

# Public Document Pack



To: All Members of the Authority



R. Groves  
Monitoring Officer

Tel: 0151 296 4113  
Extn: 4124 Ally Kirby

Our ref AK/RG

Date: 18 June 2024

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on **WEDNESDAY, 26TH JUNE 2024** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

This meeting will be available to watch via YouTube at the following link:

<https://youtube.com/live/HrrdkcEj6EA?feature=share>

Yours faithfully,

*PP – A Kirby*

Monitoring Officer

Encl.

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**MERSEYSIDE FIRE AND RESCUE AUTHORITY**

**AUTHORITY**

**26 JUNE 2024**

**AGENDA**

**Members**

Cllr Les Byrom (Chair)  
Cllr Brian Kenny  
Cllr Edna Finneran  
Cllr Jan Grace  
Cllr Dave Hanratty  
Cllr Barbara Murray  
Cllr Doreen Knight  
Cllr Lynn O'Keeffe  
Cllr Paul Tweed  
Cllr James Roberts  
Cllr Linda Maloney  
Cllr Gill Wood  
Cllr Jeannie Bell  
Cllr Sam Gorst  
Cllr Lynne Thompson  
Cllr Andrew Makinson  
Cllr Ed Lamb  
Cllr Lesley Rennie  
PCC Emily Spurrell

**1. Apologies**

To consider any apologies for absence.

**2. Declarations of Interest**

To consider any Member declarations of interest.

**3. Minutes of the Last Meeting (Pages 5 - 12)**

The minutes of the previous meeting held on 13<sup>th</sup> June 2024 are submitted for approval as a correct record and for signature by the Chair.

**4. Corporate Risk Register 2023-24 Oct-Mar Update (Pages 13 - 84)**

To consider the report relating to the Corporate Risk Register (CFO/43/24).

**5. Service Delivery Plan 2023-24 End of Year Report (Pages 85 - 282)**

To consider the Service Delivery Plan 2023-24 End of Year Report (CFO/44/24).

6. **CRMP 2024-27 Post-Consultation Report** (Pages 283 - 452)  
To consider the CRMP 2024-27 Post-Consultation Report (CFO/45/24).
7. **People Plan** (Pages 453 - 500)  
To consider the report relating to the People Plan (CFO/47/24).
8. **Medium Term Financial Plan 2024/25 - 2028/29** (Pages 501 - 522)  
To consider the Medium Term Financial Plan 2024/25 – 2028/29 (CFO/48/24).
9. **Associate Membership of the Liverpool City Region Combined Authority** (Pages 523 - 526)  
To consider the report relating to the Associate Membership of the LCRCA (CFO/46/24).

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## MERSEYSIDE FIRE AND RESCUE AUTHORITY

### ANNUAL GENERAL MEETING

13 JUNE 2024

#### MINUTES

**Present:** **Councillors** Les Byrom (Chair), James Roberts (Vice-Chair), Brian Kenny (Vice-Chair), Edna Finneran, Ed Lamb, Linda Maloney, Jan Grace, Lesley Rennie, Paul Tweed, Dave Hanratty, Lynn O’Keeffe, Barbara Murray, Andrew Makinson and Mr Anthony Boyle

**Also Present:**

Chief Fire Officer	Phil Garrigan
Monitoring Officer	Ria Groves
Director of Finance and Procurement	Mike Rea
Deputy Chief Fire Officer	Nick Searle
Assistant Chief Fire Officer	Dave Mottram

**1. Apologies**

Apologies for absence were received from Councillors Lynne Thompson, Jeanie Bell, Sam Gorst, Paul Tweed and the Police and Crime Commissioner Emily Spurrell.

**2. Declarations of Interest**

There were no declarations of interest in relation to any of the items on this agenda.

**3. Appointment of Chair**

The Monitoring Officer, Ria Groves, asked for nominations for the appointment of Chair of the Authority for 2024/25.

Nominee:

Councillor Les Byrom – nominated by Councillor Linda Maloney and seconded by Councillor Jan Grace.

No further nominations were made and Councillor Byrom accepted the position.

**RESOLVED** that Councillor Les Byrom be appointed as Chair of the Authority for 2024/25.

**4. Appointment of Vice-Chair/s**

Nominations were requested for the positions of Vice Chair/s for the municipal year 2024/25.

Nominee:

Councillor Brian Kenny – nominated by Councillor Les Byrom and seconded by Councillor Linda Maloney

Councillor James Roberts – nominated by Councillor Les Byrom and seconded by Councillor Edna Finneran.

**RESOLVED** that Councillors Brian Kenny and James Roberts be appointed as Vice-Chairs of the Authority for 2024/25.

**5. Minutes of the Previous Meeting**

**RESOLVED** that the minutes of the previous meeting held on the 16<sup>th</sup> May be agreed as an accurate record.

**6. Membership of the Authority**

Councillor Les Byrom placed on record his thanks to Councillors Byron, Moloney and Murphy who were leaving the Authority and welcomed Councillors Makinson, O’Keeffe and Bell who had been appointed for this municipal year.

**RESOLVED** that:

- a) the contents of the report be noted;
- b) the membership of the Authority further to the appointments by the five district councils in Merseyside be noted; and
- c) the appointment of the Police and Crime Commissioner (PCC) for Merseyside to the Authority be continued.

**7. Meeting dates for 24/25 and 25/26**

Councillor Les Byrom noted that the report included a list of dates for meetings and events for the upcoming municipal year. It was explained that there was flexibility in the dates, and they could change if required. Members were encouraged to attend as many meetings and events as possible, in particular the Station Visits and Engagement Days.

**RESOLVED** that:

- a) the schedule of meeting dates and events for 2024/25 (attached at Appendix A) be approved; and
- b) the draft provisional dates for 2025/26 (attached at Appendix B) be noted.

## 8. Structure of the Authority

Monitoring Officer, Ria Groves, presented the report and gave an overview of the political proportionality of the Authority for 2024/25. It was noted that Labour were the largest majority, followed by the Liberal Democrats (Councillor Lynn Thompson was confirmed as the Opposition Spokesperson for 2024/25).

Members agreed the following structure:

Committee	Members
<b>Community Safety &amp; Protection Committee</b>  9 Members (6,1,1,1)	<b>1 Cllr (Chair) B Kenny</b> 2 Cllr E Finneran 3 Cllr J Grace 4 Cllr Lynn O'Keefe 5 Cllr P Tweed 6 Cllr D Knight 7 Cllr L Thompson 8 Cllr E Lamb 9. Cllr L Rennie
<b>Policy &amp; Resources Committee</b>  9 Members (7,1,1)	<b>1 Cllr (Chair) J Roberts</b> 2 Cllr B Murray 3 Cllr L Maloney 4 Cllr D Hanratty 5 Cllr J Bell 6 Cllr G Wood 7 Cllr L Byrom 8. Cllr A Makinson 9. Cllr L Rennie
<b>Audit Committee</b> (proposed increase from 5 to 6) 6 Members (4,1,1)  (Plus 1 Co-opted Member)	<b>1 Cllr (Chair) J Grace</b> 2 Cllr E Finneran 3 Cllr B Murray 4 Cllr Lynn O'Keefe 5 Cllr A Makinson 6. Cllr S Gorst
<b>Scrutiny Committee</b>  9 Members (6,1,1,1)  (Plus 1 Co-opted Member)	<b>1 Cllr (Chair) P Tweed</b> 2 Cllr L Maloney 3 Cllr G Wood 4 Cllr D Hanratty 5 Cllr Jeanie Bell 6 Cllr D Knight 7 Cllr A Makinson 8 Cllr E Lamb 9. Cllr S Gorst

<b>Appointments Committee</b> <b>(3,1)</b> Made up of the Chair, Vice Chairs, and Party Group Leaders	<b>1 Cllr (Chair) L Byrom</b> <b>2 Cllr J Roberts</b> <b>3 Cllr B Kenny</b> <b>4 Cllr L Thompson</b>
<b>Appeals Committee</b> <b>(3,1)</b> Made up of the Chair, Vice Chairs, and Party Group Leaders	<b>1 Cllr (Chair) L Byrom</b> <b>2 Cllr J Roberts</b> <b>3 Cllr B Kenny</b> <b>4 Cllr L Thompson</b>
<b>Joint Fire &amp; Police Collaboration Committee</b> <b>4 Members (3,1)</b> Made up of the Chair, Vice Chairs, and 1 Opposition Spokesperson (Plus PCC)	<b>1 Cllr (Chair) L Byrom</b> <b>2 Cllr (vice) B Kenny</b> <b>3 Cllr (vice) J Roberts</b> <b>4 Cllr L Thompson</b>

<b>Member Development &amp; Engagement Group (3,1)</b>	<b>1 Cllr (Chair) B Murray</b> <b>2 Cllr Finneran</b> <b>3 Cllr Wood</b> <b>4 Cllr L Thompson</b>
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It was noted that five Members has been nominated to Lead Member roles covering Protection, Prevention, People, Preparedness and Operational Response and it was agreed that this role would not attract a special responsibility allowance.

The Chair confirmed that the Lead Members had been provided prior to the meeting as per below:

Preparedness	Cllr Edna Finneran
People	Cllr Jan Grace
Response	Cllr Lesley Rennie
Prevention	Cllr Barbara Murray
Protection	Cllr Gill Wood

It was confirmed that the Chair of Scrutiny would represent the Authority on the Local Pension Board.

**RESOLVED** that:

- a) the committees to be determined were as agreed in appendix B of the report;
- b) the number of voting Members to be appointed to each Committee was determined and agreed in accordance with appendix B;

- c) the number of seats on each Committee to be allocated to each political group in accordance with the political balance regulations be determined and was approved in accordance with appendix B;
- d) an alternative from the relevant political group already appointed to the Authority can attend a Committee in the absence of the substantive Member be approved;
- e) the Members who are to be appointed to Committees and roles attracting a Special Responsibility Allowance, in accordance with the wishes of the relevant political group, in respect of those seats allocated to that group had been confirmed with the Monitoring Officer prior to the meeting;
- f) the nominations proposed by the Chair for the Lead Member roles were approved;
- g) the nomination proposed by the Chair prior to the meeting for the Employer Representative on the Local Pension Board be approved; and
- h) that Members will inform Democratic Services prior to the start of any meeting if an alternative Member is attending on their behalf be approved.

#### **9. Questions on Discharge of Functions**

The following Members were nominated as responsible for questions on discharge of functions:

Liverpool	Councillor James Roberts
Knowsley	Councillor Edna Finneran
St Helens	Councillor Linda Maloney
Sefton	Councillor Jan Grace
Wirral	Councillor Brian Kenny

**RESOLVED** that the five Members (one from each constituent District Council) nominated above as the Member responsible for answering questions in their Council on the discharge of functions of the Authority be appointed.

#### **10. Approved Conference and Outside Meetings**

Monitoring Officer, Ria Groves presented the report which related to Members attending Conferences and outside meetings.

Councillor Dave Hanratty suggested that Members report back to the Authority when they attend conferences and outside meetings, and it was agreed that this practice continue.

**RESOLVED** that the attendance at conference and outside meetings by representatives of Merseyside Fire and Rescue Authority to be determined by the Chair of the Authority be approved.

## 11. Meetings with National Politicians at Party Conference

The Chair presented the report, noting that the facility to meet with national politicians at party conferences had been in place for a number of years.

**RESOLVED** that:

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

## 12. Appointment of Membership to Outside Bodies

The Chair presented the report which detailed the Authority's membership to various outside bodies.

It was noted that the Growth Platform had become part of the Liverpool City Region Combined Authority(LCRCA). Members were advised that a report from the Monitoring Officer on associate membership for MFRA would be submitted to the Authority meeting on the 26<sup>th</sup> June 2024.

Members agreed to continue the Authority's affiliation with the following organisations and to the appointment of the following Members and Officers:

Organisation	Representative
Local Government Association Fire Services Commission	Councillors Les Byrom, Brian Kenny and James Roberts
North West Employers Forum	Councillor James Roberts
North West Fire and Rescue Advisory Forum	Councillors Les Byrom, Brian Kenny, James Roberts and Lynne Thompson, Chief Fire Officer Phil Garrigan
Association of Metropolitan Fire and Rescue Authorities	Councillor Les Byrom
Liverpool City Region Growth Platform	Area Manager Protection and Area Manager Prevention

**RESOLVED** that:

- a) the current affiliations to outside bodies be noted;



- b) the continued affiliation with each of the organisations specified in this report be approved; and
- c) appointments of Members to each of the outside organisations as the Authority's representatives and to confirm which Members will be representing the Authority at each outside organisation be approved as appropriate.

**13. Members Allowance Payments 23/24**

Members were presented with the allowance payments for the previous financial year (2023-24).

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

**14. Scheme of Allowance 2024/25**

The Chair presented the proposed scheme of allowances for 2024/25.

**RESOLVED** that

- a) continuation with it's current Members' Allowance Scheme be approved,
- b) any inflationary increase to the Authority's Scheme of Members' Allowances is normally aligned to the previous year's Firefighters' pay and subsistence allowances by the previous year's March CPI be noted;
- c) a pay increase to the Scheme of Members allowances in line with the Firefighters Pay Award for 2023/24 which would apply to the 2024/25 allowances be approved;
- d) the current roles of Co-opted Member and the Independent Person to be combined; and
  - i. to be appointed to both the Audit Committee and Scrutiny Committee, as a non-voting member (subject to approval of the structure);
  - ii. to continue to consider any complaints against Members alleged to have breached the Members' Code of Conduct and Relevant Officers under the Relevant Officers Disciplinary Procedure on the Independent Panel as the "Independent Person"; and
  - iii. to be paid for conducting such roles following submission and verification of invoices at a daily attendance rate of £60 (as and when required) as is the current case.

**15. MFRA Constitution 24/25**

Monitoring Officer, Ria Groves, presented the report which outlined the proposed changes to the Constitution for 2024/25. It was noted that the Constitution was reviewed throughout the year to ensure it was relevant.

The proposed changes included amending some minor typographical errors, and clarifying and updating the correct references for example to the Community Risk Management Plan.

It was expected that there would be legislative changes impacting the Contract Standing Orders later in the year and as such further amendments may be required.

Members were advised that there had been a change to the financial regulations, raising the amount of virement to be reported to the Authority to £75,000. It was noted that this was the first time this had been raised in over fifteen years, however this increase reflected the impact of inflation and the rise in cost of goods during this period.

**RESOLVED** that:

- a) the draft amended Constitution for 2024/25 be approved;
- b) the Monitoring Officer to the Authority be instructed to keep the constitution under review; and
- c) in the event of any relevant changes in legislation, a further report be brought back to the Authority.

Close

Date of next meeting Wednesday, 26 June 2024

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>AUTHORITY</b>		
<b>DATE:</b>	<b>26 JUNE 2024</b>	<b>REPORT NO:</b>	<b>CFO/43/24</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER, PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>JACKIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>CORPORATE RISK REGISTER 2023-24 OCT-MAR UPDATE</b>		

<b>APPENDICES:</b>	<b>APPENDIX A: CORPORATE RISK REGISTER 2023-24 OCT TO MAR UPDATE</b>
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### **Purpose of Report**

1. To inform Members of the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period October 2023 to March 2024.

### **Recommendation**

2. It is recommended that Members approve the updated Corporate Risk Register for 2023/24 which incorporates the current status of those risks to March 2024.

### **Introduction and Background**

3. It is good practice to regularly review the internal and external risks in relation to the on-going delivery of service by Merseyside Fire and Rescue Authority.
4. To that end, a Corporate Risk Register has been produced which focuses on the Vision and Purpose of Merseyside Fire and Rescue Authority ('the Authority') and aligns each risk to a specific aim. The Strategic Leadership Team (SLT) has reviewed the risks contained within the Corporate Risk Register and considered any new risks that might affect the Authority during 2023/24. The resultant risks have been scored against the original risk and re-scored following mitigation. The purpose of this report is to ask Members to review the updated Corporate Risk Register attached at Appendix A to consider any implications for the Authority.
5. Officers have sought an external review of the Corporate Risk Register alongside what training can be provided to ensure relevant officers have sufficient knowledge to be empowered to raise the relevant risks. The proposals are being presented to SLT for consideration which include a new format of capturing risk including at department level upwards with engagement at every level of the

Authority to ultimately create and identify corporate risks as well as the development of a new risk register itself.

6. This new approach to managing corporate risk will be used in the preparation of the 2024/25 Corporate Risk Register.

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### **Equality and Diversity Implications**

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7. There are no direct equality and diversity implications arising from this report.

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### **Staff Implications**

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8. Staff manage the risks identified within the risk register.

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### **Legal Implications**

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9. The management of the Corporate Risk Register will ensure the Authority complies with its legal requirements and mitigates its risks within the agreed risk appetite.

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

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10. There are no financial implications contained within this report.

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### **Risk Management and Health & Implications**

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11. The assessment and mitigation of risk is essential in ensuring a safe working environment for all Authority employees and its agents and consideration of its actions on the environment is paramount.
12. Management of corporate risk and the application of suitable mitigation strategies affords the Authority security that should a risk become an issue then suitable control measures are in place to mitigate any impact.

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### **Environmental Implications**

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13. The assessment and mitigation of risk is essential in ensuring a safe working environment for all Authority employees and its agents and consideration of its actions on the environment is paramount.
14. Management of corporate risk and the application of suitable mitigation strategies affords the Authority security that should a risk become an issue then suitable control measures are in place to mitigate any impact.

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**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.*

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15. Knowledge of and response to a risk being realised is an essential component of ensuring that the Authority continues to deliver an effective and efficient service to the communities of Merseyside.

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**BACKGROUND PAPERS**

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**CFO/061/23** Corporate Risk Register 2023-24 April to Sept Update

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**GLOSSARY OF TERMS**

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# CORPORATE RISK REGISTER 2023/24

Aims: - Protect, Prevent, Prepare, Respond

April 2023 – March 2024

October 2023 to March 2024 update

## MFRA RISK MATRIX

Increasing Impact B		Increasing Likelihood A				
		1	2	3	4	5
		Remote	Unlikely	Possible	Likely	Frequent
1	Slight	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement
2	Minor					Develop Reduction measures
3	Significant			Develop Reduction measures	Compulsory Risk reduction	
4	Major		Develop Reduction measures	Compulsory Risk reduction		
5	Massive	Develop Reduction measures	Compulsory Risk reduction			



## Introduction

All organisations face risks that can impact on their operations, by establishing a systematic approach to identifying, assessing, and managing risk, Merseyside Fire and Rescue Authority (MFRA) intends to continually improve the organisation's governance, increase accountability and enhance overall performance.

The Director of Strategy and Performance reports directly to the Chief Fire Officer on matters relating to corporate risk management and maintains this risk register in collaboration with other members of the Strategic Leadership Team (SLT).

As part of this process the organisation considers the level and type of risk the Authority will accept while conducting its business and puts in place measures to reduce or eliminate that risk. This includes a careful evaluation of how risks affect the Authority's ability to achieve its Vision and Purpose and its appetite for taking those risks.

The following categories of risk appetite are considered in relation to each identified Strategic Corporate Risk within this register:

- **Low** – The level of risk will not substantially impede the ability to achieve MFRA's Vision and Purpose. Controls are prudently designed and effective.
- **Moderate** – The level of risk may delay or disrupt achievement of MFRA's Vision and Purpose. Controls are adequately designed and are generally effective.
- **High** – The level of risk will significantly impede the ability to achieve MFRA's Vision and Purpose. Controls may be inadequately designed or ineffective.

## Risk Appetite by Strategic Corporate Risk Category

**MFRA has an overall conservative risk appetite. The organisation will act in accordance with this to achieve strategic objectives and deliver high quality fire and rescue services to the people of Merseyside.**

MFRA will employ sound risk management principles, transparent decision-making and effective communication to prioritise risk. The Authority manages seven strategic corporate risk categories to effectively supervise and ensure a safe and effective fire and rescue service that delivers prevention, protection and response services to Merseyside and beyond. MFRA has a low appetite for most types of risk (see table below), being aware of the need to ensure the prudent use of public money, maintain staff safety and deliver reliable and effective services.

Corporate Risk Category	Risk Appetite	Explanation
<b>Budget and financial</b>	Low	<b>The appetite for Budget and financial risk is low.</b> MFRA will exercise prudent management of its financial resources to achieve its Vision. MFRA will maintain strong internal controls and ensure compliance with applicable legislation and accounting standards. MFRA will make prudent decisions to mitigate the financial impact of internal and external factors that affect it.
<b>Legal and legislative</b>	Low	<b>The appetite for Legal and legislative risk is low.</b> MFRA will always endeavour to comply with the laws that govern its activity and adopt appropriate governance processes. MFRA has no risk appetite for non-compliance with applicable laws and regulations.
<b>Loss of strategic sites and assets</b>	Moderate	<b>The appetite for risk in relation to strategic sites and assets is moderate.</b> Risk appetite in relation to vehicles and equipment is low, as safety and usability must be achieved through the use of detailed specifications of requirements. Risk appetite in relation to FRS sites (e.g. for a new fires station) is higher, as it is acknowledged the options are more limited and the end result in relation to the provision of a new fire station is not entirely predictable at the beginning of the process.
<b>Environmental and Political</b>	Moderate	<b>The appetite for risk in relation to environmental and political matters is moderate.</b> MFRA acknowledges that activity in relation to collaborative work with partners, for example, is not entirely predictable and some risks will be taken whilst attempting to improve service delivery or make savings through the use of new arrangements.
<b>Loss of key staff</b>	Moderate	<b>The appetite for risk in relation to loss of key staff is moderate.</b> MFRA recognises that it may need to adopt new and untried ways of working to deliver its services during periods of industrial action or reductions in the size of the workforce.
<b>Technology</b>	Low	<b>The appetite for Technology risk is low.</b> Information systems must support core MFRA functions with adequate capability, capacity, resiliency, and security from internal and external threats. The organisation relies on a mobile and technologically dependent workforce to carry out its Mission.
<b>Procurement</b>	Low	<b>The appetite for Procurement risk is low.</b> MFRA is bound by legislation and regulations that are designed to ensure that public finance is spent appropriately. As a result, processes are designed to ensure that all procurement activity is properly governed and carried out in a way that ensures compliance.

**CORPORATE RISK REGISTER 2023/24**

RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
1.	<b>Budget /Financial Risks</b>	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence and sourcing fleet and resources	1.1.1	Increased safety and reputational risk to all MFRS	15	<p>Resilience exists within departments to task staff with priority work steams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place.</p> <p>Budgets are set in line with the medium financial plan to ensure MFRS can deliver its legislative requirement i.e. collaborative training.</p> <p><b>April-Sep Update</b> The Grey book pay award has been settled at 5%. Following a national meeting between the three representative trade Unions, the Green Book staff pay award for 2023/24 has been settled at a flat rate of £1,925 or 3.88% (whichever is highest). This agreement places an additional but known financial pressure of</p>	12	AM Operational Preparedness

							<p>circa £140K in the 2023/24 financial year. The CPI inflationary rate still remains stubbornly high, with the rate not falling as quickly as expected - only falling from 8.7% in April to 6.7% in September. The high inflation rate will continue to impact on contracts and prices.</p> <p><b>Oct-Mar Update</b>                  Continuous review of staffing through Operational Preparedness manager meetings in addition to scrutiny via Performance Management Group (PMG). Regular budget meetings scheduled in. No immediate funding issues in Operational Preparedness.</p>		
1.	<b>Budget/Financial Risks</b>			<b>1.1.3</b>	Reducing ability to respond or maintain competent workforce.	<b>15</b>	The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to	<b>10</b>	Director of POD

						<p>ensure a high level of competence in all staff</p> <p><b>April-Sep Update</b>                  All legislation and regulation changes are now in place to allow the implementation of the Government’s remedy from October 2023. The increase in the Employer contribution rate of 3% for 2024/25 still remains as a key assumption in the Medium Term Financial Plan for 2024/25 onwards, but more information should be known on this once the Government have issued the provisional financial settlement in late December 2023.</p> <p><b>Oct-Mar Update</b>                  The dispute in relation to overtime has been resolved, workforce planning processes continue to accurately identify staffing requirement and the appropriate recruitment is planned and delivered. This is integrated with development policies and a</p>	
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							planned Gateway cycle to ensure appropriate staffing at all levels.		
1.	<b>Budget/Financial Risks</b>			<b>1.1.4</b>	Reduced ability to maintain FF safety	<b>15</b>	<p><u>AM Response</u> Maintenance of competency is managed on station through Safe Person Assessments and the training planner for all operational staff. Time &amp; Resource Management staff utilise Voluntary Additional Hours to ensure appliances are fully staffed.</p> <p><b>April-Sep Update</b> No change this period</p> <p><b>Oct-Mar Update</b> <u>Ops Preparedness</u> Continual core training is taking place. Maintenance of competence is taking place on station. Provision of PPE available through the eProcurement application.</p>	<b>10</b>	<b>AM Operational Response/ Preparedness</b>

1.	<b>Budget/Financial Risks</b>	1.2	<p>Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)</p> <p>Political Risk – failure to meet statutory duty</p> <p>Community Safety Risk – failure to address risks to community &amp; Firefighters</p>	1.2.1	Increased fires, deaths and injuries	<p><b>12z</b></p> <p>MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through Performance Management Group.</p> <p>The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased Protection teams as such a review is underway</p> <p>Grenfell Tower phase 1 recommendations will require oversight and to ensure they are suitably addressed. The Risk Based Inspection Programme (RBIP) methodology requires a review to ensure resources are being used efficiently and effectively.</p> <p><b>April-Sep Update</b></p>	<b>10</b>	<p><b>AM</b></p> <p><b>Prevention</b></p> <p><b>AM</b></p> <p><b>Protection</b></p>
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						<p>Operational crews continue to deliver our core business target alongside vulnerability and demand led campaigns which are now held monthly following data led targeting with VRP Partners. CFRMIS is now embedded and will support in data and trend analysis. Recruitment of advocates has been undertaken to fill vacancies. Safe and well visits have been maintained by prevention staff with agile and flexible working adopted to meet the demand of the communities of Merseyside whilst some staffing shortfalls exist.</p> <p>Protection staffing levels are now at the highest level recorded and whilst retention of staff has improved, there is still reliance on external grants to fund several posts across the directorate. If grant provision is removed and central budgets are not increased to offset this removal, then personnel on</p>	
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							<p>fixed term contracts may be at risk. This could subsequently result in reduced numbers of personnel and regulators to inspect premises identified within the RBIP.</p> <p><b>Oct-Mar Update</b> Protection staffing levels are being maintained and the recent restructure has offered development opportunities for a number of personnel within the directorate which will support medium to longer term succession planning.</p> <p>The risk associated with grant provision recorded April to September, remains.</p>		
1.	<b>Budget/Financial Risks</b>	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	Increased risk of property loss in the community	15	MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.	10	<b>AM Operational Response</b>

						<p><b>April-Sep Update</b> No change this period</p> <p><b>Oct-Mar Update</b> Recruit course to recommence from 1<sup>st</sup> July with 20 new candidates – retirement profile maintaining operational loss within Service, expected to ease 2025.</p>			
1.	<b>Budget/Financial Risks</b>	1.4	Pay & Inflation increases-impact on ability to maintain a balanced budget	1.4.1	<p>The current budget assumes 2.5% pay award for 2022/2023 (and future years).</p> <p>Each 1% increase in pay equates to approximately £0.4m for firefighters and £0.1m for other staff.</p> <p>Higher CPI / RPI will increase the uplift on a number of major contracts.</p> <p>Current energy costs have increased by 200% and may result in costs exceeding the budget by £600k to £1m.</p>	9	<p>The Authority established a £3m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p><b>April-Sep Update</b> The Grey book pay award has been settled at 5%. Following a national meeting between the three representative trade Unions, the Green Book staff pay award for 2023/24 has been settled at a flat rate of £1,925 or 3.88% (whichever is highest). This agreement places an additional but known financial pressure of circa £140K in the 2023/24 financial year. The CPI</p>	1	<b>Director of Finance &amp; Procurement</b>

						<p>inflationary rate still remains stubbornly high, with the rate not falling as quickly as expected - only falling from 8.7% in April to 6.7% in September. The high inflation rate will continue to impact on contracts and prices.</p> <p><b>Oct-Mar Update</b> The CPI inflation rate has fallen from 6.7% in September to 3.2% in March.</p> <table border="0"> <tr> <td>2023 OCT</td> <td>4.6%</td> </tr> <tr> <td>2023 NOV</td> <td>3.9%</td> </tr> <tr> <td>2023 DEC</td> <td>4.0%</td> </tr> <tr> <td>2024 JAN</td> <td>4.0%</td> </tr> <tr> <td>2024 FEB</td> <td>3.4%</td> </tr> <tr> <td>2024 MAR</td> <td>3.2%</td> </tr> </table> <p>Several existing contracts 2024/25 price increases will be based on the September 2023 CPI rate. This has been taken into account when preparing the 2024/25 Medium Term Financial Plan.</p>	2023 OCT	4.6%	2023 NOV	3.9%	2023 DEC	4.0%	2024 JAN	4.0%	2024 FEB	3.4%	2024 MAR	3.2%	
2023 OCT	4.6%																		
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2024 MAR	3.2%																		

							Utility costs have begun to fall and are expected to fall further from April 2024.  The Inflation Reserve is currently £1.2m and will be maintained to cover future pay and price increases above the budget.		
1.	<b>Budget/Financial Risks</b>	1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	Processes are redesigned when cuts to staffing are made Stopping performing specific activities considered Remaining staff are trained in processes/services that are still required  <b>April-Sep Update</b> Succession planning processes have been established and Strategic Leadership Team (SLT) have been considering pay reviews for key posts and those that have not been reviewed in recent years.  <b>Oct-Mar Update</b> Succession planning process was reviewed and delivered to directorates. Analysis of	6	SLT

							data demonstrates improved staff retention rates and lower staff turnover from the previous year		
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.7</b>	Loss of National Resilience funding from Home Office		Loss of operational response/service/training/lack of equipment/vehicles not maintained.	<b>15</b>	Utilising MFRS resources to fulfil role and responsibilities.  Budget constantly reviewed with Home Office Colleagues  <b>April-Sep Update</b> No change this period  <b>Oct-Mar Update</b> No change this period	<b>12</b>	<b>AM National Resilience</b>
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.10</b>	“McCloud” - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS,		The 2020 FPS actuarial review will consider the cost of the Government’s remedy and build it into the FPS employer rate from 2024/25. The MTFP has assumed an increase of 3% / or £1m from 2024/25.	<b>12</b>	<b>April-Sep Update</b> All legislation and regulation changes are now in place to allow the implementation of the Government’s remedy from October 2023. The increase in the Employer contribution rate of 3% for 2024/25 still remains as a key assumption in the Medium Term Financial Plan for 2024/25 onwards, but more information should be	<b>1</b>	<b>Director of Finance and Procurement / DCFO</b>

			<p>constituted unlawful age discrimination. The Government is currently finalising legislation and regulation changes to implement a remedy for retired / retiring eligible members from October 2023.</p>			<p>known on this once the Government have issued the provisional financial settlement in late December 2023</p> <p><b>Oct-Mar Update</b>                  The Authority has implemented the Remedy and begun processing retiring eligible members from the 1<sup>st</sup> October 2023. The Authority is working with the Authority’s Pension Administrator and LGA to implement the Remedy for those who retired prior to October 2023. The firefighter employers pension contribution rate increased from 28.8% to 37.6% from 2024/25 onwards. The impact on the firefighter pension scheme to MFRA was £2.3m. The Home Office announced a one-off Grant of £2.183m (calculation based on four year average) for 2024/25 to cover the increase.</p>	
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Our Vision – To be the best Fire and Rescue Service in the UK									
RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
2.	Legal and Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	Damage to MFRS reputation. Impact on public and partner goodwill.	15	<p>The IRMP process is thorough and consulted on widely. Research and analysis activities are carried out, risks are assessed and strategies and processes adopted to deal with them.</p> <p><b>April-Sep Update</b> Engagement with stakeholders has taken place on potential themes for the 2024/27 CRMP</p>	8	SLT

2.	Legal and Legislative Risks			2.1.2	Inability to respond to major national resilience incidents	15	(Community Risk Management Plan). Work continues on the development of the new CRMP and all is on target.	8	SLT
				2.1.3	Increased fires, deaths and injuries	15	<p><b>Oct-Mar Update</b></p> <p>The draft CRMP was approved by Authority in February 2024 for 12 weeks consultation. All is on target for publication of a new CRMP on 1<sup>st</sup> July and the CRMP is compliant with National Framework requirements. Also, organisational performance over the year has been very good.</p>	12	SLT



2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	Sanctions, fines and or arrests resulting from death of Personnel	25	<p>This can be mitigated to some degree by correct application of SOP's. Service Instructions, training and Health and Safety legislation to avoid injury and damage.</p> <p><b>April-Sep Update</b></p> <p>Ensuring compliance with legislative requirements and SOP's continues to mitigate any such risks to avoid injury and damage. Training also assists to mitigate the risk which has continued throughout this period.</p> <p><b>Oct-Mar Update</b></p> <p><b>There are no changes for this period however processes and policies remain in force.</b></p>	12	SLT
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2.	<b>Legal and Legislative Risks</b>	2.3	Changes introduced by the Localism Act 2011	2.3.1	Judicial Review – other legal challenges	15	<p>This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. However any person can apply for Judicial Review regardless of the perceived merits or otherwise of such an application.</p> <p><b>April-Sep Update</b> No change this period</p> <p><b>Oct-Mar Update</b> No change this period</p>	8	Head of Legal & Democratic Services.
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2.	<b>Legal and Legislative Risks</b>	2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	Potential impact on reputation Potential legal action	15	<p>The Equality and Diversity Policy is regularly reviewed Equality Actions form part of the Service Delivery Plan and ED&amp;I Annual Report.</p> <p>Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change.</p> <p>Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p><b>April-Sep Update</b></p> <p>As contained in the previous update work continues through the relevant Boards and staff network.</p> <p><b>Oct-Mar Update</b></p> <p>The ED&amp;I strategy has been reviewed and a three-year 2024-27 strategy has been agreed. In addition, a three year Workplace</p>	8	Director of People and Organisational Development/Mo Jogi
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							Transformation Action Plan (2024-27) together with a cultural performance dashboard will strengthen compliance with the Equality Act.		
2.	<b>Legal and Legislative Risks</b>	2.6	Policing and Crime Act 2017	2.6.1	Potential change to Governance	15	<p>A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case.</p> <p>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.</p> <p><b>April-Sep Update</b></p> <p>No change from the previous update</p>	12	SLT

						Oct-Mar Update			
						No change from the previous update			
2.	Legal and Legislative Risks	2.6		2.6.2	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	<p>The Policing and Crime Act 2017 places a duty on MFRA to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness</p> <p>MFRA's position is therefore to consider collaboration where it provides for a more efficient and/or effective service, where it improves the safety of the public, or is in the interests of economy.</p> <p>This will be delivered and monitored through the MFRA commitment to the Blue Light Collaboration Team, the Blue Light Collaboration Programme Board, and all collaboration</p>	8	AM Preparedness

						<p>programmes recorded through the Local Collaboration Overview.</p> <p><b>April-Sep Update</b></p> <p>New Terms of Reference have been drafted for the Board. Strategic objectives to be agreed and set for 2024/25 at next scheduled meeting – December 2023.</p> <p><b>Oct-Mar Update</b></p> <p>New Terms of Reference agreed and meeting held. New steering group established to inform Executive Board.</p> <p>Four new areas agreed to focus upon</p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Training</li> <li>• Intelligence</li> <li>• Prevention</li> </ul> <p>New Person in Crisis Memorandum of Understanding produced by MFRS to be agreed at next board.</p>	
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2.	Legal and Legislative Risks	2.7	Increased Litigation costs	2.7.3	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	<p>Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents.</p> <p><b>April-Sep Update</b> No change this period as the work detailed above continues to be executed</p> <p><b>Oct-Mar Update</b> <b>Work continues with health and safety to ensure that all accidents are investigated, and appropriate actions taken.</b></p>	6	Head of Legal & Democratic Services.
2.	Legal and Legislative Risks	2.7		2.7.2	Potential for increased litigation arising from shared premises with partners.	12	<p>Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise.</p> <p><b>April-Sep Update</b> As detailed above review of work practices and analysis of trends remains ongoing to mitigate incidents and therefore</p>	6	Head of Legal & Democratic Services.

							potential for litigation costs.  <b>Oct-Mar Update</b> Monitoring continues to take place and accidents in shared areas investigated.		
2.	<b>Legal and Legislative Risks</b>	2.9	Failure to comply with Government Transparency agenda	2.9.1	Damage to reputation of MFRS by not publishing policies and data as required	12	A Transparency Service Instruction sets out the Authority’s commitment. There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish.  <b>April-Sep Update</b> All Transparency data on the website is up to date.  <b>Oct-Mar Update</b> All Transparency data on the website is up to date.	8	SLT
2.	<b>Legal and Legislative Risks</b>	2.10	Health & Safety audits, failures and investigations	2.10.1	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with	8	AM Operational Response



						<p>Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection.</p> <p><b>April-Sep Update</b> No change this period</p> <p><b>Oct-Mar Update</b> All incidents are met with the relevant investigatory processes. No significant ongoing action.</p>			
2.	<b>Legal and Legislative Risks</b>	2.11	Lead Authority for National Resilience	2.11.1	Increased responsibility and liability; capacity issues and reputational risk.	15	<p>Mitigation in part through careful contract management.</p> <p><b>April-Sep Update</b> The arrangement as Lead for NR under the grant agreement continues to be monitored and managed to mitigate risks carefully.</p> <p><b>Oct-Mar Update</b> The arrangement as Lead for NR under the grant agreement continues to be</p>	8	Head of Legal & Democratic Services.

							monitored and managed to mitigate risks carefully		
2.	<b>Legal and Legislative Risks</b>	2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to undertake EFAD driving.	2.12.1	Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, experience or type of vehicle they have driven.	15	<p>Competency will be managed through the driving school with assessment and development plans being tailored to the individual. Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge.</p> <p><b>April-Sep Update</b>                      Ops Preparedness                      Emergency Response                      Driving Fire Standard integration tool being utilised by Training and Development Academy (TDA) driving assessors and have begun to attend the latest nationally accredited</p>	9	Director of HR, AM Operational Preparedness

							<p>courses. Proposed changes to national driving standards and courses (section 19) not implemented by Government.</p> <p><b>Oct-Mar Update</b> No change Section 19 not implemented.</p>		
2.	<b>Legal and Legislative Risks</b>	2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.	9	<p>Resilience is provided to ensure that any loss of key staff facilitating the partnership is minimised. In addition, there is evaluation on the workload involved in managing the partnership and gauging capacity to take on any further partnerships.</p> <p><b>April-Sep Update</b> Dedicated reference holders for Primary Authority Scheme continues to monitor and coordinate this workstream.</p> <p><b>Oct-Mar Update</b></p>	6	AM Protection

							The previously reported reference holder has now been further enhanced from a resilience perspective resulting in a dedicated compliance reference oversight as part of the newly implemented Protection structure.		
2.	<b>Legal and Legislative Risks</b>	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	Potential for MFRA to be unable to serve prohibition or restriction notices on premises out of office hours when the use of the premises involves or will involve a risk to the relevant persons so serious that use of the premises ought to be prohibited or restricted.	12	Senior Officers in Protection when scheduled on cover can provide this facility to respond out of hours; providing they are not engaged at an operational incident. Article 31 Officers provide some additional limited support to assess complaints but are not warranted officers or deemed competent under the Fire Protection Competency Framework. Recall to duty provides some resilience but availability is not guaranteed. Potential for assistance from a neighbouring Fire and Rescue Service.  <b>April-Sep Update</b>	9	AM Protection

						<p>Protection Response Officer cohort has changed in recent months resulting in the need to rely on resilience from Station Managers (SMs) to maintain out of hours provision. Once the cohort is again fully resourced, trained and competent this will negate the need to rely on SMs for resilience and ensure dedicated specialist capability provision 24/7.</p> <p><b>Oct-Mar Update</b> The Protection Response Officer cohort is now fully resourced albeit some personnel still require development before full competence can be attained.</p> <p>As part of the Protection FDP for 2024/25, we will explore the feasibility of increasing resilience in this area utilising additional fire safety regulators within the team.</p>	
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2	Legal and Legislative Risks	2.15	Professional Indemnity for Incident Investigation Team	2.15.1	Potential for professional indemnity claim for inaccurate or wrong conclusion of cause of fire.	16	<p>Rigorous audit process of ISO17020 standards by independent accreditation service UKAS will ensure team are competent. This is being implemented during 2022/23 year. Reserves will be utilised to cover any potential PI claims.</p> <p><b>April-Sep Update</b> Internal Quality Assurance (QA) Audit officer role now embedded, further role identified for deliver in Q4 to support with the internal Incident Investigation Team (IIT) QA framework</p> <p><b>Oct-Mar Update</b> Internal Quality Assurance (QA) Audit officer role now substantiated into the service. The ISO17020 standards have been pushed back however we will be introducing a new temp post for an ISO and training officer for the IIT team. This position will go live in May 2024.</p>	6	AM Prevention
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2	Legal and Legislative Risks	2.15	Incident Investigation Team prevented from carrying out fire investigations which are suspected as deliberate by the Forensic Science Regulator	2.15.2	Potential for Forensic Science Regulator to issue an order preventing IIT from carrying out investigations that are suspected as criminal.	<p><b>16</b></p> <p>IIT officers are fully trained and maintain competence to national standards. All officers receive suitable and sufficient training to Level 5 FI and level 7 legal training. CPD is maintained throughout year and ISO17020 process will enhance the forensic discipline within the team.</p> <p><b>April-Sep Update</b> Tier 1 Fire Investigation courses delivered to Watch Managers to support the ISO 17020 certification which will be sought on completion of compliance regulation elements.</p> <p><b>Oct-Mar Update</b> Working with POD, continuing with tier 1 Fire Investigation courses delivered to Watch Managers to support the ISO 17020 certification which will be sought on</p>	4	AM Prevention

							completion of compliance regulation elements. ISO compliance deadline has been extended although officers continue to prepare for implementation.		
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**Our Vision – To be the best Fire and Rescue Service in the UK**

RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	Inability to respond to major local and national resilience incidents	20	Director of Finance and Procurement Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well.  April-Sep Update	8	Head of Data & Technology, Director of Finance and Procurement, AM Operational Preparedness



