendees were male
- 25% of attendees were female

When analysed by ethnicity, the following was identified:

- The majority of attendees were White British (62 attendees)
- Five attendees identified as BAME.

Six attendees considered themselves to some extent disabled.

Beacon Course Summary

During 2021-22 there was a total of 192 attendees participating in our Beacon Courses.

When broken down by gender:

- 70.8% of attendees were male
- 29.2% of attendees were female

When broken down by age

- Most participants were in the 10-year-old group with 78 attendees
- Followed by 9-year-olds with 76 attendees

When analysed by Ethnicity, the following was identified:

- The majority of attendees (84.2%) were White British
- 15.8% were BAME

Thirty-five attendees considered themselves to some extent disabled.

Healing Together Summary

During 2021-22 there was a total of 45 attendees participating in our Healing Together course.

When broken down by age:

- Most participants (13) were 10 years old
- Followed by 9-year-olds with 8 attendees

When broken down by gender:

- 44.4% of attendees were male
- 55.6% of attendees were female

When analysed by Ethnicity, the following was identified,

- All 45 attendees were White British

No attendees considered themselves disabled

Next Steps

- ✓ Look to improve the membership of the Youth Engagement courses and events in terms of ethnicity and religion and belief

The following are example of the activities undertaken under Youth Engagement

Fire Cadets

Fire Cadets from Bootle and Netherton Community Fire Station marked Stephen Lawrence Day (which takes place on the 22nd of April each year) by participating in discussions and interactive sessions. The Cadets, aged between 13 and 18, were saddened to hear about what happened to Stephen Lawrence who was murdered in a racist attack, and spoke openly about why it is important to challenge hate crime, racism and discrimination. They talked about how all generations should take a stand against all prejudice and agreed that it should not be tolerated in society. Our Fire Cadets from Wallasey supported the day by pledging their commitment to education, equality and acceptance.

Older Persons Day

Over the last eight years, MFRS has visited close to 10,000 people over the age of 65 on that day alone. More than 750 home fire safety checks were carried out and 488 new smoke alarms installed. The teams also managed to identify 70 new vulnerable people - all are now safer from fire than they were previously.

Celebrating Chanukah 2021

Toxteth's fire crew welcomed Rabbi Avinoam Czitron to the station to learn more about the history and meaning behind the Jewish 'Festival of Lights', Chanukah.

Safe and Well visits

Our prevention teams have carried out 9765 Safe and well visits this year. These visits carried out by our Prevention advocates and help ensure that some of the most vulnerable members of our community receive much needed help, advice and support to ensure their safety within their own home. Our advocates work closely with partners such as local social housing organisations, Social Services, Housing offices and the NHS, as well as teams within MFRS to ensure people receive the best support available, always going the extra mile to help keep people safe.

Carers Week 2021

Around 250 carers across Merseyside were treated to afternoon tea on 9th June 2021 as part of a 'thank you' from local organisations for their efforts during the pandemic. MFRS teamed up with Liverpool Football Club (LFC), Age UK Wirral, all five Merseyside local authorities and a number of other organisations to recognise the commitment and sacrifice made by unpaid carers as part of the 'Care for the Carers' campaign.

Covid-19 pandemic – workforce response

Hundreds of MFRS staff have worked on the vaccination programme, contributing over 10,300 hours and delivering more than 82,000 vaccinations.

Aftermath of the bombing at Liverpool Women's Hospital

MFRS provided reassurance to our communities following the terrorist incident outside Liverpool Women's Hospital in November 2021.

AFSA Awards Ceremony 2021 & charitable contributions

The awards ceremony this year raised more than £4,000, which was split between The Fire Fighters' Charity, Anthony Walker Foundation, The Michael Causer Foundation, Chrysalis Centre for Change and various AFSA projects to support children and first aid training in India.

Equality Objective 5

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

Over the last 12 months we have engaged in various activities to ensure our work on ED&I reflects best practice:

- ✓ Comprehensive audit of ED&I practice was undertaken by JS Associates and the Asian Fire Service Association (AFSA). The critical friend review was undertaken by experienced external fire service staff.
- ✓ The recommendations from the HMICFRS inspection (which was published in December 2021) and Staff Survey results which were brought together (using the National Fire Chiefs Council Maturity Models) were used to create our new ED&I action plan.
- ✓ We have also developed a new Equality Impact Assessment (EIA) form and process for the development of the EIA's, ensuring that conversations, meetings and consultation about a report, policy or service being assessed as part of the EIA process are captured and recorded within a new document library. This will help to ensure policies and practices are provided both in terms of equality but also equitably
- ✓ We have been recognised nationally for our work on staff networks and positive Action.

Key highlights & national recognition for excellence include:

Asian Fire Service Association (AFSA) National Winter Conference 2021

MFRS co-hosted 2021's AFSA National Winter Conference and awards dinner in November at the Holiday Inn, Liverpool. The two-day event, which focused on shaping inclusion and community engagement, was attended by 220 delegates from fire and rescue services from across the country.

Equality Role Model of the Year

Station Manager Uche Ihiekwe Uche was the chair of our Race Equality and Cultural Heritage (REACH) Network and has engaged with staff and management in a way that promotes a collective organisational commitment to equality, diversity and inclusion.

Award for Positive Action

HR Manager, Liz Inman was named joint winner of the 'Positive Action' award in recognition of the work she and the Recruitment and Development team do to ensure MFRS reflects the communities it serves.

Charity Challenge Endeavour

FF Dan Lorenzo Dan received the 'Charity Challenge Endeavour' award for his work supporting St Helens based charity Teardrops. He helped to wrap hundreds of food hampers for homeless and vulnerable people, as well as arranging for fellow firefighters from St Helens Community Fire Station to volunteer too.

Champion of Equality, Diversity & Inclusion

Firefighter (and former Prevention Advocate) Ellie Williams, was named joint Champion of Equality, Diversity & Inclusion. Ellie has been an ally since our staff networks started and proactively supports all three of the MFRS staff network.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	1 SEPTEMBER 2022	REPORT NO:	CFO/041/022
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 APRIL TO JUNE UPDATE		

APPENDICES:	APPENDIX A:	FUNCTIONAL PLAN UPDATE APRIL TO JUNE 2022
	APPENDIX B:	KPI/LPI UPDATE APRIL TO JUNE 22
	APPENDIX C:	IRMP 2021/24 UPDATE JAN-JUNE 22
	APPENDIX D:	HMICFRS IMPROVEMENT PLAN

Purpose of Report

1. To request that Members scrutinise 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 April to June 2022.

Recommendation

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

Introduction and Background

2. 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.
3. The April to June 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.
4. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

5. 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:
 - Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are
 - Service Plan outcomes - Key Performance Indicators
 - Tier 1 - Outputs – contributory outcomes and Local Performance Indicators
 - Tier 2 – Output - Local Performance Indicators
 6. 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
 7. 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.
 8. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
 9. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's and people living in areas of deprivation.
 10. 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.
 11. All performance for April to June 2021 is covered in detail in the appendices to this report.
-

12. Performance Management Group are currently putting in place a suite of Indicators that may be impacted by the Cost of Living Crisis in the coming months. They will be monitored closely as the impact is felt in the winter months. Emerging issues will be reported to Authority.

Functional Plan updates

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

Key for Progress Reporting

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

HMICFRS updates

14. 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.
15. 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 the Authority and the Service 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
16. The additional Outstanding judgements were for Preventing Fires and Responding to National Incidents.
17. The full report can be found at <https://www.justiceinspectors.gov.uk/hmicfrs/publications/frs-assessment-2021-22-merseyside/>
18. There are however, areas for the Service to address. There were three official 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.
19. Performance against the Improvement Plan will be reported back in future Service Delivery Plan updates.

IRMP 2021-24 updates

20. 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 January to June 2022, the second six months of the IRMP. This report will be brought to Policy and Resources Committee every six months.

Equality and Diversity Implications

21. Each action in the IRMP and Service Delivery Plan are Equality Impact Assessed. Performance against Equality Objectives is included in the twice yearly Equality and Diversity update reports that are submitted to committees of the Authority.

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

25. 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.
26. 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

27. 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.

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

BACKGROUND PAPERS

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

GLOSSARY OF TERMS

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QUARTER 1: SERVICE PLAN REPORT

APRIL – JUNE 2022

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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Strategic Leadership Team gave approval on 10th May 2022. ⇒ MFRA 9/6/22 approval received. ⇒ The contract for the build has been awarded to Wates Construction. ⇒ Build expected to be complete by mid-2024 	<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.</p> <p>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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Operation PLATO training for all senior officer Command training. This training is conducted at the Joint Command Centre (JCC) and Rose Hill, MERPOL HQ ⇒ Blue Light Collaboration Board 22/5/22 ⇒ New Terms of Reference to be circulated and agreed by group. ⇒ Information Sharing agreement to be 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. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

			<ul style="list-style-type: none"> ⇒ 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 	
FP/22/23/1.3	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>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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Aligning building protection type codes to Provision of Operational Risk Information System (PORIS) assessment and creating a new scoring level to ensure high risk properties request a SSRI. ⇒ Questions are being 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 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/1.4	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>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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Station Manager cohort have been provided with Operational Support Room (OSR) and Resilience Direct (RD) familiarisation. Training has been further developed to begin training Station Managers how to create a Resilience Direct response page. ⇒ Command department are currently reviewing incident command software and facilities in line with the prospective move to the new Training and Development Academy. This has been in conjunction with Piranha Audio ⇒ Group Manager Operational Planning has submitted a bid to Merseyside Resilience Forum Training and Exercise 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

			Validation(MRF-TEV) group to undertake 2 day tactical emergency commander course with MRF partners at Joint Command Centre (JCC)	
FP/22/23/1.5	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>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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Awaiting guidance from Strategic Estates Group 	<p>Target Date:</p> <p>March 2023</p>
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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Confirming Vehicle, kit and equipment requirements with Group Manager Response, Workshops, Station Manager St Helens & St Helens Fire Station in June 2022. ⇒ Visits have taken place to view Stinger at Lancs FRS (16.6.22) and Scorpion at Cheshire FRS (15.6.22) for stowage and evaluation purposes ⇒ Devon & Somerset FRS framework is now live to procure this vehicle as a special appliance 	<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</p>	<p>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Finalise costings of additional combined platform ladder completed in May 2022. ⇒ Reported and approved at Ops Board June 2022. ⇒ Contracts drawn up with Legal. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

		training	⇒ Crew Training expected Nov/Dec 2022	
FP/22/23/1.8	Review the Research & Development 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>April – June 2022 Update:</p> <p>⇒ New Watch Manager now started in the department in May 2022 so Research and Development review is commencing in June 2022</p> <p>⇒ Stakeholder mapping exercise has been completed</p>	<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) observation, to deliver practical training to Fire Control Staff on fire survival guidance.	<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 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>April – June 2022 Update</p> <p>⇒ Final review of fire survival guidance taking place and completed 11th May 2022.</p> <p>⇒ Fire Survival guidance e-learning is to be completed by all Fire control staff by June 2022.</p> <p>⇒ Practical modules are currently in development with completion set for December 2022.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

OPERATIONAL RESPONSE:

<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 specialist 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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ A task and finish group has been created with actions against Fire Control, Response Managers and Admin areas. This task and finish group will run until September and report back to an appropriate Operations Board with progress. ⇒ A 9 month and ongoing programme of consultation and engagement has now concluded and all analytical data is being compiled to introduce flexibility, efficiencies and support to how this area works. 	<p>Target Date:</p> <p>March 2023</p>
<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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ This functional objective has, in the main been achieved, through implementation of the CallMy App in logical steps and in accordance with a local action plan within Ops Response. ⇒ Hybrid, Day Crew Wholetime Retained (DCWTR), Senior Officers and Croxteth/Kirkdale are now using the App as business as usual for alerting/mobilizing purposes. Staff aligned to wholetime who contractually provide retained cover are currently running through testing with full 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

		<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>implementation to be achieved outside of bugs/fixes/updates by 1st August.</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>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.</p> <p>3.5 Once content is assured, embed programme as normal business.</p>	<p>April – June 2022 Update:</p> <p>⇒ A matrix of station familiarization sessions has been created and a bespoke training morning allocated to Wallasey, St Helens and Liverpool City to host two external appliances per session for the purpose of "show and tell" instruction. This is supported by a suite of E-Learning packages and familiarization cards which have been subject to local and internal QA. A supporting paper will be provided to Operations Board July.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

<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>April – June 2022 Update:</p> <p>⇒ A Station Manager is currently leading on a suite of actions aligned to embedding coaching within Response managers and then the wider management team. This objective will take into account how we engage educate and assess our staff and improve understanding of the Leadership message and overall Equality Diversity and Inclusion (ED&I) objectives.</p>	<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>April – June 2022 Update:</p> <p>⇒ All Cross Border stations have been paired to a neighboring FRS station by use of a local action tracker. This has allowed Station Managers (SMs) to make contact with neighbouring SMs with information of frequent incident types encountered between MFRS and their cross border "buddy".</p> <p>⇒ The next steps involve engagement between SMs, joint training sessions internal and external and the overall</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

		<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>objective of completing a training exercise between MFRS and neighbouring stations aligned to one of the identified incident types.</p> <p>⇒ As such, there are 9 identified cross border MFRS stations. Of this 9, 6 have arranged and/or completed joint training, 4 have identified and are in the process of arranging at tactical exercise and the objective has compelled reviews of understanding of over the border procedures such as Breathing Apparatus.</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>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</p>	<p><u>April – June 2022 Update:</u></p> <p>⇒ The change in categorisation from Site Specific Risk Information (SSRi) in progress to Provision of Operational Risk Information System (PORIS) has now concluded. This has identified a significant number of premises that may no longer require SSRi information.</p> <p>⇒ The move to PORIS is predicated on likelihood and as such a scoring matrix is being determined. To overcome any challenges of a premise scoring low yet still presenting significant risk to firefighter Ops Preparedness are aligning protection/Home Office Supplementary Line Number (SLM) codes with building types. This will ensure that high-rise in an affluent area receives the same risk treatment as a high-rise in a deprived area.</p> <p>⇒ The University of Liverpool have been commissioned to gather information from Ops Response crews at Liverpool City, Birkenhead, Heswall, Formby and Kirkby, which are aligned to the risk</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

		<p>recording will be factored as a performance indicator through the Performance Management Group (PMG) and be measured/monitored by Service Delivery.</p>	<p>types as per the IRMP 2021-24. The information gathered will create an effective data capture form and ensure Ops Crews have a greater understanding of risk. This will be evaluated by Liverpool University. A station manager has been embedded into the CFRMIS Project Team as the point of contact for Ops Response.</p>
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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>7.4 Enhance post-incident decontamination procedures by creating instructional aids</p>	<p>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Training and Development Academy (TDA) and selected station/s engaged by Health and Safety team regarding suitable external containers for contaminated fire kit. ⇒ Storage units researched against a predetermined spec; final product identified. ⇒ Ops Board paper passed and 5 units procured from company and fitted on 5 predetermined stations for 3 month trial; busiest stations chosen with one in each district. Funding for remaining storage units in place. Tech note has been completed and through consultation. Health and Safety are in the process of briefing relevant Station Managers for cascading to stations. ⇒ Learn Pro being completed for Health and Safety quality assurance. Continued work with Training and Development Academy (hazardous materials) HAZMAT lead and Station Manager to embed learning and best practice guidance is ongoing. 	<p>Target Date: March 2023</p>
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QUARTER 1: SERVICE PLAN REPORT

		<p>i.e. videos/posters etc. and monitor compliance via OA attendance at operational incidents.</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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Health and safety liaised with Operational Performance Review Team (OPRT), Watch Manager Command Department, Learn Pro developer regarding decision logging. ⇒ PREPOL01- Incident Command Policy reviewed which references Decision logging; Service Instruction 0739 - Decision Logging is in place – reviewed by Operational Assurance. (Service Instruction review date: 27/08/24, in currency). ⇒ A trial for body worn cameras to assist with the recording of decisions ending November 2022 is still running. ⇒ Command Learn Pro available on portal; 'Decision Logging' found in additional modules also. Incident Command Crew Manager (ICCM), Incident Command Watch Manager (ICWM), reference contemporaneous notes and recording of decisions via vision boss is made. Incident Command Station Manager (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 to be: Vision Boss, decision log books, dictaphone, officers note books, Incident Command Unit (ICU) white boards (photographed), body worn cameras. 	<p>Target Date: March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

			<p>⇒ 8.2 Input to crews for decision logging procedures is to be incorporated into the next Station Manager Audits. The Operational Assurance (OA) Station Managers have reiterated to highlight what method of decision logging has been utilised at each incident when reviewing incidents in OA morning meetings. Standalone standardisation for the communication of procedures for decision logging is to be arranged with GM Health and Safety with a Target date of September. The Operational Assurance Team will be including decision logging procedures in the next Officers Briefing Note.</p> <p>⇒ 8.3 Questions for a survey to be agreed upon with Operational Assurance Station Managers, Operational Assurance Team and GM Health and Safety. Survey to then be produced by Strategy and Performance. The time period given to allow for a greater return of surveys is four weeks which will result in the Action being delayed to the third quarter. With this being completed by the end of the third quarter it will allow for sufficient time for the process to be reviewed with the information provided to OPRT and the Command Department to continue the learning cycle by the end of the fourth quarter.</p>	
<p>FP/22/23/2.9</p>	<p>Response to HMICFRS Action: During reality testing, understanding of operational discretion...and use of decision logging varied</p>	<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.</p>	<p>April – June 2022 Update:</p> <p>⇒ Operational Assurance liaised with Operational Performance Review Team (OPRT)/Command Dept regarding current position and understanding.</p> <p>⇒ Policy review conducted - Service Policy Prepol01 Incident Command, includes a section on operational discretion (OD).</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

		<p>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>Input on OD covered during command training of Crew Manager/Watch Manager/Station Manager etc. Incident Command Crew Manager/Watch Manager/Station Manager and overarching command training. When OD training is delivered, case studies of where and how it was applied are used.</p> <p>⇒ OD input featured in OAT audits and also highlighted through Incident Notes: 17 & 63; OD also highlighted in OBN 87 (Jul 2022).</p>	
<p>FP/22/23/2.10</p>	<p>Process to be reviewed with information provided to Operational Performance Review Team (OPRT) and the Command Department to continue the learning cycle.</p>	<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 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><u>April – June 2022 Update:</u></p> <p>⇒ Review undertaken of what new technologies are on station. Review found technologies including: Community Fire Risk Management Information System (CFRMIS) – which incorporates Home Fire Safety Check (HFSC), Site Specific Risk Information (SSRI), Single Operational Fire Safety Assessment (SOFAS), Fire Safety concerns reporting tool; Hot Debrief; Toughpads on all appliances now with various functionality.</p> <p>⇒ Microsoft Teams used more broadly on station and also found various internet browsers still in use. New technology use is now under ongoing review at every Morning Meeting; communicated via Officer’s Briefing Notes (OBN) e.g. OBN 87. OSHENS has been monitored</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

			<p>from Jan to July - No specific feedback observed.</p> <p>⇒ Staff survey delayed but being populated - completion is envisaged end of July.</p>	
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PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 83</p> <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>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>	<p>April – June 2022 Update:</p> <p>⇒ The People Plan and its associated actions are monitored and scrutinised through the People Board that meets Bi Monthly.</p> <p>⇒ This board also links into the Workforce Planning Group, and the Recruitment Board</p>	<p>Target Date:</p> <p>March 2023</p>
		<p>2.1 To work with external provider to deliver a programme of organisational training and to embed the Leadership message</p>	<p>April – June 2022 Update:</p> <p>⇒ Initial employee training in relation to the Leadership message and organisational Values has been delivered</p>	<p>Target Date:</p>

QUARTER 1: SERVICE PLAN REPORT

<p>FP/22/23/3.2</p>	<p>To implement and embed the organisational Leadership message with revised values</p>	<p>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>by a third party partner, and good feedback received</p> <p>⇒ Work will now be completed to revise all organisational documents, policies and procedures to incorporate the revised values whilst the organisational Appraisal system will also be revised to incorporate the Leadership message and colours evaluations and ensure ongoing discussions and future development incorporate this work.</p>	<p>March 2023</p>
<p>FP/22/23/3.3</p>	<p>To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.</p>	<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>April – June 2022 Update:</p> <p>⇒ 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.</p>	<p>Target Date:</p> <p>March 2023</p>
<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</p>	<p>April – June 2022 Update:</p> <p>⇒ This is a year on year objective , that has a clear set of policies and procedures to ensure it is extremely successful. This has been validated by a high performance Ofsted report</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

		<p>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>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 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</p>	<p>April – June 2022 Update:</p> <p>⇒ Again this is a year on year objective , that continues to successfully support all our employees, with a range of both internal and external provision</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

		<p>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>		
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>April – June 2022 Update:</p> <p>⇒ This is an ongoing project , with the next phase of the expansion of the Page Tiger system due to begin in September</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 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 	<p>April – June 2022 Update:</p> <p>⇒ The equality work is monitored and scrutinised through the Culture and Inclusion Board which meets bi monthly.</p> <p>⇒ This board also feeds into and works with the Staff Networks and the Positive Action working Group</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

- Protection data
 - Prevention data
 - POD data
 - Introduce ethnicity pay gap reporting
- 1.4 Embed Inclusive Leadership
- Unconscious Bias
 - CMI – leadership development programme
 - Mentoring/Coaching
 - Reverse mentoring
 - Masterclasses
 - Clear accountability
- 1.5 Undertake Disability Confident Peer Review to Achieve Level 3 Award
- 1.6 Further develop our ED&I Resource Library

QUARTER 1: SERVICE PLAN REPORT

PREVENTION:

FP/22/23/4.1

Continue to deliver Home Safety through intelligence target led activity.

- 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.
- 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.
- 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.
- 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).
- 1.5 We will continue to review existing performance management frameworks to support greater effectiveness and to improve quality of outcomes.
- 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.
- 1.7 We will actively contribute to more robust and broader Fire Prevention messaging

April – June 2022 Update:

- ⇒ Development of the Community Fire Risk Management Information System (CFRMIS) package will ensure that the National Fire Chiefs Council (NFCC) Person Centred Approach (PCA) is embedded within the new Home Fire Safety Check (HFSC) form and Safe and Well (S&W) form. To enhance the delivery of our Prevention Activity, Home Safety are creating an HFSC training video, that will show staff how to conduct a gold standard visit, this will include Vulnerable Person Advocates describing why we deliver certain interventions.
- ⇒ The Online Home Fire Safety Check (OHFSC) is now live and Fire Service Direct (FSD) are receiving information from community members who have completed the form and where appropriate making appointments for individuals that have recorded a high risk score.
- ⇒ HFSC and Safe and Well visits are being quality assured by Station Managers and Prevention Team Managers respectively.
- ⇒ Prevention are working closely with Corporate Communications to deliver key messages, most recently around smoking.

Target Date:

March 2023

QUARTER 1: SERVICE PLAN REPORT

		through engagement with our Corporate 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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Local campaigns are on-going each month to ensure regular contact with partners is continued. ⇒ Bonfire plans have started to be worked on and meeting are planned to progress. ⇒ At present there are no tensions across our communities. Arson Officers continue to work with police colleagues to complete target hardening visits. ⇒ Due to risk of water related incidents there has been a focus interventions across the County which has seen a reduction in Road Safety interventions, these sessions will reconvene in September. ⇒ The Water Safety forum has been re-established and is chaired by MFRS lead. Meetings are bi-monthly. 	<p>Target Date:</p> <p>March 2023</p>
		3.1 Youth Engagement will continue to be an active and engaged stakeholder in the	<p>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ The Strategic Safeguarding Manager has assumed interim responsibility for the 	<p>Target Date:</p>

QUARTER 1: SERVICE PLAN REPORT

<p>FP/22/23/4.3</p>	<p>Continue to support a wide range of Children and Young People Programmes developing our activity in line with NFCC Youth Engagement Framework.</p>	<p>development of NFCC Youth Engagement work streams.</p> <p>3.2 MFRS are represented on a focus group to support the introduction and 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>overview of the Youth Engagement Team and will be reviewing the strategic direction for 2022-2023.</p> <p>⇒ MFRS are represented on the relevant National Fire Chiefs Council (NFCC) workstreams and contribute to the wider national agenda.</p> <p>⇒ As stated above, the Team will be reviewed to ensure that the Early Intervention for Children and Young People are relevant and effective and are delivered in line with the Serious Violence Duty.</p>	<p>March 2023</p>
<p>FP/22/23/4.4</p>	<p>Continue to embed and review safeguarding throughout all areas of the Service.</p>	<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>April – June 2022 Update:</p> <p>⇒ Three members of the Prevention Team are NFCC Level 4 Safeguarding 'Train the Trainer' trained and four staff are National Society for the Protection of Cruelty to Children Designated Safeguarding Lead Trained.</p> <p>⇒ The Safeguarding Training Competency has been approved by the Safeguarding Committee and training packages will be developed and delivered to staff which is relevant to their role (this will include PREVENT and CONTEST, Modern Slavery and Senior Officer Training).</p> <p>⇒ Safeguarding awareness for all MFRS staff is delivered via regular Safeguarding Briefing Notes and 7 Minute Briefings,</p>	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/4.5</p>	<p>We will enhance how we evaluate our role to understand its</p>	<p>We will enhance how we evaluate our role to understand its effectiveness and benefit to</p>	<p>April – June 2022 Update:</p> <p>⇒ The Prevention Team are currently working with Liverpool John Moore's</p>	<p>Target Date:</p>

QUARTER 1: SERVICE PLAN REPORT

	effectiveness and benefit to the public through all of our partnership working.	the public through all of our partnership working.	University (LJMU) who are looking at the socio-economic impact of the risk reduction activities delivered by MFRS. This work is on-going.	March 2023
FP/22/23/4.6	We will aim to align our current fire investigation procedures to national and international standards.	<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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ This work is ongoing with a view to meeting all the current deadlines. Pre-inspection will be completed over 21st and 22nd September. ⇒ Current Incident Investigation Team (IIT) officers (Station Manager A's) are accredited to tier 2 and 2 of the resilience Watch Managers are working towards tier 2 accreditation. ⇒ Confirmation of contract agreement with Gardiners has been given and training will start to be rolled out from October 2022. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.7	Develop Information Sharing Agreements with key stakeholders to support improved outcomes for vulnerable people.	<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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ MFRS will undertake a review of all Service Level Agreements (SLA) that are currently live for the Prevention Team and assess whether they remain current, accurate and relevant. ⇒ Prevention are currently working 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, that would allow MFRS to target all Merseyside residents who were deemed Clinically Extremely Vulnerable during the Covid-19 Pandemic. ⇒ The Data Access Form/Information Sharing Agreement is being completed 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

			and it is anticipated that there will be a pilot for 3 months in Liverpool commencing September 2022 to assess the effectiveness of the data.	
FP/22/23/4.8	Embed CFRMIS within all Prevention activity and explore other areas of new technology in line with NFCC Person Centred Approach	<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>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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ MFRS Systems Support Team and CIVICA have been working on the Fire Service Direct (FSD) Triage system and Safe and Well form to be delivered using the CFRMIS database. ⇒ User Acceptance Testing is expected to commence in August 2022 with a predicted 'go-live' date in September 2022. ⇒ It is expected that there will be further developments regarding the immediate onward referral to partners as further enquiries need to be made to ensure that these are sent via a secure network. In the interim, these will be sent on the return to the office. ⇒ The Online Home Fire Safety Check (OHFSC) is now live and being managed by FSD. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.9	Revise the risk management process (RM1) and introduce a new protocol, to assist Prevention teams and operational staff.	<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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ The RM1 process has been approved by the Community Risk Management Prevention Board. ⇒ Community Fire Risk Management Information System (CFRMIS) is being developed to utilise a risk assessment matrix that will automatically refer an RM1 to Operational Intelligence and Fire Service Direct (to arrange a High Risk Safe and Well visit) whereby the RM1 will be quality assured and become part of the Prevention RM1 revisit strategy. 	

QUARTER 1: SERVICE PLAN REPORT

⇒ RM1 codes were reviewed and agreed to remain the same.