							Head of Technology No change during this period		
<b>3.</b>	<b>Loss of Strategic Sites/Assets</b>	<b>3.2</b>	Loss of Fire Control, National Resilience Fire Control and back up site	<b>3.2.1</b>	Inability to respond, delay in providing core services	<b>20</b>	<p><b>Oct-Mar Update</b>                  Since the last update a review of ICT, Information Management, and Application Support has resulted in them combining to create the Data and Technology Department. This now includes the roles of Applications and Technology Manager, and Response Applications and Telecoms Officer. Both roles will provide support to Fire Control.</p>	<b>8</b>	Head of Data & Technology, Director of Finance and Procurement, AM Operational Response

3.	<b>Loss of Strategic Sites/Assets</b>	3.3	Loss of utilities due to infrastructure failure.	3.3.1	Inability to provide core services temporarily whilst fall-back site is brought online				
3.	<b>Loss of Strategic Sites/Assets</b>	3.4	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	Potential security risk in relation to all FRS assets, particularly in relation to personnel, information and premises risk.	20	<p>A Protective Security Group is led by the Director of Strategy and Performance and includes representatives of several departments with security responsibilities.</p> <p>There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security</p> <p>An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p><b>April-Sep Update</b></p> <p>The protective Security Group continues to</p>	9	Director of Strategy and Performance

							<p>oversee this area. Since the last update a review of ICT Department and Information Management Department has resulted in the combining of the two to create the Data and Technology Department which will strengthen the Service’s approach to information management and cyber security.</p> <p>POD have continued to implement security check processes for staff.</p> <p><b>Oct-Mar Update</b> Protective Security Group continues to meet and take action to reduce risks related to information, personnel and premises. New staff vetting processes are being implemented by the Service and action has been taken in relation to thefts and attempted thefts from fire stations.</p>		
3.	<b>Loss of Strategic Sites/Assets</b>	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	Loss of Fire Control ICT services and information assets	20	See 6.2 and 6.9	9	Head of Data & Technology

						<p>As a further mitigation, cyber security is also increased by having the Fire Control infrastructure on its own firewalled network, with limited access in and out.</p> <p><b>April-Sep Update</b> Head of Technology Increased Cyber Security preparation in response to Merseyside Police intelligence around Eurovision Song Contest 2023 (ESC2023) Strengthened by the formation of the MFRS Cyber Working Group which now meets on a regular basis.</p> <p><b>Oct-Mar Update</b> In addition to the previous update, the newly created Data and Technology Department now includes a specific role with responsibility for cyber security (Cyber Security and Information Manager).</p>	
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Our Vision – To be the best Fire and Rescue Service in the UK									
RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
4.	<b>Environmental and Political</b>	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders.  <b>April-Sep Update</b> No change in the mitigation process from the above statement	10	AM Operational Response

							<b>Oct-Mar Update</b> As per the above.		
4	<b>Environmental And Political</b>	<b>4.2</b>	Insufficient water pressure resulting in the inability to fight fires effectively.	<b>4.2.1</b>	Potential for major consequences, FF injuries	<b>25</b>	<p>High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements.</p> <p>Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software</p> <p><b>April-Sep Update</b> Liaison with United Utilities formalised through Merseyside Resilience Forum and National Fire Chiefs Council (NFCC) Northwest Water Officers Group. Review of Firefighting media conducted for Operations Board Jan 2023. Data should make current provision robust. Reports of poor water supplies or outage will</p>	<b>4</b>	AM Operational Preparedness

							<p>be monitored through operational assurance and then investigated by Water Section to establish if accurate or training need. New hydrant software currently being procured</p> <p><b>Oct-Mar Update</b>                  Reports of poor water supplies or outage now being monitored through operational assurance and then investigated by Water Section to establish if accurate or training need.</p> <p>New hydrant software currently being procured and a new trial of hydrant testing is being proposed to ensure operational crews can focus on producing water plans for high risk sites.</p>		
4.	<b>Environmental and Political</b>	<b>4.3</b>	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	<b>4.3.1</b>	Increased economic costs from increases in arson	<b>15</b>	Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion,	<b>8</b>	AM Prevention
				<b>4.3.2</b>	Increased economic costs from increases in fraud.	<b>15</b>		<b>8</b>	
				<b>4.3.3</b>	Increased incidents e.g. fires	<b>15</b>		<b>8</b>	

				4.3.4	Increased antisocial behaviour (ASB)	15	<p>develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) &amp; associated deliberate fire setting.</p> <p>Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.</p>	8	
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							<p>Increased incidents e.g. Fires – Community Risk                  Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p> <p><b>April-Sep Update</b>                  As previous update</p> <p><b>Oct-Mar Update</b>                  As previous update</p>		
4.	<b>Environmental and Political</b>	4.4	Reputation	4.4.1	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	15	<p>Corporate Communications activity is focussed on protecting the reputation of the Service whilst providing advice and guidance to communities and promoting the services provided                  Social media is closely monitored (but not 24/7).                  Press and media queries are dealt with promptly with senior officers providing information.                  Events are promoted and provided with communications support.</p>	9	Director of Strategy and Performance

						<p>Staffing levels are relatively low when compared with other FRS's.</p> <p><b>Oct- Mar Update</b> The previous update is still applicable. Senior management and the Comms Team are aware of and are taking account of the negative media comments in relation to culture in other FRSs.</p> <p><b>April-Sep Update</b></p> <p><b>Oct-Mar Update</b> The reputation of MFRS remains strong despite challenges nationally around FRS culture. The Service continues to portray a high performing, strong and positive organisation in its communications, one where all are welcome and the People Plan and associated action plans will strengthen that further.</p>	
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4.	Environmental and Political	4.5	Increased flood risk	4.5.1	Ability to respond to major flooding incidents from spate conditions.	15	<p><u>Response</u></p> <p>Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.</p>	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.6.1	Spate conditions will impact on ability to respond	15	<p><u>Preparedness</u></p> <p>Additional resources are available to the Service if required for Fire Strategic and Fire Tactical activity. Senior Officers can implement these protocols for anticipated events.</p> <p><b>April-Sep Update</b></p> <p>Operational Planning Department attend Safety Weather Advisory Teleconferences to ensure MFRS is prepared for all eventualities. Training in place for water/ weather related incidents and National Resilience (NR) assets available within Service (and external) to support if required. S.I 0888</p>	10	AM Operational Preparedness & Operational Response

							<p>now contains a number of prompts for senior officers to consider during such incidents.</p> <p><b>Oct-Mar Update</b>  <u>Operational Preparedness</u>                      Operational Planning                      Department attend Safety Weather Advisory teleconferences to ensure MFRS is prepared for all eventualities. Training is in place for water/ weather related incidents and National Resilience (NR) assets available within Service (and external) to support if required. S.I 0888 now contains a number of prompts for senior officers to consider during such incidents.</p>		
4.	<b>Environmental and Political</b>	4.7	Civil Unrest	4.7.1	Inability to respond effectively to civil unrest	15	<p>MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to civil unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).</p>	10	AM Operational Preparedness & Operational Response

							<p><b>April-Sep Update</b> Exercising schedule now incorporated into group TOR and exercising calendar produced.</p> <p><b>Oct-Mar Update</b> <b>Operational Preparedness</b> eLearning and SOP available to operational. This incident type is programmed into the blue light exercising calendar.</p>		
4.	<b>Environmental and Political</b>	<b>4.9</b>	Diesel fuel vehicles being phased out in the future	<b>4.9.1</b>	Initiate an Electrical charging infrastructure considering the Local Authority aim to introduce pollution charges	<b>15</b>	<p><b>April-Sep Update</b> Procurement Frameworks have been reviewed with a report presented to the strategy and performance board (Estates). Two quotes received for a charging solutions to be installed at SHQ.</p> <p><b>Oct-Mar Update</b> Installation of charging points progressing at the New Long lane site</p> <p><b>Mar -Jun</b> Installation complete at Long Lane, charging policy being</p>	<b>9</b>	Head of Estates

							developed and infrastructure being progress for SHQ.		
				4.9.2	Introduce electric vehicles considering the Local Authority aim to introduce pollution charges.		<p>MFRS Transport Manager will closely monitor the situation</p> <p><b>Oct-March Update</b>  <u>AM</u>  <u>Operational Preparedness</u>                      Ops Board approved introduction of petrol hybrid officer response car fleet. These will be introduced during 2023/24</p> <p><b>April-Sep Update</b>                      As above</p> <p><b>Oct-Mar Update</b>                      The first six petrol hybrid vehicles have arrived in service.</p>		AM Operational Preparedness
4.	Environmental and Political	4.10	Fuel Strike	4.10.1	Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.	15	<p>Merseyside Resilience Forum (MRF) Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions</p> <p><b>April-Sep Update</b></p>	9	AM Operational Preparedness

							AM Operational Preparedness - No changes.		
							<b>Oct-Mar Update</b> No change since the last update.		

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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
5.	Loss of Key Staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident, significant incident	5.1.1	Loss of Key staff, Inability to provide core services	15	<u>AM Response</u> The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements.  <b>April-Sep Update</b>	10	AM Operational Preparedness & Operational Response

							AM Operational Preparedness No further changes or update.  <b>Oct-Mar Update</b> Operational Preparedness No further changes or update. Department business continuity plans in plans. Remove this risk or close		
5.	Loss of Key Staff	5.2	Industrial Action resulting in the Inability to provide suitable response	5.2.1	Inability to attend incidents, provide core services	15	The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements.  <b>April-Sep Update</b> Our resilience arrangements remain in place as previously reported.  <b>Oct-Mar Update</b> Registered disputes have been resolved, and the resilience arrangements	12	Director of POD



							described in previous updates remain live and appropriate to ensure resilience.		
5.	<b>Loss of Key Staff</b>	5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	<p>The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs.</p> <p><b>April-Sep Update</b> Our workforce planning and succession planning allows us to anticipate and act accordingly to address vacancies as they arise and predict future need and training &amp; development. SLT have also begun to look at appropriate remuneration for higher risk positions.</p> <p><b>Oct-Mar Update</b> The update above is still current, and we have built</p>	12	Director of POD

							remuneration and retention into the new People plan for 2024-27.		
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**Our Vision – To be the best Fire and Rescue Service in the UK**

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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	Loss or reduction in the quality of services provided	12	ICT Telent, under the contract and the internal ICT client team manage suppliers to achieve the required service levels and ensure suppliers are appropriate to support the needs of MFRA, both across the ICT infrastructure <i>and</i> the commodity & fire control applications used by the Authority. This ensures the suppliers deliver continuous service improvement, show best	6	Head of Data & Technology  Director of Strategy & Performance

							value and are fit for purpose to meet the business needs.  <b>April-Sep Update</b> No change during this period.  <b>Oct-Mar Update</b> No change during this period.		
6.	<b>Technology Risks</b>	<b>6.2</b>	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	<b>6.2.1</b>	Data compromised, loss of data, complaints, legal action, fines	<b>15</b>	<p><u>Director of Strategy &amp; Performance</u> The Strategy and Performance ICT Board considers and responds to strategic risks. A Protective Security Group focuses on information security. Governance arrangements for applications are regularly reviewed and updated.</p> <p><u>Head of Technology</u> See mitigation for Risks 6.2 &amp; 6.8</p> <p><b>April-Sep Update</b> Head of Technology No change during this period</p>	<b>12</b>	<p>Head of Data &amp; Technology</p> <p>Director of Strategy &amp; Performance</p>

							<b>Oct-Mar Update</b> The newly created Data and Technology Department now includes a specific role with responsibility for cyber security and information management (Cyber Security and Information Manager).		
6.	<b>Technology Risks</b>	<b>6.3</b>	The inability to keep pace with technology changes.	<b>6.3.1</b>	Loss or reduction in the quality of services provided	<b>15</b>	MFRA has forgone a concrete roadmap for its ICT strategy and has instead adopted a strategic framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to 'evolve' the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of appropriate innovations, whilst having an ICT infrastructure that is robust, secure, reliable and resilient.  For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan, and is then aligned to	<b>12</b>	Head of Data & Technology

							<p>wider organisation strategy at the quarterly held S&amp;P ICT Board.</p> <p><b>April-Sep Update</b> Head of Technology No change during this period</p> <p><b>Oct-Mar Update</b> No change during this period.</p>		
6.	<b>Technology Risks</b>	6.4	Poor data/information management resulting in loss of data, legal redress from Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.	6.4.1	Data compromised, loss of data, complaints, legal action, fines	15	<p>There are polices for Information Security and Governance, Acceptable use of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information.</p> <p>Work to implement the General Data Protection Regulation was successful. This included: Developing an information asset register, privacy impact</p>	12	Director of Strategy and Performance

							<p>assessments, access to information and the role of the Data Protection Officer. Collaborative work with Merseyside police and other FRAs is being considered to share best practice.</p> <p><b>April-Sep Update</b> A draft data management framework has been created during this period and an accompanying action plan to deliver compliance with the national standard for data management.</p> <p><b>Oct-Mar Update</b> Work has continued on the Data Management Framework as the new Data and Technology department is being embedded.</p>		
6.	<b>Technology Risks</b>	6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	Radio voice services cannot be guaranteed for the transition	16	<p>ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services.</p> <p>The ESMCP presents a high-risk potential for MFRA, dependent on external</p>	9	Head of Data & Technology

						<p>factors beyond its day-to-day control; the main issue being slippage at the national level.</p> <p>The Home Office will continue to work closely with FRs &amp; Airwave to ensure that our current voice communication network remains in place and effective.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project and maintain a watching brief to ensure any opportunities to influence national/regional aspects of ESMCP are taken.</p> <p>The project risks are being managed by the MFRA ESMCP project board and a national programme risk register is maintained by the Home Office central team.</p> <p>Airwave Representatives from MFRS who sit on the National</p>	
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						<p>Airwave Sustainability Working Group, report on the ongoing activities which ensure the continued support and availability of Airwave is maintained.</p> <p><b>April-Sep Update</b> Head of Technology A workstream entitled: ‘The potential extended use and maintenance of Airwave, associated with any ECSMP suspension of activities’ has been set up. Work is underway to implement Dispatch Communication Server (DCS) as the new connection to Airwave</p> <p><b>Oct-Mar Update</b> The work to implement the new Dispatch Communication Server (DCS) as the new connection to Airwave has now been completed. The national ESN programme remains suspended.</p>			
6.	Technology Risks	6.9	Increase potential for Cyber Attack as we move to the Cloud		Loss or reduction in the quality of services provided	15	ICT deploys a number of security measures to protect the Merseyside Fire and	12	Head of Data & Technology



						<p>Rescue Authority (MFRA) networks and information. Measures to protect from external attacks include applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware solutions to block malicious code (including viruses, trojans, worms, spyware, ransomware, adware, etc.); network segregation solutions and e-mail filtering solutions.</p> <p>ICT received warnings from North West Warning &amp; Advice Reporting Point (NW WARP) and the Head of ICT attended quarterly NW WARP meetings for the first time.</p> <p><b>April-Sep Update</b> Head of Technology No change during this period.</p> <p><b>Oct-Mar Update</b></p>		
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							<p>the new travel services contract. A procurement officer has been appointed following a successful apprenticeship. Higher quality contracts have been awarded in terms of risk e.g. hazardous materials training contracts.</p> <p><b>Oct-Mar Update</b> Following internal staff move the Long Term Capability Management (National Resilience) contract manager post was filled on a temp basis from March 2024. Permission to recruit a replacement was secured with a view to having a replacement during the next quarter.</p>		
7.	<b>Procurement</b>	<b>7.3</b>	Key suppliers of goods and services ceasing to trade	<b>7.3.1</b>	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed.	<b>15</b>	<p>Use of Creditsafe alerts to identify and financial changes to contracted suppliers.</p> <p><b>April-Sep Update</b> Environmental scanning continues by attending the Emergency Services Show, attending regional events and speaking with key</p>	<b>1</b>	Head of Procurement

							<p>contractors. Some market development has taken place to increase competition in market and allow potential alternative sources of supply</p> <p><b>Oct-Mar Update</b> A contract for a digital marketplace was awarded in March, effectively providing an alternative source of supply for goods, so reducing the risk. Also, the Training 999 framework agreement was extended from the end of March 2024 to the end of March 2026, so providing a continuing route to market for this critical service provision.</p>	
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		<b>1.8</b>	Changes to insurance discount rates	<b>1.8.1</b>	Increased insurance premiums	<b>15</b>	This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect.	<b>12</b>	<b>Director of Legal, Procurement &amp; Democratic Services</b>
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							<b>Removed Sept 2019</b>		
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.9</b>	The impact of unfavourable trade deals with the EU following UK exit in March 2019	<b>1.9.1</b>	<p>If the UK leave the EU in March with an unfavourable trading relationship this will have an adverse effect on the supply of goods imported from EU countries.</p> <p>Prices are likely to increase putting strain on budgets, lead times may be extended, shortage and scarcity of parts due to border hold ups, organisations stockpiling and starving supply, contractors failing.</p>	<b>20</b>	<p>Procurement are contacting critical suppliers to seek details of action they will take to maintain supplies post Brexit, whatever the agreement.</p> <p><b>April-Sep Update</b> Brexit developments were monitored by the Procurement Team in conjunction with FRS procurement colleagues from Cheshire, Lancashire and Manchester during the first calendar quarter of</p>	<b>15</b>	<b>Head of Procurement</b>

							2021. Although one critical supplier did increase stock holding to 90 days, no other action was reported other than monitoring. The informal group had stopped meeting by April 2021 as the risk of unfavourable deals following UK exit was seen be relatively insignificant as compared to those posed by the continuing pandemic. In particular supply chains have been affected by the non-availability of staff due the effects of the virus itself including the lock-down .		
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.11</b>	Increases in fuel prices		Increases in energy costs due to the current oil and gas crisis are	<b>12</b>	<b>REMOVED SEPTEMBER 2021</b>		<b>Director of Finance and Procurement</b>
							This is challenging for all organisations and		

	<b>NOW IN 1.4 Pay and Inflation</b>				expected to last over the 2022 period and then hopefully fall.		individuals. The Authority has entered into a framework agreement. Although still considerably higher than in previous years, this action has helped limit the impact of price increases.  <b>CLOSED MERGED WITH 1.10 ABOVE</b>	1	/ Head of Estates
		3.5		<b>3.5.2</b>	Saughall Massie		Planning permission has now been received for Saughall Massie and Authority approval will be sought later in 2017 for the build to commence, once the land has been obtained.  <b><u>Removed Sept 2019</u></b>	6	Head of Estates

4.	<b>Environmental and Political</b>	4.11	Diesel fuel vehicles being phased out in the future	4.11.1	Impact on fleet and lease vehicles		Long term planning for vehicle and asset refresh. <b>April-Sep Update</b> Risk merged with 4.9 with change to descriptor – November 2020	AM Operational Preparedness
6.	<b>Technology Risks</b>	6.10	Unavailability of the Home Office Incident Recording System (IRS). March 2019 - CFOs have received notification that funding has not been granted to renew this system and although the intention is to maintain it there is a risk that it will become unavailable.			We will engage with Home Office and NFCC to try and ensure that access to the system is not lost.  Also, some fire and rescue services have their own incident recording system and only use IRS to send data to government. We will explore other systems used and whether they would be appropriate/affordable for MFRS.  <b>Closed March 2020</b>	12	Director of Strategy and Performance
3.	<b>Loss of Strategic Sites/Assets</b>			3.5.3	25	In St. Helens a suitable site has been	12	Head of Legal & Democratic Services.



						<p>identified &amp; negotiations are currently underway to resolve the various issues that are currently preventing progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.</p> <p><b>Apr-Sep Update</b>                  New station build completed and opened on 16<sup>th</sup> Sepober                  Station completed and opened on 16<sup>th</sup> Sepober.</p> <p><b>CLOSED</b></p>		
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6.	Technology Risks	6.7	Withdrawal and transition arrangements from SOPHTLOGIC to new MIS for Community Fire Protection.	6.7.1	15	<p>The replacement of the SOPHTLOGIC system is programmed in for development and options are being explored. The transitional arrangements remain part of that process.</p> <p><b>April-Sep Update</b> The Sophtlogic arrangement is being phased out as CFRMIC comes online.</p> <p><b>Oct-March Update</b>  WITHDRAWN FROM CORPORATE RISK REGISTER - CLOSED</p>	12	Director of Strategy and Performance
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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>AUTHORITY</b>		
<b>DATE:</b>	<b>26 JUNE 2024</b>	<b>REPORT NO:</b>	<b>CFO/44/24</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER, PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>JACKIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>SERVICE DELIVERY PLAN 2023-24 END OF YEAR REPORT</b>		

<b>APPENDICES:</b>	<b>APPENDIX 1:</b>	<b>KPI/LPI JAN- MAR UPDATE</b>
	<b>APPENDIX 2:</b>	<b>HMICFRS 2023 UPDATE</b>
	<b>APPENDIX 3:</b>	<b>PREPAREDNESS FP UPDATE</b>
	<b>APPENDIX 4:</b>	<b>RESPONSE FP UPDATE</b>
	<b>APPENDIX 5:</b>	<b>POD FP UPDATE</b>
	<b>APPENDIX 6:</b>	<b>PREVENTION FP UPDATE</b>
	<b>APPENDIX 7:</b>	<b>PROTECTION FP UPDATE</b>
	<b>APPENDIX 8:</b>	<b>NATIONAL RESILIENCE FP</b>
	<b>APPENDIX 9:</b>	<b>STRATEGY AND PERFORMANCE FP UPDATE</b>
	<b>APPENDIX 10:</b>	<b>FINANCE FP UPDATE</b>

## Purpose of Report

1. To request that Members scrutinise the performance of Merseyside Fire and Rescue Service (MFRS) against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2023/24 for the period January to March 2024. Previous updates have been greyed out for ease of reading.

## Recommendation

2. It is recommended that Members approve the attached Service Delivery Plan update reports (Appendices 1-10) for publication on the website.

## Introduction and Background

3. The 2023/24 planning process began in January 2023. The process considered organisational risk, legislation, financial constraints and consultation and inspection outcomes to create innovative and value for money initiatives in order to inform the Service Delivery Plan.

4. The January to March 2024 (end of year) Service Delivery Plan performance report for 2023/24 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 2023.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

### **Performance Indicators**

6. In March 2023 a full annual review of performance indicators and their relevance was carried out. It was agreed that Performance Measures would continue to be grouped in the following way:
  - Summary Indicators – key summary performance indicators to measure how MFRS is performing.
  - Service Plan outcomes – Key Performance Indicators.
  - Tier 1 – Outputs – contributory outcomes and Local Performance Indicators.
  - Tier 2 – Output – Local Performance Indicators.
7. Performance indicators have been grouped according to incident type:
  - Dwelling fire
  - Non domestic property fire
  - Anti-social behaviour and other fire
  - Road traffic collisions
  - Special service
  - Fire alarms
  - Staff welfare, risks and competency
  - Energy and the environment
8. The Key Performance Indicator TC05 (Special Service Calls attended) no longer has a target and is for quality assurance only. This decision was made due to the type of incidents attended. It was agreed that MFRS would not want to discourage many of the calls received, nor are we able to influence performance in some areas such as assisting partner agencies. Areas MFRS could influence such as road traffic collision's attended and water rescue incidents, while still included in this indicator are also recorded separately as RC11 and RC24.
9. We do not want to discourage people from calling 999 when they hear a fire alarm so do not have targets for indicators FC13 Total False Alarms Attended, discounting False Alarm Good Intent and FC24 Total Number of False Alarm Good Intent attended including Non Alarm Receiving Centre Domestic Incidents performance is recorded for quality assurance.
10. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.

11. The format has been designed to give a clear illustration of how the MFRS is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's and people living in areas of deprivation.
12. The Performance Indicators are monitored and scrutinised each month through the Performance Management Group (which is an internal meeting of relevant managers) and the Strategy and Performance Board. Exceptions and areas of poor performance are highlighted, and action plans put into place as appropriate.
13. All performance for January to March 2024 is covered in detail in the appendices to this report.

### Functional Plan updates

14. The Service has adopted a new process for monitoring performance against Functional Plan objectives with a revised Blue, Red, Amber, Green, Grey (BRAGG) colour coding approach and dashboard being used to indicate progress:

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started
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### HMICFRS 2023 Action Plan Oct to March updates

15. Following the His Majesty's Inspectorate of Constabulary and Fire & Rescue Services ('HMICFRS') Inspection in 2023 a number of Areas of Improvement were identified. Appendix 2 is an update on our response to these areas for the period October to March 2024.

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### Equality and Diversity Implications

16. Each action in the Integrated Risk Management Plan ('IRMP') 2021-24 and Service Delivery Plan has been 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.

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### Staff Implications

17. 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.

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18. A new methodology for setting performance targets for stations has been adopted and station staff have been involved in that process.

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### **Legal Implications**

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

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

20. 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.
21. Initiatives where there are cost implications have been approved by the Authority and built into the budget, and they are monitored closely through the project management process.

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### **Risk Management and Health & Implications**

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

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### **Environmental Implications**

23. Consideration of environmental risk management and opportunities is an important part of project managing all of the IRMP and Service Delivery Plan actions. The achievement of Net Zero is a specific action which is ongoing until 2040.

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**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.*

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

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### **BACKGROUND PAPERS**

**CFO/18/24** Service Delivery Plans 23-24 Oct-Dec update

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### **GLOSSARY OF TERMS**

# SERVICE DELIVERY PLAN 2023-24:

January to March 2024

## INDEX

**Total emergency calls**

**Total incidents**

**Total fires**

**Primary fires**

**Secondary fires**

**Special services**

**False alarms**

**Attendance standard**

**Sickness absence**

**Carbon output**

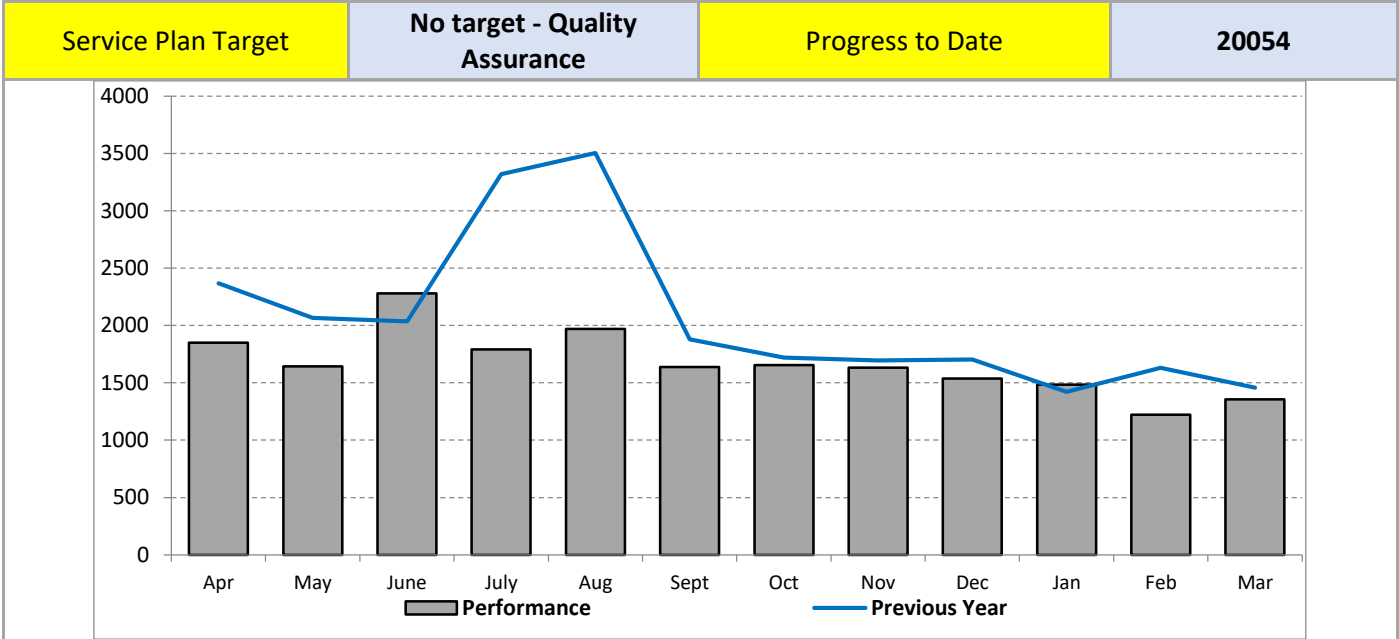
### Objective:

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

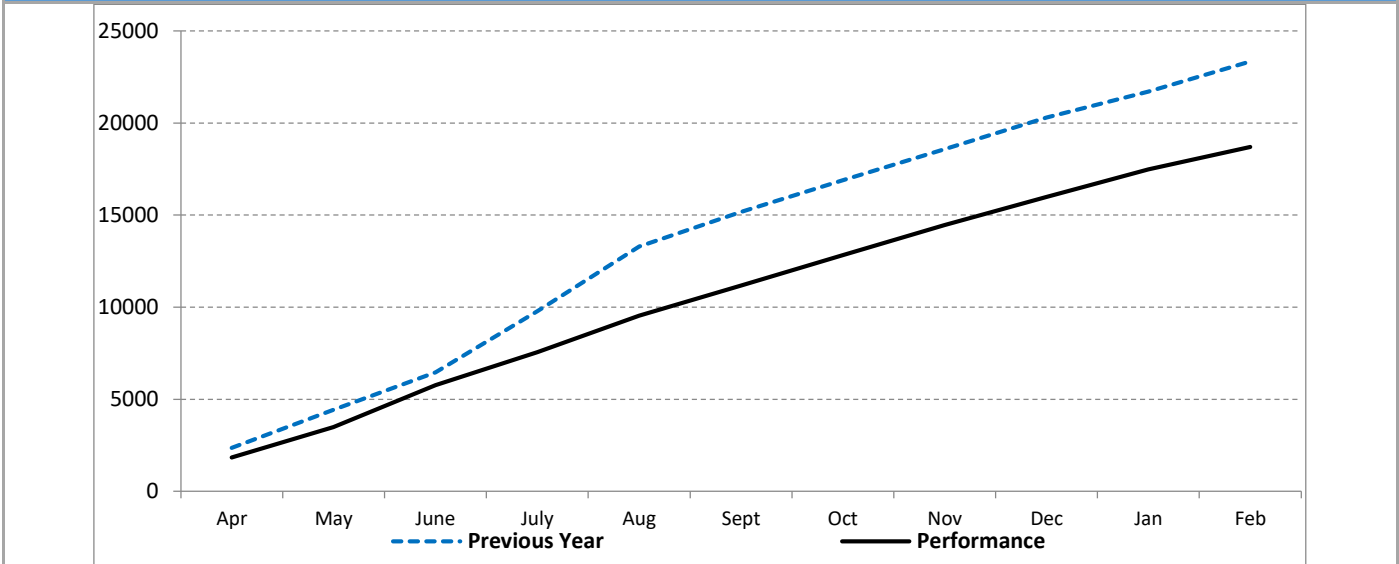


# BENCHMARK INDICATORS

## TC00 Total number of emergency calls received



## Cumulative Performance



## TO00 Total number of emergency calls received

**For quality assurance only**

## DO22 The % of 999 calls answered within 10 seconds

TC00	<p>Emergency calls received by Fire Control during 2023/24 are down 19% or 4745 calls when compared to the previous year; 2022/23. There were 20054 calls this year compared to 24799 last year.</p> <p>November (1631) saw a very similar number of calls to November 2022 (1694) reflecting another relatively quiet Bonfire period.</p> <p>This indicator does not have a target it is monitored for quality assurance only.</p>
DO22	<p>Cumulatively, 97.9% of 999 calls were answered within 10 seconds. This is an improvement on 2022/23 performance 96.8%. This performance achieves the 96% target.</p>



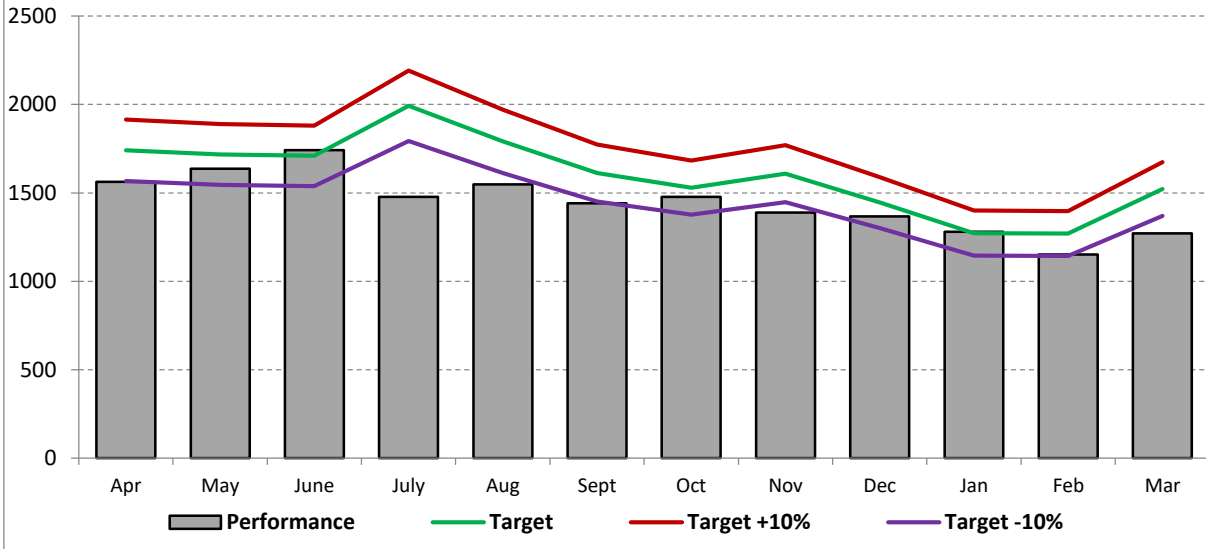
## TC01 The total number of incidents attended

Service Plan Target  
Apr 23-Mar 24

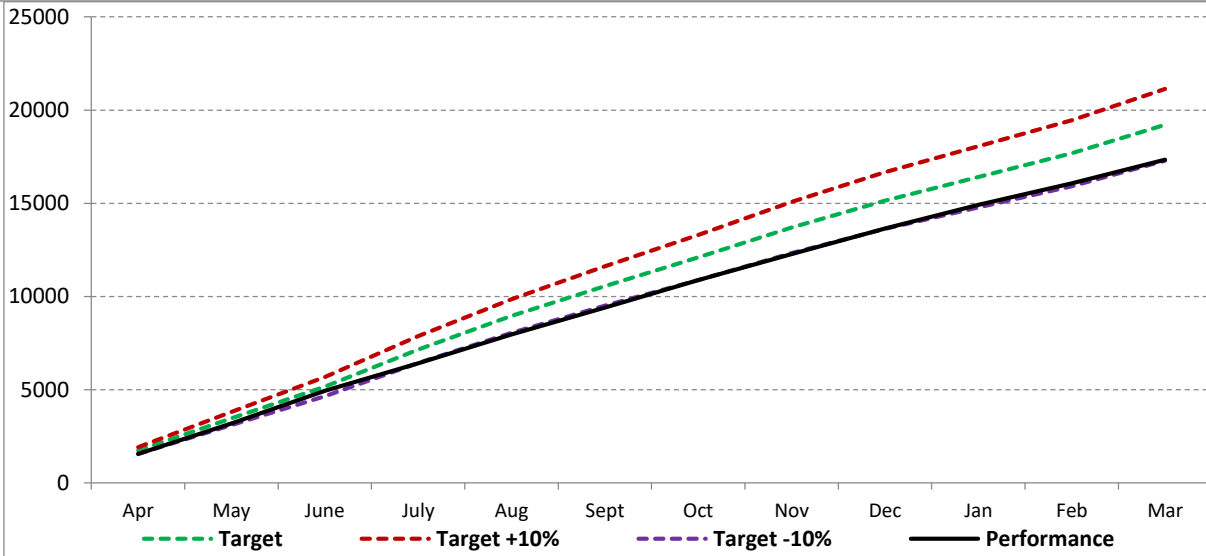
19214

Progress to Date

17345



### Cumulative Performance



### TC01 Total number of incidents attended

TC01

Performance against all key performance indicators (KPI's) has remained under target for this year except false alarms and special service calls. We do not want to discourage or reduce some types of false alarm (good intent) and special services (e.g. assisting the ambulance service or Police), that said we are focusing on unwanted fire signals through active engagement.

During 2023/24 there have been 1398 fewer incidents attended (17345) than in 2022/23 (18736). This is a 7.5% reduction in incidents attended.

The Bonfire period saw fewer incidents than in 2022, in November 2023 crews attended 1387 compared to 1404 in November 2022

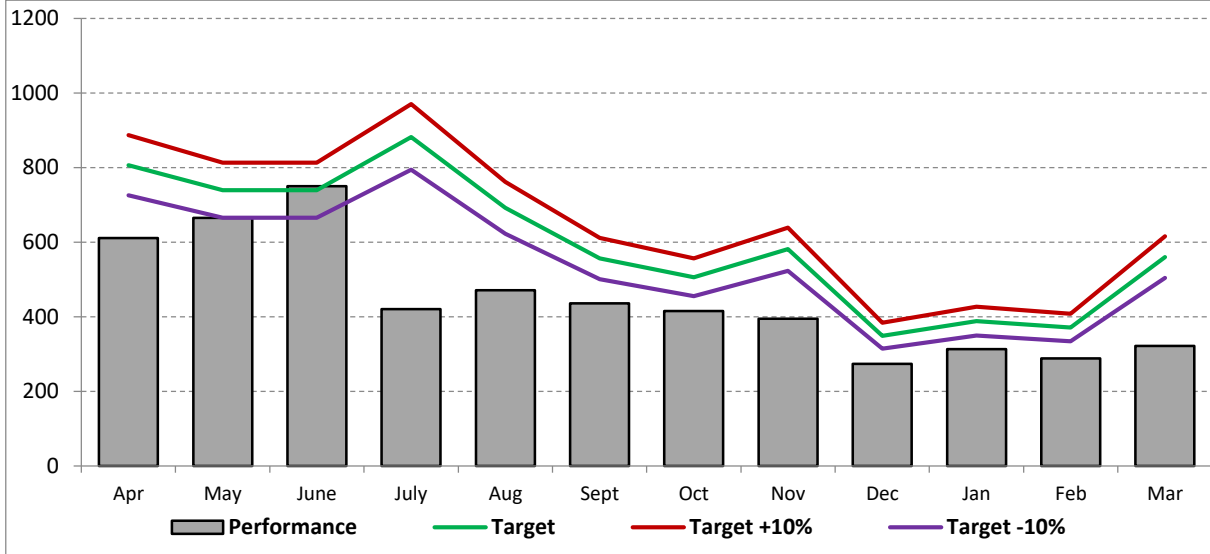
## TC02 Total number of fires attended in Merseyside

Service Plan Target  
Apr 23-Mar 24

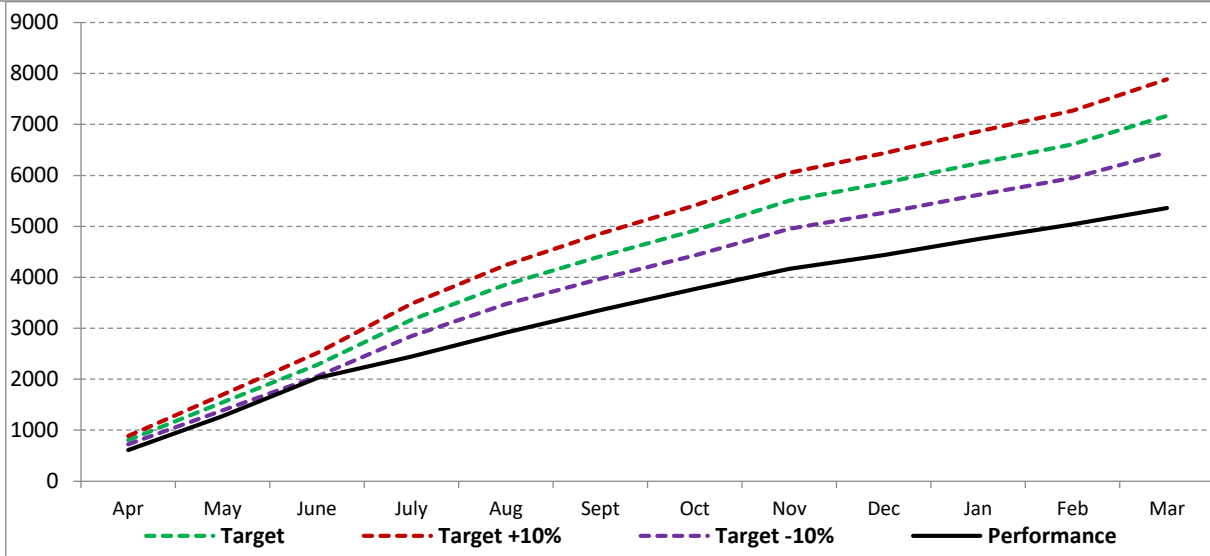
7169

Progress to Date

5360



### Cumulative Performance



### TC02 Total number of Fires attended in Merseyside

TC02

This is a high performing indicator. Testimony to our prevention and protection targeting.

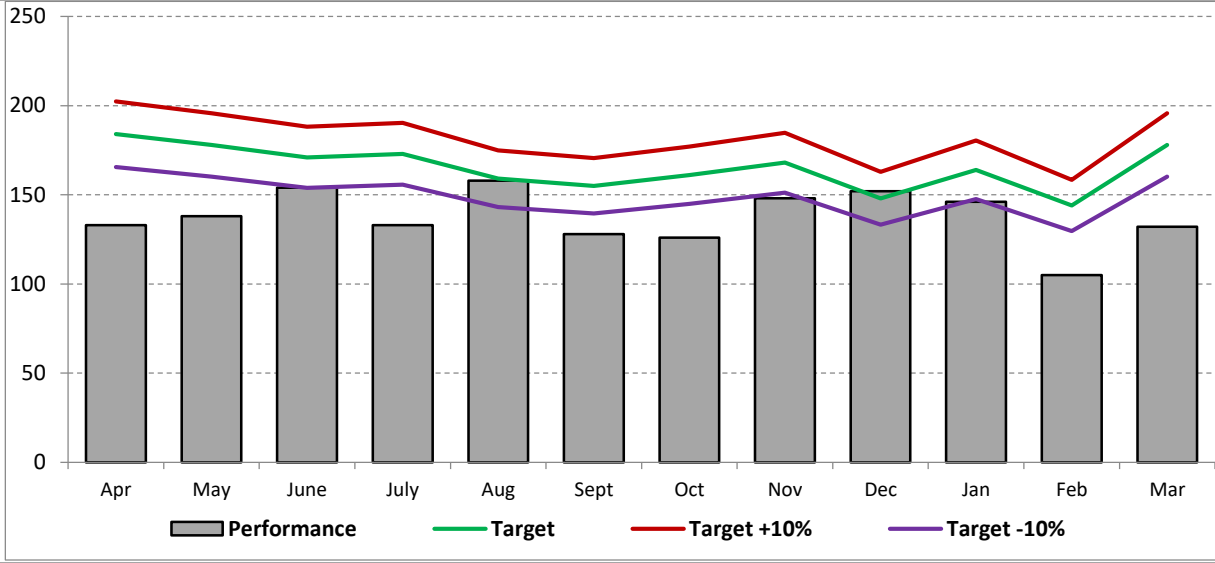
Crews attended 24.7% fewer fires between April 2023 and March 2024 (5360) compared to 2022/23 (7113). This is 1753 fewer fires and 1809 below the cumulative target of 7169.