PROTECTION:

<p>FP/22/23/5.1</p>	<p>Resource and support operational response</p>	<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>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>	<p>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Course content created accreditation through SFJ Awards in place. Tutors, assessors and Internal Quality Award (IQA) mechanism identified with sector competence training provided. Course is now embedded in to all Firefighter recruit courses with standardisation training provided for instructors. ⇒ Initial scoping meeting with E-Learning Development Officer has been conducted to develop a suite of learning videos to support operational crews. ⇒ Lease and insurance arrangements in place for the drone and the asset is registered with the Civil Aviation Authority (CAA). New PROs have completed level 3 certificate course and scheduled to complete pilot training during w/c 25.07.22. Response vehicle is on the run with Emergency Light Vehicle Training (ELVD) training to be provided to the PROs in the coming weeks. 	<p>Target Date:</p> <p>March 2023</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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Current Risk Based Inspection Programme (RBIP) Service Instruction under review to reflect Community Fire Risk Management Information System (CFRMIS) and Inspection Frequency Officer Grade (IFOG) planner. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

		<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>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</p>	<p>⇒ Internal fire safety concerns process is in place and operational on the portal. An assurance of the nature of inputs is being undertaken to inform development for the public facing iteration which is currently being developed.</p>	
<p>FP/22/23/5.3</p>	<p>Ensure departmental structure, training, competence and capacity is suitable in the context of risk, demand and vulnerability</p>	<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>April – June 2022 Update:</p> <p>⇒ Critical workstreams and relevant owners and associated reporting lines identified and embedded into revised departmental structure.</p> <p>⇒ team members identified as initial test cases for registration on the Institute of Fire Engineers (IFE) Contextualised Auditor's Register (CAR) with audit template sent to IFE and subsequently endorsed. Departmental assurance process in place albeit associated doctrine still to be produced.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

<p>FP/22/23/5.4</p>	<p>Develop a cross functional, single platform, Management Information System</p>	<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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Protection and Prevention modules both implemented. ⇒ Gap analysis and review for Preparedness module being undertaken in collaboration with colleagues from Preparedness. 	<p>Target Date: March 2023</p>
<p>FP/22/23/5.5</p>	<p>Implement the requirements of the Grenfell Tower Inquiry project</p>	<p>Implement the remaining elements of the GTI Analytic Tool in preparation for the release of the Phase 2 findings</p>	<p>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ of 46 actions now fully discharged ⇒ remain in progress (eg stairwell protection teams, fire survival guidance) ⇒ cannot yet be addressed as they are dependent on the implementation of the new Fire Safety (England) regulations due January 2023 	<p>Target Date: March 2023</p>
<p>FP/22/23/5.6</p>	<p>Engage with our business communities.</p>	<p>Develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside.</p> <p>Develop an ED&I monitoring process for all fire protection activity</p> <p>Develop partnership working with internal and external stakeholders to reduce Unwanted Fire Signals (UwFS)</p>	<p>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Schedule of business safety events with cognisance of the National Fire Chiefs Council (NFCC) Business Safety Week has been devised with one event delivered in June 2022. ⇒ Questionnaire to capture ED&I monitoring data has been devised within the Community Fire Risk Management Information System (CFRMIS) and the process on how to administer and use the questionnaire has been disseminated to the department. ⇒ Companies who generate highest numbers of Unwanted Fire Signals (UwFS) have been identified and a data sharing agreement with Strategy and Performance is now in place. 	<p>Target Date: March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Ongoing through New Dimensions 2 project, Functional Plan and IRMP objectives. ⇒ Regular National Resilience Assurance Team (NRAT) team meetings take place to discuss cross capability issues. 	<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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Command and control capability developing framework and ways of working with National Resilience Capabilities. ⇒ Training arranged for Q4 2022. 	<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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Process review completed and signed off by SRB following consultation with a range of stakeholders ⇒ Stakeholder groups delivered feedback. ⇒ Memorandum of Understanding between Home Office and National Fire Chiefs Council (NFCC) refreshed and signed off. ⇒ Survey platform revised and evaluation methodology developed. ⇒ Survey delivered August 2022 	<p>Target Date: March 2023</p>
<p>FP/22/23/6.4</p>	<p>Develop and produce learning materials to complement the provision of the National Resilience</p>	<p>4.1 Undertake gap analysis of current materials in the context of the maintenance of competence (MOC) framework.</p>	<p>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ Development of Maintenance of Competency (MOC) recording framework 	<p>Target Date: March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

	Maintenance of Competency Framework	<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>	ongoing on new National Resilience website	
FP/22/23/6.5	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>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>April – June 2022 Update:</p> <p>⇒ Ongoing with National Resilience Strategic Lead, further discussions regarding Crown Dependencies raised at National Resilience Board.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

STRATEGY & PERFORMANCE:

FP/22/23/7.1

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

1.1 Deliver the 2022 Staff Survey

- Deliver fifth staff survey with People Insight

1.2 Continue ED&I Training

- Complete face to face training
- Develop further eLearning opportunities

1.3 Improve relationships and engagement with diverse communities

- 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

April – June 2022 Update:

1.1 Deliver the 2022 Staff Survey

- ⇒ we are currently working with our external provider “Insight” to deliver the 2022 Staff Survey during the month of November 2022.

1.2 Continue ED&I Training

- ⇒ 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

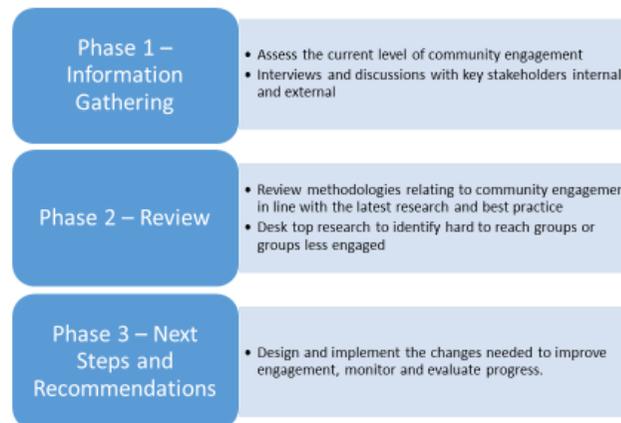
18-20 new recruits

11 National Resilience

Total 349 – (additional dates to be identified for National Resilience and Authority Members)

1.3 Improve relationships and engagement with diverse communities

Plan of Action



- ⇒ Work is progressing with Phase 1 – Information Gathering. Community Engagement advisor has attended a number of events as detailed below:

- Meeting with MerPol Community Engagement Unit (4th May)

Target Date:

March 2023

QUARTER 1: SERVICE PLAN REPORT

			<ul style="list-style-type: none"> • Autism Adventures Community Event (4th June) attended by crew and appliance from Belle Vale • AFSA/NFCC Diverse Business Safety Conference (10th June) • Celebrate L8 Event (25th June) attended by crew and appliance from Toxteth • Positive Action Working Group (30th June) • ENEI House of Lords Reception (8th July) • Attending Area Manager Station Visits - Knowing your community (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>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</p> <p>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>Continuing to ensure compliance with information governance and</p>	<p>April – June 2022 Update:</p> <p>2a - CFRMIS</p> <p>Prevention</p> <p>⇒ Changes have been made to the HFSC form following some early feedback from crews e.g. pre-population of visiting officer, new option for post incident HFSC</p> <p>⇒ Phase two requirements have started to be developed. This involves creating screens and displaying data for FSD and Advocates, which will replace Goldmine and referrals coming into the Service via email.</p> <p>Protection</p> <p>⇒ Building Regulations form and letter templates have been produced and are now being used in the live environment.</p> <p>⇒ New SOFSA form and workflow has been developed and went live to all stations on 10</p> <p>Operational Intelligence</p> <p>⇒ Changes have been made to the programming code in Site Specific Risk Information (SSRI). Progress to bring the risk categories in line with Provision of Operational Risk Information System (PORIS) documentation and other FRSs nationally.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

		<p>security legislation and regulations</p> <p>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.</p> <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>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>⇒ Continuing to develop the PORIS form and workflow to fit in with agreed processes.</p> <p>⇒ SSRI address data has been extracted and is being cleansed ready for import into Community Fire Risk Management Information System (CFRMIS) . This will assist with the targeting of PORIS inspections.</p> <p>National Resilience Application</p> <p>⇒ All phases of the training management module are now complete and live. The maintenance of competence module is now written and has undergone testing. Each of the National Resilience capabilities have fed back on the system, which went live in June.</p> <p>⇒ Additional functionality has been added to the reporting tool. This will allow new reporting triggers to be created as well as FRS control rooms being able to declare emergency contact details in the event of Operation Willow Beck being instigated (failure of the 999 system to cope in the event of spate conditions within a particular FRS).</p> <p>⇒ Calendar functionality is now completed and live; this will interface with the training management module, assurance module and allow manual meeting entries to be submitted by NR Capability Officers/Advisors.</p> <p>SharePoint Migration</p> <p>⇒ A full SharePoint assessment and planning phase is taking place before the SharePoint Online migration project is initiated. This includes:</p> <ul style="list-style-type: none"> • Project Planning • High level migration plan • Identifying key stakeholders and content owners • Reviewing content • Identifying complexities that can't be migrated e.g. InfoPath forms • Identifying options to resolve complexities e.g. Power Apps, Power Automate • Estimation of costs and timescales • Supplier selection and procurement 	
<p>FP/22/23/7.3</p>	<p>Develop and maintain effective</p>	<p>3.1 To implement the actions outlined in the Communications Strategy,</p>	<p>April – June 2022 Update:</p> <p>⇒ New leadership message embedded across all internal and external comms across multiple channels as a matter of course.</p>	<p>Target Date:</p>

QUARTER 1: SERVICE PLAN REPORT

	<p>communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p>	<p>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 	<ul style="list-style-type: none"> ⇒ Ongoing support for functional plans and IRMP delivery across the service maintained and developed on an ongoing basis ⇒ Support for specific areas of work provided and developed including Youth Engagement (Fire Cadet awards, Prince’s Trust awards and recruitment), TDA project, Water Safety campaigns, grass fire campaigns, e-bike/scooter fires, CBRN training, Snowden Road Case Study, MRU promotion, staff reward and recognition ⇒ Maximise opportunities for collaboration with partners- e.g. beach safety/water safety, Arson/ASB week ⇒ Significant investment in new equipment to improve quality and increase video output, e.g. new video camera, new microphones, new SLR, zoom lenses, drone for panoramic shots, gimball for greater shot stability , all contributing to professional quality video production and development of social media platforms targeting different audiences, improved social media analytics for better targeting of audiences ⇒ Providing support to national partners around Ukraine deployment (FIREaid), Home Office Ukraine delegation visit ⇒ Ongoing support for Articulate learning packages with video and images ⇒ Development of support for Staff Networks including ‘embedding’ of comms team members in networks and improved advance planning to prepare for significant events e.g. Black History month 	<p>March 2023</p>
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QUARTER 1: SERVICE PLAN REPORT

		<p>(formerly LearnPro) development</p> <ul style="list-style-type: none"> Support positive action and Staff Network growth and development 		
FP/22/23/7.4	Work with other Functions to review and refresh the Corporate Risk Register 2022-23	4.1 Considering the NFCC Definition of Risk project and MFRA risks and opportunities, develop a new approach to managing corporate risk.	<p>April – June 2022 Update:</p> <p>⇒ This project is ongoing in collaboration with Legal. A further meeting is planned in September.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/7.5	Monitor and coordinate the implementation of National Fire Standards.	5.1 Implement a process to ensure that all national FRS Standards are complied with.	<p>April – June 2022 Update:</p> <p>⇒ A process to manage the national standards has been implemented and progress is being monitored through the usual meeting governance structure.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/7.6	Implement an ICT Infrastructure that will enable efficiency through current and emerging technology	<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>April – June 2022 Update:</p> <p>CAD-MIS Project Phase 2</p> <p>⇒ <u>ESN Ready & DCS</u> - Commercials are now in place between Secure Systems Solutions (SSS)*, Telent & MFRS. SSS have confirmed that critical ICT equipment has been ordered. A dedicated Telent Project Manager has been appointed.</p> <p>⇒ <u>Dynamic Cover Tool</u>- Investigations are underway to determine dynamic cover tools available for integration into Vision 5. ORH have bought out Process Evolution. ORH – Dynamic Cover Tool (DCT) demo took place 18th May 2022.</p> <p>⇒ <u>London Fire Survival Guide</u> - Investigations are underway to explore the integration of LFB's Fire Survival Guidance application into Vision 5. Telent are exploring commercials with SSS. System support are exploring commercials with software supplier Verisk.</p> <p>Enhanced Virgin Media Network</p> <p>⇒ The new 10gb fibre link between SHQ & TDA is up and running; five station links with new routers have been upgraded to 100mb. Switches for the remaining stations are being configured prior to install. The station aggregation routers have been configured prior to installation at SHQ & TDA.</p> <p>Multi-Functional Device Retender</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

			<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 was approved by the Authority on 9th June 2022. We are now discussing commissioning and decommissioning procedures with HP and Konica. 	
FP/22/23/7.7	Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the Emergency Services Network (ESN), which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this.	<p>7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN</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>	<p>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ 7.1 Meetings between Telent, SSS Ltd (Capita) and MFRS to launch the ESN “Technically Ready” Project are underway to ensure we deliver ESN functionality within our Fire Control systems. ⇒ Work continues to reinforce our position as a lead “Assurance Partner” within the Programme and de-risk our future transition from Airwave to ESN. ⇒ 7.2 Our Direct Network Service Provider (DNSP) connection into the ESN via the Managed Firewall agreement with Vodafone enables Merseyside FRS to maintain a leading role in the validation and product assurance activities. ⇒ 7.3 Potential risks to both MFRS and the ESN project will continue to be managed in cooperation with the Home Office, Programme SIRO board and system providers. ⇒ As an Assurance Partner we will continue to influence the direction and pace of ESN activities, along with the benefits the early introduction of ESN should bring ⇒ 7.4 The testing of pre-production ESN products is ongoing with the Home Office and Manufacturers. MFRS undertook an RTC exercise at our Training Centre in April/May to test both the use of devices and the Draft exercise scripts which the Programme team have produced. Further dry runs and planned events are proposed over the coming months. 	<p>Target Date:</p> <p>March 2023</p>
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>April – June 2022 Update:</p> <ul style="list-style-type: none"> ⇒ This action forms part of an over arching environmental strategy in the future. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

FINANCE:				
<p>FP/22/23/8.1</p>	<p>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>	<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>April – June 2022 Update:</p> <p>⇒ The outcome of the fair funding review and Comprehensive Spending Review (CSR), and any consultation, is not expected until Qtr 3.</p>	<p>Target Date:</p> <p>March 2023</p>
<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>April – June 2022 Update:</p> <p>⇒ The data capture exercise has been completed.</p> <p>⇒ The Home Office have withdrawn their Immediate Detriment guidance following advice from the Treasury. Local Government Association (LGA) have advised that the Government have stated required legislation and regulation changes will not become "live" until October 2023. Currently the Authority has put on hold any implementation of the immediate detriment framework pending further guidance from the LGA.</p>	<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>April – June 2022 Update:</p> <p>⇒ Due to staff vacancies the review has been delayed. The aim is to take the updated strategy to Members in Qtr 3 and ensure any Modern Slavery Statement requirements are met If required before the completion of the review.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 1: SERVICE PLAN REPORT

LEGAL & DEMOCRATIC SERVICES:				
LEGAL:				
FP/22/23/9.1	To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.	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.	April – June 2022 Update: ⇒ <u>Further to Authority approval to proceed with the scheme at the AGM the contractual agreements are progressing.</u>	Target Date: March 2023
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.	April – June 2022 Update: ⇒ The review is underway with the remaining outstanding information required being obtained by relevant departments in order to fully assess the position and to scrutinise any new ways of working that would enhance the effectiveness of the Authority.	Target Date: March 2023
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.	April – June 2022 Update: ⇒ <u>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.</u>	Target Date: March 2023
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	April – June 2022 Update: ⇒ <u>A review is currently underway. Due to changes within the department the overview is initially looking at the communication with Members and later on in the year training and technology assessments will then be undertaken.</u>	Target Date: March 2023

QUARTER 1: SERVICE PLAN REPORT

technology in attendance and presentation at committees.

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

QUARTER 1: SERVICE PLAN REPORT

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
EMR	Emergency Medical Response	PPE	Personal Protective Equipment
ESMCP	Emergency Services Mobile Communication Programme	PPRS	Prevention, Protection and Road Safety
ESN	Emergency Services Network	PRM	Premises Risk Model
FF	Fire-fighter	PTI	Physical Training Instructor
FSN	Fire Support Network	PVP	Protecting Vulnerable People
FRA	Fire & Rescue Authority	RBIP	Risk Based Inspection Programme
FRS	Fire & Rescue Service	RM1	Risk Management 1
GDPR	General Data Protection Regulations	RNLI	Royal National Lifeboat Institute
GM	Group Managers	RLSS	Royal Life Saving Society
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	SOFSA	Simple Operational Fire Safety Assessment
ITHC	Information Technology Health Check	SOP	Standard Operational Procedure
JCC	Joint Control Centre	SPA	Safe Person Assessment
KSI	Killed and Seriously Injured (in relation to road safety)	SSRI's	Site Specific Risk Information
LCR	Liverpool City Region	StARS	Staff Attendance Record System
LFRS	Lancashire Fire & Rescue Service	T&C's	Terms and Conditions
LJMU	Liverpool John Moores University	TCG	Tactical Command Group
LLAR	Low Level Activity Risk	TDA	Training and Development Academy
LPB	Local Pensions Board	TNA	Training Needs Analysis

QUARTER 1: SERVICE PLAN REPORT

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

SERVICE DELIVERY PLAN 2022-23:

April to June 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

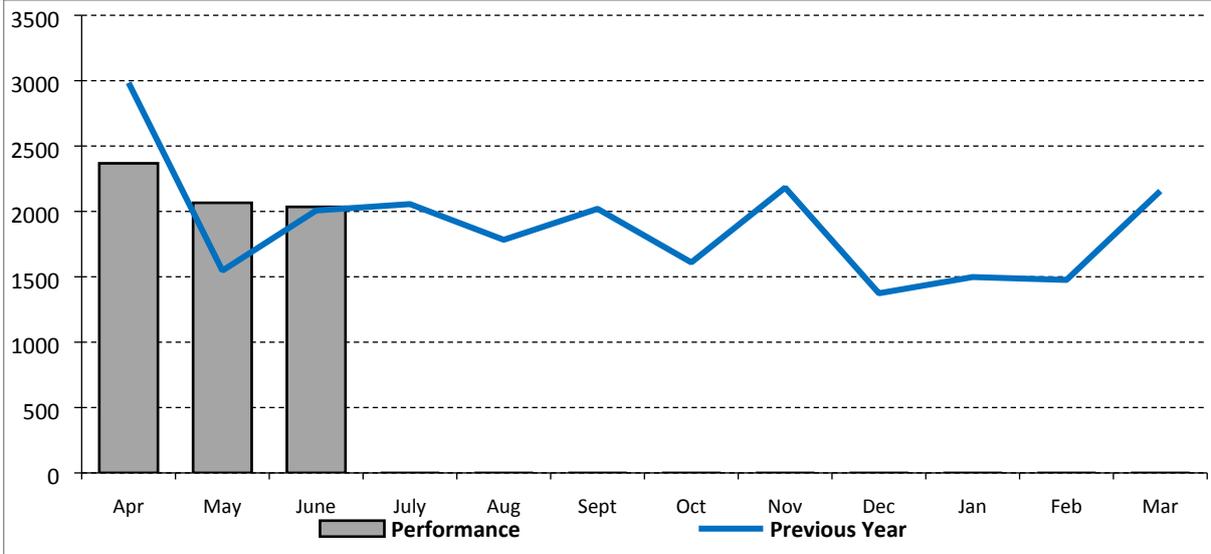
TC00 Total number of emergency calls received

Service Plan Target

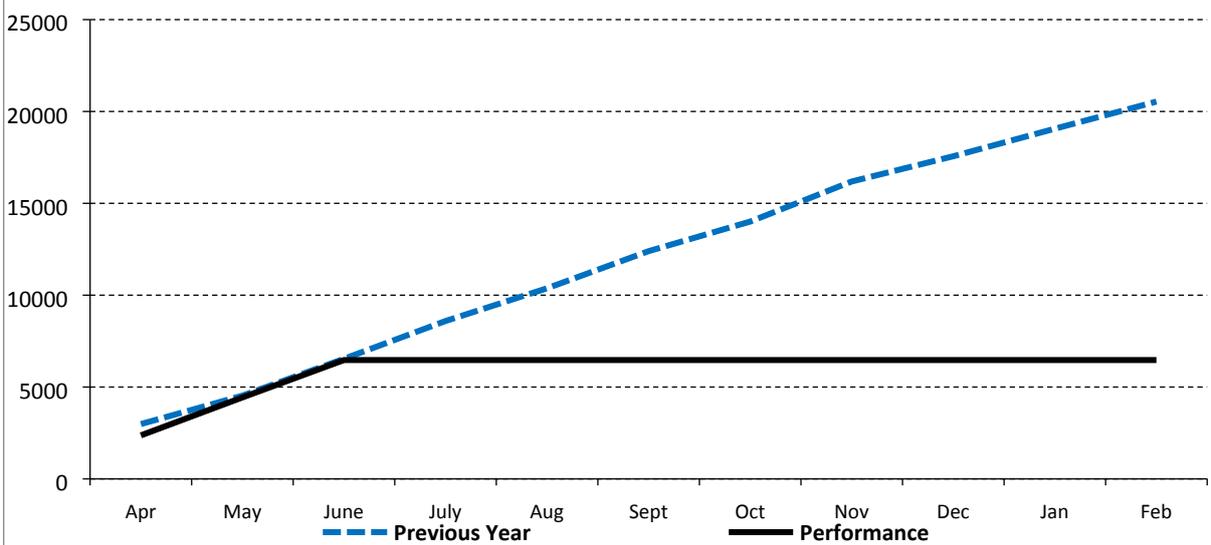
No target - Quality Assurance

Progress to Date

6469



Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

TC00

During the first quarter of 2022-23 Fire Control received 6469 emergency calls. This was 69 less calls than this time last year, when 6538 calls were received.

April saw a higher number of calls (2368) than May (2066) or June (2035). This increase in calls is reflected in the number of fires attended.

This indicator does not have a target it is monitored for quality assurance only.

DO22

Cumulatively 98.2% of 999 calls were answered within 10 seconds. This is better performance than the 96% target.

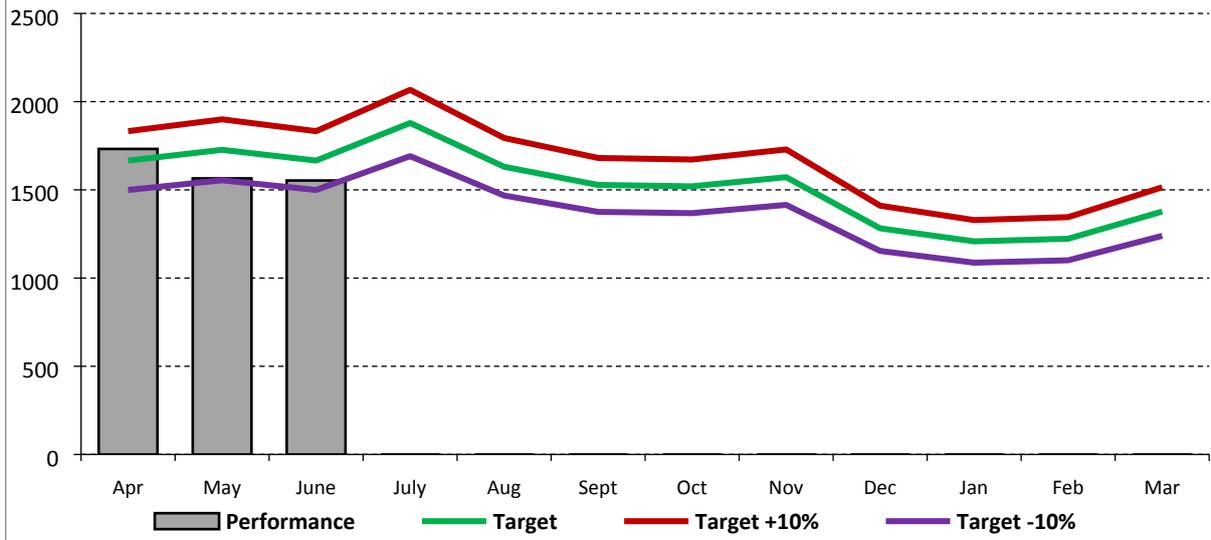
TC01 The total number of incidents attended

Service Plan Target
Apr-June 2022

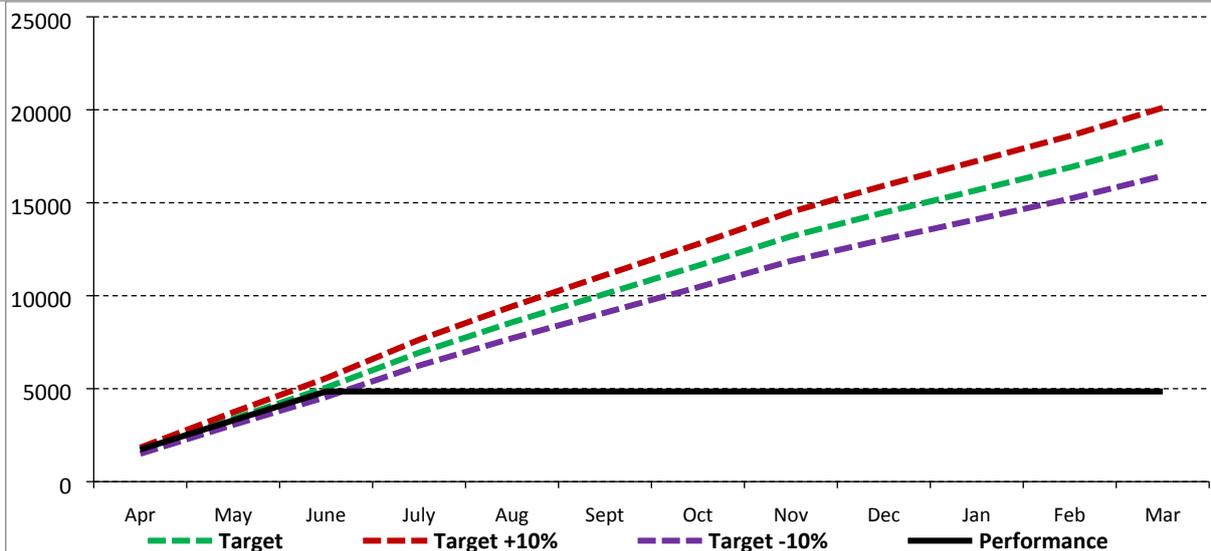
5059

Progress to Date

4836



Cumulative Performance



TC01 Total number of incidents attended

TC01

Performance against all key performance indicators (KPI's) has remained under target except sickness absence during this reporting period. The impact of the Covid Pandemic is still apparent in 2022.

Following a peak in the number of incidents in April (when 1735 incidents were attended), incident numbers have remained lower during May (1567) and June (1557). Weather was lot drier than usual during April which could be a contributory factor to the peak in incidents.

When compared to the number of incidents attended during quarter 1 of 2021 (4937) there has been a decrease of 101 incidents during April to June 2022.

The number of Special Service incidents attended (1233) when compared to previous years (1172 in the first quarter of 2021-22) continue to increase, this is due to the FRS assisting partner agencies on a more regular basis.