Following a peak in the numbers of fires attended in June (750) incidents have fallen and remained fairly consistent for the remainder of the year.

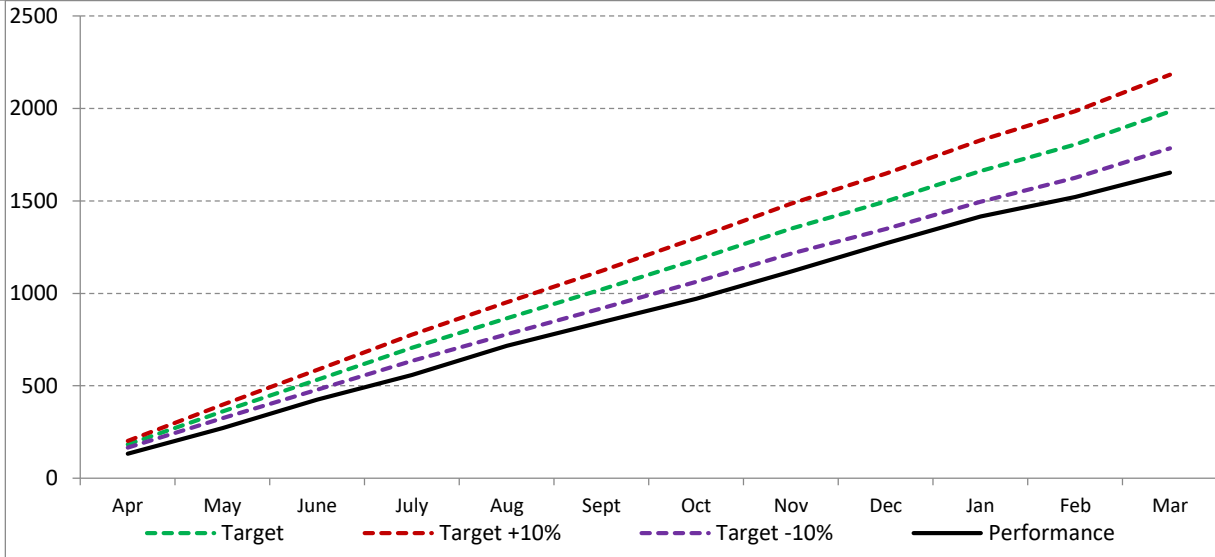
Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service.

## TC03 Total number of primary fires attended

Service Plan Target Apr 23-Mar 24	<b>1983</b>	Progress to Date	<b>1653</b>
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### Cumulative Performance



## TC03 Total number of primary fires attended

<b>TC03</b>	<p>During 2023-2024 crews attended 1653 Primary Fires. This is 208 fewer than in 2022/23 (1861).</p> <p>The number of accidental dwelling fires attended remain lower than last year and below cumulative targets. Both types of deliberate dwelling fires are now achieving the target.</p> <p>1 fire fatality represents the lowest number of fire deaths ever recorded – MFRS are outstanding in this area (HMICFRS 2023).</p> <p>Deliberate vehicle fires to date during 2023/24 (242) have also decreased when compared to 288 during 2022/23. This is also 151 under the cumulative target of 393.</p>

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

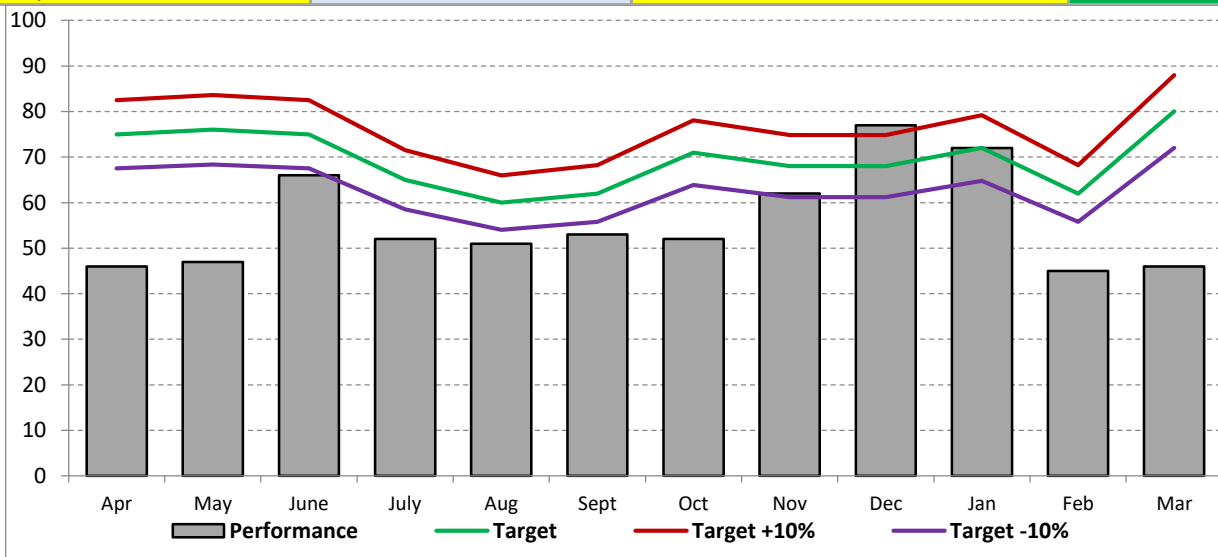
<b>DC11</b>	<b>Number of accidental dwelling fires</b>	
<b>DC12</b>	<b>Number of fatalities in accidental dwelling fires</b>	
<b>DC13</b>	<b>Number of injuries in accidental dwelling fires</b>	
<b>DC14</b>	<b>Number of deliberate dwelling fires in occupied properties</b>	
<b>DC15</b>	<b>Number of deliberate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

**COMMENTARY:**

<b>DC11</b>	Accidental dwelling fires during 2023/24 at 669 are considerably lower than the previous year when 780 fires were attended. This is a 14.2% reduction or 111 less incidents.
<b>DC12</b>	There was 1 fatality in accidental dwelling fires to date. This is the lowest number of fatalities in accidental dwelling fires ever recorded.
<b>DC13</b>	There have been 55 injuries in Accidental Dwelling Fires. This is 35 below the cumulative target of 90.
<b>DC14</b>	Deliberate dwelling fires in occupied property (120) are below the cumulative target (125) and exactly the same as in 2022/23.
<b>DC15</b>	The number of deliberate fires in unoccupied properties (16) are also achieve the annual target of 16.
<b>DC16 DC17</b>	There have been no fatalities but 7 injuries in deliberate dwelling fires in 2023/24. This is exactly the same as in 2022/23.

**DC11 Number of accidental fires in dwellings**

Service Plan Target Apr 23-Mar 24	<b>834</b>	Progress to Date	<b>669</b>
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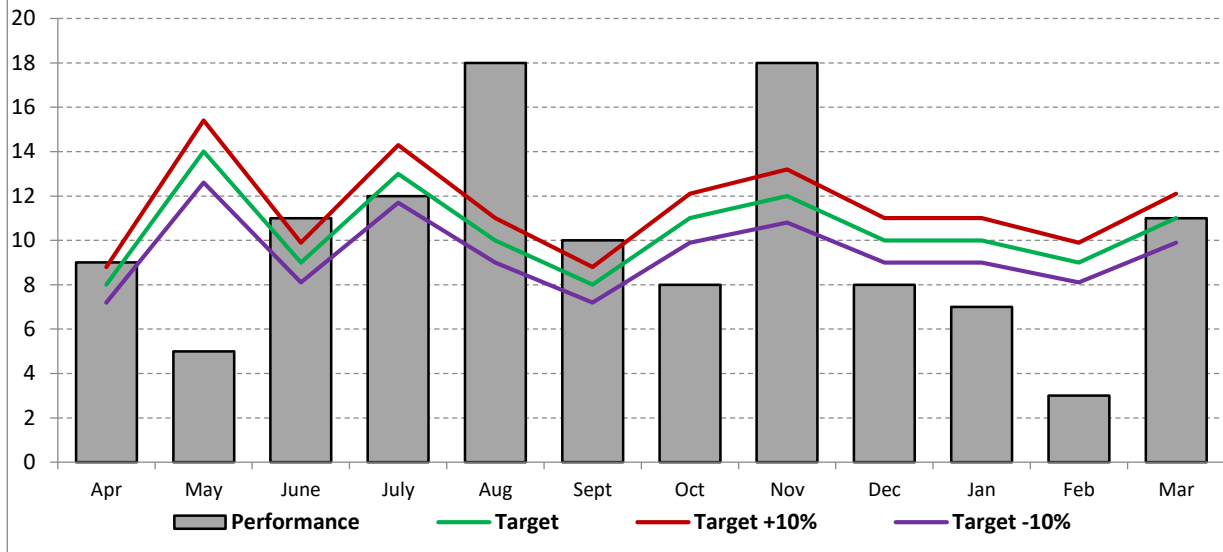
## DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target  
Apr 23-Mar 24

125

Progress to Date

120



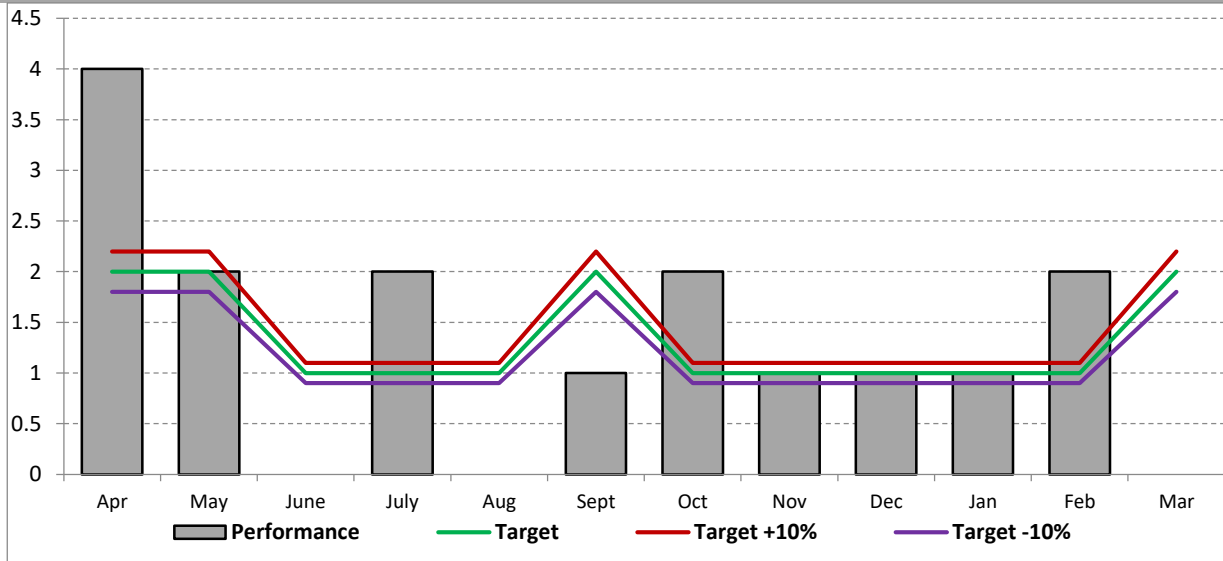
## DC15 Number of deliberate fires in unoccupied properties

Service Plan Target  
Apr 23-Mar 24

16

Progress to Date

16



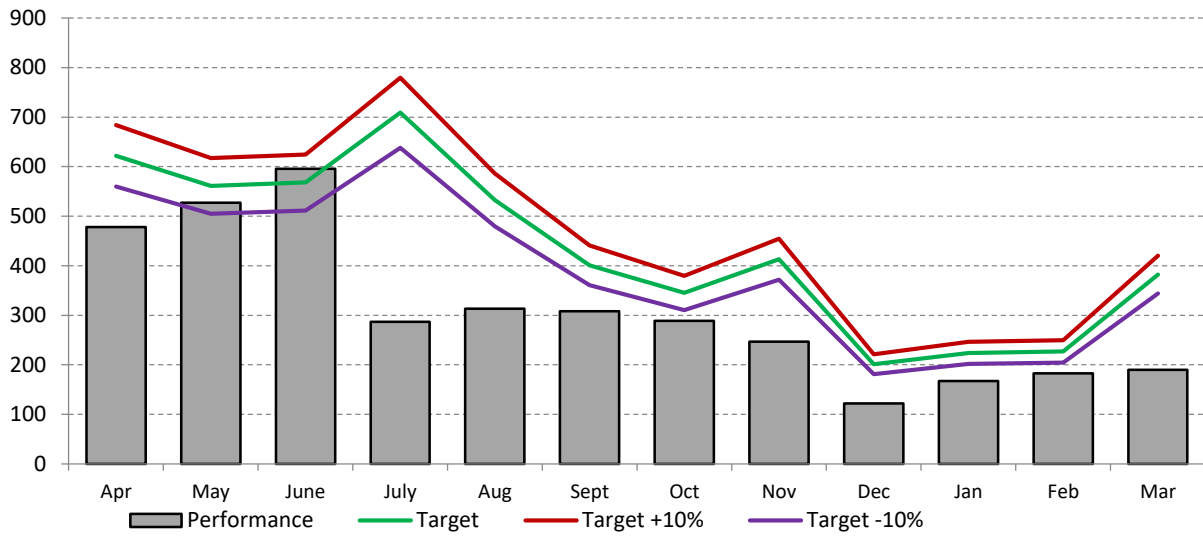
## TC04 Total number of secondary fires attended

Service Plan Target  
Apr 23-Mar 24

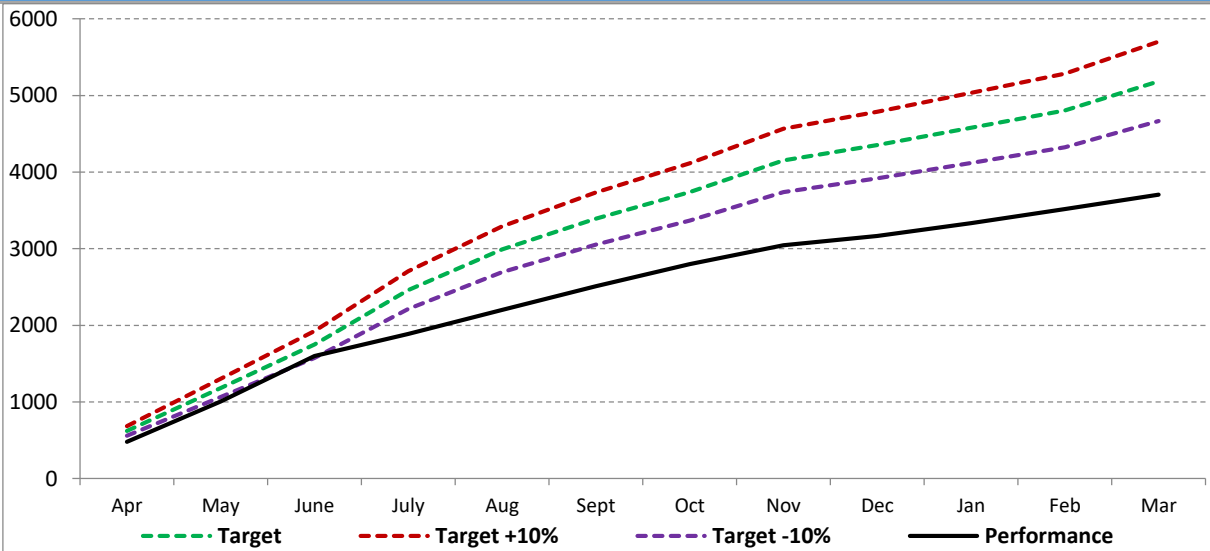
5186

Progress to Date

3707



## Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 3707 secondary fires during 2023/24. This is 1545 fewer than in 2022/23 (5252), a 29.4% decrease. Following a peak in incidents during June (596) incident numbers have fallen and remained fairly stable between 200-300 each month for the remainder of the year

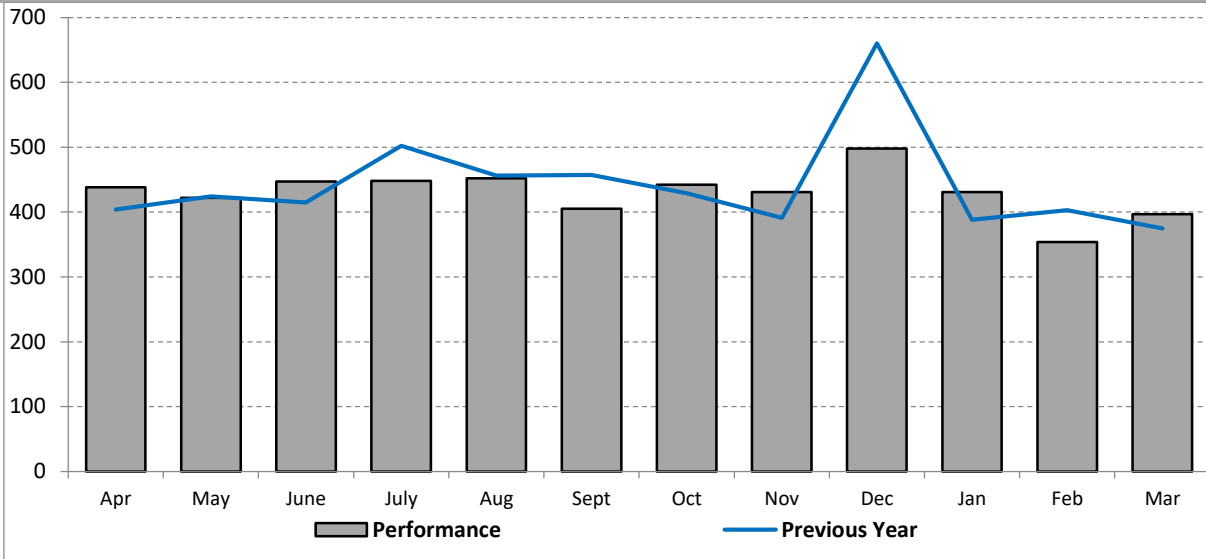
AC13

The count of anti-social behaviour fires (2377) is 912 less this year than in 2022/23 (3289) and achieves the cumulative target (3307). In line with the number of secondary fires attended incident numbers remained relatively consistent throughout the year with a slight peak in June (341) and no noticeable increase during the Bonfire period in November with 171 incidents. December saw just 71 of this type of fire.

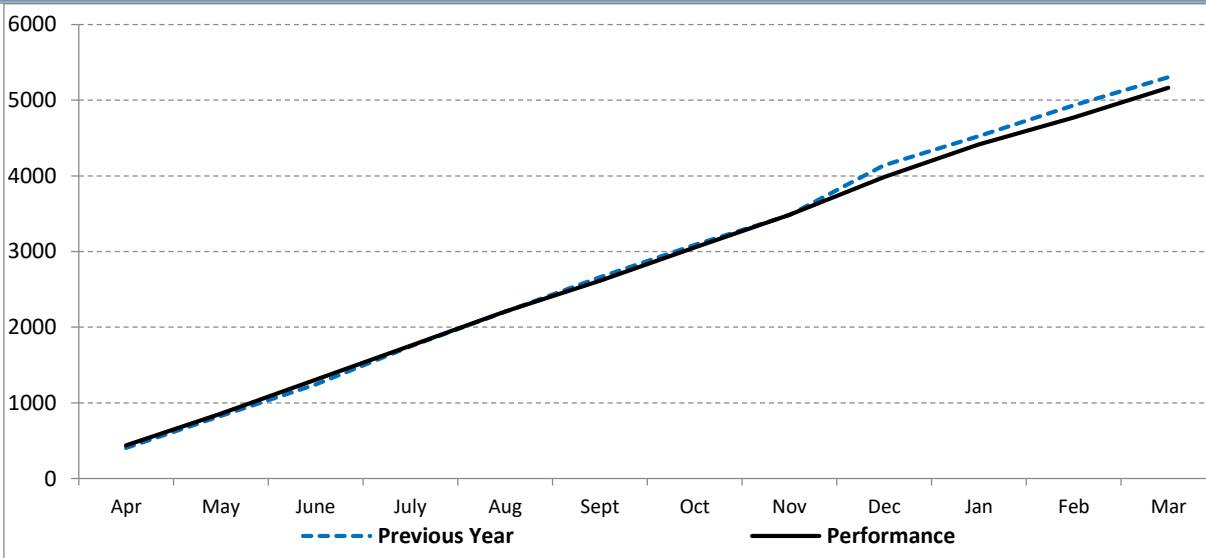
The Arson Reduction Team continue to work with partner agencies on initiatives such as Operation Banger to reduce the number of bonfires and associated misbehaviour and injuries.

**TC05 Total number of special services attended**

Performance at Q4 23/24	No target - Quality Assurance	Progress to Date	5165
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**Cumulative Performance**



**TC05 Total number of Special Services attended**

**For quality assurance only**

**TC05**

When personnel and equipment are deployed for services other than firefighting, those services are referred to as a 'Special Service Call' (SSC) and may be either 'emergency' or 'non-emergency.' Many are related to assisting partner agencies such as the Police and Ambulance, particularly related to providing medical assistance and effecting entry. They also include incident types like road traffic collisions and water rescue.

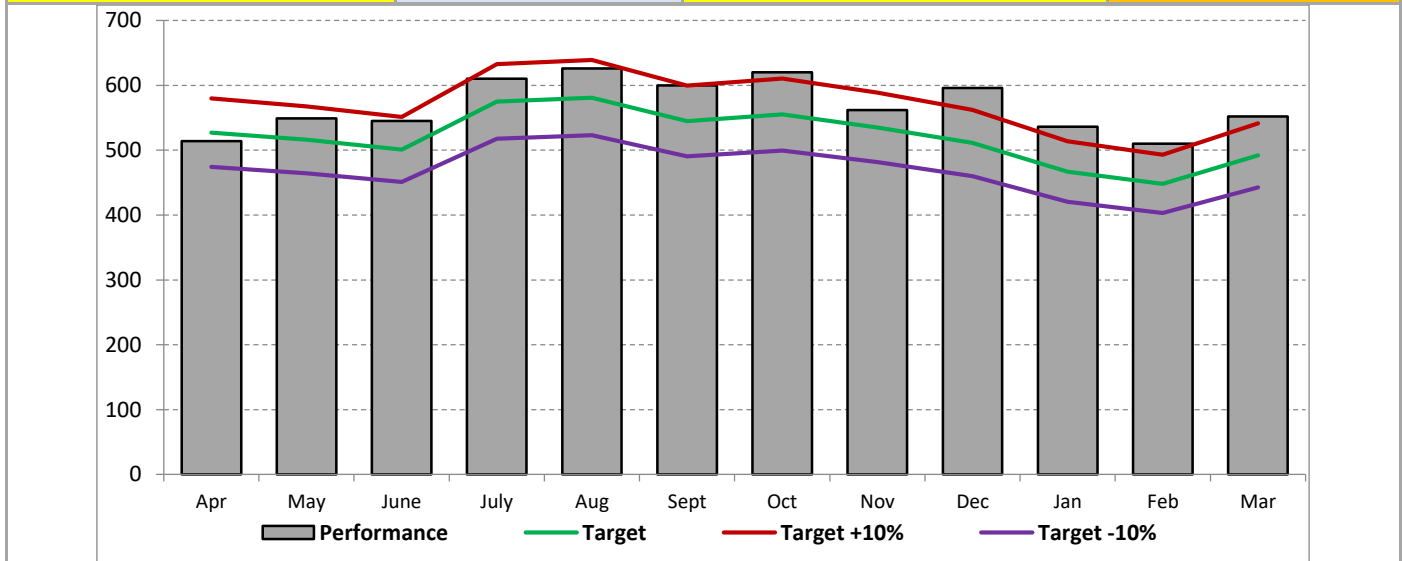
During 2023/24 the number of special services attended (5165) was lower than in 2022/23 (5304) a decrease of 139 incidents. Assisting other agencies continues to account for a quarter of all calls.

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 RC12 RC13 RC16  RC24	<p>The number of road traffic collisions attended (766) is lower than last year (841). There is no target for this incident type.</p> <p>Sadly there have been 8 fatalities in RTC's attended by MFRS and 275 injuries (220 of which were slight injuries).</p> <p>Police RTC data relating to the 15-20 year old age group, which is the age group MFRS Prevention teams work with, shows that the number of incidents where a young person has been killed or seriously injured has increased from 44 in 2022/23 to 65 in 2023/24 with 3 of these sadly being fatalities.</p> <p>Water rescues are also included in Special Service calls and this type of incident increased to 44 water rescues this year compared to 29 last year. This could be due to the exceptionally hot weather in June when we did see an increase in water rescues (9). Sadly this includes tragic incidents at Crosby Marina and on Queens Drive (where two people died), with a fourth water-related fatality occurring at Carr Mill Dam.</p> <p>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>

### TC06 Total number of false alarms attended

Service Plan Target Apr 23-Mar 24	<b>6253</b>	Progress to Date	<b>6820</b>
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### TC06 Total number of false alarms attended

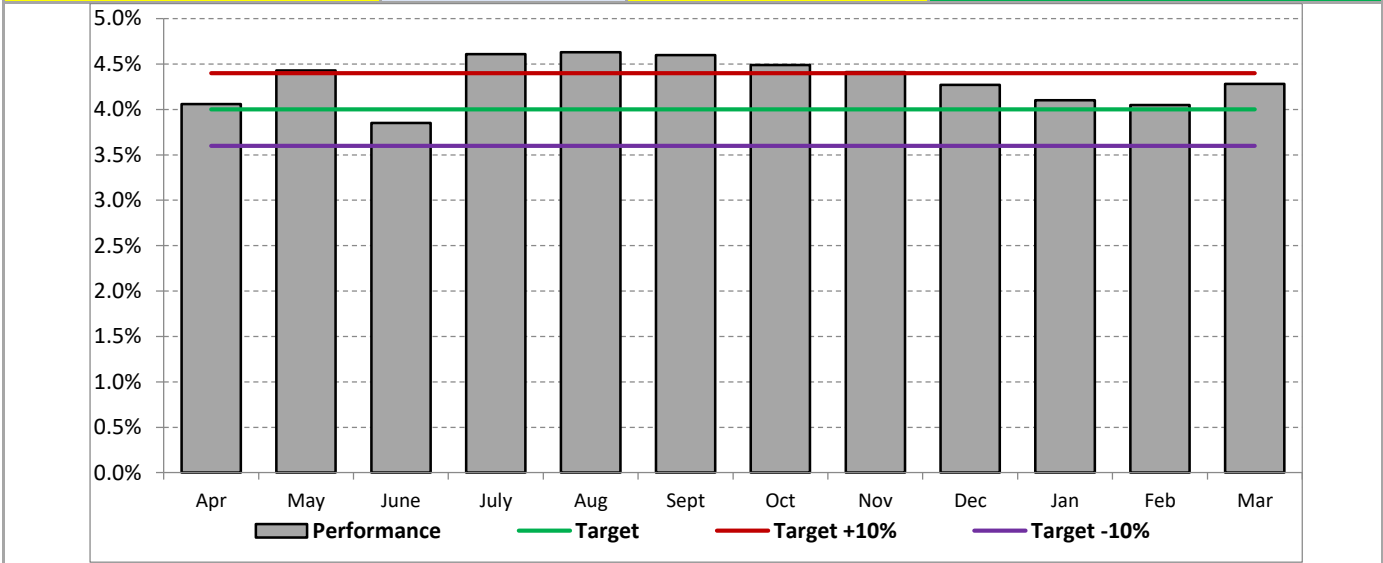
TC06	The number of false alarms attended (6820) have increased when compared to last year (6319) but this remains within 10% of the cumulative target for 2023/24 (6253). False Alarms Good Intent account for a large proportion of these incidents.
FC24	The total number of False Alarm Good Intent incidents attended during the 2023/24 was 3604. This is 402 more than 2022/23 (3202) there is no target for this indicator as we do not want to discourage calls. During the year we re-categorised some calls to differentiate between calls received from an



<p><b>FC14</b></p>	<p>automatic fire alarm system (via a call receiving centre) and those received from a neighbour or other person who heard (or thought they heard) a fire alarm sounding.</p> <p>Smoke alarm actuations in domestic premises from Alarm Receiving Centres have increased from 2498 last year to 2566 during 2023/24, 187 over target. Work is ongoing to work with the organisations involved to reduce these calls.</p>
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**TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes**

<p>Service Plan Target Apr 23-Mar 24</p>	<p><b>90%</b></p>	<p>Progress to Date</p>	<p><b>95.9%</b></p>
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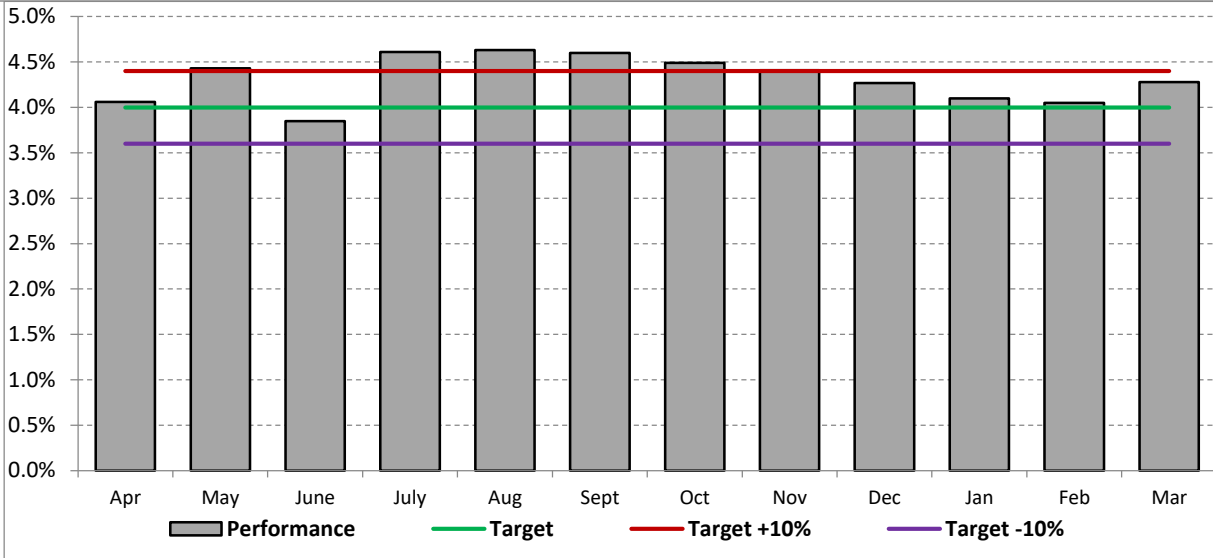
<p><b>TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes</b> <b>DR23 Alert to mobile in under 1.9 minutes</b></p>	<p style="background-color: green; color: white; text-align: center;">95.9%</p>
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<p><b>TR08</b></p>	<p>Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 95.9% of occasions, achieving the target of 90%.</p>
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<p><b>DR23</b></p>	<p>Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes for 95.8% of incidents achieving the target 95%.</p>
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**TD09 The % of available shifts lost to sickness absence, all personnel**

Service Plan Target Apr 23-Mar 24	4%	Progress to Date	4.34%
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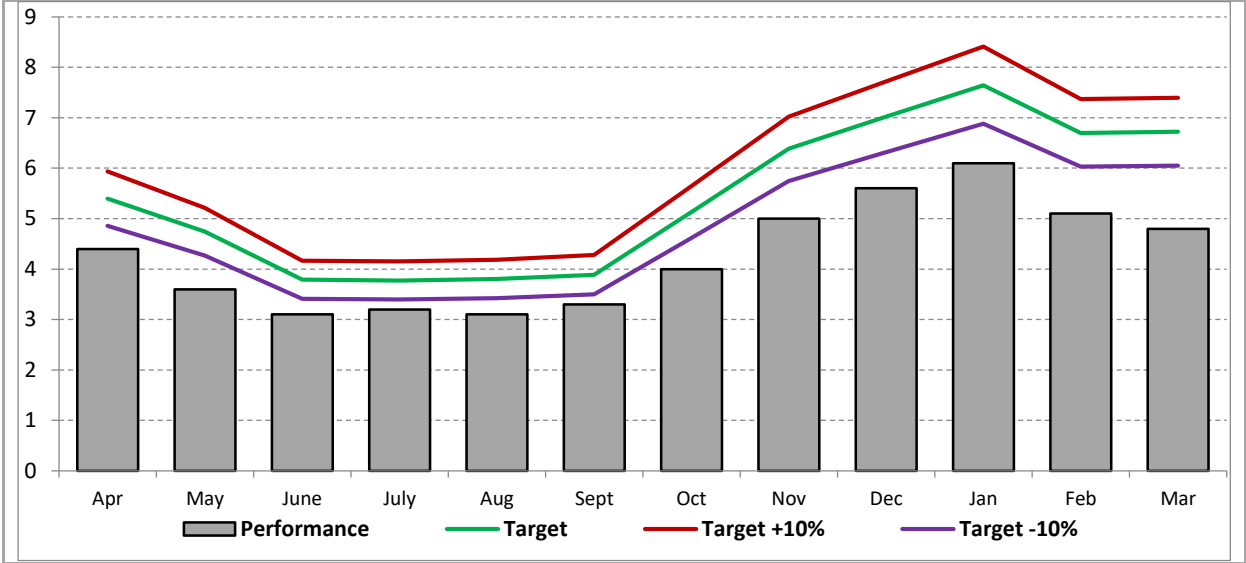
**COMMENTARY:**

<b>TD09</b> The % of available shifts lost to sickness absence, all personnel	
<b>WD11</b> The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	
<b>WD12</b> The % of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	

<b>TD09</b>	For all staff 4.34% shifts were lost to sickness absence during the period, which exceeds the 4% target but is lower than performance at quarter 4 2022 when absence was 4.95 %.
<b>WD11</b> <b>WD12</b>	<p>Cumulatively, 4.71% of shifts were lost to sickness absence among uniformed staff. This is lower than at the end of the 2022/23, when Grey Book absence was 5.41%.</p> <p>Non-uniformed staff (Green and Red Book) absence in quarter 4 was 3.78%. This is better than at Q4 2023 when 4.24% of available shifts were lost to sickness absence.</p> <p>Issues relating to waiting times for operations remain an influence in relation to sickness and absence continues to be managed by direct line managers and the People and organisational Development teams.</p>

## TE10 Total carbon output of all buildings

Service Plan Target Apr 23-Mar 24	<b>65</b>	Progress to Date	<b>51.3</b>
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<b>TE10 Total carbon output of all buildings</b>	
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<b>TE10</b>	Carbon output from all buildings (51.3) is slightly lower than 2022/23 (52.8) and below the target of 65.0. This measurement is based on tonnage of CO2# for the MFRS estate.
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Draft HMICFRS Report 2023 Action Plan

Ref. No.	HMI Page	Area for improvement	Required outcomes	Action to achieve required outcomes	Responsible function	Timescale	Notes	Six-monthly updates	*BR AG
1	12	“The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.”	The Service will take appropriate opportunities to prosecute those who don't comply with fire safety regulations.  The Service will use an automated process to consider prosecution at the point of a prohibition notice being served.	FP 2024/25 – Review protocols regarding enforcement and prosecution to: <ul style="list-style-type: none"> <li>• Improve staff confidence in dealing with them</li> <li>• Improve risk information</li> </ul> Outputs - documents, guidance, training, CPD, assurance and monitoring, information sharing protocols (internal and external)  Internal Audit review of related processes (including Legal) will be completed	Protection	Dec 2024		<b>This action is embedded in to the Protection Functional Plan for 2024/25.</b>  <b>As part of a directorate restructure, there is now a dedicated reference holder for Enforcement and Prosecution related matters and they have been assigned to conduct a gap analysis against current procedures in this area with a view to identifying directorate needs to ensure appropriate measures are in place.</b>	
2	33	“The service should make sure all staff understand and demonstrate its values.”	The service will ensure it implements the Core Code of Ethics effectively and that staff understand it.	Carry out a cultural survey to help assess what the issues.  Develop a Cultural Action Plan which will include actions to reinforce the Core Code of Ethics, and our expectations	People and Organisational Development	Aug 2024  June 2024	Following clarification from HMICFRS <b>Feedback:</b> Lack of staff awareness of CCoE.	<b>Managers are currently considering options for the format and questions to be included in the cultural survey as a basis for stakeholder consultation.</b>	

				<p>surrounding leadership, values and behaviour.</p> <p>Use survey tools including pulse surveys to gauge understanding and demonstration of values.</p> <p>Full staff survey in Nov 2024 will help track changes over the years.</p>		<p>Ongoing</p> <p>Jan 2025</p>		<p><b>The first draft of Culture Action Plan has been completed and is currently being reviewed by senior managers.</b></p> <p><b>The Service is continuing to integrate Core Code of Ethics into Selection Process (included in advert, candidate packs, selection stages).</b></p> <p><b>Managers are currently considering options for the format and questions to be included in pulse surveys as a basis for stakeholder consultation. One pulse survey has been completed and one is pending. Work on the full staff survey will begin in the summer.</b></p>	
3		"The service should assure itself that	Staff will consistently know about or	Carry out a cultural survey to help assess what the issues.	People and Organisational Development	Aug 2024	Following clarification from HMICFRS	<b>Managers are currently considering options</b>	

		<p>middle managers demonstrate service values through their behaviour.”</p>	<p>understand the service’s ground rules and leadership message, which incorporate the Core Code of Ethics</p>	<p>Develop a Cultural Action Plan which will include actions to reinforce the Core Code of Ethics, and our expectations surrounding leadership, values and behaviour.</p> <p>Use survey tools including pulse surveys to gauge understanding and demonstration of values.</p> <p>Full staff survey in Nov 2024 will help track changes over the years.</p> <p>Explore provision of cultural leadership programme for middle managers.</p>		<p>June 2024</p> <p>Ongoing</p> <p>Jan 2025</p> <p>Aug 2024</p>	<p><b>Feedback:</b> Lack of staff awareness of CCoE.</p>	<p><b>for the format and questions to be included in the cultural survey for middle managers as a basis for stakeholder consultation.</b></p> <p><b>The first draft of Culture Action Plan has been completed and is currently being reviewed by senior managers.</b></p> <p><b>A cultural leadership training programme for middle managers is being delivered with completion in 2<sup>nd</sup> quarter 2024.</b></p> <p><b>Managers are currently considering options for the format and questions to be included in pulse surveys as a basis for stakeholder consultation. One pulse survey has been completed and one is pending. Work on the full staff survey will</b></p>	
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								begin in the summer.  Broader utilisation of Leadership Behaviours being considered. Leadership Behaviour Development Programmes being piloted for 2 x G12 Senior Leader roles.	
4	36	“The service should assure itself that it has an effective succession planning mechanism in place for all roles.”	There will be effective succession planning mechanisms for all roles; Grey, Green and Red Book.	<p>Re-educate staff on the succession planning process to embed it.</p> <p>Broader identification of transferrable knowledge and skills.</p> <p>Consider adoption of a Succession Planning platform that looks at skill framework at an organisational level.</p> <p>Integrate Succession Planning into Functional Planning processes.</p> <p>Consider broadening of opportunities for identified skillsets – e.g. as created with G12</p>	People and Organisational Development	<p>In FDP 24/25</p> <p>May 2024</p> <p>Dec 2024</p> <p>Jan 2025</p> <p>Dec 2024</p>	<p>Following clarification from HMICFRS</p> <p><b>Feedback:</b> Appreciated Succession planning process was newly established. Manager understanding and interpretation of succession planning limited.</p>	<p><b>Revised Succession Planning process communicated to Managers. Ensuring consideration given to risks, implications associated with CRMP, FDP and other plans. Managers are being supported by staff from the People and Organisational Development function as they develop succession plans. There is also wider consideration of Leadership levels of all roles using MFRS Behaviours.</b></p>	