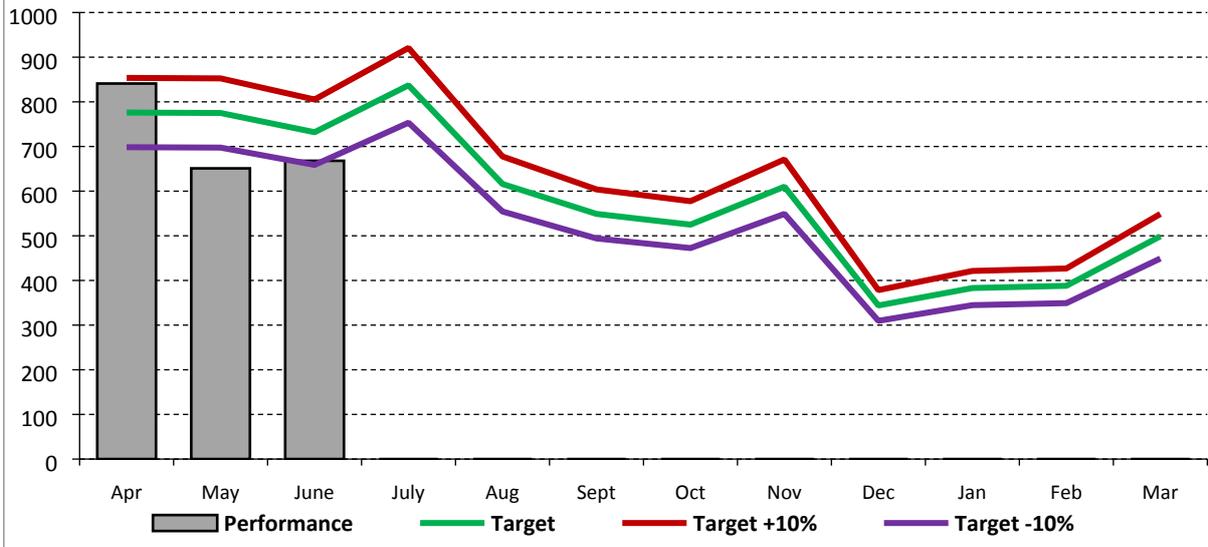
TC02 Total number of fires attended in Merseyside

Service Plan Target
Apr-June 2022

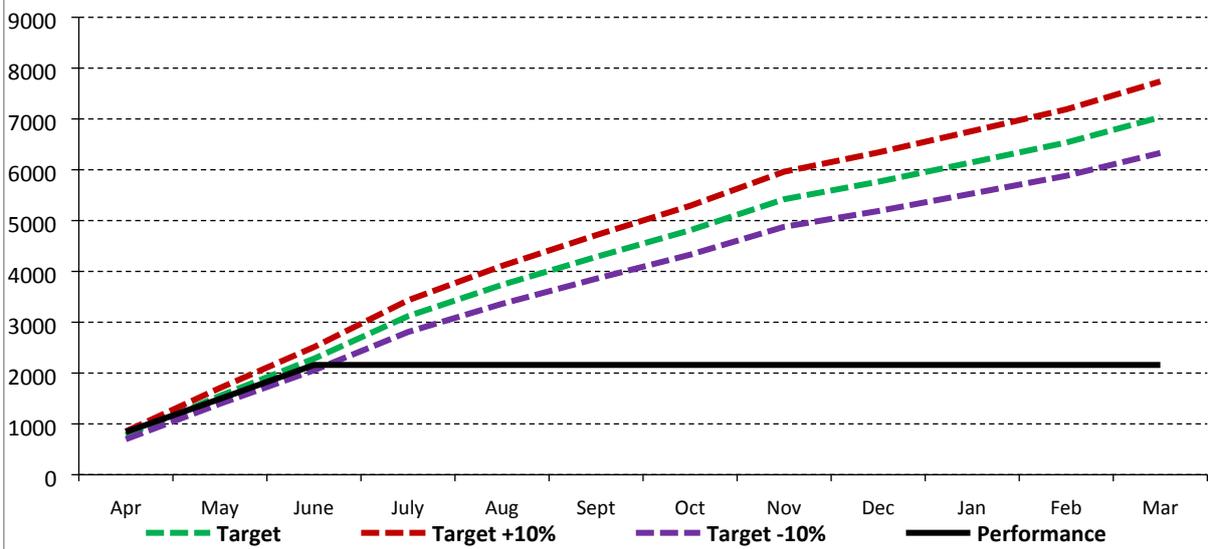
2283

Progress to Date

2156



Cumulative Performance



TC02 Total number of Fires attended in Merseyside

TC02

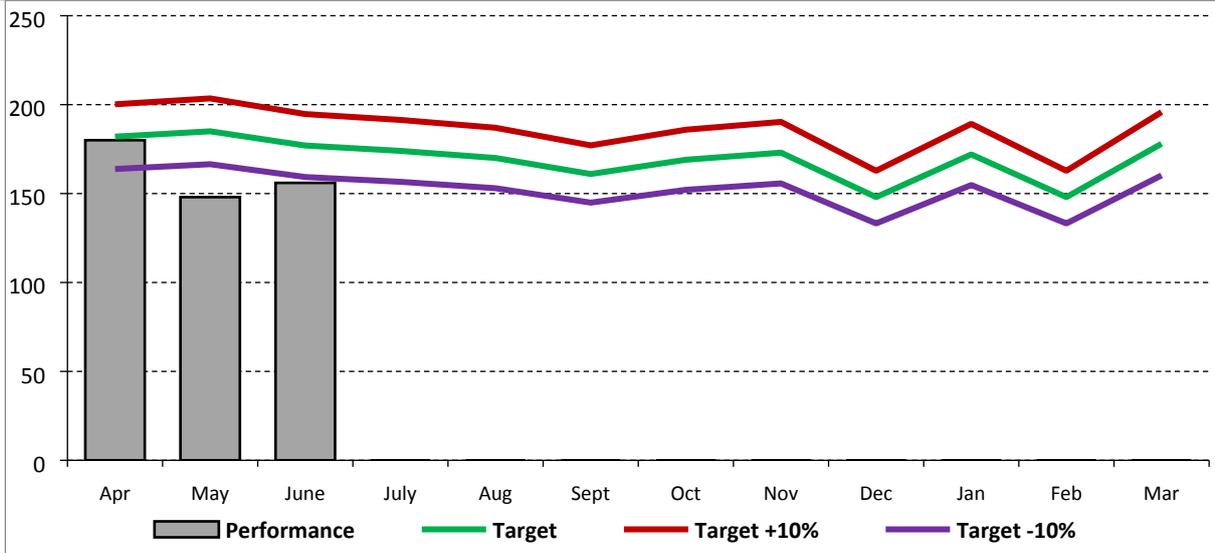
Crews attended 2156 fires during April to June 2022. This is 191 less than in 2021 (2347) and also below the cumulative target of 2283.

Despite Merseyside seeing an increase in fires during April (844), May (653) and June (672) have remained lower and relatively consistent.

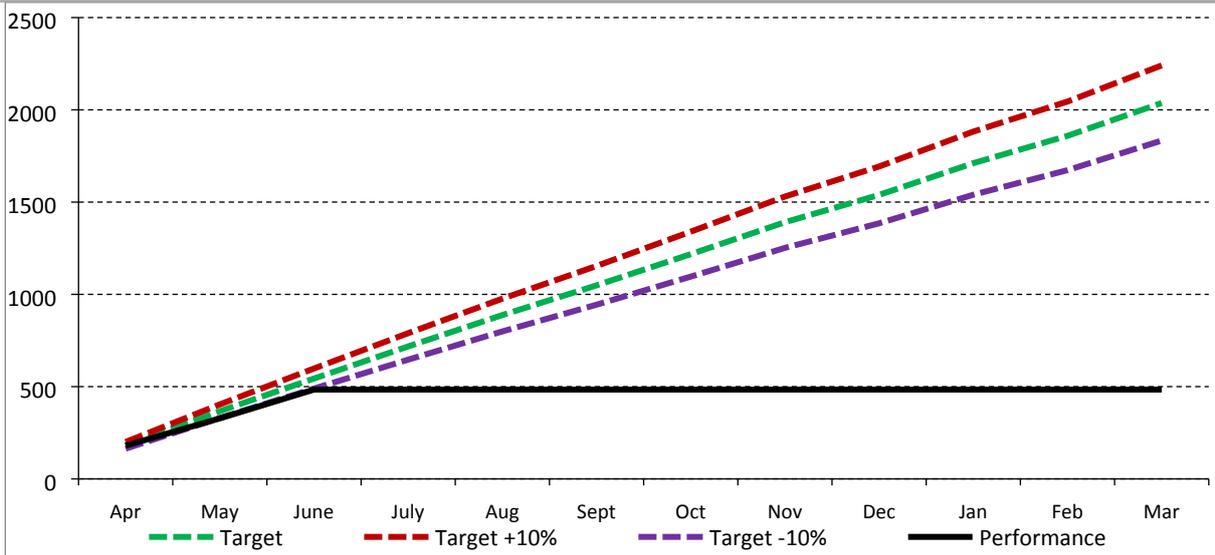
Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service.

TC03 Total number of primary fires attended

Service Plan Target Apr-June 2022	544	Progress to Date	484
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Cumulative Performance



TC03 Total number of primary fires attended

TC03	<p>During the first quarter of 2022/23 crews attended 484 Primary Fires. This is 58 fewer than in 2021/22 (542).</p> <p>The number of dwelling fires attended remain less than last year and below cumulative targets. Of particular note are the number of deliberate dwelling fires in occupied properties. From April to June this year crews have attended 23 incidents compared to 35 during this period last year.</p> <p>Deliberate vehicle fires to date during 2022/23 (72) have also decreased when compared to 87 during quarter 1 of 2021/22.</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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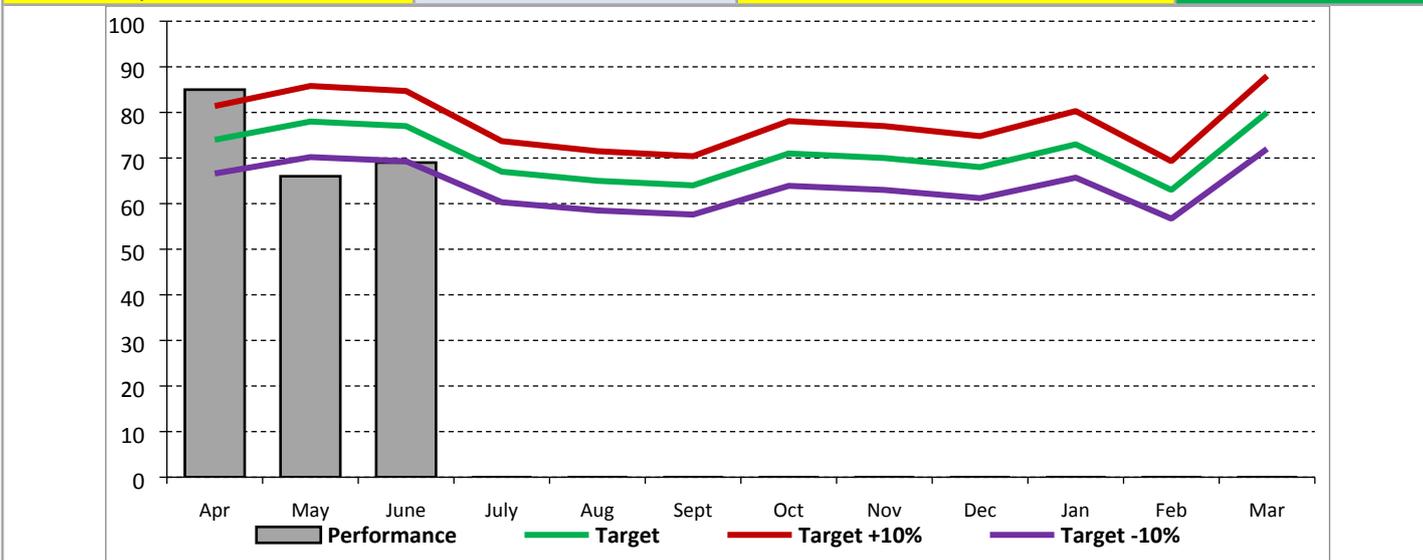
DC11	Number of accidental dwelling fires	
DC12	Number of fatalities in accidental dwelling fires	
DC13	Number of injuries in accidental dwelling fires	
DC14	Number of deliberate dwelling fires in occupied properties	
DC15	Number of deliberate dwelling fires in unoccupied properties	
DC16	Number of deaths occurring in deliberate dwelling fires	
DC17	Number of injuries occurring in deliberate dwelling fires	

COMMENTARY:

DC11	Accidental dwelling fires during 2022/23 at 220 are lower than the cumulative target for quarter 1 (229). This performance is lower than 2021/22, when crews had attended 238 accidental dwelling fires.
DC12	There has sadly been 1 fatality in an accidental dwelling fire to date. The Coroners verdict is awaited to confirm the cause of death.
DC13	There have been 11 injuries in Accidental Dwelling Fires. This is considerably under the cumulative target of 24.
DC14	Deliberate dwelling fires in occupied property (23) is below the cumulative target (31) and there have been 12 fewer incidents than in 2021/22 (35).
DC15	Deliberate fires in unoccupied properties (6) is less than at June 2021 when 9 incidents were attended.
DC16 DC17	There have been no fatalities in the deliberate dwelling fires and 1 injury to date.

DC11 Number of accidental fires in dwellings

Service Plan Target Apr-June 2022	229	Progress to Date	220
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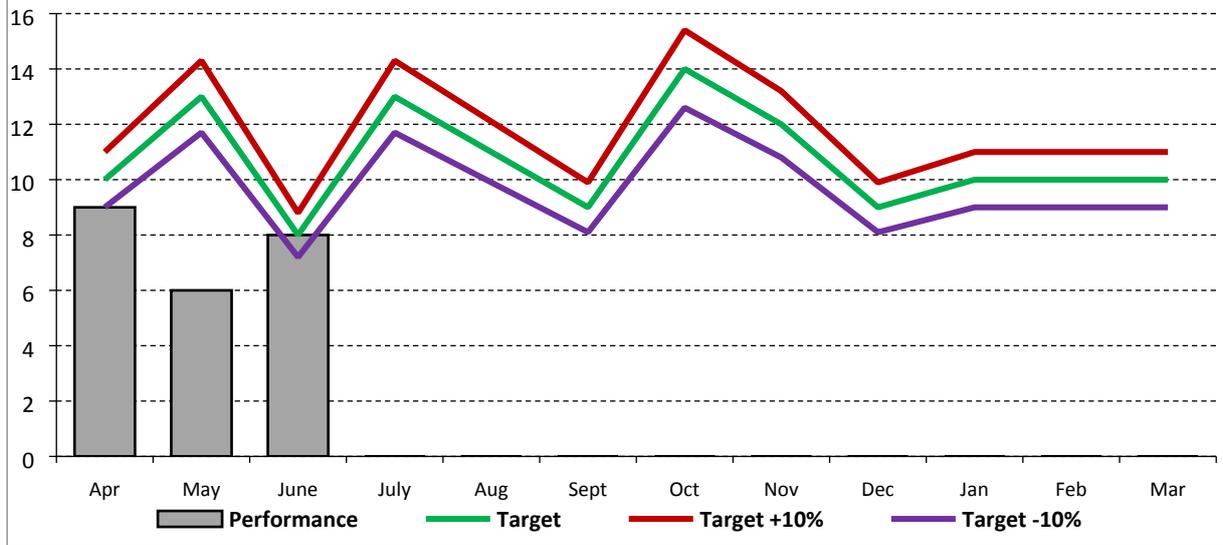
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target
Apr-June 2022

31

Progress to Date

23



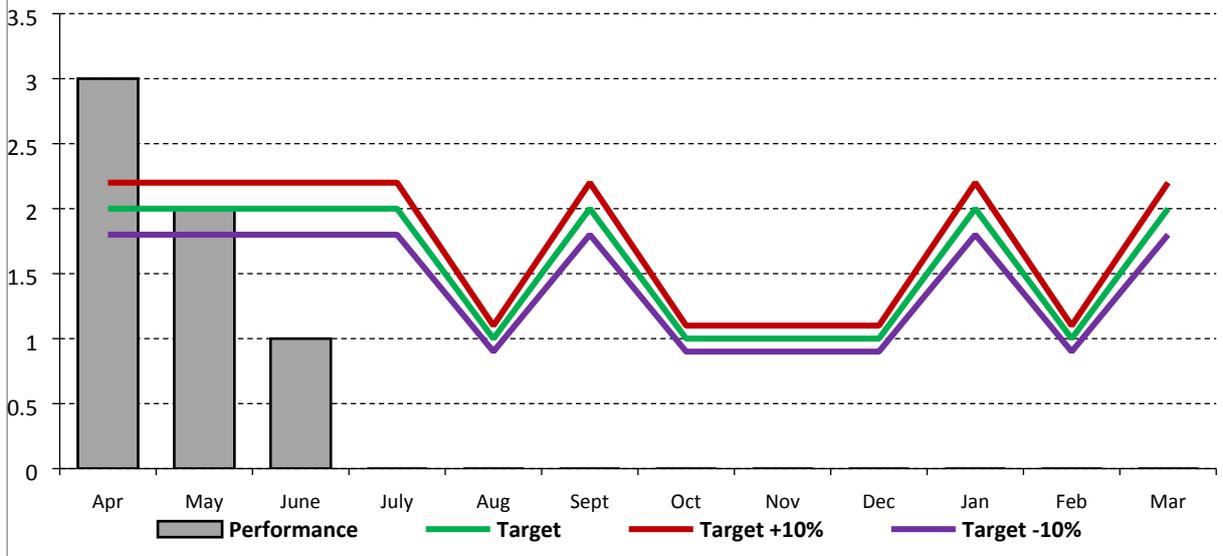
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target
Apr-June 2022

6

Progress to Date

6



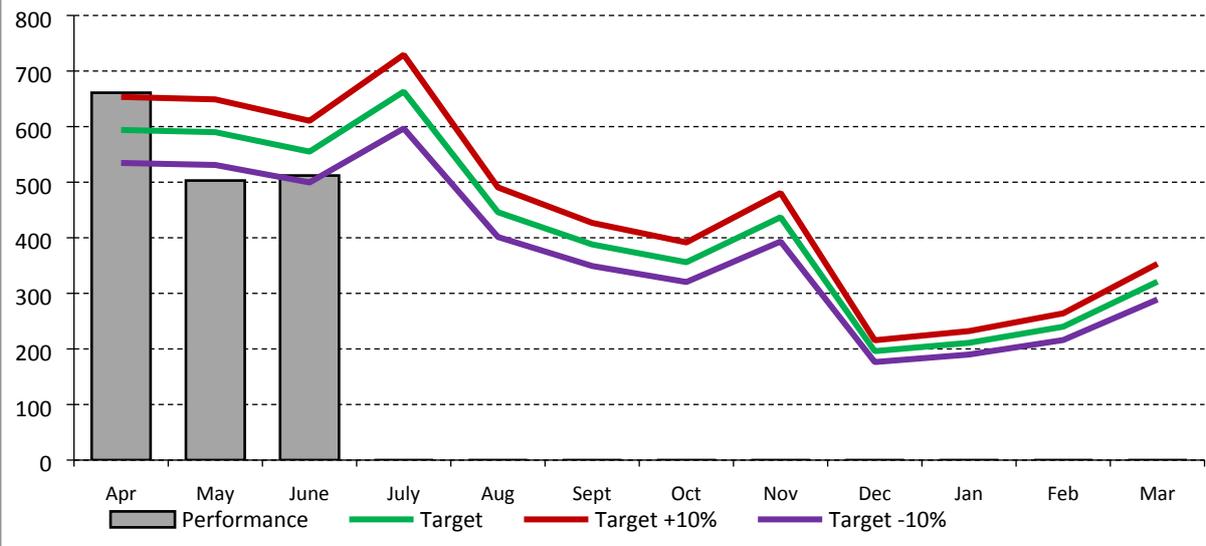
TC04 Total number of secondary fires attended

Service Plan Target
Apr-June 2022

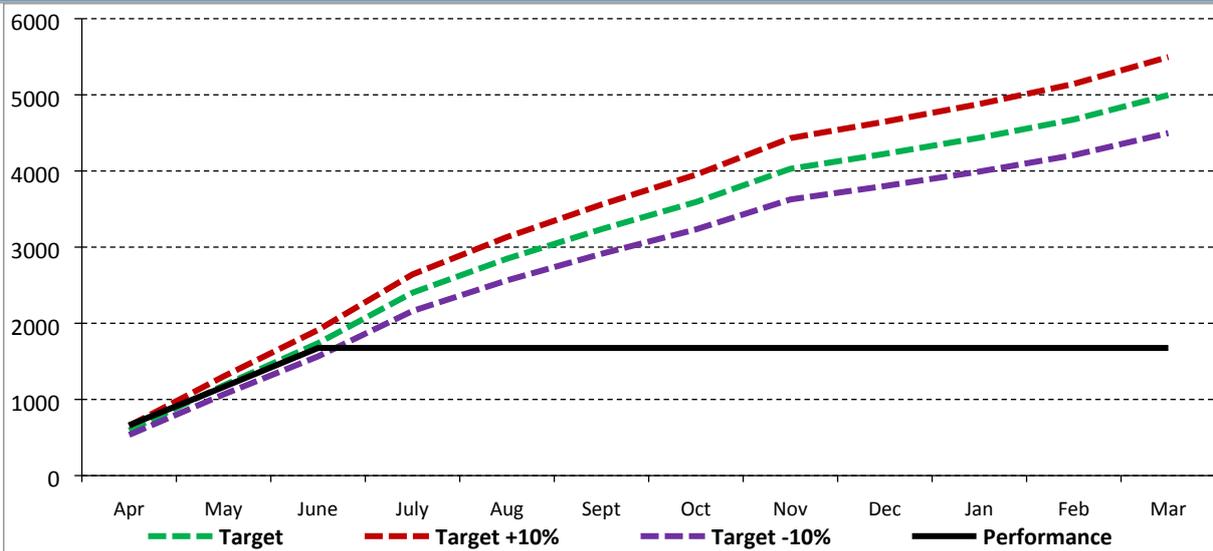
1739

Progress to Date

1672



Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 1672 secondary fires during this reporting period. This is 133 less fires than in 2021/22 (1805). There was an increase in incidents during April (661) but this was in part due to there only being approx 25% of expected rainfall which had an impact on global fire figures.

AC13

The count of anti-social behaviour fires attended are less this year (1048) than in 2021/22 (1144) and achieves the cumulative Q1 target (1073). Since a peak in April (when 432 incidents took place), incident counts have fallen and remained relatively consistent.

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

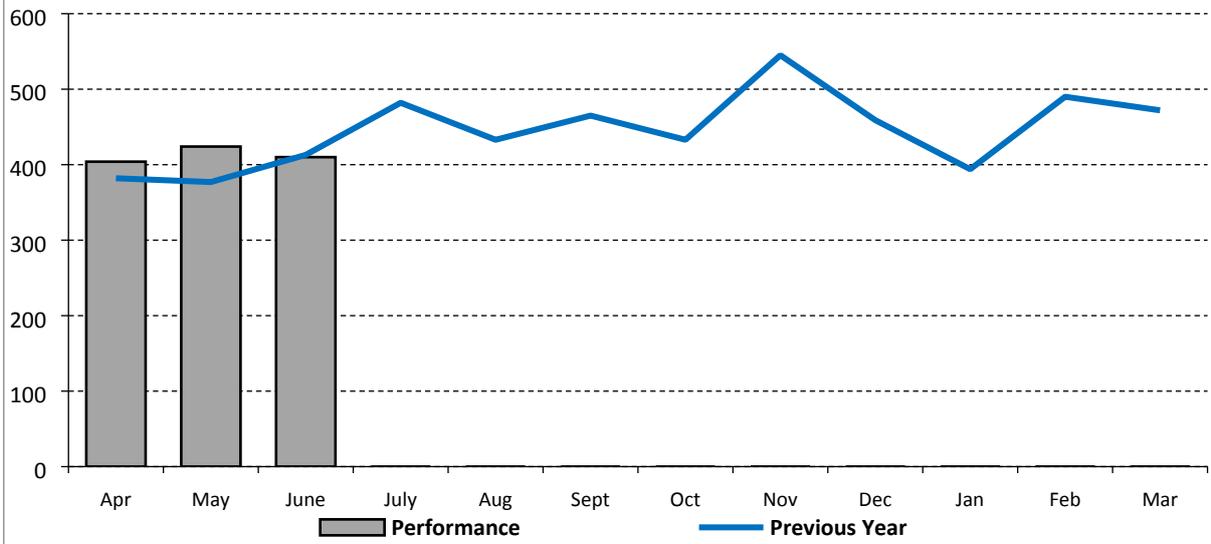
TC05 Total number of special services attended

Service Plan Target

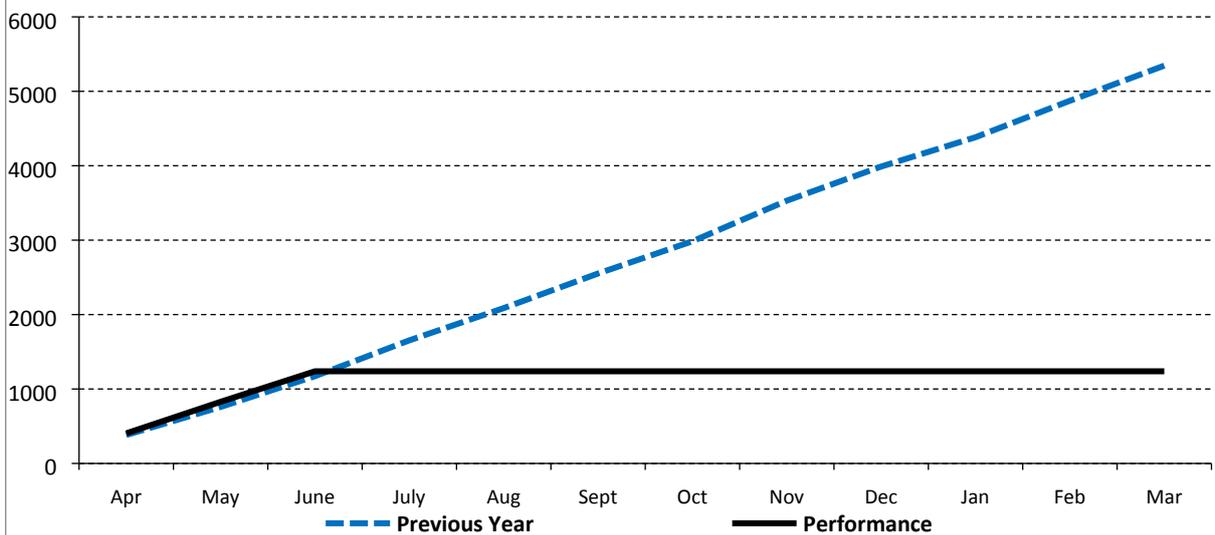
Quality Assurance

Progress to Date

1233



Cumulative Performance



TC05 Total number of Special Services attended

For quality assurance only

TC05

When personnel and equipment are deployed for services other than fire fighting, 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, particularly related to providing medical assistance and effecting entry. They also include incident types like Road Traffic Collisions and Water Rescue.

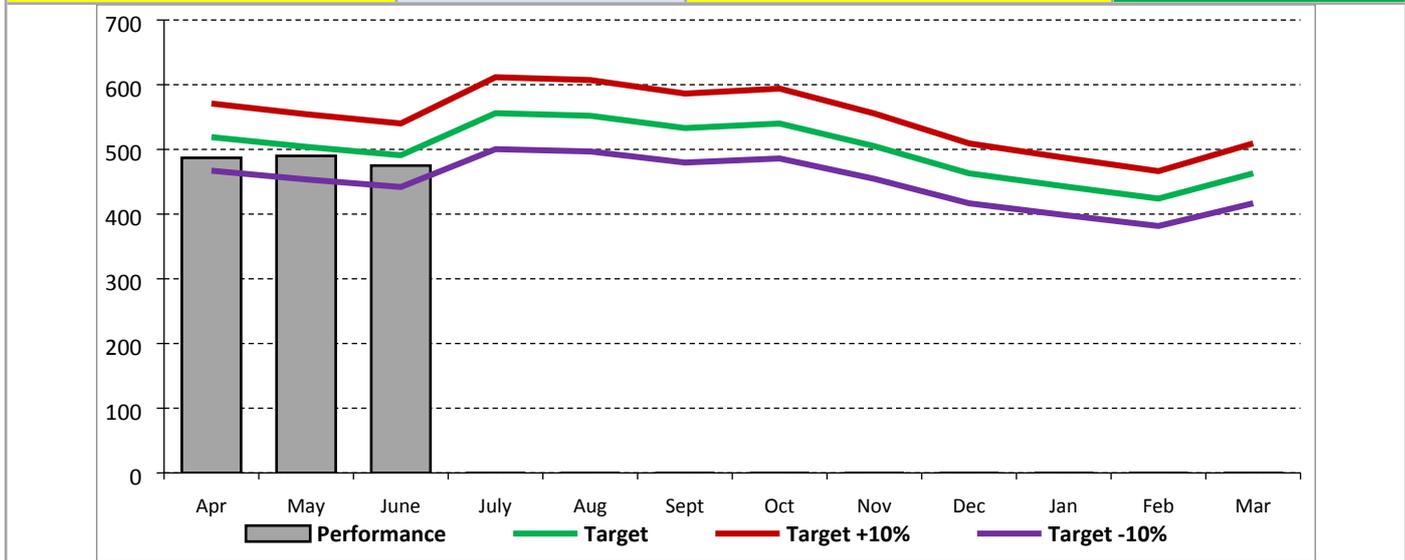
From April to June 2022 the number of special services attended (1233) was higher than in 2021/22 (1172) an increase of 61 incidents. Assisting other agencies increased by 29% (274 more incidents), RTC's by 49.9% (275 incident increase) and effecting entry by 22.2% (an additional 134) when compared to 2020/21.