				Green Book opportunities.					
5	39	“The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff.”	The Service will improve staff’s understanding of bullying, harassment and discrimination issues and be aware of their duty to report any incidents.	<p>Internal audit review of processes.</p> <p>Complete annual review into discipline, grievance, bullying and harassment handling.</p> <p>Implement findings of HMICFRS thematic review into misconduct handling.</p> <p>Cultural survey; Culture action plan; Cultural metrics/dashboard.</p> <p>Consider options for publishing anonymised information for staff re the outcomes of complaints/discipline.</p> <p>Just Culture launch – 2024/25.</p> <p>Consider providing examples of behaviours we don’t expect to see (contraindicators) along</p>	People and Organisational Development	<p>July 2024</p> <p>July 2024</p> <p>October 2024</p> <p>Aug2024; June 2024; July 2024</p> <p>October 2024</p> <p>October 2024</p> <p>Nov 2024</p>		<p><b>The draft Culture Action Plan includes an action to employ specialist lawyers to review policies and procedures on bullying, harassment and discrimination, to ensure they are fit for purpose whilst being clear and accessible.</b></p> <p><b>Metrics agreed for Culture Dashboard and work underway on design of the dashboard.</b></p>	

				side existing leadership behaviours.					
<p>As well as the formal areas for improvement detailed above, when reviewing the report, officers identified other areas where the Service could improve. Many of these areas reflected work that is already in progress and included in MFRS plans, but these actions are summarised in this plan for completeness.</p>									
6	7	<p>“The service could improve how it consults with its local community, including using inclusive social research practices, to develop its understanding of risk in the community.”</p>	<p>The service will consult more regularly with stakeholders and the results of that consultation will be fed back into its planning processes</p>	<p>S&amp;P FP 2024/5 Review inclusive social research practices (gov.uk).</p> <p>Publish annual reports on CRMP progress accompanied by stakeholder engagement. Consider:</p> <ul style="list-style-type: none"> <li>• Provision of information to households</li> <li>• Use of social media and evaluation</li> <li>• Surveys</li> <li>• Focus groups</li> <li>• Other new methods</li> </ul>	Strategy and Performance	March 2025		<p><b>The CRMP consultation process is taking place between March and May.</b></p> <p><b>The bulk of this action will commence later in the year.</b></p>	
7	7	<p>“The service could improve its assurance processes to confirm that risk information is up to date and the most contemporary and accurate information is</p>	<p>Assurance processes will have been reviewed and improvements made.</p>	<p>Preparedness FP 2024/25</p> <p>The replacement of the current system with CFRMIS will improve the process and quality assurance.</p> <p>Automation within the CFRMIS process will</p>	Preparedness	March 2025		<p><b>The CFRMIS project has been delayed due to changes in personnel and some technical issues with the new platform.</b></p> <p><b>The data capture form has now been finalised and data cleansing of existing level 1 and 2 premises is</b></p>	

		available to those who manage and respond to emergencies.”		reduce risk in the future.				<b>complete. Data cleansing and correction of uninspectable sites has commenced and is expected to be complete by the end of April 2024. Next step is to design the necessary data output forms and the airbus interface for Mobile Data Terminals presentation. Expected delivery in July 2024.</b>	
8	13	“Not all the audits we reviewed were completed in a consistent and systematic way or in line with the service’s policies. We found evidence in all records that the authorising manager had given signed approval, but the HSE’s enforcement	Consistency and a systematic approach in regards to how audits are completed and ensure the Enforcement Management Model is completed as part of every audit	Protection FP 2024/25  This area for improvement is covered in the actions in 1 above.	Protection	Sept 2024		<b>Within new governance structures as part of the directorate restructure, standardisation is an element within a newly formed service delivery group. This group will be responsible for ensuring consistent procedures and guidance is available and that teams adhere to the content within.</b>	

Draft HMICFRS Report 2023 Action Plan

		management model wasn't completed as a part of the fire safety audit."						<b>A dedicated training reference holder will be responsible for conducting a TNA to address any associated training requirements.</b>	
9	14	"Inspectors lose confidence in the prosecution process"	E&P processes will be more efficiently adopted and clearly defined	Protection FP 2024/25  This area for improvement is covered in the actions in 1 above.	Protection	Sept 2024		<b>Feedback from personnel indicate this is linked to procedural and training shortfalls.</b>  <b>Legal training across the directorate has commenced and will be governed by a combination of the E&amp;P and training reference holders.</b>	
10	15	"The service could improve how it shares information with other enforcement agencies."	The process for sharing information with other enforcement agencies will have been reviewed and improved.	Protection FP 2024/25  This area for improvement is covered in the actions in 1 above.	Protection	Sept 2024		<b>Within the revised disrectorate structure, we have assigned a reference holder to oversee stakeholder engagement. This will look to identify where the communication gaps are and to put measures in place that fill them.</b>	
11	18	"Some risk information isn't up to date	A duplicate of 7 – see that action						

Draft HMICFRS Report 2023 Action Plan

		Several records hadn't been reviewed in accordance with the service's policy. These included records on a high-risk site."							
12	21	"Not all staff at all levels properly understand the policies and procedures the service has in place."	This relates specifically to the high rise evacuation guidance and associated procedures.	Checks will be made to understand the level of understanding within the organisation (and improve it where necessary)	Response	This is already completed (Sept – Dec 2023) but can be further/periodically assured through the quarterly station ops assurance cycle. (3-6 months)		<b>Complete</b>	
13	34	"The service could do more	Staff health and wellbeing	Develop a process for recording health data;	People and Organisational	March 2025		<b>Preparatory work being undertaken to</b>	

		to engage with its staff and understand what else they need to support their individual needs.”	services will reflect their needs.	<p>to help with informing the Service about what health and wellbeing issues our people are facing.</p> <p>Promote wellbeing information and resources to staff family members to increase their knowledge of the roles within the Service and the stressors faced within them as well as what physical, mental and spiritual support is available to employees and their family members.</p> <p>Review and action the recommendations contained within the NFCC research document ‘Mapping the Health and Wellbeing across the Firefighting Career and Assessing the Current Demands’.</p>	Development – Occupational Health	<p>March 2025</p> <p>March 2025</p>		<b>ensure that 2025 targets are met.</b>	
14	43	“The service needs to do more to assure itself and staff that its promotion	Processes will have been reviewed and quality assured. This assurance will	Build on process workshops and guidance that have been positively received. These will be facilitated throughout the year.	People and Organisational Development	Within 3-6 months	Following clarification from HMICFRS; Feedback centred on staff perception and	<b>Development pathways developed and being piloted with two Grade 12 development roles</b>	

		and progression processes are fair.”	been shared with staff.	<p>Further support being developed and trialed.</p> <p>Review appointment and promotion processes to ensure they remain accessible for all staff.</p> <p>Process documentation will be reviewed and revised.</p> <p>Undertake a review into the effectiveness of the High Potential programme.</p> <p>Publish development pathways at all leadership levels (grey and green) improving knowledge and access to opportunities.</p>		<p>March 2025</p> <p>March 2025</p> <p>Aug 2024</p> <p>March 2025</p>	benefit of educating staff on the promotion and progression.	<p><b>created and associated backfills.</b></p> <p><b>A trial of additional selection process support has been completed as part of wider supervisory manager selection process. Feedback from this to be reviewed prior to wider implementation.</b></p>	
15	43	“The service’s promotion and progression policy is limited and doesn’t explain how it makes sure that processes are fair, open	The promotion and progression policy will be expanded and include an explanation of how it is fair, open and transparent.	<p>POD FP 2024/25</p> <p>Review appointment and promotion processes to ensure they remain accessible for all staff.</p> <p>Promotion policy and documentation will be reviewed and revised. Engage with staff prior to publication</p>	People and Organisational Development	<p>Within 3-6 months</p> <p>March 2025</p>	Following clarification from HMICFRS; Feedback centred on staff perception and benefit of educating staff on the promotion and progression.	<p>The promotion policy review is ongoing.</p> <p>The development pathways documentation has been developed and scrutinised by the internal governal process. These dopcuments will be</p>	

Draft HMICFRS Report 2023 Action Plan

		and transparent.”		Publish development pathways at all leadership levels (grey and green) improving knowledge and access to opportunities.		March 2025		published in quarter 2.	

\*BRAG ratings

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the timescale of this plan	Action may not be delivered by the designated deadline within this plan	Action will be delivered by the designated deadline within the plan	Action not yet started





# *OPERATIONAL PREPAREDNESS*

## **FUNCTIONAL PLAN**

## **ACTION TRACKER 2023/24**

### **Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

# Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<p><b>1. Deliver a Training &amp; Development Academy fit for the future</b></p>	<p>1.1.1 Develop a Training and Development Academy fit for the future</p>	<p>Group Manager Training</p>	<p><u>Apr-June</u> Risk assessments partially cleansed for current and those applicable to new site. IT infrastructure registration in progress for site. Site visits being conducted via SMs Projection of work and capability for site completed (ie: recruit course structure) and impact on core training complete.</p> <p><u>July-Sept</u> Updates on movement plan provided via TDA sub group. Single status meetings established fortnightly with TDA leads to identify issues. Date range identified for suspension of training</p> <p><u>Oct-Dec</u> Overview of core training in place for close down of current TDA. Tac fire to provide support in commissioning of LPG and carbonaceous facilities in April. All other training will gradually slow down to assist with transition in May. Plan to recommence core training in June 2024. Departments carrying out site visits to begin to start to formulate session ideas.</p> <p><u>Jan-Mar</u> Tac fire providing support in commissioning facilities in April. Tac fire to cease tac fire delivery end of March 2024 and recommence in June 2024. Courses will be delivered on priority bases.</p>	<p>April 2024</p>		<p>Completed</p>

		<p>Other training and core training to continue until end of April and recommence in June 2024. All training courses to be reviewed and session plans/ risk assessments to be created and finalised.</p>			
	<p>1.1.2 Create and support a renewed TDA Business Development Strategy</p>	<p><u>Apr-June</u> Initial document completed – staffing returned to 5 instructors Support plan in place now.</p> <p><u>July-Sept</u> Identifying capacity and appetite for knowledge transfer programme. Attendance at growth partners (LCR) meetings to identify needs of business community and opportunities.</p> <p><u>Oct-Dec</u> BD are looking at the new TDA facilities along with capacity for inclusion in the strategy development. This strategy should be completed in time for the move to the new TDA site. TDA manager attending growth partners meetings. Commercial department continues to explore new business opportunities with JLR a new customer</p> <p><u>Jan-Mar</u> <b>JLR</b> business has been secured and other opportunities for income generation being explored which include, external FRS candidates on recruit course programme. Knowledge transfer programme and discussions with external training providers for Fire Safety IT infrastructure registration in progress</p>	<p>March 2024</p>		<p>Completed</p>

	1.1.3 Introduce weekend and evening training		<p><u>Apr-June</u> Additional contracts offered to TDA staff followed up with staff discussion on how training would be delivered.</p> <p><u>July-Sept</u> 3 new staff onboarded, all have been offered 10% contracts. Sunday 6 has recommenced.</p> <p><u>Oct-Dec</u> Contracts still available and discussions in place with TDA staff</p> <p><u>Jan-Mar</u> Following Flexible working contracts staff engagement sessions with Chief Fire Officer, status quo arrangements to remain in place until move to new facility. TDA management currently reviewing training planner to look at training requirements.</p> <p><b>This will be re-assessed at the new TDA site in 2024/25</b></p>	May 2023		
<b>2 Develop assertive and effective incident commanders</b>	2.1 Continue to deliver the Command Strategy which will ensure staff know how to command Fire and Rescue Service	Group Manager Training	<p><u>Apr-June</u> The ICCM, ICWM, ICSM &amp; ICGM development days are now embedded within MFRS and are well established ensuring candidates have the best possible chance of being successful at TCA's. WM7 Skills of maintenance &amp; WM development days are still in the initial phase due to staffing restrictions.</p> <p><u>July-Sept</u> WM7 Skills of maintenance training will be restarting within the service. This has been supported by all AM's and the use of functional JO's to backfill operational appliances.</p> <p><u>Oct-Dec</u></p>	March 2024		Completed

			<p>There has been a delay in re-introducing the WM7 skills of maintenance training due to the lack of availability from functional officers to ride appliances. This should ease following the supervisory promotion process.</p> <p><b>Jan-Mar</b> Worked with day related functions, People and Organisational Development (POD) and Time and Resource Management (TRM) for Watch Manager 7 courses. Officers who require training have been programmed and day related officer numbers identified. Command assessment team have reconvened with a refreshed terms of reference. 24-25 Quarterly meetings programmed and chaired by Group Manager Training and Development Academy (TDA). Enrichment of eLearning utilising XVR and other media types continues. This will become common place for future module reviews as part of the broader Merseyfire learn roll out</p>			<div style="background-color: #4F81BD; color: white; text-align: center; padding: 5px;">Completed</div>
	<p>2.2 Embed XVR within eLearning</p>		<p><b>Apr-June</b> XVR is beginning to emerge in the e-learning packages to give a visual stimulation. Q2 XVR continues to be used within the e-learning packages.</p> <p><b>Oct-Dec</b> XVR continues to be used to enhance e-learning. Work continuing on this development once the e-learning has been proven to work on the new LMS system.</p> <p><b>Action Complete</b></p>			

	<p>2.3 Ensure assessment and validations for all commanders</p>		<p>Q1 &amp; Q2 &amp; Q3 CM &amp; WM 100% in date. SM only 1 out of date (long term restricted duties). GM, AM &amp; PO 100% in date.</p> <p><b>Action Complete</b></p>			<p>Completed</p>
	<p>2.4 Enhance the use of Effective Command - CPD command hours</p>		<p><u>Apr-June</u> Effective command is well embedded for training on station and quarterly with SM's. Standardisation is now needed with the assessor group before a move to use for assessments to replace OPS</p> <p><u>July-Sept</u> Effective command will be used for recording command assessments from January 2024. Cornerstones will be writing the API in order for this data to be exported into the new LMS system.</p> <p><u>Oct-Dec</u> The full implementation of effective command for recording assessments has been put back until the API has been agreed with the suppliers Cornerstone. This has also set back the formal recording of command hours.</p> <p><u>Jan-Mar</u> The full implementation of effective command for recording assessments has been put back until further application development work is agreed with the provider. This has delayed the formal recording of command hours Will be picked up in 2024/25 Functional Plan actionto Enhance operational Competence.</p>			<p>Completed</p>
	<p>2.5 Develop more scenarios and exercises in line with MCRR and emerging risk</p>		<p><u>Apr-June</u> XVR &amp; Fire studio assessments have been developed to include alternative fuels and cannabis farms. Plans are to develop</p>			<p>Completed</p>

			<p>something for extreme weather and floating hotels with asylum accommodation.</p> <p><b>July-Sept</b> The development of scenarios continues in order to build up a robust training and assessment library</p> <p><b>Oct-Dec</b> The development of scenarios continues in order to build up a robust training and assessment library. Current library has around eight CM scenarios and 10 WM scenarios.</p> <p><b>Jan-Mar</b> XVR/Fire Studio Library has sufficient scenarios and a refresh of the Command Assessor Group will look to change injects within scenarios to create a broader range of assessments. A new Station Manager Technical Command Assessment is being developed in readiness for May 24.</p>			
	2.6 Support multi-agency training and exercise programme		<p>Q1 &amp; Q2 Liverpool Airport exercises and CBTX's are ongoing throughout 2023. Command training will also support all other multi agency exercises across the service.</p> <p><b>Oct-Dec</b> Liverpool Airport exercises and CBTX's are ongoing throughout 2023. Recent training includes cyber table top exercise with others scheduled.</p> <p><b>Jan-Mar</b> Liverpool Airport exercises continue. COMAH annual exercises have been completed to support testing of plans. Exercise Scorpion and Exercise Coral Chain at Goodison have been delivered with multi agency partners. JESIP training has</p>			Completed

			restarted and an expansion in the delivery team			
<b>3 Launch a new SSRI Module In CFRMIS</b>	3.1 Release PORIS assessment tool	Group Manager Operational Policy, Intelligence and Planning	<p><u>Apr-June</u>            PORIS assessment tool now live for all stations. PORIS assessment training delivered to all stations, up to an including 14.07.23 a total of 654 PORIS assessments completed. E learning package and guidance document is live to support future learning and reference. SI draft to be submitted prior to end of August.</p> <p><u>July-Sept</u>            1340 PORIS assessments completed as of 05.10.23. PORIS Performance Management Tool now developed and presentation will to be provided to SM at standardisation 13.10.23. Work continues to update SI following feedback end completion target for Dec 2023.</p> <p><u>Oct-Dec</u>            SI 0832 Draft submitted awaiting GM approval. PORIS assessment now well embedded, update given to SM group at Standardisation meeting in November 2023, to reaffirm performance targets for stations and completion date.</p> <p><u>Jan-Mar</u>            PORIS assessment tool all complete</p>	March 2024		Completed
	3.2 Launch Operational Intelligence module with Prevention & Protection		<p><u>Apr-June</u>            Work ongoing with Civica to develop data capture form. MFRS part of early adopter scheme working with other FRS's.</p> <p><u>July-Sept</u>            The data capture has now been designed, the team are now working with System</p>			Completed



			<p>Support and Civica to look at mapping our existing data across to the new form, a test will be conducted in October. Further discussion required on Output form and mapping tools, this will be discussed with AM Sheridan and GM Knock in October to allow work to commence</p> <p><b>Oct-Dec</b></p> <p>The data capture has now been designed, the team are now working with System Support and Civica to look at mapping our existing data across to the new form. Protection question set now included within new data capture form.</p> <p>Q4</p> <p><b>Jan-Mar</b></p> <p>Data capture form now finalised. Data verification process ongoing. Protection questions sets included. Action complete</p>			
	<p>3.3 New Site Specific Risk Information (SSRI) Software</p>		<p>Q1 &amp; Q2 As update in 3.2. SSRI Progress can be migrated into CFRMIS target date for completion of design of new form is mid-August 2023.</p> <p><b>Oct-Dec</b></p> <p>Draft data capture form now complete pending minor quality assurance, cross mapping exercise to compare new form and existing data within progress now completed and given to CIVICA, awaiting test. Work to commence on data output based on staff feedback from LJU survey. Mapping to be discussed with GM/AM.</p> <p><b>Jan-Mar</b></p> <p>Output mapping exercise will be completed by May 2024. Work now required by suppliers to create and test the Mobile Data Terminal presentation.</p>			

			<b>Training on new system planned for Summer 2024. All stations live by Summer 2024</b>			
<b>4 Build community resilience</b>	4.1 Utilise MCRR information to improve community and home safety advice.	AM Preparedness GM Operational Policy, Intelligence and Planning.	Q1 & Q2 & Q3 Initial meeting held with Director heads chaired by AM Sheridan, invites to summer and winter MRF preparedness workshops sent to relevant departments. <b>Jan-Mar</b> Emerging risks from National Security Risk Assessment (NSRA) and Merseyside Community Risk Register (MCRR) now briefed to department heads as a matter of routine. Example is LiOn battery advice leaflets produced by Prevention. This work will continue as business as usual.	March 2024		Completed
	4.2 Brief SMs on MCRR high impact incident types risk relevant to their areas, utilise BI reports, and E Hazard maps provided by Strategy & Performance		Q1 & Q2 & Q3 SM's with COMAH sites already involved in risk planning – link to top 12 risks. SM's with specific risk sites engaged with relevant ops planning Meetings, e.g. Airport, docks. <b>Jan-Mar</b> Briefing Presentation provided during Standardisation meetings. One Command Seminar each year following publication in April of the MCRR to be held that will cover high impact incident types and link to Merseyside			Completed
	4.3 Campaigns and exercises		Q1 & Q2 Exercise involving specialist marine crews with Peel Ports and Svitzer tugs in planning phase. <b>Oct-Dec</b> HMP Liverpool – Multi-pump exercise to review tactical ventilation plans at HMP Altcourse – Joint visit with Ops Response to view new site development.			Completed

			<p><b>Jan-Mar</b> Blue light Exercising Group established. Centralised exercising calendar being established by Operational Planning Team.</p>			
	4.4 Protection work		<p>Q1 &amp; Q2 Initial discussion held <b>Oct-Dec</b> Events – Protection events team and co-ordinating lead established. Drone – Schedule of works in development to 4D map identified wildfire (high impact incident) sites, with the intention of Wildfire leads working with Local Authorities to prepare, plan, respond and recover from wildfire incidents. EA/ Waste Sites – Ongoing joint working with Protection and EA to identify high fire risk sites. Information will be used to inform our operational intelligence and planning (SSRI, PORIS). <b>Jan-Mar</b> Work ongoing with Protection and will move into business as usual from 24/25 onwards.</p>			Completed
<b>5. Improved Firefighter Safety &amp; Training</b>	5.1 Review firefighting media and associated tactics	GM Operational Policy, Intelligence and Planning. GM Training	<p><b>Apr-June</b> The new foam is now on the run. Getting the designs for the new foam PODS and delivery's <b>July-Sept</b> New equipment ordered for wildfire and trials ongoing for marine firefighting equipment. Ops Equipment will be conducting trials to review how CAFS is used with a view to internal use. Seeking</p>	March 2024		

			<p>opportunities to widen service Marine Tac Ad group – consulting with HR.</p> <p><b>Oct-Dec</b> New wildfire equipment is in Service and documents are being written. CAFS– Ops Equipment Manager will be working with SMA who has commenced a project on FF Media and Tactics. Ops Equipment Manager has offered to become a Tac Ad after course attended at Fire Service College</p> <p><b>Jan-Mar</b> Foam replacement plan completed Station Manager in development now appointed into 6-month project role to review firefighting media and associated tactics. <b>To be completed June 2024</b></p>			
	<p>5.2 Use BI data and risk information to inform our decision making and support change</p>		<p><b>Oct-Dec</b> BI Not utilised this quarter. BI to be used by MRF Risk analysis. BI has been used for EDI profiling for the Directorate.</p> <p><b>Jan-Mar</b> Action complete</p>			Completed
	<p>5.3 Enhance current training planner for station, fire control and senior managers</p>		<p><b>Apr-June</b> Senior officer command training and station based effective command training now in place.</p> <p><b>July-Sept</b> New training planners for roles currently being created to support move to new LMS. TDA have been informed of any new equipment that is coming in so they can plan any training.</p> <p><b>Oct-Dec</b> Merseyfire Learn system went live for eLearning on 1st January 2024. New schedule of eLearning embedded in system.</p>			Completed

		<p><b>Jan-Mar</b> Merseyfire Learn system went live for eLearning on 1st January 2024. New schedule of eLearning embedded in system</p>			
	<p>5.4 Add water plans for known high risk areas</p>	<p><b>Apr-June</b> Water mains and open water overlays available on MDT. Water sources noted on SSRI records</p> <p><b>July-Sept</b> EWS information added to MDT, crews will be completing annual familiarisation similar to a hydrant walk, new form ready to be uploaded onto Portal to capture areas of poor water supplies following incident, just awaiting Portal Transfer to be complete prior to it going 'live'</p> <p><b>Oct-Dec</b> On-going meetings with ICT support to develop a digital version of the hydrant walk return form which when completed on toughpad will map across to SSRI/PORIS information. As part of this transition to digital exploring opportunity to add open water sources also to SSRI/PORIS. SCCapture has been selected as the new application.</p> <p><b>Jan-Mar</b> PORIS system is capturing mapping of water supplies near to significant risks. On-going meetings with ICT support to develop a digital version of the hydrant walk return form which when completed on toughpad will map across to SSRI/PORIS information. As part of this transition to digital we are exploring the opportunity to add open</p>			<p>Completed</p>

			water sources also to SSRI/PORIS. New software currently being explored further as this is best value due to free upgrade offered by existing supplier.			
	5.5 Deliver training on foam use and CAFS		<u>Apr-June</u> All new recruits are given training on foam and CAFS. Station based staff complete as part of SPA's. <u>July-Sept</u> <b>Action complete</b>			Completed
	5.6 Develop training for the launch of the High reach extendable turret (HRET) vehicle		<u>Apr-June</u> Vehicle not in service yet. - Training package has been drafted based upon information from Cheshire & GMC FRS <u>July-Sept</u> Awaiting delivery of vehicle. Approaches made to Lancs (who have same vehicle) with an offer for our instructors to visit to get early hands on. <u>Oct-Dec</u> Vehicle expected April 2024 <u>Jan-Mar</u> High reach extendable turret (HRET) Vehicle procurement completed. <b>HRET Vehicle - expected October 2024</b>			
<b>6 Invest in Innovative Practice &amp; Modern Technology</b>	6.1 Research and development equipment and software to improve our effectiveness, efficiency and help our people perform their roles Examples are: <ul style="list-style-type: none"> <li>New learning management system</li> </ul>	AM Operational Preparedness & Management Team	<u>Apr-June</u> Red Kite - is being reviewed with a view to update the system and utilise it more. Incident Command Software Solutions - Requirements Gathering session is being held on the 28/07/23 <u>July-Sept</u> Red Kite meetings booked to improve the functionality of red kite to asset track equipment and PPE Awaiting systems support to finish building the R&D portal page from last	March 2024		Completed

	<ul style="list-style-type: none"> <li>• Command support software</li> <li>• Use of Resilience Direct</li> <li>• Redkite</li> </ul>		<p>year’s objectives. Business case submitted for funding for ScCapture software -awaiting date of implementation.</p> <p>LMS – Work continuing on alignment of learnpro modules to go live in Jan 2024. With all other core training and skills to go live in March 2024</p> <p>Investigating mobile SOP app to enhance immediate access to data.</p> <p><b><u>Oct-Dec</u></b></p> <p>Project team met mid October. Sourcing demo from Merseyside Police of incident ground solution for firearms / terrorism. Cheshire solution also being considered. Considering G Cloud 13 for IC solutions with demos from Dec/Jan. Contact will be made with Unblur to set up a date for demo prior to any other activities.</p> <p>Ops Equipment are looking to increase the Red Kite package to cover scanning and maintenance logs (individual parts)</p> <p>SC Capture Hydrant software - Business case approved and budget arranged</p> <p>LMS – Elearning module launched Jan 24.</p> <p>OPS and Effective Command transition Transition</p> <p><b><u>Jan-Mar</u></b></p> <p>Research and development process to be launched with the new SharePoint intranet area.</p> <p>MerseyfireLearn – Appraisal module utilised in 2023. E Learning module setup and now in use. Core training and skills to go live in 2024.</p>			
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			<p>Water Management software - Demonstrations of the software viewed at Gloucestershire FRS &amp; from the supplier and implementation will commence next quarter.</p> <p>Redkite asset management software - has been reviewed to extend the package and to utilise more functions.</p> <p>Fasty water rescue devices - have been procured to aid firefighters at water rescue incidents.</p> <p>Incident command software - Project team met to discuss incident ground solution for firearms / terrorism.</p> <p>OSR IT Upgrade - completed March 2024</p> <p>2024/25 Ops Preparedness FP Action No 4 continues to develop Modern technology in Ops Preparedness areas</p>			
	<p>6.2 Research and development of kit for electric vehicles.</p>		<p><u>Apr-June</u></p> <p>Two EV blankets and two EV plugs have been purchased. One set to go to TDA the second may go in stores or on Romeo 2</p> <p><u>July-Sept</u></p> <p>Three EV blankets and two EV plugs are available. One set at the TDA the second will be on Romeo 2. The third fire blanket in in the emergency store.</p> <p>HF Gel now available for frontline appliances.</p> <p><u>Oct-Dec</u></p> <p>Reviewing the next piece of development for water application at EV fires. Let it burn strategy being considered following risk assessments.</p> <p><u>Jan-Mar</u></p>			<p>Completed</p>



			Work being carried forward by Group Manager as Business as Usual.			
<b>7 .Strengthen our Resilience and Respond to Operational Learning</b>	7.1 We will review the recommendations of Manchester Arena Inquiry	GM Operational Policy, Intelligence and Planning.	<p><u>Apr-June</u> Review in progress. Actions assigned. Regular reporting to ops board. 16 actions of 149 remain outstanding. The outstanding actions are dependent on outcomes from national workstreams across all sectors</p> <p><u>July-Sept</u> As previous update. 12 actions of 145 remain outstanding.</p> <p><u>Oct-Dec</u> Reviewed and action log created</p> <p><b>Action Complete</b></p>	March 2024		Completed
	7.2 Act upon lessons learnt from local and national learning NOL/JOL		<p>Q1 &amp; Q2 NOL/JOL meetings established with OPRT/OA reviewing and feeding back via OIG. Process is captured in SI 0176 OA</p> <p><u>Oct-Dec</u> <b>Action Complete</b></p>			Completed
	7.3 Deliver a full response to Manchester Arena Inquiry recommendations.		<p><u>Apr-June</u> See 7.1</p> <p><u>July-Sept</u> On Line Survey published 1st August. This is being completed as initial reporting of MFRS response. Decision logging training completed for senior officers to be followed with legal input.</p> <p><u>Oct-Dec</u> Action tracker in place which is updated quarterly. Full report being prepared for March 2024 Operations Board.</p> <p><u>Jan-Mar</u></p>			

			<p>Remaining actions to convert Incident Command Guides to action cards and amend the SI to clarify the point at which Crew Manager/Watch Manager assumes command of incident. <b>Will complete in May 2024</b></p>			
	7.4 Develop blue light exercise programme with partners.		<p><b>Apr-June</b> Exercise group established via collaboration board.</p> <p><b>July-Sept</b> Collaboration Dates to be established with new Police DCC Mr Green. Blue Light group set up between Antony Grimes/Liam Gardner/G Knock. Exercises including MTA/CBRNe and Public Order TBC – Goodison Park Exercise (CBRN) arranged for November.</p> <p><b>Oct-Dec</b> Exercises being planned for Q4 and the summer.</p> <p><b>Jan-Mar</b> Blue Light exercising group set up. Exercise Scorpion (Chemical, Biological, Radiation and Nuclear (CBRN)) and Exercise Coral Chain (CBRN) undertaken. Marauding Terrorist Attack (MTA) exercise being planned for summer 2024 MTA JOPs preparation completed. Sunday 6 will follow current training roll out.</p>			Completed
<b>8 Renewable Energy Research</b>	8.1 Review and revise SOPS, eLearning, previous assessment reports	AM Operational Preparedness GM Preparedness	<p><b>Apr-June</b> SOP 6.5.0 Guidance in Draft sent to OPRT. E learning module completed and online.</p> <p><b>July-Sept</b> Draft guidance is being produced and shared with NW Ops Resilience AFES</p>	March 2024		Completed

			<p>group to critique and make comments / recommendations with the group using this document as the basis for a NW response to AFES</p> <p><b><u>Oct-Dec</u></b></p> <p>Draft guidance with OPRT governance group for consultation. Shared with NW Ops Resilience working group</p> <p><b><u>Jan-Mar</u></b></p> <p>SOP 6.5.0 Guidance is to be signed off by OPRT. E learning module completed</p>			
	8.2 Produce Ops Information Notes, Operational Response plan and Training Packages		<p><b><u>Apr-June</u></b></p> <p>Ops info note produced for guidance EV's. IPEMU Class 777/1 trains. Technical Rescue session plan completed for roll out of crew-based training regarding EV fire scenario.</p> <p><b><u>July-Sept</u></b></p> <p>Continue to produce and develop workstreams. Merseyrail ORP updated following the introduction of Class 777/1 train on the underground network</p> <p><b><u>Oct-Dec</u></b></p> <p>Ongoing with incidents of interest being captured in Ops Information notes</p> <p><b><u>Jan-Mar</u></b></p> <p>Operational information note produced for guidance regarding electric vehicles. E learning module completed</p>			Completed
	8.3 Identify new kit and equipment		<p><b><u>Apr-June</u></b></p> <p>Fire Blankets Technical note written. Emergency safety plug EV technical note written. Cold cut COBRA demonstration TBC at the TDA. Portable dams to be investigated. Big red box containment to be investigated at a regional level. Extinguishing media to be evaluated</p> <p><b><u>July-Sept</u></b></p>			Completed

			<p>Following visit to Emergency Services Show prices obtained for “Big Red Box” Misting system that recycles water for the containment of EV fire water run off. NW Ops Resilience AFES group met in Cheshire to discuss workstreams for the region. HF Gel now on the run.</p> <p><b>Oct-Dec</b> Project Lead working in conjunction with Ops equipment team. Cold Cut Systems demonstration at the TDA 23 January 2024. Purchasing Faraday bags for EV keys or mobile phones to stop them transmitting to vehicle if involved in RTC or Thermal event. Potential purchase of “Go Jacks “ for appliances.</p> <p>Hydro pen demonstration at TDA on the 22 January 2024 and on trial with Ops equipment</p> <p><b>Jan-Mar</b> Demonstration of cold cut held in January 2024. Work will progress through research and development as Business as Usual</p>			
<b>9 Research, Development &amp; Evaluation</b>	9.1 Work with academic partners to help research and evaluate areas of business to improve diversity by evaluating positive action of minority groups	GM Operational Policy, Intelligence and Planning. SM Operational Equipment and Resources	<p><b>Apr-June</b> Engaging with BV and the University regarding testing for contaminants of PPE and equipment to ensure that we are procuring the right products.</p> <p><b>July-Sept</b> Engaged with DSTL around the ROVs and continue to look at other technology for water incidents. BTTG have been tasked with conducting testing in regards to our PPE shrinking. Also approaching providers to conduct tests into flash hood and particulate blocking hoods.</p>	March 2024		Completed

	<p>9.2 Improve communication with staff on new areas of development and respond to feedback on kit and PPE</p>	<p>Transport Manager</p>	<p><u>Oct-Dec</u> Ops Equipment Team currently working with BTTG regarding our tech rescue gloves and issues with our current PPE shrinking and fading</p> <p><u>Jan-Mar</u> Engaged with Bureau Veritas and University of Liverpool University regarding testing for contaminants of PPE and equipment to ensure that we are procuring the right products Work in this area is ongoing and will become business as usual from 24/25 onwards</p> <p><u>Apr-June</u> Awaiting systems support to have a new portal page available for staff to use when suggesting an R&amp;D project. Engaging with a broad spectrum of staff when it comes to the introduction of PPE and equipment.</p> <p><u>July-Sept</u> Requested Ops Equipment to be invited to the gender network meetings so can be a part of the standard agenda. All staff can feed back issues with PPE and uniform via the portal. Updates will be published in the hot news to staff informed of research projects and current purchases 3 staff members are trialling sports bras with aim to making them standard issue following feedback from the networks. Ops Equipment will be planning a road show to visit stations to get ideas and share what we are doing.</p> <p><u>Oct-Dec</u></p>			<p>Completed</p>
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			<p>Awaiting the SharePoint migration for R&amp;D area. In early 2024 intentions to run road shows so staff can look at Ops Equipment ideas and feedback on equipment</p> <p><b>Jan-Mar</b> Feedback forms for PPE and uniform available on the portal. Crew engagement ongoing following roadshow and research and development (R&amp;D) projects. Awaiting sharepoint for new R&amp;D area.</p>			
	9.3 Launch development days and incident command support for female firefighter and officers		<p><b>July-Sept</b> Engaged gender network in promoting development opportunities.</p> <p><b>Oct-Dec</b> TDA able to facilitate development days as required. Coordination needed through POD for gateway/high potential programmes.</p> <p><b>Jan-Mar</b> Training and Development Academy (TDA) able to facilitate development days and incident command support for female firefighter and officers as required. Coordination with POD for gateway/high potential programmes</p>			Completed
<b>10 Help Build a Sustainable Fire &amp; Rescue Service for the Future</b>	10.1 Transport Plan of appliances and vehicles towards Net Zero.	AM Operational Preparedness Transport Manager	<p><b>Apr-June</b> First Net Zero Implementation group meeting has been held. Ongoing work on fleet decarbonisation has progressed and the delivery of the first 6 Petrol/Hybrid vehicles are expected January 2024.</p> <p><b>July-Sept</b></p>	March 2024		Completed

			<p>Awaiting delivery of 6 hybrid vehicles. 7 more to order next year. No further Net Zero Implementation meetings yet</p> <p><b><u>Oct-Dec</u></b> The first 6 Hybrid vehicles will be delivered March 2024. This is slightly behind schedule due to production delays within the vehicle manufacturing industry. A further 9 Hybrid vehicles are in the process of being ordered with an expected delivery date of October 2024.</p> <p><b><u>Jan-Mar</u></b> Ongoing work on fleet decarbonisation has progressed and the delivery of the first six Petrol/Hybrid vehicles are expected in 2024/25. 7 Petrol/Hybrid Vehicles will be ordered soon. Net Zero Implementation group established with the Transport Manager and SM Operational Equipment attending. Last meeting held on 22 January 2024 and actions allocated to individual Directorates which will be managed through Strategy and Performance Estates Board / Strategic Leadership Team.</p>			
	<p>10.2 Foam review in line with environmental regulations</p>		<p><b><u>Oct-Dec</u></b> Review complete. All foam has been changed out and awaiting disposal. <b>Action completed</b></p>			<p>Completed</p>
	<p>10.3 Renewable energy kit and equipment etc</p>		<p><b><u>Apr-June</u></b> New PPE options are being explored in regard to tech rescue helmets for all staff and GORE jackets for SO's extending the life of equipment and reducing contamination</p> <p><b><u>July-Sept</u></b></p>			<p>Completed</p>

			<p>Electric PPV fans are on order are now in service and being put on the run</p> <p><b>Oct-Dec</b>            New PV stop (photo voltiac extinguisher for solar panels) will be ordered in April as our current stock is going out of date. Net Zero Meeting planned for 22 January 2024.</p> <p><b>Jan-Mar</b>            All petrol tools are being removed from the Fire Appliances and replaced with electric EV Blankets and Plug are on held on R2.            All electric positive pressure ventilation (PPV) fans in stock now to ensure all the appliances have electrical equipment on board. A stock a petrol fans have been put on the Light Portable Pump pod in case required.            TDA Operations designed to minimise the impact from training with the use of the latest carbon capture technology.</p>			
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**BRAG Descriptor**

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started
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STATUS SUMMARY – 24.1.2024	
Total Number of Workstreams	37 (100%)



Action completed	32 (87%)
Action is unlikely to be delivered within the current functional delivery plan	5 (13%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action will be delivered by the designated deadline within the functional plan	0 (0%)
Action not yet started	0 (0%)

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# OPERATIONAL RESPONSE

## FUNCTIONAL PLAN

### --- ACTION TRACKER 2023/24

#### **Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

## Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATU S
<p>2.1 We will evaluate and improve the effectiveness of our Operational Response to incidents. And produce guidance to support the management of assets at incidents for flexi duty senior managers and Fire Control</p>	<p>2.1.1 Conduct a review of relevant LPI's:</p> <ul style="list-style-type: none"> <li>• (TR08) Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes. Based on Alert to Attendance Times</li> <li>• (DR22) The % of 999 calls answered within 10 seconds</li> <li>• (DR23) Alert to Mobile in under 1.9 minutes</li> <li>• (DO29) Average Time Taken to Process a Life Risk Call by Fire Control</li> <li>• (JR32) Average attendance time - Life Risk Incidents. Based on Time of Call to Attendance, HO Criteria</li> <li>• (JR34) Average attendance time - All Primary Fires. Based on Time of Call to Attendance, HO Criteria</li> <li>• (JR36) Average attendance time - Dwelling Fires. Based on Time of Call to Attendance, HO Criteria</li> <li>• (JR38) Average attendance time - Non</li> </ul>	<p>GM Response</p>	<p><u>April – June 2023</u></p> <p>TR08 – 2023 April Target = 90%. Actual 93.1 %  DR22 – 2023 April target = 96%. Actual 98.1%  DR23 – 2023 April target = 95%. Actual 96.3%  Performance management system PIPS is utilised by each Station Manager (SM) to scrutinise Alert to mobile specific to their station every 7 days  <b>DO29</b> – Average time to process a life risk call by Fire Control = Target – 1min 20 sec. Actual 1min 13 secs  <b>JR32</b> – Average attendance time (Life risk incidents) based on Time of call to attendance. Target = 7min 52 sec. Actual 7 min 43 sec  <b>JR36</b> - Average attendance time - Dwelling Fires. Based on Time of Call to Attendance. Target = 7 min 02 sec. Actual 7 min 01 sec  <b>JR38</b> – Average attendance time – Non Domestic property fires, based on Time of Call to attendance. Target = 7 min 38 sec. Actual 7 min 28 sec</p> <p><u>July- September</u></p> <p>Reports generated monthly by Strategy &amp; Performance (S&amp;P) in relation to appliance activity and performance in relation to LPI's. Reports circulated amongst management groups to monitor performance and exemptions discussed at weekly command group meetings.  Station performance set up and available via PIPs to monitor. Discrepancies regards LPI's are highlighted by Service Delivery Team and investigated. Alterations to Standards of Fire Cover or Alert to Mobiles are processed via Ops Intelligence, likewise IRS is checked in conjunction with Strategy and Performance Teams and changes actioned where required. QA of Incident Recording System (IRS) continues to be checked by responsible Station Manager and future training to reinforce is scheduled at standardisation.</p> <p><b>Action Complete</b></p>			

	<p>Domestic Property Fires. Based on Time of Call to Attendance, HO Criteria</p> <ul style="list-style-type: none"> <li>• (JR310) Average attendance time - Vehicle Fires. Based on Time of Call to Attendance, HO Criteria</li> <li>• (JR312) Average attendance time - Other Primary. Based on Time of Call to Attendance, HO Criteria</li> </ul>				
	<p>2.1.2 Analyse S&amp;P data to produce recommendations which enhance how resources are used more efficiently in relation to:</p> <ul style="list-style-type: none"> <li>• Reliefs</li> <li>• Specialist Assets</li> <li>• Retained</li> <li>• Dynamic Cover (AURA)</li> <li>• Pre-Alert</li> </ul>		<p><u>April – June</u></p> <p>Relief recommendation Following scrutiny of relief crews attending incidents in station cars a recommendation has been made to further improve efficiency. All station cars now assigned call signs. Request made to Operational Preparedness to place all call signs onto Vision BOSS system. This will then enable more efficient management of relief crews attending incidents including attendance times from notification to in attendance. Guidance will be created and shared with Operational crews and Fire Control to ensure effective response.</p> <p><u>July- September</u></p> <p>Presentation delivered to June Ops Board regarding reliefs at incidents. 4 new 4x4 vehicles due to arrive at stations to those with smaller/older vehicles. Once assets refreshed, station cars in vision will be implemented with a 3 monthly review.</p> <p>S&amp;P asked to provide data in relation to mobilisation of specialist assets. Incident data from Incident Command Unit (ICU) mobilisations and AURA (dynamic coverage tool) coverage for Hazmat and Environmental Protection Unit (HMEPU) and Marine unit to be analysed. Retained testing carried out each week and monitored via Callmy app.</p>		

			<p>Delay on releasing additional 4 vehicles from workshops due to supplier delay has caused rollout date to be put back. FC utilising station car for management of assets, however mobilisation for response purposes not underway until asset refresh has taken place.</p> <p><b><u>October - December</u></b>          Asset refresh from workshops still pending due to specification of new Incident Investigation Team (IIT) vans. Guidance documents currently being looked into to ensure stations are aware of relief process. Data gathered on Incident Command Unit (ICU) mobilisations to support change in pre-determined attendance (PDA) and move toward a review of complimentary crewing specialist assets.</p> <p>Retained data still being monitored by way of weekly testing on Callmy.</p> <p>Workshops have advised that asset refresh is on hold until new year due to delay in implementing new assets (supply and demand delays). Discussion ongoing with workshops to manage fleet and move smaller station cars to strategic locations i.e. Day crewed Wholetime Retained (DCWTR) where reliefs are less frequent. Station vehicle management will take place with a view of rolling out mobilisation of station cars before end of financial year</p> <p><b><u>Jan – March</u></b>          New vehicles to be provided and asset refresh remain on hold. Spare vehicles are now being used for new station managers. Meeting in place to analyse staffing models for specialist stations and carry out stress testing with a view to providing immediate response to specialist incident types.</p> <p><b>Action Complete</b></p>			
	<p>2.1.3 Use the findings from 1.1/1.2 to produce guidance and embed new ways of working.</p>		<p><b><u>July- September</u></b>          Report to be carried out into the mobilisation of specialist assets using AURA which will explore enhanced effective in ways of working.</p> <p><b><u>October - December</u></b></p>			