Special service calls attended 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	<p>The number of Road Traffic Collisions attended (195) is lower than last year (203). Each month has been consistent with 65 incidents in April, 65 in May and 66 in June.</p> <p>There have been no fatalities in RTC's attended by MFRS and 78 injuries less than this period in 2021/22 when there had been 8 fatalities and 83 injuries. Police 'Killed and Seriously Injured' data around the 16-24 year old age group MTRS Prevention teams target also shows a reduction (15 incidents attended) on 2021/22 data (21)</p> <p>Water rescues are also included in Special Service calls and this type of incident has reduced from 10 in the first quarter of 2021 to 4 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.</p>
RC12	
RC13	
RC15	
RC24	

TC06 Total number of false alarms attended

Service Plan Target Apr-June 2022	1514	Progress to Date	1447
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TC06 Total number of false alarms attended

TC06	<p>The number of false alarms attended (739) have increased when compared to last year (646) but remains within 10% of the cumulative target for Q1 2022/23 target (701). The number of incidents have remained fairly consistent each month. The majority of false alarm calls are due to accidental/careless actuation, faults on the system and burnt toast incidents.</p> <p>The total number of False Alarm Good Intent incidents attended during the year April to June 2022 were 557. This is 55 less than at this time in 2021/22 (612) and 71 below the target 628.</p> <p>False Alarm incidents due to smoke alarm actuations in domestic dwellings (739) are higher than in 2021/22 (646) with the annual target (701) being narrowly missed. Incidents attended in non-domestic premises (124) have increased slightly when compared to last year (119).</p>
FC23	
FC12/11	

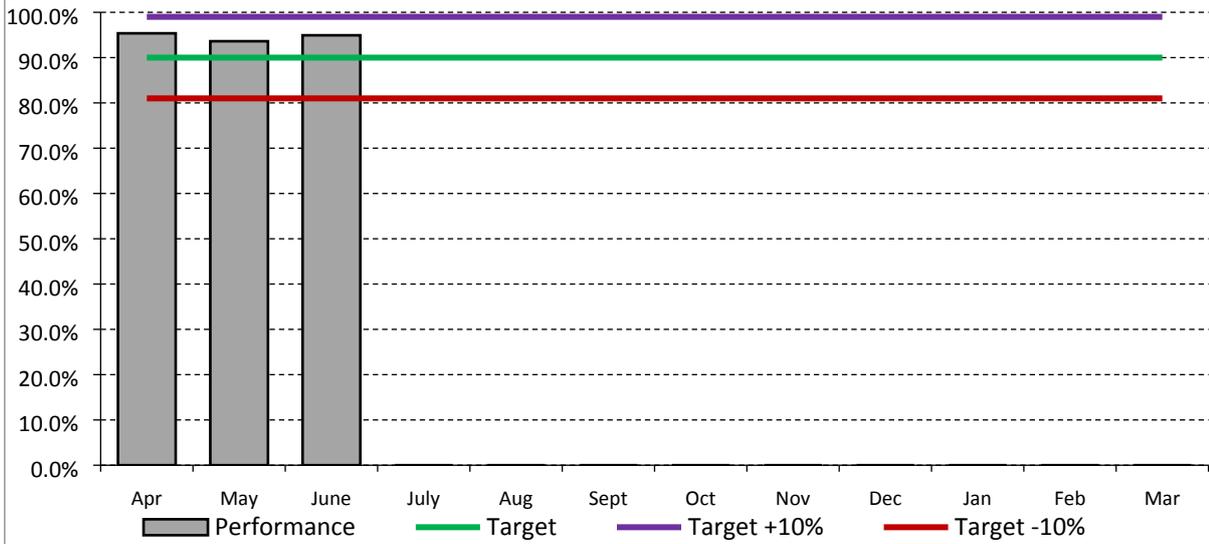
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target
Apr-June 2022

90%

Progress to Date

95.1%



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

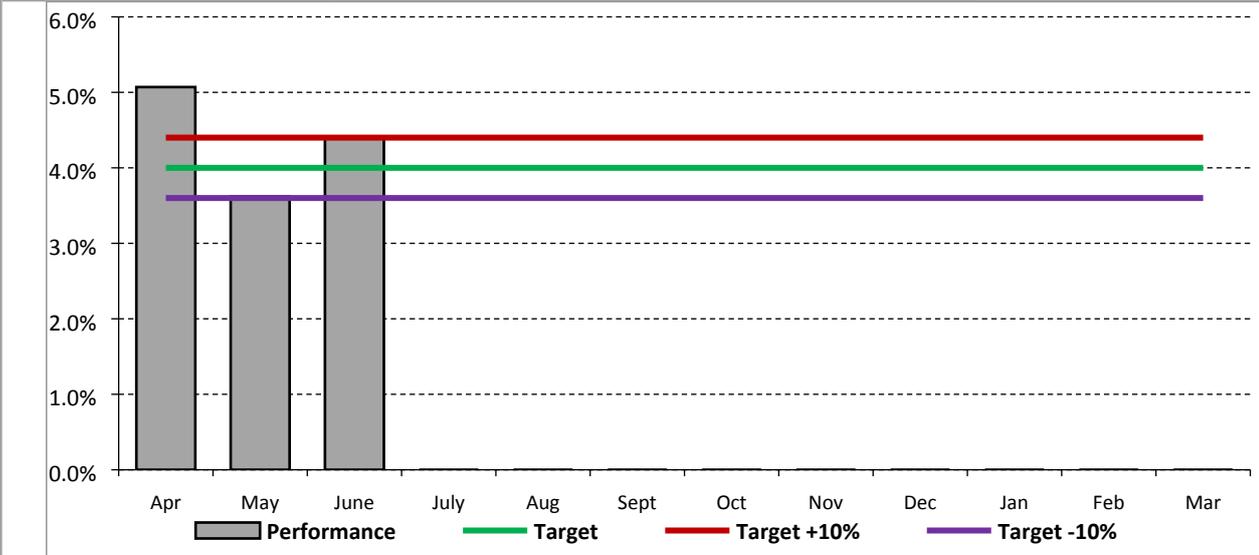
Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 95.1% of occasions, better than the target of 90%.

DR23

Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95.9% of incidents achieving the target 95%.

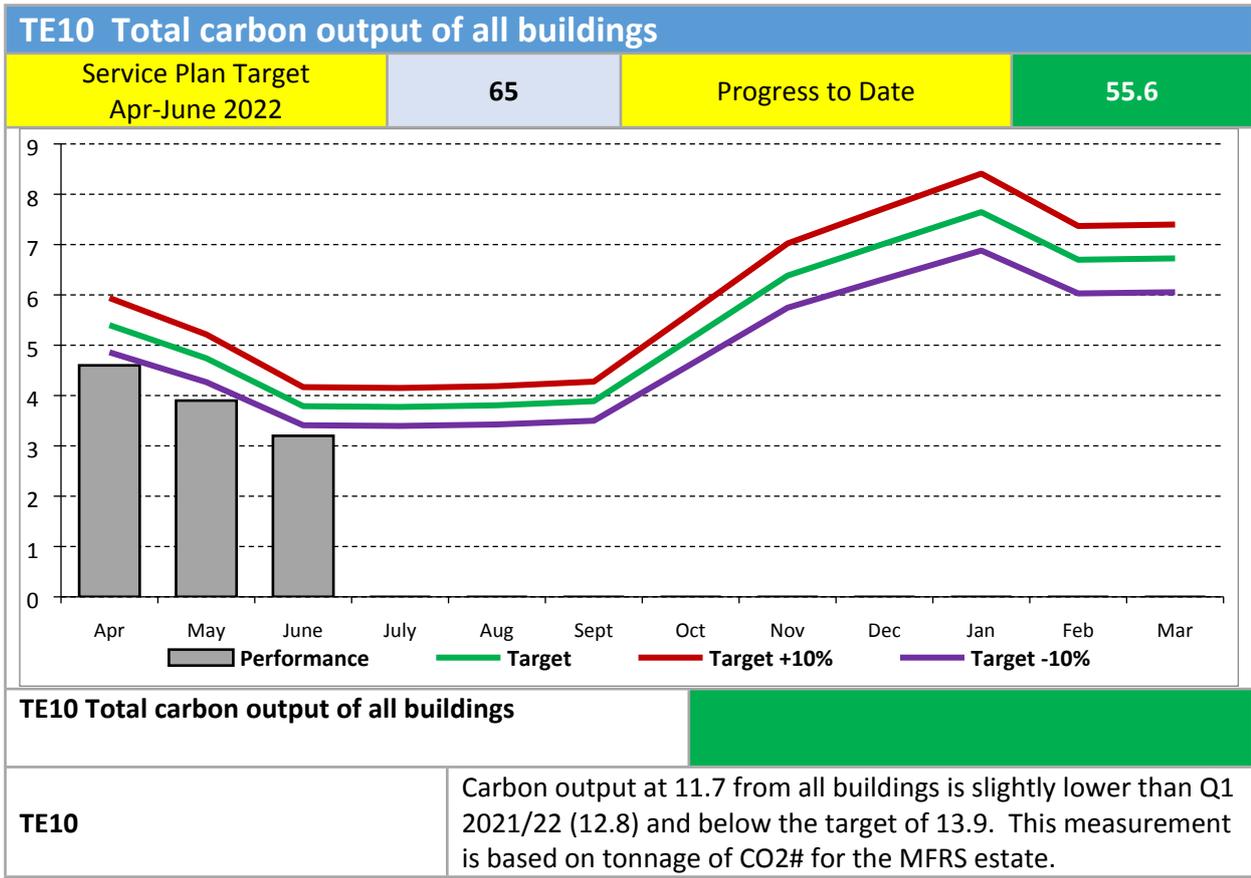
TD09 The % of available shifts lost to sickness absence, all personnel

Service Plan Target Apr-June 2022	4%	Progress to Date	4.37%
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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 4.37% shifts lost to sickness absence exceeds the 4% target and performance at quarter 1 2021 of 3.97%. If Covid 19 related absence was omitted then cumulative sickness for the first quarter of 2022 would be 3.19%.
WD11 WD12	Cumulatively 5.28% of shifts were lost to sickness absence among uniformed staff (3.50% with Covid related absence removed). This is considerably higher than at the end of quarter 1 when grey book absence was 3.58%. Non-uniformed staff absence in quarter 1 was 2.98% (2.69% without Covid 19 absence). This much improved on absence at quarter 1 2021 when 4.63% of available shifts were lost to sickness absence



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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 a Dual Station Hybrid – including a Specialist Command and Control function	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> This action is now complete and closed</p>	YEAR 1 2021-22	November 2021	
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	<p>LIVERPOOL CITY – Relocate 1 Combined Platform Ladder 34 (CPL) from Kirkdale to Liverpool City and train drivers</p>	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	<p>Phase 1 – 17 July 2021</p> <p>Phase 2 – November 2021</p> <p>Phase 3 - TBC</p>	
Res/1.6b	<p>WALLASEY – Marine and Ships Firefighting (Off Shore capability) – Breathing Apparatus Support</p>	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></p>	YEAR 1 2021- 22	Phase 1 – 30 August 2021	

	<p>Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (deployed within 30 minutes)</p>		<p>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>		<p>Phase 2 – April 2022</p>	
<p>Res/1.6c</p>	<p>ST HELENS – Hazmat – Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)</p>	<p>Response</p>	<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>	<p>YEAR 1 2021-22</p>	<p>Phase 1 – September 2021</p> <p>Phase 2 – TBC</p>	

Res/1.6e	<p>KIRKDALE – Terrorist Response Specialist Capability and Flood Response (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis</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 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>	YEAR 1 2021- 22	December 2021	
Res/1.6f	<p>BELLE VALE – Water (High Volume Pump) Inc. all LLAR stations – staffed on a whole time (permanent) basis</p>	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	<p>HESWALL – Wildfire – All terrain vehicle –</p>	Response	<p><u>Update Jul-Dec 2021</u></p>	YEAR 1 2021- 22	March 2022	

	Complementary crewed		<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 cover all existing personnel in progress. Course reflects 2 day enhanced awareness Wildfire course. Working party established via Tac Ads to investigate best Personal Protective Equipment measures, consideration to Northumberland model. 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	FORMBY – Wildfire – All terrain vehicle – Complementary crewed	Response	<p><u>Update Jul-Dec 2021</u> 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. Working party established via Tac Ads to investigate best Personal Protective Equipment measures, consideration to Northumberland model. 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>			
Prev/2.1	<p>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</p>	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 approx 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>	YEAR 1 2021- 22	Live throughout IRMP period	

<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</p>	<p>YEAR 1 2021- 22</p>	<p>January 2022</p>	

			minimise financial impact for individuals. Action complete.			
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/4.5	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 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.</p>	YEAR 1 2021- 22	March 2022	

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 assets are based, large scale exercises and training	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> 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>	YEAR 1 2021- 22	March 2022	

			<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>			
ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START - IRMP YEAR 2	DUE BY	
Res/1.5	Year 2: St Helens - To select a suitable appliance (Scorpion) and initiate the tender process. Scoping for stowage/water delivery and suitability for risk within Merseyside. To purchase and deliver	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>	YEAR 2 2022-23	Phase 2 2022	

	training on the appliance and place on the run.					
Res/1.6b	<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 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</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>	YEAR 2 2022- 23	Phase 2 – April 2022	

	maritime environment. To identify and secure local infrastructure or assets for visits or exercising.					
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>		<p><u>Year 1 Update – Jan-June 2022</u> Year 1 action was complete. This further work has been carried into Year 2</p>	YEAR 2 2022- 23	Phase 2 2022	
Res 1.6.h	<p>FORMBY– Wildfire – All terrain vehicle – Complementary crewed</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>	YEAR 2 2022- 23	Phase 2 2022	

	<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>					
Res/1.6i	<p>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.</p>	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 <i>Suggestion this may be located at the TDA with the staff possibly utilised to support training so a joint venture between Preparedness and Response. BM</i></p> <p><u>Year 1 Update – Jan-June 2022</u> This action is not completed so will move to year 2.</p>	YEAR 1 2021-22	March 2022	
Prep/4.2	<p>Continue to review how up to date operational risk information is</p>	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</p>	YEAR 2 2022-23	March 2022	

	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		<p>Terminals and our intranet. We will use the national Resilience Direct platform for sharing risk information with neighbouring fire and rescue services.</p> <p>Operational Intelligence will launch a PORIS assessment by April 2022, in order for Operational Crews to triage current category 3&4 SSRI records to determine accurate risk category which will be captured in CFRMIS. 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 types 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>			
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	Preparedness	<p><u>Update Jul-Dec 2021</u> All specialists assets had the inventories reviewed during the summer of 2021. The Service have 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</p>	YEAR 2 2022- 23	July 2021 – Ops paper on Specialist Appliance Review. January 2023	

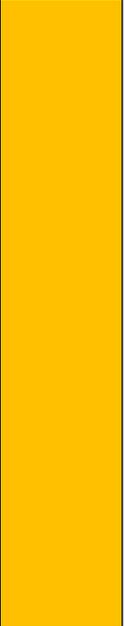
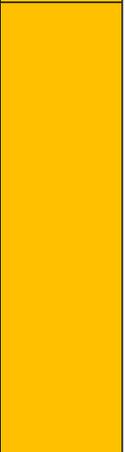
	fire engines and other emergency appliances to deal with the risks we have identified		and significant incidents reports. The review continues into quarter 4. <u>Year 1 Update – Jan-June 2022</u> Research and development review programme and schedule created by AM Ryder and SM Baines is to manage.			
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	<u>Update Jul-Dec 2021</u> Following consultation in April/May 2021 with the public, stakeholders, partners, local councillors and staff there 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. <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	YEAR 1 2021-22	March 2022 carry out a public consultation to combine March 2024 complete	

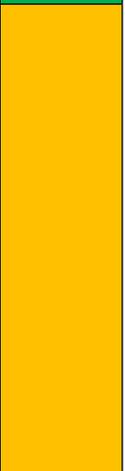
Res/1.2b	Create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree	Preparedness	<p><u>Update Jul-Dec 2021</u> Project Manager and Area Manager Response are progressing requirements. Updates as Res1.2a above</p> <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>	YEAR 1 2021-22	March 2024	
Res/1.3	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	Preparedness/ National Resilience/ Response	<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>	YEAR 1 2021-22	March 2024	

	<p>we are working to find funding to help with this</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. Corp Comms video publication 9/6 - https://youtu.be/p6Hc6hNP2kk</p>			
<p>Res/1.6d</p>	<p>LONG LANE – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis</p>	<p>Preparedness/NR</p>	<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.</p>	<p>YEAR 3 2023-24</p>	<p>March 2024</p>	

			<p>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>			
Res/1.7	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.	Response	<p><u>Update Jul-Dec 2021</u></p> <p>MFRS have met with the Chief Medical Officer for NWAS 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></p> <p>Ongoing</p>	YEAR 1 2021-22	March 2024	
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></p> <p>Year 2021/22 will be impacted by the pandemic, details are reported to the Authority. Progress monitored by PMG for yearly reporting</p> <p><u>Year 1 Update – Jan-June 2022</u></p>	YEAR 1 2021-22	March 2024	

			Home Safety strategy reset at year end 2021 into new financial year 2022. It 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.			
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 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 was reset at year end 2021 into 2022. It has 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 Safe and Well delivery.</p>	YEAR 1 2021-22	March 2024	

<p>Prev/2.4</p>	<p>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</p>	<p>Prevention</p>	<p><u>Update Jul-Dec 2021</u> This target will be met with a mix of HFSC and Safe & Well visits (details reported through PMG).</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 Strategy and Performance with operational response to ensure a valued Prevention service delivery.</p>	<p>YEAR 1 2021-22</p>	<p>March 2024</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. Conference in planning stages for completion in Q3 2022</p>	<p>YEAR 1 2021-22</p>	<p>December 2021 Autumn Conference planned</p>	

<p>Prev/2.7</p>	<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>	<p>Prevention</p>	<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 CS plan for FDP 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>	<p>YEAR 1 2021-22</p>	<p>March 2024</p>	
<p>Prot/3.1</p>	<p>Build up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding.</p>	<p>Protection</p>	<p><u>Update Jul-Dec 2021</u> We have employed a number of new staff to fill these roles and plan to employ more.</p> <p>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.</p> <p>All recruitment has been completed and staff are expected to commence their roles in mid March.</p>	<p>YEAR 1 2021-22</p>	<p>January 2022</p>	

			<p><u>Year 1 Update – Jan-June 2022</u></p> <p>Auditor and inspector cohort is now increased to 40 personnel across the 4 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. 5 senior fire safety inspector posts have also been introduced I to the department funded within existing budget lines.</p> <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.</p> <p>Additional fixed term posts may be introduced utilising PPRU Protection Uplift grants.</p>			
Prot/3.2	Visit every high and high risk premises (7,500 over the life of the Plan)	Protection	<p><u>Update Jul-Dec 2021</u></p> <p>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 IFOG Planner (Inspection Frequency Officer Grade). This will create a more intuitive and intelligence led approach to auditing high and very high-risk premises.</p>	YEAR 1 2021-22	March 2024	

			<p>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>			
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> 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).</p>	YEAR 1 2021- 22	December 2021	

		<p>Prevention have launched Home Fire Safety Checks (HFSC) on CFRMIS. Work continues to introduce CFRMIS 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 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</p>			
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			<p>produce Fire Service Direct, quick screens and a calendar based booking system. This is due to be tested in the coming weeks.</p> <p>The final objective is to integrate Safe-links 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 Ops Intel 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>			
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> <p><u>Year 1 Update – Jan-June 2022</u> 32 of 46 actions now fully discharged 8 remain in progress (eg stairwell protection teams, fire survival guidance)</p>	YEAR 1 2021- 22	March 2022	

			6 cannot yet be addressed as they are dependent on the implementation of the new Fire Safety (England) regulations due January 2023			
Prot/3.6	Complete 6,336 medium to low risk visits over the life of the Plan. These will be carried out by our fire station-based firefighters	Protection	<p><u>Year 1 Update – July-June 2022</u></p> <p>Since April 2021 to present day, Simple Operational Fire Safety Assessment (SOFSA) completed by operational personnel is 2201.</p> <p>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 on 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</p>	YEAR 1 2021-22	March 2024	

			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.			
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>	YEAR 1 2021-22	March 2024	
Prot/3.8	Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites	Protection	<p><u>Update Jul-Dec 2021</u> A total of 168 explosives visits were completed during the reporting period. Only 2 complaints were received 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>	YEAR 1 2021-22	March 2024	

<p>Prep/4.1</p>	<p>Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies</p>	<p>Preparedness</p>	<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, MERPOI 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. • Information Sharing agreement to circulated and agreed by group to support collaboration opportunities such, frequent call handler. 	<p>YEAR 1 2021- 22</p>	<p>March 2021 OP Functional Plan 2021- 22</p>	
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			<ul style="list-style-type: none"> • Drone leads have been given agreed parameters to work to 3 main areas: <ul style="list-style-type: none"> o Training – efficiency savings, costs o Shared learning – debriefs, what went well o 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. 			
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	Preparedness	<p><u>Update Jul-Dec 2021</u></p> <p>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></p> <p>The Command Strategy is now embedded in MFRS, this will be delivered by March 2023.</p>	YEAR 1 2021-22	March 2023	

	incidents which will enable us to continue to adapt to an ever changing environment		The 'Effective Command' trial ended in April 2022, MFRS have now entered into a 3-year contract for the command software.			
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>	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 Dimensions 2 project to ensure specialist National Resilience capabilities remain efficient and effective.</p> <p><u>Year 1 Update – Jan-June 2022</u></p>	YEAR 1 2021-22		

			<p>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 expected that ND2 will now be delivered over a longer duration than originally envisaged.</p>			
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No.	HMI Page	Area for improvement	Required outcomes	Action to achieve required outcomes	Update – July 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 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>July 2022 update 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 Vision Boss is made.</p> <p>In 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, ICU white boards (photographed), body worn cameras, Resilience Direct.</p>	Response	Q4 2022/23	
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</p>	<p>July 2022 update 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>	People and Organisational Development	Feb 23	

				opportunities within their teams. Review the Gateway process				
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	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.	People and Organisational Development	2022	
		Other areas identified						
4		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.	Prevention partnerships are consistently evaluated for efficiency, effectiveness and benefit to the public.	Prevention Functional Plan Deliverable 5 We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working. A consistent process and methodology for evaluation will be presented for the consideration of SLT members. Liverpool University have agreed to review current partnership work and evaluate effectiveness and benefit to public.	July 2022 update Liverpool University staff have interviewed all department heads. The evaluation questions will consider the following factors: What resources we are investing into the 'Safeguarding and High Risk' and 'Home Safety' pillars.? The main tasks being undertaken by each pillar. The intended outcomes/benefits of undertaking these activities. Whether data is available to demonstrate these benefits. A final report will be prepared and delivered to Community Risk Management Board for further consideration by end of year.	Prevention	Q2 2022/23	
5			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	July 2022 update Three personnel are undertaking registration for Contextualised Auditor's Register (CAR). 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.	Protection	Q4 2022/23	

			be listed on the national contextualised register.				
6		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>	Protection	Q4 2022/23	
7		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</p>	<p>July 2022 update Final review of Fire survival guidance took place and completed 11th May 2022</p> <p>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>	Preparedness	Q4 2022/23	

			assessment process for Fire Control Managers. Embed an assurance program to review training standard and competency.				
8		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 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>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 continue the learning cycle.</p> <p>Review of decision logging to take place support this process.</p>	<p>July 2022 update</p> <p>Operational Assurance liaised with 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. ICCM/ICWM/ICSM and overarching command training. When OD training is delivered, case studies of where and how it was applied are used. OD input 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>	Response	Q4 2022/23	
9		Staff are confident about using new applications and devices within an agreed period of	<p>Strategy and Performance</p> <p>Feedback and customer service will be built into the roll-out of all new applications and</p>	<p>July 2022 update</p> <p>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>	Strategy and Performance	Q1 2022/23	

		time following implementation (varying dependent on the system/technology involved).	<p>technologies as business as usual.</p> <p>Response Functional plan Deliverable 10: 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>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>Response 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. Microsoft Teams is used more broadly on station and we also found various internet browsers still in use. New technology use is now under ongoing review at every Morning Meeting; communicated via OBN's e.g. OBN 87. OSHENS has been monitored from Jan to July - No specific feedback observed. A staff survey delayed but being populated - completion is envisaged end of July.</p>	Response	Q4 2022/23
10		The behaviours associated with Service values are applied in the workplace and this is demonstrated through performance reviews. The Authority members will also demonstrate these positive behaviours	<p>Response Functional Plan Deliverable 10: Enhance knowledge and understanding of 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>July 2022 update</p> <p><u>Work continues for the roll out of organisational implementation of the new Leadership messages and values. The Initial round of Training for all staff has been completed, and work is ongoing in aligning this work to address and incorporate the National code of Ethics.</u></p> <p><u>Work is also on going in the revision of Appraisals, Gateway system and all recruitment to incorporate the Leadership message.</u></p>	<p>People and Organisational Development</p> <p>Response</p> <p>Legal Services</p>	Q4 2022/23

			<p>Legal Services Functional Plan Deliverable 3:</p> <p>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>To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.</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>			
11		See 2					
12		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	<p>July 2022 update</p> <p>The revised Equality Action Plan has been completed, and it is ready for publication subject to Authority approval</p>	People and Organisational Development	April/may 22	
13		Staff have more information and guidance about diverse communities and interactions are improved as a result.	<p>Strategy and Performance Functional Plan Deliverable 1.3</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>July 2022 update</p> <p>Update August 2022 – we are currently working with our external provider to deliver the 2022 Staff Survey during the months of November/December 2022. Face to face ED&I Training continues to be delivered to staff across the Service. Total number of sessions delivered since May 2019 - 89</p> <p>21 sessions booked between 13th July and 21st October</p> <p>Total of 323 places available over these sessions</p> <p>305 staff still to attend</p> <p>15 Authority Members</p> <p>18-20 new recruits</p> <p>11 National Resilience</p> <p>Total 349 – (additional dates to be identified for National Resilience and Authority Members)</p> <p><u>Improve relationships and engagement with diverse communities</u></p>	Strategy and Performance	<p>Q3 2022/23</p> <p>Q2 2022/23</p> <p>Q2 2022/23</p>	

			<p>Data –led risk and equality analysis</p>	<p>Plan of Action</p> <div style="display: flex; flex-direction: column; gap: 10px;"> <div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; background-color: #0070C0; color: white; display: inline-block;">Phase 1 – Information Gathering</div> <ul style="list-style-type: none"> Assess the current level of community engagement Interviews and discussions with key stakeholders internal and external <div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; background-color: #0070C0; color: white; display: inline-block;">Phase 2 – Review</div> <ul style="list-style-type: none"> Review methodologies relating to community engagement in line with the latest research and best practice Desk top research to identify hard to reach groups or groups less engaged <div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; background-color: #0070C0; color: white; display: inline-block;">Phase 3 – Next Steps and Recommendations</div> <ul style="list-style-type: none"> Design and implement the changes needed to improve engagement, monitor and evaluate progress. </div>  <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 MerPol 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) 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 			
14		<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</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>People and Organisational Development</p>	<p>ongoing</p>	

			<p>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>					
15		<p>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>People Plan 1.3 – Increase leadership potential and create greater diversity in leadership positions</p> <p>In association with the review and 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>July 2022 update</p> <p>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>2022/23</p>		
16		<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</p>	<p>July 2022 update</p> <p>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 implemented. Work</p>	<p>People and Organisational Development</p>	<p>Ongoing</p> <p>2022/23</p>		

			<p>officers as well providing appropriate support and training The Authority intends to explore alternative delivery models to expand informal and early intervention resolution</p>	<p>continues with further meetings planned to explore the feasibility of adoption within MFRA.</p>			
17		See 10					
18		<p>Information has been provided to all staff that explains how the Gateway process applies to them and they understand it.</p>	<p>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> <p>Further support and Training to be provided to ensure open and transparent Appraisals are undertaken and training needs identified and supported.</p>	<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>People and Organisational Development</p>	<p>2022/23</p>	

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