			<p>New ways of working being explored to enhance mobilisation of specialist assets and management of relief duties.</p> <p><b>Jan – March</b></p> <p>Mobilisation of staff cars set up in vision however still awaiting asset refresh to ensure all cars are fit for purpose. Fire control report back positive management of vehicles for use of reliefs and assets are mobilised over being requested.</p> <p>Recommendations have been made around mobilisation of specialist assets and proposals will be put to board around PDA for incident types.</p> <p><b>Action Complete</b></p>			
	2.1.4 Evaluate performance against the guidance produced.		<p><b>Jan – March</b></p> <p>Operational Assurance continue to monitor mobilisation around reliefs, specialist assets and retained activations moving into the next Functional Delivery Plan.</p>			
2.2. Redesign of Fire Control suite including investment in new technologies.	2.2.1 Liaise with key stakeholders to develop costings and estimated timescales of completion.	SM Fire Control	<p><b>April - June</b></p> <p>Liaised with Telent and external provider PureAV who attended Fire Control to discuss required features. A verbal costing has been provided by PureAV and awaiting detailed costing in writing and timescale of completion.</p> <p><b>July-September</b></p> <p>Current estimated date to commence installation of Media wall and re-design of Fire Control is November 2023.</p> <p>Estimated costings now supplied by Estates for office furniture, electrical alteration and decoration.</p> <p>Budget has been planned for and secured from within existing budgets and existing desks from Fire Control will be used in Secondary Control at new TDA.</p> <p>Paper taken to Ops Board in relation to funding was agreed on 23<sup>rd</sup> August 2023.</p> <p><b>Action complete</b></p>			

	<p>2.2.2 Introduce new technologies within Fire Control to enhance the efficiency and effectiveness of operational response:</p> <ul style="list-style-type: none"> <li>• Media wall</li> <li>• AURA</li> </ul> <p>Pre-Alert</p>	<p><b>AURA</b> <u>April – June</u></p> <p>Fire Control are in second phase of testing with Beta release notes issued on 02/05/2023 (Due Apr 2023). Fire Control will continue to provide feedback to the project team and report all bugs, issues and request new features. Particular attention is being paid to the cover planner.</p> <p>Following completion of the Discovery Phase of the Pre-Alert, a rough order of magnitude has gone to Telent and SSS.</p> <p>A briefing presentation has been developed to take to Ops Board and to deliver to Stations involved in the trial.</p> <p>Presentation for trial of pre alert to deliver to crews went through Ops Board on 25<sup>th</sup> May, one recommendation was to change name to Enhanced Mobilisation (EM) which is fit for purpose and now current working title.</p> <p>Rough update of costs and timescale expected 20<sup>th</sup> June 2023.</p> <p>Courtesy meeting with FBU scheduled 26<sup>th</sup> June 2023, with dates planned to meeting Trial station personnel throughout July. Expected launch of trial Delayed to August due to unforeseen delays from providers.</p> <p><b>AURA</b> <u>July - September</u></p> <p>Fire Control continuing to test AURA and feedback to development team. Further meeting planned September 2023 with development team to discuss potential changes, fixes and bugs.</p> <p>Some issues relating to mapping progressed to Microsoft</p> <p><b>AURA</b> <u>October to December</u></p> <p>Response received from Microsoft in relation to mapping is that it is being investigated and will keep updated.</p> <p>In line with contingency planning MFRS development team are looking at various options that will deliver similar road network/isochrones. They will have a proof of concept ready for internal review by end of October and will take to ICT Board</p> <p><b>Jan – March update</b></p>			
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		<p>Fire Control are continuing to test new version of AURA since returning to Primary Control (11<sup>th</sup> March). SM Control held a meeting with ICT and the development team on 25<sup>th</sup> March to discuss the next release of AURA and achieve sign off / approval on the requests they have received including features they can implement.</p> <p>Staff suggestions on how to set up AURA based on the new media wall have come forward from FC and we have worked with the project team to align the priorities and set the next package of work which includes, changing the AURA opacity (how bright the AURAs are), changing the size and scaling of appliances pins on the map along with changing how station boundaries appear and the Merseyside boundary overall. We are also drawing up how some new tweaks may look which will review how main roads such as Motorways and dual carriageways appear on the map increasing visibility and producing a mock-up of how a new AURA status would look to encapsulate appliances in attendance but available for redirection.</p> <p>Next meeting will be held in April to review the progress against the work package agreed.</p> <p><b>Enhanced Mobilisation</b> <u>July - September</u></p> <p>Enhanced mobilisation input has now been delivered to all watches at Bromborough, all 4 Watches at Southport and 3 cohorts of staff at St. Helens as well as SM's through their respective command groups. Alongside the delivery session's staff have been engaged and feedback has been sought, initial results indicate staff are encouraged by the Merseyside model.</p> <p>Some potential risks have been identified following constructive feedback with crews and alternative options have been considered. Telent update suggests that a go live date for September is achievable, but cost analysis has yet to be completed.</p> <p>Following review, Bromborough removed from Enhanced Mobilisation (EM) pilot. All available statuses will now also be included in the pilot for Southport and St Helens stations.</p>		
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			<p>LLAR work around being considered in preparation for September Ops board and all MFRS stations being booked for EM briefing during 3-month pilot.</p> <p>Fire Control briefing of EM commencing August and expected completion early September.</p> <p>Briefing note submitted to Ops Board on 23<sup>rd</sup> August. Further verbal update to be provided in September with costings and proposed timeline.</p> <p><b>Enhanced Mobilisation</b> <b><u>October - December</u></b></p> <p>Rough Order of Magnitude (ROM) and timescale received from SSS (now NEC SWS) and an estimated timescale of 25 weeks from agreement date with MFRS confirmed.</p> <p>Authorised release of extra funds for Enhanced Mobilisation agreed in December.</p> <p>NEC SWS to commence build and programme work once written authorisation received from MFRS, expected January 2024. Agreement in place with NEC SWS that funds will be released on milestones and changes to programme is permitted if not on track with original proposals.</p> <p><b><u>Jan – March update</u></b> <b>Enhanced Mobilisation</b></p> <p>Options for delivery of the Enhanced mobilisation software changes have been discussed with suppliers as have costs. Reduced costs have been provided and timescales that would mean full implementation by January 2025. A decision on this will be made by SLT (the budget is already approved).</p>			
	<p>2.2.3 Implement redesign of Fire Control to support the use of new technologies.</p>		<p><b><u>Media Wall</u></b> <b><u>April - June</u></b></p> <p>Decision to be made whether to ‘pattress’ the wall in Fire Control to allow media wall to be fixed or for Pure AV to supply and fit a frame. Alternative solution supplied by Pure Av was to mount media wall on a stand. This has been discounted due to height of monitors being unsuitable (too low). Next Meeting will be held on 17<sup>th</sup> October with relevant stakeholders.</p>			

		<p><b><u>July- September</u></b></p> <p>Internal wall strength reviewed by Estates and deemed not strong enough to hold media wall therefore Telent have re-contacted Pure AV to discuss a frame to house the monitors.</p> <p>Sample chairs have been supplied to Fire Control for testing with more options being sent to test.</p> <p>New curved monitor has been ordered by Telent to sample, which will show Vision on 1 monitor as opposed the current 2.</p> <p>Desks have been selected and CAD designs drawn up to show different layouts.</p> <p>Re-design of Fire Control is linked in with move to new TDA and as such has been added to TDA transition plan. Telent have recently assigned a project manager - Next meeting scheduled for 15<sup>th</sup> August 2023.</p> <p>Fire Control training room will be used as secondary Control if TDA must be evacuated, and Bootle/Netherton Fire station has been selected as tertiary Control room for duration of re-design. Telent have been to visit site and will make the necessary adjustments to the conference room. Health and Safety SM has been informed.</p> <p>Ops Board/SLT Paper drafted for 23<sup>rd</sup> August ready for Authority meeting on 7<sup>th</sup> September.</p> <p>Paper taken to Ops Board was agreed on 23<sup>rd</sup> August 2023.</p> <p><b><u>October – December</u></b></p> <p>Curved monitor was delivered set up in Operational Intelligence with Fire Control staff providing feedback.</p> <p>Re-design of Fire Control was completed with equipment due for delivery by January when work will commence on the refurbishment.</p> <p><b><u>Jan – March update</u></b></p> <p>The Fire Control refurbishment project is now complete, and Fire Control moved back to Primary Control on 11<sup>th</sup> March 2024.</p> <p>There were some issues with the media wall which were resolved.</p> <p><b>Action Complete</b></p>			
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	<p>2.2.4 Fire Control Station Manager to assure competencies of staff in the use of new technologies.</p>		<p><b>Jan – March update</b></p> <p>Fire Control Station Manager to assure competencies of staff once fully embedded.</p>			
<p>2.3. Expand the skills and knowledge of operational staff at specialist stations through accredited qualification. To ensure effective operational response to high impact incidents identified by NSRA and local community risk register</p>	<p>2.3.1 Completion of bespoke specialist training courses outlined in IRMP PID phase 1.</p>	<p>SM Ops Assurance</p>	<p><u>April - June</u></p> <p>Station 50 – St Helens. All staff are to receive enhanced specialist HAZMAT training from external training provider Tactical Hazmat. Three courses have been confirmed and will take place on the following dates – 19<sup>th</sup> – 20<sup>th</sup> May 2023, 3<sup>rd</sup> – 4<sup>th</sup> June 2023 and 24<sup>th</sup> – 25<sup>th</sup> July 2023</p> <p>Station 25 - Bespoke Marine Specialist Course cohorts have begun to attend Fire Service College. 15 personnel across Wallasey and Crosby have attended on May 16<sup>th</sup> to 18<sup>th</sup> with further 2 Courses scheduled for 27<sup>th</sup> to 29<sup>th</sup> June and 17<sup>th</sup> to 20<sup>th</sup> July. Full Evaluation of Course will follow.</p> <p>Station 22 and 32 – Due to staff turnover return of Wildfire bespoke training being explored. After evaluation the next course would include practical elements at Formby Pine Woods and Bidston Hill. This is being led by SM’s at Heswall and Formby Fire Stations.</p> <p><u>July- September</u></p> <p>Station 50 – Three full HAZMAT bespoke courses have now taken place. Feedback from crews has begun to be collated.</p> <p>Station 25 – A total of 45 Operational Personnel have completed a bespoke Marine Ship Firefighting Course at the Fire Service College, receiving a Certificate of Achievement. This has been well received by Operational Crews, a full evaluation will take place.</p> <p>Training needs analysis has been complete in line with Workforce Planning for future cohorts to attend FSC.</p> <p><b>Action complete</b></p>			

	<p>2.3.2 Review of PPE and equipment at all Specialist Stations in line with IRMP PID Phase 2.</p>	<p><u>April – June</u>  Marine - Equipment review has begun alongside Operational Equipment, via ship familiarisation visits and through staff engagement a range of specialist equipment has been identified. Further meetings planned with SM Operational Equipment  Hazmat – Review of equipment to be carried out alongside Operational Equipment and Environment Agency.</p> <p><u>July- September</u>  Station 25 - A range of identified Marine Equipment has been identified and sourced for trial:</p> <ul style="list-style-type: none"> <li>- 38mm Hose</li> <li>- Dedicated Branch</li> <li>- Piercing Lance</li> <li>- Dividing Breeching and Hose Adapters</li> <li>- Purpose Made Marine Fire Fighting Bag</li> <li>- Obelisk</li> <li>- Motorola Comms</li> <li>- Wayfinder Lines</li> </ul> <p>Working alongside Health and Safety Manager is underway at Camel Lairds to test Pumping Distance/Pressure is suitable.</p> <p>A practical demo of a Hydropen is being scheduled at Peel Ports, this would be the first acquired within the UK.</p> <p>Hazmat – Workshops have taken place including Hazmat Lead, SM for STN 50, Station personnel, Ops Equipment and Fire Control to look at mobilisation and equipment carried on the HMEPU. A briefing report will be prepared for Area Manager (AM) Operational Response with recommendations for CRMP planning for 24-27.</p> <p><u>October – December</u>  Wallasey - Marine – equipment below has been acquired and due to be placed across appliances at Wallasey, Crosby and on Marine Rail &amp; Structure Unit (MRSU):</p>			
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		<p>- 38mm Hose - Test for 38mm hose scheduled for 11th January for sign off.</p> <p>- Dedicated Branch, Piercing Lance and Dividing Breeching - In stock awaiting arrival of Marine Fire Fighting Bag</p> <p>- Hose Adapters - Ordered</p> <p>- Purpose Made Marine Fire Fighting Bag - In production, 1 per appliance and MRSU, plus spare.</p> <p>- Obelisk - In stock and training required before released to house on MRSU. Working with Search and Rescue Team (SRT) to adapt training schedule.</p> <p>- Wayfinder Lines - Complete, available for station MRSU. Practical demonstration of HydroPen currently being set up.</p> <p>St Helens - HAZMAT - A meeting has been arranged for the 16<sup>th</sup> January 2024 between MFRA and EA to review all the equipment carried on the HMEPU. This will include assessing any future equipment requirements, equipment requests and cost of recovery.</p> <p><b><u>Jan – March update</u></b></p> <p>Station 25 – Marine - Thorough testing of 38mm hose and dedicated branch has been completed, including Flow Rates at various lengths, heights and compartment firefighting in the fire behaviour unit. Technical note and supporting report to be completed by the station manager. It is anticipated that two Lengths of hose along with dedicated branch and Storz adapters will be on appliance M25P1, M25P2, M25P3 and M31P1 with Marine Grab Bag.</p> <p>HydroPen demo at TDA taken place on 22<sup>nd</sup> January with Operational Crews in attendance, prototype has been left with us on trial until April. Discussions continue.</p> <p>Station 50 – HAZMAT</p> <p>Meeting with EA to discuss further acquisition of equipment that they will supply took place on 16<sup>th</sup> January with Greer Rothwell. Talks included working towards table top and other exercises in conjunction</p>			
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			<p>with the Environment Agency as part of the Continuous Professional Development training schedule. Further meeting scheduled in May.</p> <p><b>Action Complete</b></p>			
	<p>2.3.3 Develop maintenance of competence training programme for Operational staff to ensure specialist skills are maintained and training records are up to date.</p>		<p><u>April – June</u>  Continuous Professional Development (CPD) programme currently being written. This will incorporate, e-Learning, Table tops, Familiarisation Visits to Cammel Lairds and Peel Ports; and Practical Training. Relationships with Lancashire FRS and Greater Manchester FRS are being developed to incorporate regular North West cross boarder training. Cross Boarder Tac Ex with Lancashire at Seatruck in Heysham is currently being organised with the view of 2 Appliances from MFRS attending</p> <p><u>July- September</u>  Station 25 – Workshops are scheduled to begin in September with crews at Wallasey and Crosby to discuss CPD programme.</p> <p>Seatruck have delivered a bespoke presentation to all crews, including a familiarisation visit. This is in preparation for exercise in Heysham November/December.</p> <p>An exercise with ‘Svitzer’ is scheduled for 11<sup>th</sup> October, this will be used to test alternative Pre Determined Attendance (PDA) options.</p> <p>Current format will see Training programme complete across 4 weeks:</p> <p>Theory – Additional Presentations from Tactical Advisors (Tac-Ad), Institute of Fire Engineers (IFE) accredited Presentation, Case Studies/Content from National Fire Chiefs Council (NFCC) Work Place and a test of competence exam to be developed.</p> <p>Table Tops – Utilisation of Ships Plans and Effective Command delivered in house by Watch Managers (WM) and via Tac Ads.</p>			

		<p>Familiarisation Visit – Relationships in place with Cammel Lairds, Seatruck and Svitzer, as well as array of Ships Masters of Cruise and Military Ships that visit Liverpool Ports.</p> <p>Practical Training – Venues in place including Engine Rooms, and Accommodation Areas on Vessels via Svitzer and Cammel Lairds.</p> <p>Exploring periodical vessel access to ships on lay over at Peel Ports.</p> <p>Station 50 – Workshops are scheduled to begin in August with Hazmat Lead, SM and crews at St Helens to discuss CPD Program.</p> <p>Station 50 - 3 workshops have taken place with Hazmat Lead, SM and Crews at St Helens to discuss CPD, training program to be formulated covering -</p> <ul style="list-style-type: none"> <li>• Table Top exercises</li> <li>• Effective Command</li> <li>• COMAH Site visits</li> <li>• Hazard Material Advisors CPD days to be held at Station 50 and include station personnel</li> <li>• Enhanced theory and practical training to be planned with the Environmental Agency</li> </ul> <p><b><u>October - December</u></b></p> <p>Wallasey - Marine – Continual Professional Development (CPD) programme has been communicated to Watch/Crew Managers and will be recorded on the Portal Station Page. This will be transferred to the new Learning Management System (LMS) once up and running. The CPD Database allows managers to plan in advance, training and visits to ensure those on duty are gaining the most appropriate CPD aspect.</p> <p>Exercise with Seatruck scheduled for New Year and this will allow for testing of proposed new pre-determined attendance (PDA's). Additional contacts have been established for training and familiarisation venues with Boluda and Stanlow Terminals.</p>			
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			<p>St Helens - HAZMAT – CPD programme has been communicated to Watch/Crew Managers and will be recorded on the Portal Station Page. This will be transferred to the new LMS system once up and running.</p> <p>The CPD Database allows managers to plan in advance, training and visits to ensure those on duty are gaining the most appropriate CPD aspect.</p> <p>Upper tier COMAH exercises scheduled for 2024 including:          Jan 24 – Tranmere Oil Terminal          June 24 – Aurorium</p> <p>The contingency planning team will be holding its AGM in March 2024 which will include the HMEPU.</p> <p><b><u>Jan – March update</u></b></p> <p><b>Action complete</b></p>			
	<p>2.3.4 Embed maintenance of competence training programme into 2024-25 station plans and periodically review by the Operational Assurance Team.</p>		<p><b><u>July- September</u></b></p> <p>Station 25 – Workshops continue with crews at Wallasey and Crosby to discuss CPD programme. To include:</p> <ul style="list-style-type: none"> <li>• Accredited IFE Presentation</li> <li>• Test of Competence Exam.</li> <li>• Table Tops</li> <li>• Effective Command</li> <li>• Ship Familiarisation Visits</li> <li>• Practical Exercises at Identified sites, Camel Lairds, Seatruck and Svitzer.</li> </ul> <p>Monthly practical training scenarios will continue to be completed by SM Ops assurance and going forward will be assessable for both Officers In Charge (OIC’s) and Fire Fighters.</p> <p>Practical Exercises will form part of the PDA testing and implementation.</p>			

		<p>Station 50 – Workshops continue with crews at St Helens to discuss CPD programme. To include:</p> <ul style="list-style-type: none"> <li>• Table Top exercises</li> <li>• Effective Command</li> <li>• COMAH Site visits</li> <li>• Hazard Material Advisors CPD days to be held at Station 50 and include station personnel</li> <li>• Enhanced theory and practical training to be planned with the Environmental Agency</li> </ul> <p>Monthly Practical Training Scenarios are to be planned and will include Hazardous Material Advisors.</p> <p><b><u>October - December</u></b>  Marine &amp; HAZMAT Continual Professional Development (CPD) programmes will be embedded into the Station plans at Wallasey, Crosby and St Helens Fire Stations.  These sessions will be assured by the Operational Assurance team periodically and results recorded on the OSHENS systems. The findings will be reviewed to identify any common trends and ways in which these can be improved via future training.</p> <p><b><u>Jan – March update</u></b></p> <p>Station 25 – Marine - Maintenance programme fully implemented and will include:</p> <ul style="list-style-type: none"> <li>• Theory – Presentations/Lectures</li> <li>• Table Tops – Scenarios and Ships Plans</li> <li>• Familiarisation Visits – Via Peel Ports Vessel Contacts</li> <li>• Practical – Equipment Use/RFBT and New Long Lone Site Ship</li> <li>• Procedures/Off Site Venues including access to engine rooms and accommodation at Svitzer, Boluda, Camel Lairds and Seatruck.</li> </ul> <p>Seatruck Exercise took place on 5<sup>th</sup> Feb and it has been agreed with Captains and Seatruck Company that this will be a quarterly exercise, next scheduled in May.</p>			
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		<p>Cross Border joint visits with Greater Manchester Fire and Lancashire at locations within Merseyside, Heysham and the Manchester Canal. Practical Exercises are being discussed.</p> <p>Station 50 – HAZMAT - Maintenance programme fully implemented and will include:</p> <ul style="list-style-type: none"> <li>• Theory – Presentations/Lectures</li> <li>• Table Tops – Scenarios in conjunction with HMA and Environment Agency.</li> <li>• Practical – Visits to sites across Merseyside and Cross Border</li> </ul> <p><b>Action Complete</b></p>			
<p>2.4.Supporting our vision of 'One Team', we will enhance knowledge, understanding and application for station-based staff through exposure of:</p> <p>(a) The leadership message and leadership behaviours (b) NFCC core code of ethics</p>	<p>2.4.1 Utilise positive action working group, POD and station-based personnel to identify positive action events and opportunities within our local communities.</p>	<p><u>April - June</u></p> <p>4.1 Robust planning of Station Recruitment Days, District Have a Go Days and Station Open Days have begun, with People and Organisational Development (POD), Corporate Comms, Physical Training (PT) Department and SM Input.</p> <p>SM's have had input via Command Group Meetings; and FF from Attractions Team has provided information as to the required workflow to lead up to hosting the events. This information has then begun to be disseminated to the Operational Crews to begin planning events.</p> <p><u>July- September</u></p> <p>Stations have demonstrated 'knowing their communities' through identifying protected groups within station areas and locations to target positive action recruitment activities.</p> <p>A list of Community Contacts will be collated and discussions with Community Engagement Advisor have begun where these should be stored, how they should be made available and how they will be updated.</p> <p><b>Action Complete</b></p>			

<p>(c) Workforce positive action and knowing our communities (d) ED&amp;I conversations , equality impact assessments and ED&amp;I data (e) Coaching, mentoring &amp; high potential programme (f) Supporting internal staff networks to build staff capability to help support both personal performance &amp; also their career progression.</p>	<p>2.4.2 Stations to implement a structured calendar of events with assistance from POD and TRM. Events will be:</p> <ul style="list-style-type: none"> <li>• Positive action event within the community.</li> <li>• ‘Have a Go Day’ at a station within each district.</li> </ul> <p>Station open day.</p>	<p><u>April – June</u>            Station Community Event Calendar is now being populated with Positive Action Recruitment Day and Station Open Day Events.</p> <p>Dates for district Have a Go Days have been set:</p> <p><u>Wirral – Station 20, 21, 22, 25 and 26</u>            Have a Go Day @ Birkenhead on 24<sup>th</sup> June</p> <p><u>South &amp; Central Liverpool – Station 11, 12, 15, 16, 14, &amp; 17</u>            Have a Go Day @ Toxteth on 8<sup>th</sup> July</p> <p><u>St Helens – Station 43, 50 ad 51</u>            Have a Go Day @ St Helens on 22<sup>nd</sup> July</p> <p><u>Southport – Station 32 and 33</u>            Have a Go Day @ Southport on 5<sup>th</sup> August</p> <p><u>North Liverpool and Sefton – Station 18, 19, 42, 10, 30 and 31</u>            Have a Go Day @ TDA on 19<sup>th</sup> August</p> <p><u>July- September</u></p> <p>To date the following have been completed by stations:</p> <p>Positive Action Recruitment Events completed: <b>23</b> (Additional arranged for Cadet games on 12<sup>th</sup> August)</p> <p>Total Registered Details Collected at these Events: <b>221</b></p> <p>Protected Characteristics Collected: <b>36%</b></p> <p><b>5</b> District Have a Go Days have taken place:</p> <p><b>74</b> Attendees, <b>32%</b> of which were Protected Characteristics</p> <p>Station Open Days Complete: <b>8</b>            Station Open Day with planning complete: <b>10</b></p>			
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		<p>Station Open Days have allowed for stakeholder relationships to be built, such as with NWAS Positive Action Team, RNLI, Knowsley Learning Centre, etc.</p> <p>An update was presented at Culture and Inclusion Board on 10th July. Full evaluation of success being completed, progress of Individuals highlighted at Have a Go Days will be followed to measure impact.</p> <p><b><u>October - December</u></b></p> <p>Station community events will form part of all station plans going forward. A Portal page is in construction that will breakdown the key elements to assist stations in their considerations when planning their events.</p> <p>Station Open Days Complete: <b>11</b>  Station Open Day with planning complete: <b>10</b>  Station 21 will not complete an open day due to refurb.</p> <p><b><u>Jan – March</u></b></p> <p>Station open days (bar station 21), have-a-go days, positive action events now completed.</p> <p><b>Action Complete</b></p>			
	<p>2.4.3 Response peer leads will continue to work with POD to develop coaching, mentoring and high potential programme for operational personnel. Sessions to promote leadership message and behaviours utilising ‘Colours’ methodology.</p>	<p><b><u>April – June</u></b></p> <p>Station Manager has led a Leadership Workshop with Response Department and Station Managers to trial on 3<sup>rd</sup> May. After Evaluation this will now be delivered at St Helens on 22<sup>nd</sup> May. Head of Culture and Inclusion (MJ) to deliver Leadership Behaviours. Presentation has been delivered to Station Managers, which will then be delivered to the Stations.</p> <p><b><u>July- September</u></b></p> <p>Station Manager has delivered the first Leadership Workshop to St Helens. Wallasey, City Centre. Bootle/Netherton to be completed in Autumn.</p> <p>Station Managers have begun to deliver the Leadership Behaviours Presentation from Equality, Diversity and Inclusion Team.</p> <p><b><u>October - December</u></b></p>			

			<p>Leadership workshops continue to be developed across Command group leads, with final sessions due to be completed during Jan 24. This will then be rolled out across all Stations and FC.</p> <p><u>Jan – March update</u></p> <p>Leadership Workshops have been completed at St Helens, City Centre and Wallasey. Further meeting planned with POD to discuss next steps.</p> <p>Complete and handed back to POD.</p> <p><b>Action Complete</b></p>			
	<p>2.4.4 Review processes through engagement sessions with POD, Command Groups, coaches, and station management teams.</p>		<p><u>Jan – March update</u></p> <p>Further meeting planned with POD to discuss next steps.</p> <p>Completed and handed back to POD.</p> <p>Steps will continue through Functional Plan 24/25 via Culture and Transformation.</p> <p><b>Action Complete</b></p>			
<p>2.5. Implement a structured framework for familiarisation, training and exercising with Cross Border neighbouring FRS'.</p>	<p>2.5.1 Fully embed structured 4 tier approach with Cross Border neighbouring FRS' to include:</p> <ul style="list-style-type: none"> <li>• Home and away station visits.</li> <li>• Top 12 risk scenario training.</li> <li>• EN1 exercises.</li> <li>• COMAH exercises.</li> </ul>	<p>SM Response</p>	<p><u>April – June</u></p> <p>Top 12 Risk training calendar set up and underway with monthly matrix in place. Stations with cross border neighbours continuing to invite to 12 risk training where arrangements are possible.</p> <p>Portal page set up to capture 4 levels of cross border training and meetings to continue with SM group to continue engagement with home and away visits, Top 12 and EN1 visits.</p> <p>Top 12 risk template created in line with station image. Provision Of Risk Information System (PORIS) methodology to risk, Site Specific Risk Information (SSRI) number and relevant SOP captured on template.</p> <p>Top 12 and North West cross Border written into Service Instruction (SI) for off station exercises.</p>	<p>Q1</p>		

		<p>To support the cross-border station based working a page on the portal has been created to share key information from our neighbouring fire and rescue services with our station based personnel.</p> <p><b><u>July- September</u></b>  Marine Rescue Unit has commenced Top 12 risk training with a flexible cohort of stations to allow multi station familiarisation and further embedding of Marine Rescue Unit (MRU) across response directorate and raise awareness by neighbouring stations of marine asset.</p> <p>Cross Border SM group set up and discussions taken place into structured approach to training created.</p> <p>Presentation created to highlight across border risks within 10 minutes of MFRS stations.</p> <p>MRU 12 risks presentation delivered to Ops board detailing exercise and inter agency training planned for the next 12 months.</p> <p>Cross border stations identified and reciprocal arrangements in initial stages of being explored.</p> <p>Presentation delivered to August Ops Board to highlight work carried out at station level in response to cross border working. Stations continuing to work with cross border stations and invites to joint training exercises.</p> <p><b>Action Complete</b></p>		
	<p>2.5.2 Seek reciprocal arrangements with Cross Border neighbour FRS's using support from the NFCC NW Ops Committee.</p>	<p><b><u>July- September</u></b>  Spreadsheet created to capture details of cross border stations and resources. Officer details for cross border stations to be captured and information shared between separate FRS'.</p> <p>Cross border training continuing to be captured on portal page. Structured training across 3 out 4 tiers set up.</p> <p>COMAH exercises continue to be planned by Preparedness in line with top tier site exercise calendar.</p>	<p>Q2</p>	

			<p>Presentation delivered by WM Smart at August Ops Board on Speke / Runcorn arrangements. Presentation shared with cross border working group with a view to set up similar arrangements across all 9 stations. Neighbouring FRS on board with reciprocal arrangements.</p> <p>Cheshire inviting MFRS to cross border motorway training event in September. Lancs arranging cross border exercise for Formby in October and GMC extending invitations out to St Helens and Speke for multi pump exercising into quarter 3.</p> <p><b><u>October - December</u></b> Request to be made via North West Ops Committee for support with reciprocal arrangements.</p> <p>Arrangements across 9 stations is ongoing. Availability remains key area of focus to ensure consistency. Majority of joint working still going ahead and good feedback received.</p> <p>WM to work with St Helens to rollout shared risk information presentation with view to replicating across all nine stations. Further meetings planned to bring in other cross border FRS's via North West OA group.</p> <p><b>Action Complete</b></p>			
	<p>2.5.3 Capture learning through OSHENS debrief.</p>		<p><b><u>July- September</u></b> Operational Assurance (OA) team to explore local debriefs for exercises in line with EN1 process to capture learning from Cross Border exercises. Potential to extend debrief and feedback to neighbouring attending FRS via email for shared learning and improvements.</p> <p><b><u>October - December</u></b> OSHENS debriefs continue to be issued for all cross border working exercises and training and monitored by Operational Assurance.</p>	<p>Q3</p>		



			<p>Cross border training page to be updated and monitored with local debriefs issued to capture learning.</p> <p><b>Jan – March update</b></p> <p>Monitoring of OA/OSHENS debriefs has shown increase and positive engagement of internal staff with supplying feedback following cross border exercising.</p> <p><b>Action Complete</b></p>			
	2.5.4 Share learning outcomes through North West Region Operational Assurance Group.		<p><b>October - December</b></p> <p>North West Operational Assurance group met in service headquarters in December with further meetings arranged for 2024. Information and learning to be gathered from debriefs and shared across group.</p> <p><b>Jan – March</b></p> <p>OA regional command seminar held at Lancs FRS (Preston North End) with contributions from all regional groups. NW group continue to share learning.</p> <p><b>Action Complete</b></p>	Q4		
2.6. Embed the use of technology to support stations to be more efficient and effective in delivering their station plan.	2.6.1 Develop information and guidance for stations to manage performance through the utilisation of PIPS.	SM Respon se	<p><b>April - June</b></p> <p>Information and guidance relevant for station use sourced via S&amp;P utilising Planning, Intelligence and Performance system (PIPs).</p> <p>Information relevant to assist stations with targeting data led performance.</p> <p>Areas on PIPs highlighted – Overall station performance, use of dwelling fire analysis information i.e. room of origin to target specific HFSC advice, and station breakdown using census information to target deprivation or under represented communities.</p> <p><b>Action Complete</b></p>	Q1		

	<p>2.6.2 Provide guidance documents, tutorials and workshops for 'Operational Crews' to enhance knowledge and understanding of PIPS.</p>	<p><b>April – June</b> PIPs presentation set up and presented at standardisation. Trialled at station level with good feedback. Tutorial videos to be introduced showing step by step guides in relation to PIPs.</p> <p><b>July- September</b> Guidance and training aids in use at station level and crews able to demonstrate targeted performance in relation to live data. This will be monitored at spotlight on performance sessions in weekly command groups.</p> <p><b>Action Complete</b></p>	Q2	
	<p>2.6.3 Introduction of 'Spotlight on Performance'sessions between stations and Command Group meetings to identify and build on good practice / identify improvements.</p>	<p><b>July- September</b> Spotlight on performance sessions in place for weekly command groups where station based WM's demonstrate use of PIPs. Several sessions have identified good practice and work continues. Initial identification of a team to assist in station visits (MOT) to deliver best practice in terms of utilising PIPs and targeting performance based on R,D,V) Spotlight on performance now an integral part of weekly command group meetings and part of business as usual. Feedback from Crew and Watch Managers is positive and allows crews to take performance into key periods of the year. Best practice guide to be set up from station level using examples from sessions which will be circulated to Crew and Watch Managers.</p> <p><b>Action Complete</b></p>	Q3	
	<p>2.6.4 Periodic review by PMG, Operational Assurance Team, Command group meetings, Station MOT and home Station Manager. All assurance to be recorded for analysis and audit purposes</p>	<p><b>October - December</b> Spotlight on Performance sessions ongoing and continue to be monitored by command group peer leads. Meeting booked in to seek improvements on future work planned. Station MOT to be reviewed after Station Manager and command group changes in early January.</p> <p><b>Jan – March update</b> Analysis of current "Spotlight on Performance" within Command Groups to look to advance forward. Station MOT format under review with GM Response. Use of PIPS incorporated into 24/25 station plans for targeted activity around performance.</p> <p><b>Action Complete</b></p>	Q4	

<b>HEALTH &amp; SAFETY DEPT AND OPERATIONAL ASSURANCE</b>						
<p>2.7. Continue to enhance our procedures to provide the most current information, instruction and training for reducing exposure to FF contamination from toxic fire effluents.</p> <p>Enhancements will support our response to the World Health Organisation's declaration of the Fire Fighter role being classified as carcinogenic</p>	<p>2.7.1 Consolidate existing risk-assessed decontamination procedures to enhance how we reduce exposure to toxic fire effluents when:</p> <ul style="list-style-type: none"> <li>• En-route to</li> <li>• During</li> <li>• And after fire incidents</li> </ul> <p>Risk assessed procedures to consider local, regional, and national best practice and take stock of academic publications.</p>	<p>SM Health and Safety</p>	<p><u>April – June</u> A first draft Service Instruction has been produced to consolidate and enhance MFRS current instructions and procedures in relation to fire contaminants. Consideration given to current and existing procedures along with contaminants procedures from London Fire Brigade (LFB). The content of the Service Instruction (SI) will be shared with the contaminants working group, internal stakeholders and the contaminants working party including Fire Officers Association (FOA) and the Fire Brigade Union (FBU).</p> <p><u>July- September</u> Awaiting University of Central Lancashire (UCLan) phase two report. Department will look to progress elements of 7.3 in anticipation of the report being published. In addition, a Terms of Reference has been produced for the working group and other work in relation to contaminants will be produced.</p> <p>We have worked closely with the Ops Equipment Team exploring additional control measures for transportation of fire kit. Work now captured through the Contaminants Working Group. We have explored various kit bag options from various suppliers, with a focus on waterproof variants. Ops Equipment Team have secured a bank of spare helmets to enable crews to clean their helmets as per SI 0162 'Firefighting Clothing - Correct Care Use PPE'.</p> <p>The draft SI has been distributed to stakeholders in the Contaminants Working Group. The Health and Safety Department is currently awaiting feedback from stakeholders, with a deadline of October 18th when the Contaminants Working Group will convene again.</p>	<p>March 2024</p>		

<p>and the pending release of the UCLan phase two report.</p>		<p>The action tracker utilised within the Contaminants Working Group is consistent with the North West Regional Contaminants Group and Nationally.</p> <p><b><u>October - December</u></b>  Presentation to Operations Board 26.10.23 on update for contaminants, covering Project Initiation Document (PID) and project lead. Research ongoing in all areas and collaboration with other stakeholders and FRS's ongoing.</p> <p><b><u>Jan – March update</u></b>  Still waiting on second part of UCLAN report.</p> <p>Meeting with Training School Breathing Apparatus Instructor (BAI) from Training and Development Academy (TDA) to discuss standardising input given to recruits around contamination. This will lead into input for Compartment Fire Behaviour Training courses and Breathing Apparatus Training.</p> <p>Exploring additional Fire Hoods on station– Discussions with Station Manager Operational Equipment – Laundry supplier engaged over laundry arrangements and returns.</p> <p><b>Action Complete</b></p>			
	<p>2.7.2 Complete gap analysis and develop a Service Action Plan to address any recommendations following publication of UCLan phase two report. Findings will be presented to Ops Board and Health, Safety and Welfare Committee.</p>	<p><b><u>July – September</u></b>  Through the Contaminants Working Group, arrangements are being made for post-fire contaminants specialist to deliver a presentation in September to both the Working Group and the Tactical Firefighting Department, followed by a session for the senior officer group at a command seminar in November. Furthermore,</p> <p>Health and Safety department is conducting a GAP analysis in reference to a presentation released by South Wales Fire and Rescue, aimed at further enhancing our understanding and improving our procedures were required.</p> <p>The UCLAN phase two report is yet to be published. Whilst we wait the Health and Safety Department have horizon scanned and are looking into some PFAS research that has come out of America.</p>			

			<p><b><u>October - December</u></b>          Continue to work through National Fire Chiefs Council gap analysis from phase 1 and await Phase 2 report. Attendance at seminar 25.10.23 to explore PFAS free contaminant blocking undergarments trial for BAI and future development of PFAS free contaminant blocking corporate wear. Report produced for senior management.</p> <p><b><u>Jan – March update</u></b>          Still awaiting 2<sup>nd</sup> UCLAN report          Working through gap analysis.          Looking at ways we can create database of incidents attended by firefighters.</p> <p>Action carried over into CRMP 2024/27</p>			
	<p>2.7.3 Identify “designated zones” on stations and TDA to prevent cross-contamination. Demarcate using appropriate signage as per UCLan recommendation and give input to staff. Assure compliance via monthly Health and Safety Audits.</p>		<p><b><u>July – September</u></b>          The Health and Safety department has collaborated with the Estates department through the Contaminants Working Group to determine the optimal approach for implementing green, amber, and red zoning signs on all stations. The Estates department has recommended utilising signage on doors as the most effective method. The Health and Safety Team is now researching the market to find the most suitable and cost-effective signage and will present options to the Operations Board.</p> <p><b><u>October - December</u></b>          Engagement with North West regional FRS. Contacts made through NW working group for contaminants.</p> <p>The Health and Safety department in process of looking at ways to enhance zoning on stations. Additionally, the department has looked nationally to review what other services have implemented.</p> <p><b><u>Jan – March update</u></b>          Continuing zoning stations. Maps ready to go out to stations for Station Managers to create zones within their own stations.</p>			

			<p>Signage with estates to be discussed. Looking at adding onto monthly Oshens audit. <b>Action Complete</b></p>			
<p>2.8. Conduct a review into the efficiency and effectiveness of the Health and Safety Management System, 'OSHENS'</p>	<p>2.8.1 Commence review of provision and functionality of OSHENS by:</p> <ul style="list-style-type: none"> <li>• Using a SWOT/risk v benefit analysis.</li> <li>• Engaging end-users via survey monkey.</li> <li>• Liaise with Systems support.</li> <li>• Provide report with findings to Health and Safety Manager for consideration.</li> </ul>		<p><u>April – June</u> Initial review of OSHENS underway. Questions for survey monkey have been considered and are being drafted. H&amp;S team have started a Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis of OSHENS. GM Health &amp; Safety has reached out through regional NFCC H&amp;S meetings to gauge what other Fire and Rescue Services are using for their H&amp;S management systems.</p> <p><u>July- September</u> Review report of OSHENS complete. SWOT analysis complete. Survey monkey is to go out within next week. Meeting being arranged to view the new system GMC have just brought in. Information of one other market product has been provided to H&amp;S (RE) for review. H&amp;S also contacted Tyne &amp; Wear to review their H&amp;S system.</p> <p>Work is ongoing with OSHENS with the use of query builder. Query builder is a software tool built in to OSHENS that allows users to create custom queries or search criteria to retrieve specific information from a database. It can be used to generate reports, analyse data, and extract insights from the system's database. Some success has been had with using query builder.</p> <p>To assist in the review into the efficiency &amp; effectiveness of the current Health &amp; Safety Management System a report has been drafted, analysing the SWOT associated with the OSHENS system. This report is a result of team evaluation, incorporating feedback from various stakeholders and data analysis.</p>	<p>March 2024</p>		

			In light of the report's analysis, a meeting will require scheduling to discuss the findings and chart a strategic path forward. A meeting has yet to be arranged and agreed by all.			
	2.8.2 Explore options by: <ul style="list-style-type: none"> <li>Establishing from OSHENS if suitable enhancements/upgrades are available.</li> <li>Contacting regional FRS counterparts to review what other systems are in use in the sector – show and tell.</li> <li>Review available marketplace product/s seeking practical demonstration/s from suppliers and liaise with procurement for process compliance.</li> </ul>		<p><b>Action Complete</b></p> <p><u>October – December</u> Meeting held and initial findings were that another system might better fulfil MFRS requirements, moving forward. Request for up to £50,000 capital spend to be submitted for 2024/2025 to scope for alternative management system. Request sent to GMFRS for information and costings on their system.</p> <p>Staff survey response being collated and a report will be produced with the general findings.</p> <p><u>Jan – March update</u> Meeting held with Ideagen (OSHENS) to determine further capabilities/costs and contractual arrangements. Meeting to be arranged with GMFRS to showcase system.</p> <p><b>Action Complete</b></p>			
	2.8.3 Evaluate options by: <ul style="list-style-type: none"> <li>Evaluating findings from Q2 exploration exercise.</li> <li>Delivering departmental presentation for all H&amp;S staff and seeking their feedback,</li> </ul> Produce an evaluation report for consideration of the H&S Manager and AM Response.		<p><u>October - December</u> Exploratory options carried out by H&amp;S team and options to be explored in Response for inclusion in the 2024/25 functional plan.</p> <p><b>Action Complete</b></p>			

	2.8.4 Ops Board paper/presentation detailing evaluation findings, solutions, and final recommendations.		<p><b>Jan – March update</b></p> <p>Recommendations to be taken to Operations Board at a future date with proposed solution.</p> <p><b>Action Complete</b></p>			
2.9. Evaluate Operational Assurance function to enhance how we respond to assure incidents and align with NOG, NOL and the shared learning Fire Standard.	2.9.1 Conduct review of Policy/Procedures/SI's for operational assurance and debriefing. Review against the NOL (Good Practice Guide) with the aim of aligning all doctrine.		<p><b>April – June</b></p> <p>Policy reviewed (RESPOL06)</p> <p>SI reviewed (SI 0176)</p> <p>SI Reviewed (0069)</p> <p>All updated. All now include reference to working towards alignment to NOL GPG.</p> <p>Fire Standards also updated.</p> <p><b>Action Complete</b></p>			
	2.9.2 Review how OA officers are:		<p><b>July- September</b></p> <p>Work to commence on 9.2</p> <p>Review confirmed availability of providing OA cover set at 6 months form competence.</p> <p>Response are working with Strategy &amp; Performance colleagues in cross departmental collaboration to analyse data (historical and recent data from April – July) to review how officers are mobilised and see can improvements in the effectiveness of OA role be achieved.</p> <p>Recommendations to be made to next Ops Board on improvements to mentoring role and aligning Group Manager to mentoring, reflecting the current service approach of Station Managers mentoring Watch Managers and Watch Managers mentoring Crew Managers in Development</p> <p><b>October - December</b></p>			



		<p>Improvement to Operational Assurance (OA) reporting template to include standardised reporting of incidents. Reintroduction of body worn video cameras for OA officer group.</p> <p>Revision to mobilisation of OA officers pending paper to Ops Board and including dynamic use of officers during day periods and a move to blue light progress.</p> <p><b>Action Complete</b></p>			
2.9.3 Make recommendations for improvements based on findings from review and evaluation in 9.2. Commence work on approved improvements.		<p>Research and data gathering with Strategy and Performance and recent incident data to support changes in OA role. Agreement with GM group for changes to OA role, in terms of Group Manager mentoring, OA designated skill set and nearest officer attend protocols.</p> <p><u>October - December</u></p> <p>Data gathering ongoing and presentation to Board in preparation. Information is required to support changes in 2.9.2</p> <p><b><u>Jan – March update</u></b></p> <p>Group Manager Health and Safety reported on Operational Assurance auditing procedures via Station Manager, Group Manager and Area Manager Audits at Ops Board Meeting on 30<sup>th</sup> January.</p> <p>Update: All Service Instructions updated and reflective of National Operational Learning (NOL) good practice guide and accepted processes for debriefs/serious incident reviews. Blue lights sat with strategic level.</p> <p><b>Action Complete</b></p>			
2.9.4 Embed OA officer standardisation and establish bespoke training for OA officers.		<p><b><u>July – September</u></b></p> <p>Initial PowerPoint package and current research into standard being undertaken.</p> <p><b><u>October - December</u></b></p>			

			<p>Power point Institute of Fire Engineers (IFE) accredited training package delivered to Operational Assurance (OA) Station Manager cohort. All eligible OA officers are now trained, improving cohort resilience. Further additions to be sought regionally/nationally via National Fire Chiefs Council (NFCC) workplace.</p> <p><b>Action Complete</b></p>			
<p>2.10. Undertake a programme of assurance for the progress made against HMICFRS actions from the 2022-23 action plan in relation to Ops discretion and decision logging.</p>	<p>2.10.1 Review progress against how embedded Ops discretion and decision logging has become by reviewing their inclusion and use in OSHENS, debriefs, training and exercising.</p>		<p><u>April – June</u></p> <p>Assurance ongoing &gt; 20 decision logs now been assured and secured safely. Quality Assured by OAT once received. OA continue to assure incidents for compliance and prompt during morning OAT meeting where required. Logs incorporated into exercising (TCA's)</p> <p><u>October – December</u></p> <p>Training given to officer cohort on decision logging and legal input to support rationale. Analysis of recent significant incidents has provided assurance that decision logs are being used to good effect.</p> <p><b>Action Complete</b></p>			
	<p>2.10.2 Conduct reality test through OAT quarterly audit with a bespoke tabletop scenario that will incorporate the use of both. Findings to be fed back through standardisation meeting at end of quarter.</p>		<p><u>April – June</u></p> <p>Assurance ongoing &gt; 20 decision logs now been assured and secured safely. Quality Assured by Operational Assurance Team once received. OA continue to assure incidents for compliance and prompt during morning meeting where required. Logs incorporated into exercising (Technical Command Assessments (TCA's)</p> <p><u>October – December</u></p>			

		<p>Training given to officer cohort on decision logging and legal input to support rationale. Analysis of recent significant incidents has provided assurance that decision logs are being used to good effect.</p> <p><b>Jan – March update</b></p> <p><b>Action Complete</b></p>			
2.10.3 Work with Business Intelligence and Ops Preparedness to collate data on the use of decision logging against the requirements of service policy		<p><u>October - December</u></p> <p>Analysis of proportion of incidents requested. His Majesty’s Inspectorate inspection (HMI) report 2023 findings highlighted improvements in this area.</p> <p><b>Jan – March update</b></p> <p>All trigger point incidents are challenged through Operational Assurance Team (OAT) morning meetings and compliance can be manually cross – referenced. All submitted copies stored securely.</p> <p><b>Action Complete</b></p>			
2.10.4 Report to Ops Board on assurance findings of compliance.		<p><b>Jan – March update</b></p> <p>HMI report findings highlight improvements in this area. Completed – March Operations Board</p> <p><b>Action Complete</b></p>			
<b>BRAG Descriptor</b>					

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started
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<b>STATUS SUMMARY</b>	
<b>Total number of work streams</b>	<b>39</b>
<b>Completed</b>	<b>35 (90%)</b>
<b>Action will be delivered by the designated deadline within the functional plan</b>	<b>0 (0%)</b>
<b>Action may not be delivered by the designated deadline within the functional plan</b>	<b>0 (0%)</b>
<b>Action is unlikely to be delivered within the current functional delivery plan</b>	<b>4(10%)</b>
<b>Action not yet started</b>	<b>0 (0%)</b>



# *PEOPLE & ORGANISATIONAL DEVELOPMENT*

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## **FUNCTIONAL PLAN**

## **ACTION TRACKER 2023/24**

**Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

## Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<p><b>3.1</b> <b>To continue to deliver the People Plan 2021-24</b></p>	<p>3.1.1 The seven key themes outlined in the people plan are:</p> <ol style="list-style-type: none"> <li>1. Leadership</li> <li>2. Culture and Values</li> <li>3. Creating a strong and inclusive organisation and a sense of belonging</li> <li>4. Learning and Development</li> <li>5. Maximising the wellbeing of our staff</li> <li>6. A great place to work</li> <li>7. Workforce planning</li> </ol> <p>Each theme has a number of actions which are recorded within the People Plan Action Plan and monitored through People Board</p>	<p style="text-align: center;">Allocated Officers are detailed in the People Plan Action Plan</p>	<p><u>April – June 2023 update</u> The People Plan is delivered via the People Plan Action Plan. Bi monthly updates are brought to People Board for continued scrutiny. Significant progress has been made against the various actions with 10 actions fully completed across the themes of Workforce Planning, A Greta Place to work, Learning &amp; Development, Leadership &amp; Creating a strong and inclusive organisation. The outstanding actions will all be completed as part of this three yearly People Plan. The new People Plan for 2024-27 will be developed to align with the new CRMP for 2024-27</p> <p><u>July – Sept 2023 update</u> Progress continues against the People Plan 2021-24 action with updates provided to People Board against the individual actions under the seven key themes. A further 3 actions have been fully complete.</p> <p><u>Oct – Dec 2023 update</u> Progress continues against the People Plan 2021-24 action with updates provided to People Board against the individual actions under the seven key themes.</p>	<p style="text-align: center;">March 2024</p>		

			<p>A total of 15 actions are fully completed with the remaining 6 all progressing well. All actions will be completed during the life of the plan.</p> <p><b><u>Jan-Mar 24 update</u></b>  All actions have now been completed for the current People Plan and the Revised plan 2024-27 is currently in consultation</p>			
<p><b>3.2 To continue to deliver the EDI Action Plan</b></p>	<p>3.2.1 The Equality, Diversity &amp; Inclusion (ED&amp;I) action plan 2022/23 has been developed to target 10 high impact areas, looking at six key themes addressing workforce and service delivery inequalities.</p> <p>Our Equality, Diversity and Inclusion (ED&amp;I) Action plan themes are:</p> <ol style="list-style-type: none"> <li>1. ED&amp;I – Learning and Development</li> <li>2. Inclusive staff voice</li> <li>3. Inclusive Employer</li> <li>4. ED&amp;I and Knowing our communities</li> <li>5. Inclusive Leadership Development</li> <li>6. ED&amp;I Good Governance and Communications</li> </ol>	<p>Allocated Officers are detailed in the EDI Action Plan</p>	<p><b><u>April – June 2023 update</u></b>  Bi monthly updates of the EDI Action plan are brought to People Board Culture &amp; Inclusion for continued scrutiny.  All actions are showing as Green within the plan.</p> <p><b><u>July – Sept 2023 update</u></b>  Bi monthly updates of the EDI Action plan are brought to People Board Culture &amp; Inclusion for continued scrutiny.  All actions are showing as Green within the plan.</p> <p><b><u>Oct – Dec 2023 update</u></b>  Bi monthly updates of the EDI Action plan are brought to People Board Culture &amp; Inclusion for continued scrutiny.  All actions are showing as Green within the plan.  All actions will be completed as planned in the life cycle of the plan.</p> <p><b><u>Jan-Mar 24 update</u></b></p>	<p>March 2024</p>		

	Each theme has a number of actions which are recorded within the EDI Action Plan and monitored through Culture & Inclusion Board		The ED&I Action Plan has been reviewed and a three-year plan has been consulted upon to compliment the People Plan and the proposed additional 3-year workforce Plan 2024-27. The ED&I Action Plan 2024-27 will be submitted to SLT by the end of April 2024			
			<b>Action completed.</b>			
<b>3.3 Improve the effectiveness of HR case management across the department</b>	3.3.1 Review options for case management software to streamline and semi automate case management within professional standards and HR services.	POD Managers.	<u>April – June 2023 update</u> A procurement exercise has been complete for new software with Caseworker provided by Conformity selected as the application that best meet the needs of the Authority.  <u>July – Sept 2023 update</u> Super user training is planned for Qtr 4 with go live planned for March 2024. <b>Action completed</b>	March 2024		
	3.3.2 Procure and implement new software Adapt working procedures to reflect new approach and provide necessary training.		<u>April – June 2023 update</u> The new application will be implemented in Qtr 3 2023/24 <u>July – Sept 2023 update</u> Following completion of the necessary contractual negotiations, engagement has taken place with the supplier to scope out the implementation plan for the case worker application. <u>Oct – Dec 2023 update</u>			



			<p>Technical worked has commenced with organisational structures and data uploaded into the application as part of set up. Super user training is planned for Qtr 4 with go live planned for March 2024.</p> <p><b><u>Jan-Mar 24 update</u></b> The application went live as planned with super users now using the application.</p> <p><b>Action Completed.</b></p>			
	<p>3.3.3 Adapt working procedures to reflect new approach and provide necessary training.</p>		<p><b><u>April – June 2023 update</u></b> Once implemented new ways of working will be developed to utilise the functionality provided.</p> <p><b><u>July – Sept 2023 update</u></b> Once implemented new ways of working will be developed to utilise the functionality provided.</p> <p><b><u>Oct – Dec 2023 update</u></b> Once implemented new ways of working will be developed to utilise the functionality provided.</p> <p><b><u>Jan-Mar 24 update</u></b> The application went live as planned with super users now using the application.</p> <p>Professional Standards ways of working have been adapted to</p>			

			<p>reflect the new case management approach.</p> <p><b>Action Completed.</b></p>			
	<p>3.3.4 Implement reporting mechanism to utilise available metrics to improve service delivery.</p>		<p><u>April – June 2023 update</u> Once implemented new ways of working will be developed to utilise the functionality provided.</p> <p><u>July – Sept 2023 update</u> Once implemented new ways of working will be developed to utilise the functionality provided.</p> <p><u>Oct – Dec 2023 update</u> Once implemented new ways of working will be developed to utilise the functionality provided.</p> <p><b><u>Jan-Mar 24 update</u></b> The application went live as planned with super users now using the application.</p> <p>Reporting tools will be utilised to analyse metric and drive service improvements.</p> <p><b>Action Completed.</b></p>			

<p><b>3.4 Continue to lead on the Service wide adoption of the Core Code of Ethics in order to achieve the Code of Ethics Fire Standard</b></p>	<p>3.4.1 To Ensure the code is adopted, and embedded and reflected in decision making processes across the whole organisation including the Fire Authority we intend to utilise the Fire Standards Implementation tool to capture actions for each of the criteria. Example of actions include:</p> <ul style="list-style-type: none"> <li>• Establish specific working group with cross organisational attendees for Code of Ethics</li> <li>• Explore creation of regional network</li> <li>• Incorporate into members development sessions</li> <li>• Consider references in all service documents as appropriate</li> <li>• Explore inclusion in organisational decision making models</li> </ul>	<p>POD Managers.</p>	<p><u>April – June 2023 update</u>          The Code of ethics cross organisational working group is established and has worked to complete both the gap analysis implementation tool, but also an action plan to further build on areas of compliance that could be developed further.          The code of ethics is part of member development sessions ran by the Legal &amp; Democratic Services team.          Service documents are amended to incorporate references to the core code as part of the regular update process.</p> <p><u>July – Sept 2023 update</u>          As part of the action plan being delivered in response to the HMICFRS Values and Culture Report the service has considered the implementation of the Core Code of ethics and its application across the whole service.          The Core Code of Ethics has been embedded into our Strategic Leadership Team meetings' TOR, within the Authority constitution, within the strategic Boards which deliver the Service's aims and are embedded into the Service's Leadership Message and Leadership Behaviours. Leadership insights have been rolled out across the whole Service to enhance team understanding and inclusive ethical behaviours. Further communication material, such as PowerPoint</p>	<p>March 2024</p>		
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			<p>presentation, developed to help roll out of awareness sessions at all levels by managers and gathering of evidence of understanding and examples of application.</p> <p><b><u>Oct – Dec 2023 update</u></b></p> <p>Following receipt and review of the 2023 HMICFRS report plans are now being developed to build a comprehensive roll out programme in 2024 which will include development , awareness raising and embedding of 'contrary/unacceptable behaviours'. Together with a focus on 'Just Culture' process &amp; ethos that has already been developed. This will provide a systemic OD approach &amp; comprehensive consideration and embedding of the (a) Code of ethics (b) Just Culture (c) Leadership message, values and behaviours in tandem.</p> <p><b><u>Jan-Mar 24 update</u></b></p> <p>Ongoing development linked to further embedding the core code of ethics forms a key strand of work as part of the Cultural Action plan and will continue as business as usual work.</p> <p><b>Action Completed.</b></p>			
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	3.4.2 Incorporate into POD processes such as recruitment and selection		<p><u>April – June 2023 update</u> POD processes such as recruitment and selection and appraisal are based upon the service leadership message and values which directly reflect the Core code of ethics.</p> <p><u>July – Sept 2023 update</u> See Above</p> <p><u>Oct – Dec 2023 update</u> See above</p> <p><b><u>Jan-Mar 24 update</u></b> As above. Core Code of Ethics has been integrated into all selection process (advert, candidate pack, selection stages).</p> <p><b>Action Completed.</b></p>			
3.5 Benchmark MFRA POD using NFCC Maturity models	3.5.1 Establish a timetable for completion of the Maturity Model self-assessment benchmarking exercise to determine current maturity level against: <ul style="list-style-type: none"> <li>○ Leadership Development</li> <li>○ Recruitment</li> <li>○ Learning Organisation</li> <li>○ Blended Learning</li> <li>○ Performance Management</li> <li>○ Employee Recognition</li> </ul>	POD Managers.	<p><u>April – June 2023 update</u> A timetable which will see complete of each maturity model by 31<sup>st</sup> march 2024 has been developed. Stakeholders/Service users from outside of POD will be co-opted in to assist with the reviews from a service user perspective.</p> <p><u>July – Sept 2023 update</u> Engagement has taken place with NFCC Liaisons leads over the use of Maturity models and the evolution of the tool from a benchmarking exercise to a mechanism to support organisation development and change.</p>	March 2024		

	<ul style="list-style-type: none"> <li>○ Talent Management</li> <li>○ EDI</li> <li>○ Wellbeing</li> <li>○ HR Analytics.</li> </ul>		<p>The recommendation from NFCC is to avoid using for simple benchmarking and instead to incorporate into key organisational change and development plans.</p> <p><b><u>Oct – Dec 2023 update</u></b></p> <p>The Wellbeing MM evidence has been collated in conjunction with the Workplace wellbeing charter. Updates will be provided via People Board.</p> <p>A timetable for completion has been developed.</p> <p><b><u>Jan-Mar 24 update</u></b></p> <p>Self assessment benchmarking for all Maturity Models has been complete and reported to SLT People Board.</p> <p><b>Action Completed.</b></p>			
	<p>3.5.2 Following self-assessment develop appropriate action plans for each area in order to improve maturity</p>		<p><b><u>April – June 2023 update</u></b></p> <p>Action plans will be developed once the reviews have been completed.</p> <p><b><u>July – Sept 2023 update</u></b></p> <p>Action plans will be developed once the reviews have been completed.</p> <p><b><u>Oct – Dec 2023 update</u></b></p> <p>Action plans will be developed once the reviews have been completed.</p> <p><b><u>Jan-Mar 24 update</u></b></p> <p>Approach presented to SLT People Board following guidance received from NFCC on best practice.</p>			

			<b>Action Completed.</b>			
<b>3.6 In partnership with Finance &amp; Procurement determine and finalise new process for Finance, Procurement, HR &amp; Payroll Application to ensure contract and system in place by August 2024</b>	3.6.1 Continue discussions with relevant lead service representatives on preferred procurement route.	Finance and POD Managers.	<p><u>April – June 2023 update</u> Discussions have taken place and reports submitted via SLT to recommend the proposed course of action</p> <p><u>July – Sept 2023 update</u> SLT approval was received for the proposed procurement route and recommended application. Member approval will be sought in Qtr 3,</p> <p><u>Oct – Dec 2023 update</u> In December 2023 members approved procurement of the HR, Payroll and Finance and Procurement. Contractual discussions will begin in Qtr 4 to allow sufficient time for implementation prior to the end of the existing contract.</p> <p><b>Action complete.</b></p>	March 2024		
	3.6.2 Get relevant sign-off for approach. Work with leads and Procurement to identify Framework and route to market		<p><u>April – June 2023 update</u> Discussions have taken place and reports submitted via SLT to recommend the proposed course of action</p> <p><u>July – Sept 2023 update</u> <b>Action complete</b></p> <p><u>Oct – Dec 2023 update</u> See 3.6.1</p> <p><b>Action complete.</b></p>			

<b>3.7 To design, deliver and monitor a 12 month trial of Hybrid Working system and extended Flexible working scheme</b>	3.7.1 Produce relevant Service Instructions and consult with the Representative bodies	<p>POD Managers.</p>	<u>April – June 2023 update</u> Documents have been produced and agreed via consultation. <u>July – Sept 2023 update</u> <b>Action complete</b>	March 2024		
	3.7.2 To provide advice guidance and monitoring systems to support line managers		<u>April – June 2023 update</u> Advice and guidance is contained within the revised service instructions. Existing monitoring systems are being utilised with feedback being sought. <u>July – Sept 2023 update</u> Guidance will be amended as necessary based on feedback from the planned survey <u>Oct – Dec 2023 update</u> Written guidance will be amended in Qtr 4 as necessary based on feedback from the survey  <u>Jan-Mar 24 update</u> Guidance has been amended and will be published in May 2024.  <b>Action complete</b>	March 2024		
	3.7.3 To conduct a 6 month Review of outcomes		<u>April – June 2023 update</u> A survey will be released to review the pilot. <u>July – Sept 2023 update</u> The survey was released in August and all responded have been collated and will be reviewed in Qtr 3	August 2023		



			<p><b><u>Oct – Dec 2023 update</u></b> SLT have confirmed that following feedback from the survey that Hybrid working will continue as a trial for a further 12 months.</p> <p><b>Action complete.</b></p>			
	3.7.4 To conclude a review after 12 months with all parties, and produce recommendations for future implementation		<p><b><u>April – June 2023 update</u></b> A further review will take place once the 12 month period is complete at which point further recommendations will be made.</p> <p><b><u>July – Sept 2023 update</u></b> The survey was released in August and all responded have been collated and will be reviewed in Qtr 3</p> <p><b><u>Oct – Dec 2023 update</u></b> SLT have confirmed that following feedback from the survey that Hybrid working will continue as a trial for a further 12 months.</p> <p><b>Action complete.</b></p>	March 2024		
<b>3.8 To provide advice, support and recommendations to all heads of function implementing their Succession Planning</b>	3.81 Allocate POD Managers to individual departments to work in a business partner capacity with Line Managers to support , guide and advise on their implementation strategy and planning options	POD Managers.	<p><b><u>April – June 2023 update</u></b> HR advisors provided support to each functional lead as part of developing their own individual dept succession plans. All functions now have a live plan with a review planned at 6 months. Ongoing POD support is provided to functional as the address needs identified within the succession plan.</p>	March 2024		

			<p><u>July – Sept 2023 update</u> All functions now have a live plan with a review planned.</p> <p><u>Oct – Dec 2023 update</u> The next review of succession plans will take place at following completion of functional delivery plans.</p> <p><u>Jan-Mar 24 update</u> Revised approach, guidance and support provided to Departments to allow the completion of the 2024 annual review.</p> <p><b>Action complete.</b></p>			
<p><b>3.9 Review and consider any actions for MFRA following the publication of recent cultural reviews within the Fire and wider blue lights sectors</b></p>	<p>3.9.1</p> <ul style="list-style-type: none"> <li>Establish group to consider implications and develop action plan for implementation</li> <li>Distribute actions to appropriate officers for delivery</li> <li>Put in place reporting mechanism via C&amp;I board to monitor progress</li> </ul>	<p>POD Managers.</p>	<p><u>April – June 2023 update</u> Individual PID's have been created for all action with work planned to ensure delivery against each recommendation prior to the HMI deadlines. Reporting will be via People Board and Culture and Inclusion Board.</p> <p><u>July – Sept 2023 update</u> Work has continued to deliver against actions outlined and report progress to HMI as required.</p> <p><u>Oct – Dec 2023 update</u> Work has continued to deliver against actions outlined and report progress to HMI as required.</p> <p><u>Jan-Mar 24 update</u></p>	<p>March 2024</p>		

			<p>The final return in line with progress of the submission of the 22 recommendations was submitted to HMI in March 2024. In addition, draft 3-year workforce Culture Plan 2024-27 in the process of being consulted on alongside CRMP Plan &amp; People Plan.</p> <p><b>Action complete.</b></p>			
<b>3.10 To review the insurable risks the Authority holds and options available to the Authority for the insurance tender 2024</b>	3.10.1 To review the current insurable risks the Authority holds, what the market offers and levels of insurance the Authority may choose to hold.	Head of Legal Services	<p><u>April – June 2023 update</u> The legal team are currently in the process of reviewing the requirements for insurance as part of the process that see a new tender.</p> <p><u>July – Sept 2023 update</u> A review was undertaken by the broker in anticipation of the tender being issued in the next quarter.</p> <p><u>Oct – Dec 2023 update</u> The tender was undertaken in December 2023.</p> <p><b>Action complete</b></p>	March 2024		
<b>3.11 To undertake a review of the Teams delivery output to help facilitate decision-making and governance arrangements for</b>	3.11.1 To review the Committee meeting minute style and agenda pack to ensure it is accessible to the public and facilitates decision making for Members.	Head of Legal Services	<p><u>April – June 2023 update</u> This has been completed and has been implemented.</p> <p><b>COMPLETE</b></p>	March 2024		

<p><b>Members and the committees.</b></p>	<p>3.11.2 To provide training as appropriate to deliver consistency in reports and technology in attendance and presentation at committees.</p>		<p><u>April – June 2023 update</u>                  A training plan has been developed which will cover the use of mod gov alongside reporting writing skills for officers.                  Internal team members will also be upskilled as required  <u>July – Sept 2023 update</u>                  Modgov user training and report writing training have been scheduled to take place in the next quarter.  <u>Oct – Dec 2023 update</u>                  The training was delivered to staff in respect of modgov user training and report writing training for officers.</p> <p><b>Action complete.</b></p>	<p>March 2024</p>		
<b>BRAG Descriptor</b>						
<p>Action completed</p>	<p>Action is unlikely to be delivered within the current functional delivery plan</p>	<p>Action may not be delivered by the designated deadline within the functional plan</p>	<p>Action will be delivered by the designated deadline within the functional plan</p>	<p>Action not yet started</p>		

<b>STATUS SUMMARY – 30.06.23</b>	
<b>Total Number of Workstreams</b>	<b>21 (100%)</b>
<b>Action completed</b>	<b>21 (100%)</b>
<b>Action is unlikely to be delivered within the current functional delivery plan</b>	<b>0 (0%)</b>
<b>Action may not be delivered by the designated deadline within the functional plan</b>	<b>0 (0%)</b>
<b>Action will be delivered by the designated deadline within the functional plan</b>	<b>0 (0%)</b>
<b>Action not yet started</b>	<b>0 (0%)</b>



# **PREVENTION**

## **FUNCTIONAL PLAN**

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### **ACTION TRACKER2023/24**

**Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

## Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<p><b>4.1 Educate our staff to promote a professional directorate which operates with equity, is inclusive and is representative of the communities we serve.</b></p>	<p>4.1.1 All staff will undertake ED&amp;I training in line with POD requirements.</p>	<p>GM Home Safety GM Community Safety Strategic Safeguarding Manager</p>	<p><u>July – Sept</u> This is captured during monthly training via Learnpro, CPD events and individual staff development. We have a cross section of the prevention department working with staff networks and the positive action team.</p> <p><u>Oct-Dec</u> Prevention continue to capture learning at appraisals, Continual Professional Development events and feedback from staff members who are working with networks and the positive action team.</p> <p><u>Jan-Mar</u> All required training completed through Continual Professional Development events and other individual course attendance.</p>	<p>March 2024</p>		
	<p>4.1.2 All staff will complete deaf/Hard of hearing awareness training to BSL level 1</p>	<p>GM Home Safety</p>	<p><u>Apr-June</u> Agreed with POD, finances agreed. Planning in progress with POD, TRM and department heads</p> <p><u>July-Sept</u> Following a review between senior prevention team manager and GM for home safety a plan has been devised for all staff to receive deaf awareness training, following this staff will be selected for BSL level 1 based on role, responsibility, and availability. Internally we will develop key</p>			

			<p>phrases and awareness for operational crews to utilise during HFSC.</p> <p><b><u>Oct-Dec</u></b> This will be delivered at a staff training event on 15<sup>th</sup> February by Talking Hands who are an external provider.</p> <p><b><u>Jan-Mar</u></b> Training delived and completed</p>			
	<p>4.1.3 Managers will work with POD and EDI officers to ensure that the Positive Action Recruitment framework is deployed when recruiting workforce.</p>	<p>GM Home Safety GM Community Safety Strategic Safeguarding Manager</p>	<p><b><u>Apr-June</u></b> Department heads have briefed their managers to ensure positive action is included in the recruitment of staff. Positive action team.</p> <p><b><u>July – Sept</u></b> On going work with positive action team and staff networks to ensure prevention roles are highlighted to the community and positively advertised during recruitment campaigns.</p> <p><b><u>Oct-Dec</u></b> MFRS work with Positive Action Team to ensure that Prevention roles are highlighted in the right areas in an attempt to ensure that the workforce represents the communities we serve.</p> <p><b><u>Jan-Mar</u></b> MFRS work with Positive Action Team to ensure that Prevention roles are highlighted in the right areas in an attempt to ensure that the workforce represents the communities we serve.</p>			
	<p>4.1.4 Understanding and educating with regards to the ED&amp;I data collected from Home Fire Safety</p>	<p>GM Home Safety GM Community Safety</p>	<p><b><u>Apr-June</u></b> Revised information for crews and advocates to is in the process of being produced. This will then be delivered to</p>			

	<p>Checks and Safe and Well visits</p>	<p>Strategic Safeguarding Manager</p>	<p>crews and progress against HFSC completed from status report monitored. SM are given monthly updates on performance.</p> <p><u>July – Sept</u></p> <p>Watch Manager is now reference holder for this and will be designing and delivering a bespoke package for operational crews.</p> <p><u>Oct-Dec</u></p> <p>The importance of collecting accurate Equality, Diversity and Inclusion data during preventative activities will be included in the HFSC video that is being developed by the team.</p> <p><u>Jan-Mar</u></p> <p>Home Safety and Community Safety department heads engaged with Strategy and Performance leads. Action will be carried forward to new Functional Delivery Plan for inclusion in HFSC video and other station based material.</p>			
	<p>4.1.5 We will embed the principles of ‘Knowing your Communities’ to ensure a high quality service to the communities we serve.</p>	<p>GM Home Safety GM Community Safety Strategic Safeguarding Manager</p>	<p><u>Apr-June</u></p> <p>We will work with response and Michelle Kirk to collate information through prevention activities. CIF are linked to prevention activities.</p> <p><u>July – Sept</u></p> <p>SM will be the reference holder for this area and will liaise with Michelle to ensure the prevention link is maintained and accessed.</p> <p><u>Oct-Dec</u></p> <p>Station Manager has left the department, this action is being reloaned to a member of the Home Safety Team. Group Manager to nominate.</p> <p><u>Jan-Mar</u></p>			



			New Home Safety and Community Safety department heads engaged with Strategy and Performance leads. Action will be carried forward to new Functional Delivery Plan for inclusion in HFSC video and other station based material.			
	4.1.6 Develop an understanding of the new leadership message for all staff, including exposure to NFCC Code of Ethics, Service values and coaching and mentoring.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	<p><u>July – Sept</u> NFCC Code of ethics, service values and leadership behaviours are displayed and will be embedded through CPD events.</p> <p><u>Oct-Dec</u> All staff have had their appraisals which have discussed the colours training and Leadership Message. This will be an ongoing process for all Prevention staff.</p> <p><u>Jan-Mar</u> This will continue to form part of the appraisal and one to one process to ensure that Prevention staff continue to display the expected behaviours and conditions set out nationally by National Fire Chiefs Council (NFCC) and locally by MFRS.</p>			
	4.1.7 Using London Fire Brigade cultural review, consider recommendations to educate and improve culture within the Prevention Directorate.	Area Manager Prevention GM Home Safety GM Community Safety Strategic Safeguarding Manager	<p><u>July – Sept</u> Department heads are aligned to the actions as part of the Cultural review.</p> <p><u>Oct-Dec</u> All recommendations have been collated by Head of Human Resources and Cultural Lead. These will be RAG rated and areas of concern highlighted and reviewed.</p> <p><u>Jan-Mar</u> Safeguarding Lead to liaise with Director of People and Organisational Development and Head of Culture and Inclusion to identify key recommendations to embed in the Prevention Department.</p>			

<b>4.2 Deliver intelligence-led Home Safety and other interventions to keep people alive and safe from fire.</b>	4.2.1 Our operational crews will deliver 50,000 home safety visits, 30,000 of which will be over 65 visits.	GM Home Safety	<p><u>Apr-June</u> As of 30/6/23 crews have completed 15970 HFSC (250 over target). % of properties where the resident is over 65 has dropped to 49.9%. this has been picked up with GM for response and SM group.</p> <p><u>Jul-Sept</u> As of 30/9/23 crews have completed 26864 HFSC, 1616 over target. % of properties where the resident is over 65 is up to 55.7%, a 5.8% increase.</p> <p><u>Oct-Dec</u> Operational Crews have delivered 47,935 Home Fire Safety Checks, which is above target and in line to meet the IRMP objective.</p> <p><u>Jan-Mar</u> <b>Action completed</b></p>	March 2024		
	4.2.2 Our high risk advocate teams will deliver 10,000 safe and well visits.	GM Community Safety Strategic Safeguarding Manager	<p><u>July – Sept</u> There has been a slight upturn in performance in Q1, however there are still issues with regards to staffing levels due to Long Term Sickness, Recruitment and training. Overtime has been offered to staff to further uplift performance.</p> <p><u>Oct-Dec</u> High Risk Advocate Teams have delivered 7,993 Safe and Well visits and are on target to meet the 10,000/30,000 IRMP objective.</p> <p><u>Jan-Mar</u></p>			

			<b>Action completed</b>			
	4.2.3 We will develop and embed CFRMIS, also embedding CIPHA data for the Over 65's to ensure a targeted and intelligence led prevention strategy ensuring that we 'Make Every Contact Count'.	Strategic Safeguarding Manager	<p><u>July – Sept</u> CFRMIS is fully embedded with some modifications to be made once the Systems Support Team have further capacity. CRM Board report to be delivered on 04/08/2023 with regards to CIPHA, where a pilot in Station 15's area is proposed to evaluate the accuracy and relevance of the data.</p> <p><u>Oct-Dec</u> MFRS with have delivered PowerPoint presentations to Liverpool General Practitioners (GP) to expedite the sign off of the Information Sharing Agreement (ISA) required by <b>each</b> individual practice. It is anticipated that the pilot will be live from 1<sup>st</sup> April 2024 and delivered in four wards within Toxteth station ground. This will then be evaluated as to the accuracy of the data received.</p> <p><u>Jan-Mar</u> <b>Action completed</b></p>			
	4.2.4 We will utilise our evaluation report to critically evaluate our plans to ensure they are robust and effective in keeping people safe and alive from fire.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	<p><u>July – Sept</u> Evaluation of ADF and Fire fatalities locally and regionally is being undertaken, this will be reviewed in conjunction with the 1 year and 15 year data to ensure our home safety plan is still relevant.</p> <p><u>Oct-Dec</u> Group Manager Home Safety has contacted University of Liverpool to discuss academic research to evaluate the</p>			

			<p>correlation between the number of preventative interventions delivered versus the reduction in accidental dwelling fires.</p> <p><b><u>Jan-Mar</u></b> Action discharged into evaluation workstream</p>			
	4.2.5 We will develop and deliver a training video demonstrating the home safety check and prevention rationale.	GM Home Safety Strategic Safeguarding Manager	<p><b><u>Apr-June</u></b> Storyboard and script being devised by Station Manager and Watch Manager for home safety.</p> <p><b><u>July – Sept</u></b> Station Manager will lead on this with support from Watch Manager this is in the planning phase with production starting January 2025</p> <p><b><u>Oct-Dec</u></b> Station Manager and Watch Manager are leading on this piece of work that will look at a quality HFSC being delivered in line with the Person Centered Framework (PCF).</p> <p><b><u>Jan-Mar</u></b> Action carried into 24/25 key deliverable 1</p>			
	4.2.6 We will deliver a series of campaigns focussed on those in our communities who are most vulnerable from fire (Including Arson, Cost of Living and Reassurance).	GM Home Safety GM Community Safety Strategic Safeguarding Manager	<p><b><u>July – Sept</u></b> Monthly community safety campaigns have been planned. This has been communicated to crews and partners. Campaigns have been completed in April, May, June and July. Feedback and performance is captured via the Portal. Initial feedback is positive.</p> <p><b><u>Oct-Dec</u></b> To date the following campaigns have been completed. 280 local reassurance campaigns.</p>			

			<p>5 Central Campaigns. 10 Community risk reduction campaigns. This has resulted in 6122 HFSC's 215 of these have been identified as high risk.</p> <p><b>Jan-Mar</b> Action completed</p>			
<p><b>4.3 Work with our partners, including Staywise, to deliver Arson, Road and Water Safety interventions through targeting the most vulnerable people and places.</b></p>	<p>4.3.1 We will utilise a Single Point of Contact (SPoC) to work nationally with NFCC to embed Staywise through the Service.</p>	<p>Group Manager Community Safety</p>	<p><b>Apr-June</b> Prevention Project Support Officer has been nominated as the Single Point of Contact (SPOC_ for Staywise for the service. Susan has made contact with the national leads for Staywise and she will be arranging a coaching session for Prevention Managers in September by the national leads.</p> <p><b>July – Sept</b> Prevention Project Support Officer has organised for Staywise national lead (from NFCC) to attend MFRS and present to Prevention staff on the best use of Staywise. This will then be disseminated to prevention and operation staff across the service.</p> <p><b>Oct-Dec</b> MFRS have started to produce resources to be sent to Staywise for inclusion in the package.</p> <p><b>Jan-Mar</b> Action completed</p>	<p>March 2024</p>		

	<p>4.3.2 We will embed a Watch Manager in each LA district to lead in relation to younger people.</p>		<p><u>Apr-June</u> Work is on-going to identify a Watch Manager in each district so they can be a point of contact for the central team.</p> <p><u>July – Sept</u> A decision has been made that due to a number of staff movements that the central road/water safety team will utilise a number of WM’s to push out the Staywise material in each LA.</p> <p><u>Oct-Dec</u> Pending review with Group Manager and new Watch Manager once in post.</p> <p><u>Jan-Mar</u> Action carried over and linked to Functional Plan 24/25, discharged through Key Deliverable 8</p>			
	<p>4.3.3 We will continue to work with LA partners to reduce deliberate secondary fires and anti social behaviour across the communities we serve.</p>		<p><u>09/08/23:</u> Arson Officers have contacts in each of their districts and work on a daily basis to reduce ASB incidents in Merseyside. Work has begun on the Bonfire plans for 2023.</p> <p><u>July – Sept</u> Bonfire planning is in full swing, and delivery of the plans started on 23<sup>rd</sup> October. Large scale bonfires have been identified as the biggest risk for this years plans and work in each district has commenced to deal with these with our community partners.</p> <p><u>Oct-Dec</u> 5.5% reduction in deliberate fires. 173 reported incidents which is a continued down turn in activity. This was achieved by using a combination of the following resources across all areas of the service.</p>			

			<ul style="list-style-type: none"> <li>• Tipper Trucks (24<sup>th</sup> Oct onwards)</li> <li>• Arson Advocates &amp; Street Intervention Teams</li> <li>• LFC Kicks &amp; Fire Champions</li> <li>• Target Hardening Visits</li> <li>• Standardised presentations to schools and crews</li> <li>• Corp Comms Social Media &amp; Bonfire Safety Leaflets</li> <li>• Ops Crews CRM Routes and Community Engagement</li> </ul> <p><b><u>Jan-Mar</u></b> Action complete</p>			
	<p>4.3.4 We will work with our LAs to identify hotspot areas and deploy our Street Intervention Team to reduce anti social behaviour related incidents.</p>		<p><u>Apr-June</u> Street Intervention Teams (SIT) are deployed in all 5 districts on a weekly basis. Each local authority feed into Suzanne Hazza (lead for SIT) each week on the locations for the SIT to deploy to. This can be changed at short notice and communication is on-going to ensure the deployments are in the areas required most.</p> <p><b><u>July – Sept</u></b> Street Intervention Teams (SIT) continue to be deployed on a weekly basis with the direction from our Local Authority partners. SIT will be used to support the Banger period.</p> <p><b><u>Oct-Dec</u></b> Street intervention continues to be used and is intelligence led in their deployment. Funding as just been approved to allow street intervention to continue throughout the 2024-25 planning year.</p>			

			<p><b><u>Jan-Mar</u></b> Action complete</p>			
	<p>4.3.5 We will engage with 70 Primary and Secondary Schools to deliver education around Road and Water Safety.</p>		<p><u>Apr-June</u> Delivery of Road and Water safety sessions are on-going throughout the year. Depending on the issues raised for water or road depends on what sessions are delivered.</p> <p><b><u>July – Sept</u></b> Presentations continue to be driven by the central team and they are also providing support to Banger period by delivering the bonfire presentations when they complete school engagements.</p> <p><b><u>Oct-Dec</u></b> To date, the team have delivered to 30 schools, with 111 engagements and 5,580 people.</p> <p><b><u>Jan-Mar</u></b> Action completed</p>			
	<p>4.3.6 Our staff will lead and deliver on the Operation Banger Plan to reduce deliberate secondary fires during the Bonfire Period.</p>		<p><b><u>July-Sept</u></b> Planning for the bonfire period 2023 has begun. Police are holding Monthly Silver meetings which MFRS attend. Local Banger meetings have started and MFRS bonfire plans are being updated with current information for 2023.</p> <p><b><u>Oct-Dec</u></b> Banger period has commenced, and all plans have been signed off. Work will</p>			



			<p>commence on 23/10/23 and run through to 06/11/23.</p> <p><b><u>Jan-Mar</u></b> Action completed</p>			
	<p>4.3.7 Our team will work with LFC Foundation to deliver 100 coaching sessions for young people aged 8-16 years old across Merseyside region.</p>		<p><b><u>Apr-June</u></b> MFRS has reduced its funding from £20k to £10k for the LFC foundation. This will commence from September 2023 and will reduce the number of sessions attended. Work with the foundation continues and education sessions are ongoing as previously completed over recent years.</p> <p><b><u>July – Sept</u></b> Meeting with LFC foundation has taken place to agree the funding of £10k for this year. The funding has been approved and will be given in the next couple of weeks. Two sites remain as the focus for MFRS, Toxteth and Netherton, and our staff will work with the foundation over the next 12 months.</p> <p><b><u>Oct-Dec</u></b> The Service is continuing to work with the LFC Foundation and remains on track to deliver the 100 coaching sessions aimed at young people in the attempt to reduce ASB across Merseyside.</p> <p><b><u>Jan-Mar</u></b> Action completed</p>			

<p><b>4.4 Develop our Youth Education programmes so that high quality early interventions are achieved.</b></p>	<p>4.4.1 We will deliver 12 Princes Trust Programmes for young people aged 16-25.</p>	<p>Strategic Safeguarding Manager</p>	<p><u>July – Sept</u> Youth Education have delivered 3 Princes Trust Programmes in Q1 and will continue to drive recruitment and retention to achieve the target of 36 students.</p> <p><u>Oct-Dec</u> The second programme of Princes Trust delivery starts on 16/01/2024 and the recruitment and retention will be scrutinised by MFRS Finance Teams and St. Helens/Knowsley College (SHKC) with regards to compliance with the contractual delivery numbers.</p> <p><u>Jan-Mar</u> The third round of Prince’s Trust Programme starts in May 2024 and is the final delivery of the contract for this academic year funded by St. Helens and Knowsley College. At the end of these programmes, MFRS will be able to measure the recruitment and retention rate of Princes Trust learners.</p>	<p>March 2024</p>		
	<p>4.4.2 Our teams will deliver 20 Primary or 10 Secondary Beacon Programmes for Children and Young People in Merseyside.</p>		<p><u>July – Sept</u> Beacon continues to be delivered at Station 10, Station 50 and Station 26. 200<sup>th</sup> Beacon delivered in Q1 and evaluation an feedback of this programme shows a high quality provision for Y5 and Y6 pupils across Merseyside.</p> <p><u>Oct-Dec</u> Beacon courses continue to be delivered and evaluation/feedback from young people and parents/carers gathered by Beacon Manager and fed back to the Merseyside Violence Reduction</p>			

			<p>Partnership (MVRP). Awaiting decision on funding for 2024-2025.</p> <p><b><u>Jan-Mar</u></b>          The Beacon course team is delivering Primary Beacon programmes across Merseyside and evaluation collected to inform Merseyside Violence Reduction Partnership (MVRP) who currently fund the delivery.</p>			
	<p>4.4.3 Our teams will deliver 5 Fire Cadet Units for young people aged 13-18 years old.</p>		<p><b><u>Apr-June</u></b>          Fire Cadet Units continue to be delivered at Stations 19, 25, 30, 33 and 50. Fire Cadet Celebration evening held at SHQ on 17/07/2023 where certificates and the George Taylor Aware for the Most Outstanding Fire Cadet was awarded.</p> <p><b><u>July-Sept</u></b>          The review of the Fire Cadet Units has now taken priority and we should be in a position to ensure that the Drill Yard Exercise Training is completed. Fire Cadets will also be looking at implmeneting a Fire Cadet Co-Ordinator on a pilot basis, offering one of the Fire Cadet Team Leaders an additional 5 hours per week to oversee the delivery.</p> <p><b><u>Oct-Dec</u></b>          Strategic Youth Education Lead has conducted a review of Fire Cadet delivery. Drill Yard Exercise Training has been arranged for 27<sup>th</sup> January 2024 which will see Bootle/Netherton, Croxteth and St. Helens Fire Cadet Team Leaders and Volunteer Instructors attend. A further session will be arranged for Southport and Wallasey as soon as practicable.</p>			

			<p><b><u>Jan-Mar</u></b>          The Authority have granted £35,000 of growth to ensure the continued running of five Fire Cadet units. To ensure consistency of delivery and activities that are shaped by the voice of the young person, we have recruited a Fire Cadet Co-ordinator who will be working an additional five hours per week over their Unit Leader contract of three hours.</p>			
	<p>4.4.4 We will utilise our member of staff seconded into Violence Reduction Partnership to identify funding opportunities and areas to deliver youth interventions.</p>		<p><b><u>Apr-June</u></b>          Team leader is now seconded full time in to the Violence Reduction Partnership (VRP). The latest funding received from the VRP for Fire Champions and the money is being drawn down this month.</p> <p><b><u>July – Sept</u></b>          Both Beacon and Fire Champions have received funding from the VRP. Schools identified by VRP are receiving the input from both projects.</p> <p><b><u>Oct-Dec</u></b>          Beacon and Fire Champions continue to receive funding from Merseyside Violence Reducion Partnership (MVRP). Funding bids currently being considered for 2024-2025.</p> <p><b><u>Jan-Mar</u></b>          Beacon and Fire Champions continue to be funded by Merseyside Violence Reduction Partnership (MVRP). Fire Cadets have recruited into a Coordinataor role for five hours per week, who will also look at additional funding opportunities for Youth Education activities.</p>			

	4.4.5 We will contribute to the Serious Violence Duty through delivery of a number of Youth Education programmes.		<p><u>July – Sept</u> Area Manager (Prevention) is the Senior Responsible Officer (SRO) for MFRS and will work with all Department Heads to ensure the duty is discharged effectively within the Authority.</p> <p><u>Oct-Dec</u> Group Manager Community Safety is the Serious Violence Duty (SVD) SPoC for Prevention. Kevin Johnson and Suzanne Hazza to attend the SVD Strategy launch on 9<sup>th</sup> February 2024 and feedback how this can be included into MFRS Youth Education provision.</p> <p><u>Jan-Mar</u> As the Serious Violence Duty expands, MFRS will continue to review and evaluate the delivery of Youth Education activities to demonstrate how it contributes to the Duty.</p>			
4.5. Use our evaluation work effectively, to develop an evidence base which informs our Prevention activities.	4.5.1 We will use the University of Liverpool evaluation report conducted in 2022 to review recommendations and improve prevention delivery in terms of efficiency and effectiveness in 2023-24.	Area Manager Prevention	<p><u>Oct-Dec</u> Group Manager Home Safety has contacted University of Liverpool to discuss academic research to evaluate the correlation between the number of preventative interventions delivered versus the reduction in accidental dwelling fires.</p> <p><u>Jan-Mar</u> Action completed</p>	March 2024		
	4.5.2 We will analyse the data from the University of Liverpool evaluation report to demonstrate the socio-economic value of Prevention activities		<p><u>Oct-Dec</u> As above</p> <p><u>Jan-Mar</u> Action will be carried into 24/25 (key deliverable 3)</p>			

<p>carried out by the Service. Scrutiny of our evaluation findings will be undertaken in consideration of our internal evaluation findings.</p>						
<p>4.5.3 Utilise the data to inform, evidence and support future funding opportunities to improve delivery of Prevention activities within the Service.</p>			<p><u>Oct-Dec</u> As above <u>Jan-Mar</u> Action completed</p>			
<p><b>4.6 Achieve ISO 17020 accreditation for our Fire Investigation work.</b></p>	<p>4.6.1 Incident Investigation Team (IIT) will deliver required criteria to achieve ISO17020 accreditation. Work will continue with the Forensic Science Regulator to establish and embed the accreditation.</p>	<p>Group Manager Community Safety</p>	<p><u>Apr-June</u> Work continues in gaining ISO accreditation. MFRS is a lead in this work and continues to push ahead with ensuring all relevant documents are in place to achieve the accreditation. <u>July – Sept</u> Due to a national review work on ISO is delayed and sign off for fire services has been moved in to 2026. MFRS continue to work towards the standards. The first IIT van has started to trial the equipment carried with a review to take place following the trial. Two Officers are working towards their level 2.</p> <p>The fourth cohort of WM/CM’s are currently in progress to achieve their Tier 1 FI course. When this course is finished, we will have over 90 officers with the qualification.</p> <p><u>Oct-Dec</u></p>	<p>March 2024</p>		
<p>4.6.2 New IIT Officers will work towards Tier 2 Fire Investigation accreditation which is aligned to ISO 17020.</p>						
<p>4.6.3 All Watch/Crew Managers will complete Tier 1 Fire Investigation accreditation which is aligned to ISO 17020 in 2023-24.</p>						

			<p>Cohort 5 has started on 01/10/23 and will finish in December. This will mean we will have close to 120 officers signed off at level 1 FI.</p> <p><b>Jan-Mar</b></p> <p>ISO not yet complete – will be continued into 2024/25</p>			
<p><b>4.7 Plan, develop and deliver the 2023 National Fire Cadet Games.</b></p>	<p>4.7.1 Prevention will lead and deliver on the National Fire Chiefs Council (NFCC) Fire Cadet games in Merseyside in August 2023.</p>	<p>GM Home Safety Strategic Safeguarding Manager</p>	<p><u>July – Sept</u></p> <p>Invites and information to sign up for the games sent to all FRS. Team have entered. Information on why teams not entered and any barriers captured. b</p>	<p>March 2024</p>		
	<p>4.7.2 All activities will be inclusive and developed in line with the NFCC Children and Young People’s Competency Framework.</p>	<p>GM Home Safety</p>	<p><u>July – Sept</u></p> <p>Activities designed and circulated around entrants. Range of activities designed to be inclusive and encourage participation from all fire cadets.</p> <p>Sourcing of equipment underway</p>			
	<p>4.7.3 Suitable accommodation and venue to be identified for the delivery of all Fire Cadet Games activities.</p>	<p>GM Home Safety</p>	<p><u>July – Sept</u></p> <p>Venue for games and accommodation identified, secured and booked.</p>			
	<p>4.7.4 Engagement with partners to ensure a collaborative and inclusive delivery approach for Children and Young People nationally.</p>	<p>GM Home Safety</p>	<p><u>July – Sept</u></p> <p>Youth Games were advertised via workplace for FRS colleagues. Partners have been sought for sponsorship (SFJ, Telent)</p> <p><b>All actions complete</b></p>			

**BRAG Descriptor**

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started
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**STATUS SUMMARY**

<b>Total Number of Workstreams</b>	<b>35 (100%)</b>
Action completed	<b>29 (82%)</b>
Action is unlikely to be delivered within the current functional delivery plan	<b>6 (18%)</b>
Action may not be delivered by the designated deadline within the functional plan	<b>0 (2%)</b>
Action will be delivered by the designated deadline within the functional plan	<b>0(0%)</b>
Action not yet started	<b>0 (0%)</b>





# *Community Risk Management: Protection*

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## **FUNCTIONAL PLAN**

## **ACTION TRACKER 2023/24**

**Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

## Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	SUB-ELEMENTS	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<b>1 Support the implementation of the Operational Intelligence module in to the CFRMIS application</b>	1.1 In collaboration with Preparedness, identify Protection associated elements required within the module	1.1.1 Establish representation on the relevant working/project group	Built Environment	SM with Ops Intelligence reference assigned.	April 2023		
		1.1.2 Identify requisite number of development hours for Civica and identify appropriate budget		Timescales and budget agreed at CFRMIS project board. This sits with Ops Preparedness.	June 2023		
		1.1.3 Identify person specification and job profile for a CFRMIS data manager and recruit accordingly	Technical Fire Safety	20/12/23 – Process completed, position offered.	September 2023		
<b>2 Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report</b>	2.1 Review recommendations contained in the report and devise associated action plan	2.1.1 Utilise project plan from Phase 1 creating RAG rating identifying action owners	Built Environment	GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled into the functional delivery plan for 2024/25.	December 2023	Board notified at CRM Board meeting 06.07.23	
		2.1.2 Identify risk rating to MFRA		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled into the functional delivery plan for 2024/25.	December 2023		
	2.2 Provide training and information for relevant personnel	2.2.1 Identify training gap analysis and address CPD/training courses as required		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled into the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	

	2.3 Work collaboratively with North West FRS enforcement partners to agree a consistent and best practice approach	2.3.1 Nominate SPOC to represent MFRA		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled into the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	
	2.4 Identify appropriate infrastructure for implementation of recommendations, such as the CFRMIS platform	2.4.1 Review of audit form and letters suite to ensure recommendations are adopted		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled into the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	
	2.5 Close off remaining recommendations from phase 1	2.5.1 Implementation of stairwell protection procedures and associated equipment		Three of the 46 phase 1 recommendations to be completed. Stairwell Protection Team element will take a period to ensure all operational personnel are trained. Merpol now agreed communication method for Fire Survival Guidance, NWS to follow. Consultation finishes on 14 <sup>th</sup> August for SPT amendments to SOP 1.1.0 and 1.1.3.  Now inserted into FP 2024/25 as element 1.5	March 2024		
<b>3 Review and update our information management methodology</b>	3.1 Refresh and construct new cloud based storage for departmental references and workstreams	3.1.1 Liaise with System Support to plan and design a new Portal page based on directorate structure.	Technical Fire Safety & Built Environment		March 2024		
		3.1.2 Allocate existing portal folders to reference leads for cleanse of existing information		A Directorate meeting took place to scope the new Portal design based on the Directorate organisational Structure. Each lead has been	March 2024		

				tasked with providing an initial paragraph explaining what their team does. A review of all current documents held on the Portal has taken place and they have been allocated to each reference holder for retention, deletion or archive. This work is now complete. <b>29/11/23 COMPLETE (SM)</b>			
3.2 Review and update all Technical Fire Safety departmental doctrine	3.2.1 Transfer all new Technical FS doctrine to new portal area	Technical Fire Safety		Delays to the Portal project mean the new Protection portal could not be built before the end of the financial year . Transferred to FP 2024/25 as element 3.7.1	March 2024		
	3.2.2 Agree a retention schedule for all documentation and set access to areas based on department need			<b>14/02/24</b> – Retention schedule has been applied to the new Portal structure spreadsheet.	March 2024		
3.3 Review and update all Built Environment departmental doctrine	3.3.1 Transfer all new Built Environment doctrine to new portal area	Built Environment		All documentation on the Portal has been reviewed and cleansed. Links to documents have been added to the Portal structure framework spreadsheet to identify where all Built Environment doctrine will be placed in the new portal. Delays to the Portal project mean the new Protection portal could not be built before the end of the financial year.  Transferred to FP 2024/25 as element 3.7.2	March 2024		
	3.3.2 Agree a retention schedule for all documentation and set access to areas based on department need			<b>14/02/24</b> – Retention schedule has been applied to the new portal structure spreadsheet.	March 2024		
3.4 Development and provision of the Protection dashboard	3.4.1 Deliver a district facing dashboard within CFRMIS to support Inspectors and auditors in			Process maps for audits completed and storyboard (90%) created to present to Civica. 30% of 3.4.1 completed 12.05.23.	March 2024		

		completing the requirements of their role	Technical Fire Safety	Due to organisational priorities, SSRI has been prioritised. Meeting held with Civica. Civica have done some development work for Humberside which can be used for the dashboard, this will reduce the cost for Merseyside. Civica are unlikely to be able to develop MFRS dashboard alongside Humberside development and is likely to follow it. Updated version of the Dashboard has been received from Civica. This includes further questions. Meeting arranged to address and respond to the questions.				
		3.4.2 Deliver a management focused dashboard within CFRMIS to primarily support PCM's & SFSI's in completing the requirements of the role.		22/07/23 - This has been merged into the dashboard storyboard. A suite of reports needs to be established. Now part of 3.4.1.	March 2024			
		3.4.3 Allocate resources to T&F group to deliver 3.4.1 and 3.4.2		Task and Finish group created and meet regularly.	May 2023			
	3.5 Assign clear lines of responsibility for departmental references and associated data	3.5.1 Utilise department structure as format for information and retention ownership	Technical Fire Safety & Built Environment	This has been established in association with 3.1.2. 20/12/23 – Reference holders are informed of areas of responsibility and ownership of information management.	March 2024			
	3.6 Ascertain feasibility of CFRMIS development in reference to petroleum and explosives	3.6.1 Implement a process for automatically capturing petroleum in the HO Returns	Technical Fire Safety	01/11/23 – Following submission of the Q2 returns, confirmation was sought from IG that this is now populating automatically.	March 2024			
		3.6.2 Implement a process for automatically capturing explosives in the HO Returns		Contraventions from Explosives visits are automatically transferred to the HO returns..	September 2023			

				Following Q3 returns, confirmation was sought from IG that contraventions from Explosives visits are populating automatically.			
		3.6.3 Implement a process for managing explosives licenses in CFRMIS		<p><b>20/06/23</b> Questionnaires now automatically create pending jobs depending on the Inspection outcome. Contraventions automatically populate the HO returns. The number of licenses automatically populate the HO returns (SM).</p> <p><b>08/02/24</b> – Working party established to deliver wider management of explosives. 18 actions identified and process maps created to establish new processes (SM).</p>	March 2024		
3.7 Ascertain the feasibility and benefits of becoming ISO 9001 certified in the Protection department		3.7.1 Review the need for obtaining ISO 9001 Quality management	Technical Fire Safety	Decision taken to focus on <b>CAR</b> registration in the immediate term and no further exploration of ISO 9001 accreditation will be taken in the immediate term.	March 2024		
		3.7.2 Establish initial and ongoing costs of ISO 9001		Decision taken to focus on CAR registration in the immediate term and no further exploration of ISO 9001 accreditation will be taken in the immediate term.	March 2024		
		3.7.3 Produce feasibility report regarding ISO 9001		Decision taken to focus on CAR registration in the immediate term and no further exploration of ISO 9001 accreditation will be taken in the immediate term.	March 2024		
3.8 Devise a mechanism to capture external impacts that may influence departmental activity		3.8.1 Develop and set up a reporting tool on the portal to allow for external impacts to be shared and allocated to relevant actionees	Technical Fire Safety & Built Environment	<p>To be set up during the Portal rebuild. Portal form to be used to direct departmental impacts onto relevant team within the directorate.</p> <p>20/12/23 – External activity including Building Safety Regulator, concerns, events, post fire and UwFS that require protection involvement now have departmental processes</p>	March 2024		

				embedded into business as usual.			
	3.9 Review the requirement to maintain/keep common departmental folders	3.9.1 Review and refresh retention schedules were appropriate	Technical Fire Safety & Built Environment	20/12/23 – Common folders have been reviewed. Folders should not be required once the Portal migration is complete. 3.9.1 merged in to action 3.3.2.	March 2024		
	3.10 Review the suitability of the Enforcement Activity Register and how we present the data externally	3.10.1 Assure the information contained in the register and embed the data in CFRMIS	Technical Fire Safety	20/12/23 – The information contained in CFRMIS is now aligned into the external facing webpage.	March 2024		
		3.10.2 Develop the CFRMIS Enforcement module to provide regular and accurate data for the NFCC Tymly system		13/03/24 MFRS will be transferring our enforcement data to the Tymly system in line with NFCC requirements. , however due to limited resources being available the work to adopt the Tymly system will be prioritised for April/May 2024 PB.  Transferred to Functional Plan 2024/25 as action 2.6.1.	March 2024		
<b>4 Continue to evolve our risk based inspection programme methodology</b>	4.1 Devise a programme of phased implementation towards a CFRMIS intelligence led inspection programme	4.1.1 Update relevant SI to reflect revised methodology	Technical Fire Safety & Built Environment	New SI produced and submitted for consultation. PGN completed and distributed across the directorate	December 2023		
		4.1.2 Ensure CFRMIS is fed with the revised approach so as to generate appropriate inspection		CFRMIS updated and IFOG planner now revised in line with new RBIP.	December 2023		

		regimes for our regulatory personnel					
4.2 Develop an evaluation/assurance framework for departmental activities	4.2.1 Liaise with Strategy and Performance regarding the broadening of Corporate Assurance to departmental reviews. MC	Technical Fire Safety & Built Environment	05/01/24 – Corporate assurance Question set and performance tracker added to Protection Portal page.	February 2024			
	4.2.2 Implement corporate assurance reviews based on the framework.		05/01/24 – Peer review complete. PGN sent for publication.	February 2024			
	4.2.3 Consider NW FRS Protection Quality Assurance		North West document is now in draft. North West Protection Group Fire Safety Competence Assessment has been approved by the North West Protection Task Group and is now being utilised by all North West fire and rescue services.	December 2023			
	4.2.4 Establish Peer review QA framework within the NW FRS		North West Training Group have now developed the Northwest AQA framework in collaboration and agreement with all Northwest FRS.	December 2023			
	4.2.5 Design and create a department assurance programme that works alongside corporate assurance.		05/01/24 – Department assurance question set established, peer reviewed and added to a dedicated location on the portal. A performance tracker has also been created and added to the same location.	January 2024			
	4.2.6 Implement department assurance reviews.		05/01/24 – Peer review complete and PGN sent for publication. First department assurance exercise scheduled for the first half of February .	January 2024			
4.3 Review the rationale and approach to SOFSA	4.3.1 Review the types of premises operational crews can currently complete a SOFSA with a view to broadening scope.	Built Environment	Report produced based on what we have left of the current office, industrial and shop allocations and how we can broaden scope. 12/1/24 Protection Board agreed the SOFSA strategy to be implemented 24/25 FDP.	January 24	CRMB Jan 24		



		<p>4.3.2 Support any broadening of premises types with suitable training</p>		<p>Scoping meeting has taken place looking at neighbouring FRS's to see what Level 3 FS qualification would be appropriate for station personnel to complete. Training is ongoing with WM/CM's and this will fall in line with the SOFSA strategy</p>	<p>January 24</p>		
		<p>4.3.3 Review the need and suitability of a revisit strategy and implement any changes required.</p>		<p>Analysis using 02 data over 5 year period against SOFSA's completed to see correlation. 27/12/23 Paper sent to Protection Board to outline revisit strategy. 12/1/24 CRMB agree strategy to be implemented in the 2024/25 Functional Plan.</p>	<p>January 24</p>		
	<p>4.4 Identify key areas of focus for targeted campaigns based on intelligence/data</p>	<p>4.4.1 Work with S&amp;P using empirical data conduct intervention at regulated premises to compliment and improve future RBIP</p>	<p>Built Environment</p>	<p>Identification of areas have been highlighted. Data is currently being analysed.</p> <p><b>04/10/23</b> North West Region Takeaway Task Group formed as a collaborative project to address non-compliance of takeaway businesses.</p> <p><b>30/10/23</b> Analysis of data from Area Sampling Campaigns has indicated that 32% of Premises from FSEC L&amp;N require immediate or further action vs 10% from the Risk Based Inspection Programme. Further discussions to now take place regarding next steps. Presented to PMB.</p> <p><b>31/10/23</b> Agreed actions from North West Region Takeaway Task Group are to develop the following:</p> <ul style="list-style-type: none"> <li>- Social Media Campaign</li> <li>- Campaign Leaflet</li> <li>- Revise external websites</li> <li>- Video Comms Campaign</li> </ul>	<p>January 2024</p>		

				<ul style="list-style-type: none"> <li>- Undertake a week of action on 29<sup>th</sup> Jan 24</li> </ul> <p>Engagement Framework will be utilised and continually developed to aid in identifying premises outside of Risk Based Inspection Programme in line with the North West Regional Group. 3/12/23</p>			
	4.5 Analyse equality data to ensure campaigns are targeted and equitably facilitated	4.5.1 Conduct periodic reviews of audit outcomes via Q&A process to assist in informing future/planned campaigns and initiatives	Technical Fire Safety & Built Environment	Evaluation of Business Safety Week against the Engagement Framework has been completed, presented to Protection Board 2/11/23	November 2024	CRMB 2/11/23	
	4.6 Ensure departmental resourcing is sufficient based on risk, demand and vulnerability	4.6.1 Actively monitor directorate resourcing in cohesion with POD succession planning directives	Technical Fire Safety & Built Environment	Fire Safety Inspector recruitment now completed after liaison with POD.	November 2023		
		4.6.2 Initiate and conduct recruitment processes as necessary		FSI recruitment now completed after liaison with POD. Internal process for four positions will be completed in October 2023.			
<b>5 Enhance Fire Safety skills and knowledge across the workforce</b>	5.1 Deliver level 3 Fire Safety training to all CM/WM	5.1.1 Support POD for a Gap analysis of current Fire Safety qualifications across Response watch and crew managers	Built Environment	Scoping meetings taken place with POD to define gap analysis. List of managers now confirmed with POD and process map in place to deliver course. 13/7/23	June 2023		
		5.1.2 Implement training programme for existing CM/WM's in level 3 fire safety		Question asked with regards to other FRS approach. Meeting to discuss. Rolling training programme agreed with POD and Attendance Management starting in September 2023. 13/7/23 First course took place September 2023.	March 2024		
		5.1.3 Liaise with POD and embed Fire Safety Level 3 onto CMD and WMD programmes		Added to the Crew Manager Development Programme, once gap analysis completed, will be added to Watch Manager Development Programme.	March 2024		

				Level 3 has been added to both development programmes and the ranks have been programmed in to attend courses that started in September 2023.			
		5.1.4 Adopt new Level 2 SFJ qualification in Carrying Out Fire Safety Checks for FF once released		Level 2 qualification will not be considered as Level 3 will be rolled out to CM and WM.	March 2024		
	5.2 Develop Fire Safety themed scenarios to support departmental and operational personnel skills development	5.2.1 Work with Training to encompass fire safety understanding within TCA scenarios	Built Environment	Fire Safety themes are now being introduced and embedded within Technical Command Assessment scenarios. Moving forward we will request that Command Department consult with Protection when designing future TCA scenarios. Liaison carried out for new Station Manager TCA's in Sept.	Aug 23		
		5.2.2 Work with Command to add Fire Safety Legislative input on ICMC courses		30/10/23 ICMC/CM course now has PRO input.	March 2024		
		5.2.3 Look into the use of virtual reality training		14/8/23 XVR to be utilised in the Level 3 course as part of the contravention awareness sessions.	August 2023		
	5.3 Expand training delivery to functional roles within Prevention (eg advocates, Prevention team)	5.3.1 Identify personnel requiring training	Built Environment	Email sent to Prevention GM's to obtain numbers of staff if requirement is to be pursued by their directorate.	March 2024		
		5.3.2 Schedule training delivery		Training to be incorporated within current Level 3 courses for our WM and CM's. 13/7/23. Staff identified from Arson Team.	March 2024		
	5.4 Further enhance Operational knowledge of the built environment.	5.4.1 Create a training video relating to active and passive systems within the built environment.		4/3/24 filming for this will be 11 <sup>th</sup> March.	January 24		

		5.4.2 Create a training video highlighting new High Rise and Reconnaissance Bags.	Built Environment	4/3/24 High Rise Video completed, slight amendments being made to voiceover, however video completed and will be ready to publish. Liaising with E-learning to discuss where to utilise within MerseyLearn.	January 24			
<b>6 Address impacts arising from the hosting of Eurovision 2023</b>	6.1 Assign an officer to respective Liverpool BID Team/ Safety Advisory Group (SAG) as appropriate	6.1.1 Work with SAG to identify peripheral events linked to Eurovision 2023 which may impact on community safety	Technical Fire Safety & Built Environment	Strategic and tactical level officers assigned to appropriate meeting forums.	April 2023	CRMB 2/11/23		
		6.1.2 Identify and prepare for events which would impact on capacity and effectiveness of CRM resources		Protection personnel have undertaken targeted inspections and campaigns in key areas associated with the event, including out of hours cover to ensure availability of sector competent advice.	May 2023			
		6.1.3 Feedback on lessons learned/identified during the event		30/10/23 Protection Events Team established and Significant Events Reports written for The Open and Eurovision.	July 2023			
	6.2 Devise a procedure for dealing with short term accommodation premises	6.2.1 Work with NFCC Regional FRS's and Local Authorities to formulate a policy and procedure for the regulation of short term lets	Technical Fire Safety	20/12/23 – Correspondence has been sent to NFCC and Home Office. No guidance has been issued for regulators. Further engagement via MOU.	March 2024			
		6.2.2 Direct appropriate CRM resources to undertake MFRA regulatory responsibilities in response to potential increases in short term lets		20/12/23 – Liaison with events coordinating team to deploy CRM resources to localised increases such as Eurovision, golf, Aintree etc. and work with Corporate Communications and other regulators.				
	6.3 Be cognisant of any relevant impacts identified in the Liverpool City Plan	6.3.1 To ensure High Rise Residential Buildings comply with new legislation, including changes to the FSO and the Fire Safety (England) Regulations 2022		Fire Safety (England) Regulations have been implemented. The process and response rate have been being monitored. 22/07/23 – Buildings which have not responded to the FSR have	March 2024			

			Technical Fire Safety & Built Environment	been identified and scheduled for an audit though IF/OG before the end of the financial year. 20/12/23 – Procedures and guidance are in place.		
		6.3.2 To ensure remediation of external wall systems from residential high rise buildings is undertaken in line with government guidance		20/12/23 – Procedures in place. Business as usual.	March 2024	
		6.3.3 Capture any post event learning and address any identified actions accordingly		30/10/23 Protection Events Team established and Significant Events Reports written for The Open and Eurovision.	October 2023	



						CRMB 2/11/23	
7 Implement protocols for Building Regulations consultations with the Building Safety Regulator, under the new Gateway processes	7.1 Recruit additional resources to support BSR workstream as identified by the PPRU	7.1.1 Advertise for relevant positions	Technical Fire Safety	Advert compiled and posted February 2023.	March 2023		
		7.1.2 Schedule and undertake interviews		External candidate for one inspector post recruited. Fire Engineer appointed. 2 <sup>nd</sup> inspector post to be offered to internal team members on a rotation basis (refer 7.1.4)	May 2023		
		7.1.3 Induction and training of external candidates		New starter commenced 02.05.23 04.01.24 Training needs analysis review – next set of key courses identified for all BSR team – will be ongoing throughout 2024/25, alongside any training that will be provided by the new Regulator.	March 2024		
		7.1.4 Expressions of interest from internal candidates		20/12/23 – Second BSR officer in post. Expressions of interest have been received for backfill in to FET.	December 2023		
	7.2 Liaise with HSE and other Northwest FRS regarding formation of multi-disciplinary teams and consultation protocols	7.2.1 Investigate/arrange protocols with PPRU		20/12/23 – Protocols in place from PPRU, HSE and North West Regional hub	December 2023		
		7.2.2 Arrange contacts with BSR		North West staffing sent by monthly returns to BSR – contact with HSE will be via direct access to HSE Portal. Went live end of September 2023.	October 2023		
		7.2.3 Arrange and implement procedures for regular meetings with North West Group		First full regional meeting on 18 <sup>th</sup> September 2023. Procedures for allocating work, joint working and shadowing decided. Additional contact to	October 2023		

			ensure consistency pending (27.09.23)			
		7.2.4 Attendance at regional/ national training/ conferences as appropriate	BSR Fire Engineer Regional Manager Meetings, and central conference (27.09.23)	October 2023		
		7.2.5 Input into any consultations/ case studies/ forums from PPRU, BSR or North West Group	<p>Took part in pilot Safety Case Studies (two by MFRS) in April and June 2023 – awaiting feedback from Northwest Group re findings. Input into development of Regulator’s IT for Portal and MDTs in workshops over summer and autumn by MFRS staff successfully completed (27.09.23)</p> <p><b>20/12/23</b> – Still awaiting feedback from HSE re safety case pilot. No national consultations received.</p> <p>12/01/24 First northwest MDT request received by Manchester – <b>TR</b> to attend and shadow.</p> <p>National case study exercise sent out by HSE and attended by BSR team 31.01.24</p>	March 2024		
	7.3 Develop associated internal processes	7.3.1 Formation of BSR Team – combination of Fire Engineer; designated inspector and district inspectors	Fire Engineer in post; inspector posts to be finalised; support from FET arranged (27.09.23) 20/12/23 - Complete	October 2023		
		7.3.2 Formulate inspection programme for existing buildings – coordinating with district inspectors, North West Group and BSR	<p>Latest information from HSE is that work on existing building stock is planned to begin in April 2024 (27.09.23)</p> <p><b>20/12/23</b> – No further information from HSE. Planned start date is April. Outside MFRS control.</p>	March 2024		

		7.3.3 Implement consultation process for new buildings in line with requirements of BSR and Northwest Group		Process via which Regional Manager will allocate work arranged. Procedures, joint working and shadowing decided. Additional contact to ensure consistency pending.	October 2023			
	7.4 Implement recording mechanisms in CFRMIS	7.4.1 Job type; document storage; naming conventions for audits of existing buildings		New Planning Gateway One and BSR jobs created on CFRMIS.	October 2023			
		7.4.2 Job type; document storage; naming conventions for consultations for new builds / change of use		New Planning Gateway One and BSR jobs created on CFRMIS.	October 2023			
	7.5 Identify and deliver relevant CPD input to personnel	7.5.1 Research and cascade BSR information from HSE website		Automatic updates by email provided by HSE – relevant staff in receipt of these. 26.02.24.	March 2024			
		7.5.2 Research and cascade information from PPRU		Updates from PPRU received by FEM and cascaded to relevant personnel on receipt. 26.02.24.	March 2024			
		7.5.3 Research and cascade online CPD regarding pertinent items such as external wall systems; fire stopping etc		CPD provided by HSE and wider fire safety community. Regular attendance by BSR staff. 26.02.24.	March 2024			
		7.5.4 Presentations during departmental CPD sessions to keep department updated regarding developments		Presentation to Protection Response Officers January 2024 (TR). Delivery will be provided to department within the extant CPD mechanism. 26.02.24.	March 2024			
	<b>8 Update/develop procedures in line with legislative changes</b>	8.1 Develop and implement a strategy in response to S156 of the Building Safety Act	8.1.1 train and develop operational personnel		1. A Protection Note has been drafted. 2. The SOFSA Learnpro is being updated. 3. The supporting guidance on the SOFSA form is being updated. 4. The L3 fire safety input is being updated.	October 2023		



				5. Questions will be incorporated in to quarterly audit to support embedding the updates.			
		8.1.2 Raise awareness and educate business owners and those that are impacted by the changes.	Technical Fire Safety & Built Environment	<ul style="list-style-type: none"> <li>1. Information has been embedded in the digital leaflet supporting Business Safety Week.</li> <li>2. Correspondence is being drafted to share through the Chambers of Commerce.</li> <li>3. External webpage is being reviewed and updated.</li> <li>4. A mailshot is drafted in preparation for circulating using the email addresses held on CFRMIS.</li> <li>5. Social media campaign is being created with Corporate Comms.</li> <li>6. A link will be added to appointment letters.</li> <li>8. A new letter (2g) to respond to non-compliance identified through SOFSA visits.</li> </ul>	October 2023		
		8.1.3 Inform and train Inspectors. Develop system for incorporating in to audit form until an updated audit form is provided.		<ul style="list-style-type: none"> <li>1. A PGN has been drafted and ready for circulating.</li> <li>2. CPD presentation has been created and will be delivered on 12/09.</li> <li>3. Meeting scheduled for 13/09 to establish audit strategy and associated standard paragraphs.</li> </ul>	October 2023		

**BRAG Descriptor**

<b>Action not yet started</b>	<b>Action is unlikely to be delivered within the current functional delivery plan</b>	<b>Action may not be delivered by the designated deadline within the functional plan</b>	<b>Action will be delivered by the designated deadline within the functional plan</b>	<b>Action completed</b>
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**STATUS SUMMARY – 06.03.24**

<b>Total Number of Workstreams</b>	<b>85 (100%)</b>
<b>Completed</b>	<b>72 (85%)</b>
<b>Action will be delivered by the designated deadline within the functional plan</b>	<b>2 (2%)</b>
<b>Action may not be delivered by the designated deadline within the functional plan</b>	<b>0 (0%)</b>
<b>Action is unlikely to be delivered within the current functional delivery plan</b>	<b>11 (13%)</b>
<b>Action not yet started</b>	<b>0 (0%)</b>



# *NATIONAL RESILIENCE INTERNAL*

## **FUNCTIONAL PLAN**

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## **ACTION TRACKER 2023/24**

### **Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

# Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<b>6.1 Work with National Resilience ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising.</b>	6.1.1 Work with NR to implement the outcomes of assurance action plans to ensure compliance with KPI's.	Area Manager National Resilience	<p><u>April – June update</u> 22/23 assurance of USAR, DIM and the MDU has taken place. Any actions received have now been fully discharged</p> <p><u>July-Sept update</u> As per previous update. All internal mobilising to be reviewed to ensure compliance for all NR capabilities with NR Leads and staff so all have a full understanding of mobilising procedures.</p> <p><u>Oct-Dec update</u> As per previous updates. 22/23 High Volume Pump assurance has taken place. MFRS are awaiting outcomes.</p> <p><b>Jan- Mar update</b> High Volume Pump assurance has been returned. SM for HVP is working through outstanding actions.</p> <p><b>Action Complete</b></p>	March 2024		
	6.1.2 Disseminate NR Safety Notices and Information Notes as and when required.		<p><u>April – June update</u> All NR Safety and Information notes are disseminated by MFRS SPOC and Station Managers to NR stations. All notes are then captured on MFRS portal.</p> <p><u>July-Sept update</u> As per previous update.</p> <p><u>Oct-Dec update</u> As per previous. This is business as usual.</p> <p><b>Jan- Mar update</b></p>			

			<p>As per previous update. This is business as usual.  <b>Action Complete</b></p>			
	<p>6.1.3 Participate in the delivery, and evaluation of local and regional multi-agency exercises as part of the NR assurance model.</p>		<p><u>April – June update</u>  This is ongoing. Multi-agency training days and exercises have been taking place with external multi-agency stakeholders. All training and exercising is captured locally through the TDA Command dept.:</p> <ul style="list-style-type: none"> <li>• MTA Ex Remijia national CT exercise</li> <li>• MTA Joint exercises MERPOL and HART</li> <li>• USAR Ex Essex a national exercise testing a full unit response.</li> </ul> <p><u>July-Sept update</u>  This is ongoing. Multi-agency training days and exercises have been taking place with external multi-agency stakeholders. All training and exercising is captured locally through the TDA Command dept.:</p> <ul style="list-style-type: none"> <li>• Ex Waterworld 48hr National flood exercise in South Wales testing Type “B” boat team. 24 separate water rescue scenarios, each one involving searching, locating, and rescuing casualties from waterways across the South Wales service area.</li> <li>• MTA joint ex and training against Jops 3</li> <li>• USAR 2-day exercises are now held the last Thursday and Friday of every month.</li> </ul> <p><u>Oct-Dec update</u></p>			

			<p>As per previous updates. Search and Rescue Team have been training and exercising with MERPOL MATRIX rope team. USAR end of month exercises are still taking place along with Marauding Terrorist Attach (MTA) joint training with blue light emergency services.</p> <p><b><u>Jan- Mar update</u></b>          As per previous updates HVP stations have planned and facilitated training and exercising in their station districts:</p> <ul style="list-style-type: none"> <li>• Newton Le Willows <b>May 2023</b></li> <li>• Heswall <b>Aug 2023</b></li> <li>• Formby <b>Nov 2023</b></li> <li>• Belle Vale <b>Feb 2024</b></li> </ul> <p><b>Action Complete</b></p>			
	<p>6.1.4 Work with NRAT to ensure local capabilities are assured in line with NR KPIs.</p>		<p><b><u>April – June update</u></b>          This is ongoing to ensure that all capabilities meet the NR KPI's. SPOC will present Ops Board</p> <p><b><u>July-Sept update</u></b>          As per previous updates</p> <p><b><u>Oct-Dec update</u></b>          As previous update</p> <p><b><u>Jan- Mar update</u></b>          As per previous updates. MDU, HVP and Training(TDP) have recently gone through the NRAT assurance process.</p> <p><b>Action Complete</b></p>			
	<p>6.1.5 Ensure regular monitoring and reporting into the NR Toolkit to ensure the management</p>		<p><b><u>April – June update</u></b>          Ongoing with no specific timescale. All MFRS NR leads ensure that the NR toolkit</p>			



	<p>of H&amp;S, business benefits, forums, incident, exercise reporting and follow up events.</p>		<p>is updated as and when required with any Safety observations being recorded.</p> <p><u>July-Sept update</u> As previous, now considered Business as Usual</p> <p><u>Oct-Dec update</u> As per previous update</p> <p><u>Jan- Mar update</u> This is business as usual.</p> <p><b>Action Complete</b></p>			
<p><b>6.2 Continually review locations of NR assets, kit and update accordingly, ensuring assets are best placed for an immediate response.</b></p>	<p>6.2.1 Implement a review of NR asset locations to ensure assets are best placed for an immediate response as per NR KPI's.</p>	<p>Area Manager National Resilience</p>	<p><u>April – June update</u> Full Review of NR asset locations has taken place through IRMP 2021-24. DIM vehicle will be moved to St Helens Fire Station once space becomes available. No further issues with asset locations. MDU specialist stations have now started training after change for response.</p> <p><u>July-Sept update</u> Training still ongoing with MDU specialist stations. DIM vehicle will need to be moved from Aintree prior to station closure.</p> <p><u>Oct-Dec update</u> As per previous updates.</p> <p><u>Jan- Mar update</u>  As per previous updates. Croxteth NR assets will be transferred to the Aintree Fire Station along with the Detection Identification and Monitoring (DIM vehicle on a temporary basis.</p> <p><b>Action Complete</b></p>	<p>March 2024</p>		

	<p>6.2.2 Implement a review of NR assets and PPE and update accordingly in line with asset refresh and the Transport Asset Management Plan.</p>		<p><b><u>April – June update</u></b>          This is ongoing. Four type “B” boats and ancillary equipment are in the process of being purchased. Moving forward these will then be included in the Transport Asset Management plan. There is an ongoing review taking place of other NR assets with no specific date for completion</p> <p><b><u>July-Sept update</u></b>          Four type “B” 5m boats and engines have been procured and purchased along with ancillary equipment. Engines have been delivered awaiting the delivery of boats. New Water Rescue vehicle is in the process of going out to tender. New K9 vehicle has been purchased and is being fitted out to the required spec by workshops.</p> <p><b><u>Oct-Dec update</u></b>          K9 vehicle is still in the process of being fitted out with workshops. Four new type “B” boats have been delivered to MFRS. All four are ready for deployment both locally and nationally.</p> <p><b><u>Jan- Mar update</u></b>          As per previous updates. New water rescue unit is in the process of being procured.</p> <p><b>Action Complete</b></p>			

<p><b>6.3 Maintain the skills and knowledge of all MFRS NR staff ensuring that there is structured training and CPD in line with MFRS NR KPI's and as part of the IRMP 2021-24 implementation.</b></p>	<p>6.3.1 Manage the annual NR training needs analysis to determine requirements for NR skills acquisition training required to maintain KPIs.</p>	<p>Area Manager National Resilience</p>	<p><u>April – June update</u> MFRS SPOC manages the NR TNA ensuring compliance with the NR KPI's. This is in co-ordination with NR Training. <u>July-Sept update</u> As per previous update NR KPI's are available on the NR portal. <u>Oct-Dec update</u> As per previous update Training Needs Analysis has been completed for years 24/25 considering any retirements and Key Performance Indicator shortfalls.</p> <p><u>Jan- Mar update</u> As per previous updates. A number of courses (MDUI, HVPI and DIM Officer) have been procured for 2024/25 taking into account the retirement profile and shortfalls in the KPI's. <b>Action Complete</b></p>	<p>March 2024</p>		
	<p>6.3.2 Schedule and host the National Resilience Training Internal Capability Group to provide a forum for training delivery and NR training users to share good practice and suggest ways in which NR training can be improved.</p>		<p><u>April – June update</u> This is ongoing with NRAT capabilities. <u>July-Sept update</u> This is captured through minuted internal NR meetings along with the SRT WM and FF meetings that are held monthly. <u>Oct-Dec update</u> As above this is regarded as business as usual.</p> <p><u>Jan- Mar update</u>  As above this is business as usual. <b>Action Complete</b></p>			
	<p>6.3.3 Engage with local FRSS to share best practice</p>		<p><u>April – June update</u></p>			

	<p>and learning opportunities, and where possible ensure alignment of capability, policies, and procedures</p>		<p>This is ongoing. Joint training is taking place and is planned with Flood, USAR and MTA.</p> <p><b><u>July-Sept update</u></b> MTA, Flood and USAR has undertaken a full review of training to ensure alignment of policies and procedures this is evidenced in a report from each capability with 12-month training plans. USAR joint training has taken place with zone 1 focusing on best practice with Hot Cutting this has been led by MFRS Hot Cutting lead. Flood swift water training has taken place with South Wales in North Wales were new techniques and training has been shared.</p> <p><b><u>Oct-Dec update</u></b> Joint flood training is still taking place with the emphasis now on RYA level 2. Urban Search and Rescue (USAR) joint training has taken place with zone 1 colleagues with the emphasis on DVI procedures.</p> <p><b><u>Jan- Mar update</u></b> As above. <b>Action Complete</b></p>			
	<p>6.3.4 Implement a training programme with periodic training in line with KPI's and create a recording process for the management of ongoing training.</p>		<p><b><u>April – June update</u></b> This is ongoing. Periodic NR training takes place in line with KPI's and is recorded either locally or on the NR site.</p> <p><b><u>July-Sept update</u></b> Each capability lead monitors the periodic training programme in line with KPI compliance with a 12-month training plan.</p> <p><b><u>Oct-Dec update</u></b></p>			

			<p>As above this is ongoing with periodic training taking place. All training is recorded both locally and nationally.</p> <p><b><u>Jan- Mar update</u></b>          As above. This is business as usual. Individual capability leads have been asked to plan training for the next year 24/25.  <b>Action Complete</b></p>			
	<p>6.3.5 Maintain assurance of the standards of instruction and guidance provided by National Resilience instructors and Tactical Advisers within the FRS.</p>		<p><b><u>April – June update</u></b>          This is ongoing. All instruction is monitored and assessed periodically by NRAT to ensure teaching and training is up to standard.  <b><u>July-Sept update</u></b>          There has been a full review of training to ensure training is aligned against Concept of Operations and NR guidance. This is referenced in recent capability training and document review.  <b><u>Oct-Dec update</u></b>          As above training will be reviewed annually to ensure compliance with approved guidance.</p> <p><b><u>Jan- Mar update</u></b>          As above.  <b>Action Complete</b></p>			
	<p>6.3.6 Continue the delivery of an NR CPD program across MFRS and the NR capabilities.</p>		<p><b><u>April – June update</u></b>          This is ongoing  <b><u>July-Sept update</u></b>          This is maintained at a local level for each capability. Each capability lead should test and exercise twice a year to keep up competence and assure training.</p>			

			<p><u>Oct-Dec update</u> As above.</p> <p><u>Jan- Mar update</u> As above. <b>Action Complete</b></p>			
<p><b>6.4 Implement regular local and over border exercising and training in line with NR KPI's and assurance program including NRFC.</b></p>	<p>6.4.1 Engage with neighbouring NR capability leads to identify over border collaboration training and exercise opportunities.</p>	<p>Area Manager National Resilience</p>	<p><u>April – June update</u> All MFRS capability leads have been liaising with neighbouring FRS's. USAR have completed a regional exercise in Lincs, MTA have taken part in National CT exercise and have a further exercise planned for July in GMC. Type B boat teams have been training with GMC and have further training and exercising planned in the next quarter.</p> <p><u>July-Sept update</u> As per previous update capability leads and SPOCs meet via the NWG's and explore exercise and training opportunities.</p> <p><u>Oct-Dec update</u> As per previous update capability leads and single point of contact (SPOCs) meet via the NWG's and explore exercise and training opportunities.</p> <p><u>Jan- Mar update</u> <b>Action Complete</b></p>	<p>March 2024</p>		
	<p>6.4.2 Engage with neighbouring NR capability leads to identify over border assurance of Swift Water and Power Boat Instructors.</p>		<p><u>April – June update</u> This is ongoing throughout the year 2022/23 and been planned with GMC to assure each other.</p> <p><u>July-Sept update</u></p>			

			<p>This has been expanded to include South Wales and Essex FRS</p> <p><b><u>Oct-Dec update</u></b> This is now business as usual. <b>Action Complete</b></p>			
	<p>6.4.3 Support local and national debriefs and share learning from incidents where NR assets or expertise has been deployed.</p>		<p><b><u>April – June update</u></b> This is ongoing with no specific date for completion. Will be completed as and when needed. <b><u>July-Sept update</u></b> As per previous update. <b><u>Oct-Dec update</u></b> As per previous updates. Learning is shared both locally and nationally where National Resilience assets have been deployed or used.</p> <p><b>Action Complete</b></p>			
	<p>6.4.4 Continue to build relationships with NRFC and provide effective arrangements through National Resilience Fire Control for the monitoring, mobilisation and coordination of National Resilience assets.</p>		<p><b><u>April – June update</u></b> NRFC have participated in USAR and MTA training days, giving a better understanding of the capability.</p> <p>NRFC lead SM Taylor attends monthly internal meetings with MFRS NR.</p> <p>MTA table top training events have taken place in NRFC. These are designed to test NRFC against any MAI recommendations.</p> <p><b><u>July-Sept update</u></b> NRFC will be invited to any exercises and training to give a better understanding of the NR capabilities. This is to include command seminars.</p>			

			<p><b><u>Oct-Dec update</u></b> This is now normal business. <b>Action Complete</b></p>			
<p><b>6.5 Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders.</b></p>	<p>6.5.1 Monitor and review all areas of collaboration, exploring shared training with Merseyside Police and NWS helping to improve services to the public of Merseyside.</p>	<p>Area Manager National Resilience</p>	<p><b><u>April – June update</u></b> Ongoing training and exercising scheduled with MERPOL and NWS is captured by the TDA command department. Joint training and exercising is ongoing in MTA, USAR, Flood and DIM. No specific date for completion collaborative opportunities will be explored throughout 2022/23.</p> <p><b><u>July-Sept update</u></b> MTA joint training has taken place with MERPOL and NWS for Senior Officers on Jops 3 changes. MTA training takes place every Monday at Station 19 with NWS HART. MFRS MTA specialist response team have 2 local exercises planned with MERPOL firearms team (practical scenarios) to promote learning and find areas of good practice following MEN Enquiry recommendations.</p> <p><b><u>Oct-Dec update</u></b> As per previous updates. Senior Officer Marauding Terrorist Attack (MTA) training mop up sessions have taken place regarding changes to MTA Jops 3.</p> <p><b><u>Jan- Mar update</u></b> As per previous updates. <b>Action Complete</b></p>	<p>March 2024</p>		



	<p>6.5.2 Continue to engage with multi agency partners to support collaborative work streams which embed JESIP principles identify emerging threats to minimise impact to all emergency responders</p>		<p><u>April – June update</u>          No completion date given for this as this is ongoing throughout the calendar year. Ongoing training days with partners as well as attending JESIP training days throughout the year.</p> <p><u>July-Sept update</u>          As per previous update. MFRS has led on the joint MTA jobs 3 training for the North West group to ensure compliance with changes giving training for Police, NWAS and Fire service.</p> <p><u>Oct-Dec update</u>          As per previous updates</p> <p><u>Jan- Mar update</u>          As per previous updates.  <b>Action Complete</b></p>			
	<p>6.5.3 Continue the work to redevelop the local NR website and MFRS portal ensuring a reliable robust user-friendly platform is available to communicate and support NR and MFRS.</p>		<p><u>April – June update</u>          No specific date given for completion. NR SPOC is working with the design and development team to ensure support is ongoing for NR and MFRS.</p> <p><u>July-Sept update</u>          As per previous update</p> <p><u>Oct-Dec update</u>          As per previous update single point of contact (SPOC) has been involved in the redevelopment of the NR website and MFRS portal regarding the LMS implementation project and MerseyFire Learn.</p> <p><u>Jan- Mar update</u>          As per previous updates.  <b>Action Complete</b></p>			

<b>6.6 Provide principal officers with regular updates on the functional plan and key deliverables.</b>	6.6.1 Provide principal officers with a yearly statement of NR KPI's.	Area Manager National Resilience	<u>April – June update</u> Principal Officers will be provided an overview of MFRS NR KPI's at the next Operations Board in July. <u>July-Sept update</u> This will be covered in Ops Board NR update  <u>Oct-Dec update</u> As above <b>Action Complete</b>	March 2024		
	6.6.2 Provide Lead Officer with regular updates of NR capabilities through one-to-one meetings.		<u>April – June update</u> Ongoing throughout the year in regular monthly one to ones. <u>July-Sept update</u> As per previous update  <u>Oct-Dec update</u> As per previous update this is ongoing with regular monthly one to one meeting. <b>Action Complete</b>			

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

<b>STATUS SUMMARY – 30.06.23</b>	
<b>Total Number of Workstreams</b>	<b>22 (100%)</b>
<b>Action completed</b>	<b>0 (0%)</b>
<b>Action is unlikely to be delivered within the current functional delivery plan</b>	<b>22 (100%)</b>
<b>Action may not be delivered by the designated deadline within the functional plan</b>	<b>0 (0%)</b>
<b>Action will be delivered by the designated deadline within the functional plan</b>	<b>0 (0%)</b>
<b>Action not yet started</b>	<b>0 (0%)</b>

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# STRATEGY & PERFORMANCE

## FUNCTIONAL PLAN

### ACTION TRACKER 2023/24

**Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

## Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<p><b>7.1. Enhance relationships and engagement with diverse communities</b></p>	<p><b>7.1.1</b> Engage and consult - work with partner organisations to access their community engagement resources to proactively engage with diverse groups from communities</p>	<p>Community Engagement Advisor/Director of Strategy and Performance</p>	<p><u>Apr-Jun 23 update:</u>                      Work is ongoing to acquire community contacts.                      A survey will be developed and circulated internally to establish our current community contacts.                      We have attended a number of community events to meet representatives of those communities and the people who live there including St Helens Pride, Southport Pride, Africa Oye and Polish Saturday School Open Day.                      Our Community Impact Fund submission date has been extended and fire stations are engaging with community groups to help support the places where they work.</p> <p><u>July – Sept update</u>                      A pilot survey has been circulated internally to establish our current community contacts.                      Good progress is being made building relationships and engaging with community groups and external partners.                      A number of community groups, have further engaged with the Service by visiting their local station or visiting the Heritage Centre.                      We have attended a number of community events including South East</p>	<p>Q3</p>		

			<p>Asian Culture Festival and Community Fire Station Open Days. Progress continues with our Community Impact Fund project. We are designing an “Engaging with our Communities” flyer.</p> <p><b><u>Oct – Dec update</u></b> Engagement with community groups continues. We have established relationships with both Liverpool and Sefton CVS (Council for Community Services) this has provided excellent networking opportunities. We have been invited to deliver a presentation to the Equal Voices Forum and the Faith Forum. We have attended a number of community events including: Cultural Sensitivity Workshop, Reopening of Mary Seacole House and Coffee Morning at Merseyside Society of the Deaf.</p> <p><b>This action will remain business as usual.</b> Work is still in progress with regards to the “Engaging with our Communities” flyer.</p> <p><b><u>Jan-Mar update</u></b> Engagement with community groups has continued. We have strengthened and extended links throughout Merseyside by attending several events including: Merseyside Multi Faith Forum, Dialogue Society Iftar celebration event, launch of Liverpool City Region Race Equality Hub and</p>			
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			<p>Southport African Caribbean Heritage Association Forum.          “Engaging with our Communities” flyer has been produced.          Contacts made during this year have ben invited to a CRMP consultation event in May.</p> <p><b>This action will remain business as usual.</b></p>			
	<p><b>7.1.2</b> Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required</p>		<p><u>Apr-Jun 23 update:</u>          Work on the Religious Sites Project is in progress. The learning package will develop knowledge of religious sites across the city and therefore improving our response should an incident arise. It will also encourage engagement with community leaders and communities. The initial workshop will focus on the Jewish Community. Further learning packages will be developed into other religious sites such as Mosques, Churches, Temples etc.</p> <p><u>July – Sept update</u>          Work continues on the Religious Sites Project. We have successfully engaged with the Head of Liverpool Interfaith Forum. This partnership will allow us to enhance our understanding and knowledge of the different faiths across Merseyside.</p> <p><u>Oct – Dec update</u>          Our “Reaching all Communities booklet” is under review it has been circulated to Staff Networks,</p>	<p>Q3</p>		



			<p>Protection, Prevention and a number of key stakeholders for feedback.          Progress is being made to develop and deliver an E Learning training package for effective Community Engagement.  <b>This action will be remain open.</b></p> <p><b>Jan-Mar update</b>          “Reaching all Communities” staff guidance booklet is being reviewed, .          Work is still in progress to develop and deliver an E Learning package for effective Community Engagement.  <b>This action is to remain open in the 2024/5 functional plan.</b></p>			
	<p><b>7.1.3</b> Data –led risk and equality analysis</p>		<p><b>Apr-Jun 23 update:</b>          Progress is being made. A working group is now in place to review and analyse data. Over the last couple of months, the group has focused on ED&amp;I monitoring data. Key areas include</p> <ul style="list-style-type: none"> <li>• Potential alternative ways of collecting monitoring data for Home Fire Safety Check (HFSC)/Safe and Well (S&amp;W)</li> <li>• Reasons for collecting monitoring data relating to Protection visits and the outcomes required</li> </ul> <p>Use the National Fire Chief’s Council (NFCC) categories as they are for Community Fire Risk Management Information System (CFRMIS) HFSC</p> <p><b>July – Sept update</b>          Work continues around the collection of monitoring date for Home Fire</p>	<p>Q3</p>		

			<p>Safety Check and Safe and Well. Draft designs for flyers have been produced and will be circulated internally for staff and externally for members of the public.</p> <p>The working group has reviewed and evaluated the released 2021 census data. An initial sequence of work has been confirmed around agreed data sets.</p> <p><b><u>Oct – Dec update</u></b></p> <p>Work continues around this action the group has considered data including: Target hardening activity and protected characteristics breakdown, breakdown of the Ethnicity and Religion, IRS Dwelling Fires data and the development of a station based HFSC dashboard including performance information, High Risk, Over 65s, Ethnicity and Religion breakdowns.</p> <p><b>This action will remain business as usual.</b></p> <p><b><u>Jan-Mar update</u></b></p> <p>Work continues around this action. Equality monitoring leaflets and posters have been developed and circulated both internally for staff and externally for the community,</p> <p><b>This action will remain business as usual.</b></p>			
<b>7.2. To make the most effective use of organisational information</b>	<b>7.2.1 Continuing to digitally transform the organisation</b>	Corporate Information and Systems Manager/Director	<b><u>Apr-Jun 23 update:</u></b> The work on the PORIS module has been completed and has been received well by the stations. Approximately	Ongoing		

<p><b>whilst continuing to improve information security and governance.</b></p> <p><b>a) Continuing to digitally transform the organisation</b></p> <p><b>b) Continuing to ensure compliance with information governance and security legislation and regulations</b></p>	<p><b>7.2.1a</b> 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>of Strategy and Performance</p>	<p>half of stations have received the training. An evaluation survey has recently been circulated to those stations that have started to use Provision of Operational Risk Information System (PORIS). Future changes will be influenced by the feedback received from stations. We will now switch the focus to the new Site Specific Risk Information System (SSRI) form, processes, and output. We are working with Civica and another three FRSs on the development of this new module</p> <p><b><u>July – Sept 23:</u></b> All stations have now been trained in the use of PORIS, and as of 5<sup>th</sup> October 1340 PORIS assessments have been completed. The new SSRI data capture has now been created in CFRMIS, and the question set from the current form is currently being mapped across to the new form. The next stage is to carry out a test data migration and start to design the SSRI output report.</p> <p><b><u>Oct – Dec update</u></b> A quote has been requested from Civica for the work involved in merging the PORIS and SSRI forms, together with performing a test migration. The SSRI output report has also started to be designed.</p> <p><b><u>Jan-Mar update</u></b> The new SSRI data capture form has now been created in CFRMIS, and the question set from the current form has</p>			
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			<p>been mapped across to the new form. Civica are now in the process of merging the PORIS and SSRI form and performing a test migration of the SSRI data. Following the test migration, there will be a period of quality assurance and user acceptance testing to ensure the data has been mapped across correctly. The next stage is to migrate the photos, site plans and CAD drawings, together with designing the SSRI output report for use on MDTs and ToughPads.</p> <p>The project is not yet complete and will continue into 2024/25 but all work expected in 2023/24 has been completed.</p>			
	<p><b>7.2.1b</b> Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.</p>		<p><u>Apr-Jun 23 update:</u> The focus over the last couple of months has been on support and maintenance of the existing application together with a period of knowledge transfer to the remaining staff within the team.</p> <p>The priority moving forward will be to develop the self-service reporting dashboard for NRAT (National Resilience Assurance Team).</p> <p><u>July – Sept 23:</u> Development work in Q2 has focussed on:</p> <ul style="list-style-type: none"> <li>- Making the required changes to the national business continuity survey</li> <li>- Improvements to the training management system</li> <li>- Improvements to the Strategic Holding Area (SHA) module,</li> </ul>	<p>Ongoing</p>		

			<p>specifically in relation to booking staff into the SHA</p> <ul style="list-style-type: none"> <li>- Requirements have been gathered in relation to the self-service reporting dashboard.</li> </ul> <p><b><u>Oct – Dec update</u></b> Development work over the last few months has focused predominately on the self-service reporting dashboard for NRAT. Further enhancement have also been made to the Training Management System.</p> <p><b><u>Jan-Mar update</u></b> Development work during this period has focused predominately on the self-service reporting dashboard for NRAT and the assurance of user accounts. Some smaller changes have been made to allow for better management of flood rescue Tac Ad maintenance of competence, and the introduction of deputy SPOCs which now provides resilience for approvals of user accounts, permissions, etc.</p>			
	<p><b>7.2.1c</b> Upgrade and migrate from SharePoint 2013 to SharePoint Online.</p>		<p><b><u>Apr-June 23 update</u></b> Good progress is being made with the key project highlights detailed below.</p> <ul style="list-style-type: none"> <li>• Champions have been heavily involved from all functions and have attended several workshops and updates. The latest meetings have focused on the design principles. The team have worked with Corporate Communications, Silversands (migration partner) and consulted with other FRSs such as North West Fire and</li> </ul>	<p>Ongoing</p>		

			<p>Rescue Service focusing on best practice and accessibility guidelines.</p> <ul style="list-style-type: none"><li>• Project team have attended workshops with our partner Silversands, to aid us in better understanding SharePoint Online, Power Apps/Power Platform, security and compliance.</li><li>• The systems support team have carried out several test migrations of Prevention and Protection sites.</li><li>• Communications plan has been drafted to aid user adoption.</li><li>• Multi-factor authentication (MFA) is being trialled within Strategy and Performance. The full impact is being investigated before being rolled out across the organisation.</li><li>• Systems Support Team have started the conversion of InfoPath forms into the SharePoint Online equivalent.</li></ul> <p><b>July – Sept 23:</b> The following work items have been completed in Q2:</p> <ul style="list-style-type: none"><li>- Multi-factor Authentication (MFA) has been successfully implemented and rolled out across the organisation. This improves the security of organisation data and systems prior to the launch of the new SharePoint Online Intranet Portal</li><li>- The structure including all sites and pages for the Prevention Function has been completed</li><li>- Test data migrations have been completed successfully</li></ul>			
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			<ul style="list-style-type: none"><li>- The majority of Prevention forms have been recreated in the new technologies.</li></ul> <p>Permissions of all Prevention pages and libraries are currently being reviewed and assigned before a final data migration and go-live. The same process will then be followed to ensure each Function is migrated successfully.</p> <p><b><u>Oct – Dec update</u></b></p> <p>The final quality assurance of all Prevention pages is underway, and the majority of the forms have been developed in new technologies. There are however a couple of complex forms that will be re-created post go-live. Permission groups are in the process of being designed before they are applied and we go live with Prevention.</p> <p><b><u>Jan-Mar update</u></b></p> <p>Migrated content is present in SharePoint Online for the Prevention Function. All pages have been created. Permission groups to allow suitable access to content are being finalised by members of Data &amp; Technology, Prevention, POD, and Telent. This is a significant piece of work and conflicting priorities including Systems Support Team BAU (business as usual) activities has meant that progress has not been as fast as expected. This project will continue in 2024/25.</p>			
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	<p><b>7.2.2 Continuing to ensure compliance with information governance and security legislation and regulations</b></p> <p><b>7.2.2a</b> Embed the Fire Data Management Standard within the organisation, including:</p> <ul style="list-style-type: none"> <li>• Promote the value of using good quality data within the organisation.</li> <li>• Build on the existing information asset register</li> <li>• Implement a data quality framework</li> </ul>	<p>Information Governance Officer/Director of Strategy and Performance</p>	<p><b><u>Apr-June update</u></b>  Good progress is being made on addressing the matters picked up in the fire standard gap analysis.</p> <ul style="list-style-type: none"> <li>• Draft data management framework documents have been produced and are under review</li> <li>• Good practice examples have been sought from NFCC and other FRS</li> <li>• Work has commenced on reviewing the existing asset register</li> </ul> <p><b><u>July – Sept update</u></b>  Good progress is being made on implementing this standard but embedding the Standard will take longer than the anticipated Q3 completion:</p> <ul style="list-style-type: none"> <li>• A draft MFRS data management framework has been developed and is currently being refined</li> <li>• An action plan for work required to complete the framework has been created</li> </ul> <p>The asset register and record of processing are both under review</p> <p><b><u>Oct – Dec update</u></b>  Work on the data management framework has continued and shared with the Strategy and Performance ICT Board for comment before finalising. Actions continue to be addressed.</p> <p><b><u>Jan-Mar update</u></b>  Work on the data management</p>	<p>Q3</p>		
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			<p>framework has continued and been shared with the Strategy and Performance ICT Board for comment before finalising.</p> <p>Actions continue to be addressed. Good progress has been made but this is a significant piece of work and will continue in 2024/25</p>			
	<p><b>7.2.2b</b> 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><u>Apr-June update</u></p> <ul style="list-style-type: none"> <li>• Service Instructions relating to information governance are under review</li> <li>• Information sharing agreement processes are being reviewed and updated</li> </ul> <p><u>July – Sept update</u></p> <p>Work continues in this area and it is linked to the previous action:</p> <ul style="list-style-type: none"> <li>• A new, shorter information sharing agreement letter has been implemented enabling MFRS to deal with request for sharing non-personal data more promptly.</li> <li>• Use of an electronic system for managing requests for information is under review</li> </ul> <p><u>Oct – Dec update</u> Reviews of Freedom of Information requests and requests for information about fires has been carried out to help improve processes.</p> <p><u>Jan-Mar update</u></p> <p>Reviews of Freedom of Information</p>	<p>Ongoing</p>		

			<p>requests and requests for information about fires has been carried out to help improve processes.</p> <p>This is a longstanding piece of work an all expected activities for 2023/24 have been completed and this is business as usual.</p>			
	<p><b>7.2.2c</b> 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><u>Apr-June update</u>                      Limited work has taken place on records management due to the focus on the fire standards and information governance processes, however, it is still hoped this will be completed in Q3</p> <p><u>July – Sept update</u>                      Work is ongoing. Preparedness are reviewing their retention schedules and other departments will do the same following feedback to SLT.</p> <p><u>Oct – Dec update</u>                      Further work is required on this and a restructure of the department is likely to include more specialism in this area.</p> <p><u>Jan-Mar update</u>                      Due to competing priorities, work on this action has been deferred until 2024/5 as it requires a new post to be in place to focus on this as the final part of the restructure of the Data and Technology Department.</p>	Q3		
<p><b>7.3. Develop and maintain effective communications</b></p>	<p><b>7.3.1 To implement the actions outlined in the Communications Strategy, to</b></p>	<p>Communications Manager/Director</p>	<p><u>Apr-June update</u>                      Support in all these areas is either completed or on-going. Full support</p>	Ongoing		

<p>and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p>	<p><b>support corporate objectives, including:</b></p> <p><b>7.3.a</b>Support for specific areas of work including TDA Project, Pass Out, Youth engagement, CRMP, Fire Cadet Games, Access Audit (MFRS website)</p>	<p>of Strategy and Performance</p>	<p>provided by comms team through a variety of channels</p> <p><b>July – Sept update</b> Support in all these areas is either completed or on-going. Full support provided by comms team through a variety of channels. Incoming work includes British Firefighter Challenge 2024, MFRA 50 year anniversary in 2024, Increase in TDA activity linked to the opening of the new site, Bonfire Planning, recruit pass out events.</p> <p><b>Oct-Dec Update</b> Support for Training and Development Academy project ongoing with internal and external comms, Pass Out Planning and filming for Feb 2024 Pass Out have been carried out. Bonfire and Christmas campaigns delivered successfully</p> <p><b>Jan-Mar update</b> Support in all these areas is either completed or on-going. Full support provided by comms team through a variety of channels. Ongoing work includes British Firefighter Challenge 2024, MFRA 50th anniversary in 2024, increase in TDA activity linked to the opening of the new site, firefighter recruitment campaign and development of the international knowledge transfer programme.</p>			
	<p><b>7.3.b</b>Continue to innovate and maximise resource/reduce expenditure e.g. investing in</p>		<p><b>Apr-June update</b> The team continues to review and refine resource and equipment to</p>			

	<p>new video/audio/IT equipment to enable greater quality and output of video for internal and external comms</p>		<p>broaden the scope of that can be delivered in house to a high quality. This continues similar developments in recent years (e.g. enhanced video editing skills an equipment as an alternative to outsourcing)</p> <p><b><u>July – Sept update</u></b>          Preparing for digital content creator apprentice joining the team to enhance recruitment and internal comms output</p> <p><b><u>Oct-Dec update</u></b>          Digital Content Creator has joined team and working well to support POD around physical fitness training manual and videos, Pass Out filming support and additional support for Staff Networks. Full review of ICT available to the team is ongoing and will improve efficiency and quality of output.</p> <p><b><u>Jan-Mar update</u></b>          Budget growth for new equipment to deal with software demands (increasing efficiency and quality of output) and provide enhanced video for social media has ben provided as has growth engaging video production companies for corporate videos (this year TDA promotional videos and prospectus). Full audit of existing equipment carried out and new equipment will be procured.</p>			
	<p><b>7.3.c</b>Provide collaborative support to national partners around National Resilience,</p>		<p><b><u>Apr-June update</u></b>          The team continue to provide support as and when required, particularly</p>			

	<p>UKISAR/EMT deployment as required</p>		<p>when MFRS is specifically involved in a national or international deployment.  <u>July – Sept update</u>                      The team continue to provide support as and when required, particularly when MFRS is specifically involved in a national or international deployment.  <u>Oct -Dec update</u>                      Discussions took place with a production company interested in producing a BBC programme following National Resilience with good potential to raise profile of NR (and possibly UKISAR) and FRS nationally with MFRS’ coordinating role featuring.</p> <p><u>Jan-Mar update</u>                      Support provided to National Resilience (NR) with photography and training/recruitment brochure design, NR centre of excellence will be promoted as part of the TDA promo video and prospectus, support provided for development of the international knowledge transfer programme.</p>			
	<p><b>7.3.d</b>Develop training videos to support online training/learning.</p>		<p><u>Apr-June update</u>                      Continued support is provided to departments as required the communications team is represented on the Project Board and Project Team for Learning Management System enabling direct assistance in future development of all learning resources where required.  <u>July – Sept update</u></p>			

			<p>Training videos around low speed manoeuvres planned as are resumption of training videos around specialist pods</p> <p><b><u>Oct – Dec Update</u></b> as the previous update</p> <p><b><u>Jan-Mar update</u></b> As previous update, this is an ongoing process.</p>			
	<p><b>7.3.e</b>Support positive action and Staff Network growth and development</p>		<p><b><u>Apr-June update</u></b> Continued support is provided for all recruitment and positive action activities. A new apprentice will soon join the team to focus particularly on recruitment/positive action and People related communications which will assist delivery of this action.</p> <p><b><u>July – Sept update</u></b> As above will also support staff networks including development of socio-economic network</p> <p><b><u>Oct- Dec Update</u></b> Ongoing support for staff network events and initiatives, meeting with Socio-Economic Network Chair to discuss branding and logo development.</p> <p><b><u>Jan-Mar update</u></b> Supporting firefighter recruitment (positive action days), focusing FF recruitment communications toward women to increase applications, supporting development of new socio-</p>			

			economic network and ongoing support for existing networks provided.			
	7.3. Implement the findings of a digital access audit		<p><b><u>Apr-June update</u></b> This piece of work is ongoing</p> <p><b><u>July – Sept update</u></b> Issues with website identified and will be allocated within the team to amend on website</p> <p><b><u>Oct-Dec update</u></b> Issues allocated and some resolved, some issues identified with external documents from outside agency which will be resolved next quarter.</p> <p><b><u>Jan-Mar update</u></b> Still not fully resolved as yet owing to capacity issues, but progress is being made.</p>			
7.4. Work with other Functions to review and refresh the Corporate Risk Register	<p><b>7.4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;</b></p> <ul style="list-style-type: none"> <li>Review current processes</li> <li>Develop departmental risk registers</li> </ul> <p>Build a corporate risk register</p>	IRMP Officer/ Director of Strategy and Performance	<p><b><u>Apr-June update</u></b> This work is ongoing jointly with the Legal team, but is not likely to be completed by Q2 although work will progress during the quarter.</p> <p><b><u>July – Sept update</u></b> A new approach to creating and maintaining a corporate risk register has been developed and will be rolled out in the coming months.</p> <p><b><u>Oct – Dec update</u></b> Work has continued on this action with SLT asked to nominate lead officers.</p> <p><b><u>Jan-Mar update</u></b> Work has taken place during the year, but the project is not complete due to</p>	Q2		

			competing demands. This is included in the 2024/25 functional plan as a joint action with the Legal and Democratic Services department.			
<b>7.5. Develop the 2024/27 Community Risk Management Plan (CRMP)</b>	<b>7.5.1 Develop the CRMP for 2024/27 including:</b> <ul style="list-style-type: none"> <li>Ensuring the process meets the CRMP fire standard</li> <li>Risk analysis</li> <li>Consideration of focus areas</li> <li>Initial engagement with stakeholders</li> <li>Creation and approval of the draft CRMP</li> <li>Commence formal stakeholder consultation</li> </ul>	IRMP Officer/ Director of Strategy and Performance	<p><u>Apr-June update</u>                      Work has taken place to review the process, analyse risk and develop themes for consideration during engagement with the public in Q2. All actions on target to be achieved.</p> <p><u>July – Sept update</u></p> <ul style="list-style-type: none"> <li>The CRMP process has been reviewed against the CRMP standard and changes have been made</li> <li>The risk analysis is complete</li> <li>Initial engagement with the public is complete and will be reported to Members in December.</li> <li>The new CRMP</li> <li></li> <li>is being drafted.</li> </ul> <p>The CRMP process was found to be Good during the HMICFRS inspection.</p> <p><u>Oct – Dec update</u>                      Engagement on CRMP themes took place in October and was reported back to the Policy &amp; Resources committee in December. The Principal Officers (PO’s) have discussed those themes at the PO talks with staff. Useful feedback has been received.</p>	Q1		
				Q1		
				Q2		
				Q3		
				Q3/4		
				Q4		



			<p>The draft CRMP has been written for approval by the Authority in February. It will then go out to consultation.</p> <p><b><u>Jan-Mar update</u></b> All activities to produce the CRMP have been completed as planned.</p>			
<b>7.6. Coordinate the delivery of the 2023 HMICFRS inspection</b>	<p><b>7.6.1 Plan for and coordinate the delivery of the HMICFRS inspection including;</b></p> <ul style="list-style-type: none"> <li>• Gathering information and data</li> <li>• Self-assessment</li> <li>• Communications</li> <li>• Facilitation of the inspection</li> </ul>	Director of Strategy and Performance	<p><b><u>Apr-June update</u></b> This work was completed successfully and the final report is awaited</p> <p><b><u>July – Sept update</u></b> The final report has now been received and published and will be reported to Members in December. An action plan will be developed to ensure continuous improvement.</p> <p><b><u>Action complete in October 2023</u></b></p>	Q1		
<b>7.7. Implement an ICT Infrastructure that will enable efficiency through current and emerging technology</b>	<p><b>7.7.1 Three (3) key activities in the ICT service pipeline this year are:</b></p> <p><b>7.7.1.a CAD-MIS Project Phase Three:</b> Utilisation of the Pre-alert function within the Vision 5 CAD</p>	Head of ICT	<p><b><u>Apr-June update</u></b> MFRS and Telent have passed a requirement document to SSS (Capita). SSS will produced a costed proposal to deliver the scope of works with firm time scales. In the meantime, Telent is checking if there is work needed for Airbus (MDT) and Multi-tone (Station End).</p> <p><b><u>July – Sept update</u></b> A July 2023 Requirements Confirmation Meeting between SSS, Telent &amp; MFRS has been rescheduled for 17/08/2023 after which SSS will submit their proposed Enhanced</p>	Mid 2023/24		

			<p>Mobilisation solution with timescales and costs</p> <p><b><u>Oct – Dec update</u></b>          The budget for this project was approved at the Policy and Resources Committee on 14<sup>th</sup> December 2023. A next stage review meeting took place with NEC SWS (formally SSS) and the project has moved to NEC SWS creating a user story and providing class two pricing.</p> <p><b><u>Jan-Mar update</u></b>          All expected preparatory work for 2023/4 has been completed. A new action is included in the 2024/25 Functional Plan.</p>			
	<p><b>7.7.1.b</b> Lead and contribute to the ICT activities for the new TDA and Operational Fire Station</p>		<p><b><u>Apr-June update</u></b>          Provision of external services from Virgin Media and BT is expected in the first two weeks of June 2023. The new LAN design is being subjected to value engineering to reduce costs. With the Telent two-year contract extension in place the Telent PM is on-board, working, in the first instance, with Fire Control, ICT and telent on the plan to lift and shift Secondary Control.</p> <p><b><u>July – Sept update</u></b>          The Telent PM is on-board and has produced a ‘Plan on a Page’ and is working with Fire Control to produce a Work Breakdown plan for the move of Secondary Fire Control. Various quotes have been subject to value engineering &amp; due diligence and the first tranche of the third party supplier’s orders are</p>	<p>May 2024</p>		

			<p>being raised via the Telent Change Control Note (CCN).</p> <p><b><u>Oct – Dec update</u></b>  The Telent Project Manager is on-board, has produced a ‘Plan on a Page’ and continues to work with Fire Control to produce a Work Breakdown Plan for the move of Secondary Fire Control.</p> <p>Following the Telent Change Control Note (CCN) process, key orders have been placed. The TDA audio visual order will be placed early in the New Year.</p> <p><b><u>Jan-Mar update</u></b>  All orders for ICT equipment including audio visual have been completed, and good progress is being made to install the ICT equipment on site. This will be completed in line with the TDA completion.</p>			
	<p><b>7.7.1.c</b> The Migration and Upgrade to On-premises SQL 2019</p>		<p><b><u>Apr-June update</u></b>  Ongoing . A scoping exercise is underway between Telent, MFRS and third-Party application vendors to ensure current and future requirements are captured for the new SQL solution. Telent have also on boarded Simpson Associates who specialise in database design, administration, and analytics. Final commercial discussions underway.</p> <p><b><u>July – Sept update</u></b>  This is the second of three large and complex ICT infrastructure projects where the ICT Capital budget has been realigned to enable delivery in</p>	<p>March 2023</p>		

			<p>2023/24. Design and due diligence has been completed and following wider Telent Business approval ICT will be briefed prior to entering the Telent CCN process.</p> <p><b><u>Oct – Dec update</u></b> This activity has been expanded to include ICT server virtualisation, which will provide the platform on which SQL 2019 will reside. Hardware has been delivered and Telent is liaising with the supplier, HPE, which has been engaged to commission and install the hardware solution.</p> <p><b><u>Jan-Mar update</u></b> The ICT server virtualisation will provide the platform on which SQL 2019 will reside. Hardware has been delivered and Telent is liaising with the supplier, HPE, which has been engaged to commission and install the hardware solution. This is a significant piece of work and progress has been delayed due to resources being focussed on the new TDA build.</p>			
	<p><b>7.7.2 Ensure succession planning is delivered for the ICT department</b></p>		<p><b><u>Apr-June update</u></b> This work is being undertaken by the Director of Strategy and Performance.</p> <p><b><u>July – Sept update</u></b> This work is being undertaken by the Director of Strategy and Performance and I am taking a supporting role.</p> <p><b><u>Oct – Dec update</u></b> By the end of December the new Head of Data and Technology was appointed as were two of the other management</p>	<p>Ongoing</p>		

			<p>roles in the department. The restructure will be delivered by the end of March.</p> <p><b>Jan-Mar update</b> The Data &amp; Technology Department has now been formed and all management roles have been filled.</p>			
<b>7.8 Respond to national ICT initiatives</b>	<b>7.8.1 The potential extended use and maintenance of Airwave, associated with any ECSMP suspension of activities.</b>	Head of ICT	<p><b>Apr-June update</b> Dispatch Communication Server (DCS) &amp; Technical Refresh</p> <p>The technical refresh element of this activity has been completed. The DCS 'Week One' activities took place which means the DCS connection is available for use. 'Week Two' activities are on hold after an issue with the interface between Vision 5 and ICCS. 'Week Two' activities will resume once an agreement on an updated work plan is in place. MFRS and Telent have requested that the work plan will contain multiple rollback points with activities carried out while Fire Control is in fall back.</p> <p><b>July – Sept update</b> Dispatch Communication Server (DCS) &amp; Technical Refresh</p> <p>The technical refresh element of this activity has been completed. The DCS 'Week One' activities took place. 'Week Two' activities are on hold following an issue with the interface</p>	Ongoing to 2025		

between Vision 5 and ICCS. For 'Week Two' activities, an updated workplan is in place.

An IT Health Check took place w/c 03/07/2023 and SSS will respond with a remedial action plan. Telent will carried out their additional remedial actions.

**Oct – Dec update**

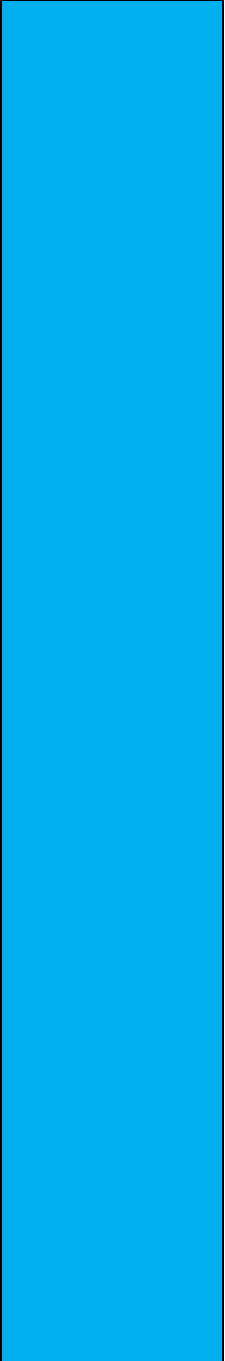
Dispatch Communication Server (DCS) and Technical Refresh.

The technical refresh element of this activity has been completed and a working DCS connection has been established. Fire Control is now able to begin two days of User Acceptance Testing (UAT) in January 2024.

Following the IT Health Check of the DCS connection, a Remedial Action Plan (RAP) was submitted to the accreditor and was subsequently approved. A monthly report of progress with the RAP is now in place with the accreditor.

**Jan-Mar update**

The technical refresh element of this activity has been completed and a working DCS connection has been established. The Remedial Action Plan (RAP) continues to be updated and supplied to the accreditor on a monthly basis.



<p><b>7.9. Consider ways in which catering services can support diversity and inclusion</b></p>	<p><b>7.9.1 Work with staff networks and others to develop a programme of promotions to assist with diversity and inclusion in the workforce</b></p>	<p>Catering Manager/Director of Strategy and Performance</p>	<p><u>Apr-June update</u> Work has been ongoing to consider a number of suggestions for menu changes and themed days to align with network priorities.</p> <p><u>July – Sept update</u> As above</p> <p><u>Oct – Dec update</u> Plans are in place to celebrate Lunar New Year in the canteen and the new Manager will meet with the Gender network members to discuss changes that will benefit women going through the menopause.</p> <p><u>Jan-Mar update</u></p> <p><b>This work is now part of the normal business of the catering service.</b></p>	<p>Ongoing</p>		
<p><b>7.10. Coordinate an approach to the development of a roadmap to deliver Net Zero by 2040</b></p>	<p><b>7.10.1 Coordinate the development of an approach to achieving Net Zero including;</b></p> <ul style="list-style-type: none"> <li>Working with other departments to develop a programme and approach to governance.</li> </ul> <p>Within that programme, consider the outcomes of external research</p>	<p>Head of Estates/Director of Strategy and Performance</p>	<p><u>Apr-June update</u> A net Zero route map has been approved and an implementation group established (Chaired by the DCFO). Work is underway to determine how the route map will be implemented.</p> <p><u>July – Sept update</u> Net Zero Group established, report presented to strategy and performance (estates) to consider small revenue growth to fund consultant.</p> <p><u>Oct – Dec update</u> Work has taken place to allocate actions to departments and update the standard report template to ensure</p>	<p>Q2</p>		

			<p>environmental matters are fully considered in decision making.</p> <p><b>Jan-Mar update</b>          Work has been completed as expected on this project. It has a very long timescale so will continue in future plans.</p>			
<p><b>7.11. Deliver against the Estates Asset Management Plan</b></p>	<p><b>9.1 Deliver the Estates Asset Management plan for 2023/24 including;</b></p> <ul style="list-style-type: none"> <li>The building of a new Training and Development Academy (TDA) and fire station in Aintree.</li> </ul>	<p>Head of Estates</p>	<p><b>Apr-June update</b>          All work is on target with reports to the Estates Board, SLT and Authority completed during this period</p> <p><b>July – Sept update</b>          Works start on multiply sites and progressing well against programme at Speke, Old Swan, Newton – le-Willows, TDA.</p> <p><b>Oct – Dec update</b>          The 2023/24 asset management plan has been successfully delivered with the new TDA construction on progress to complete in April 2024. The completion of Old Swan and Speke and Garston Fire Station Refurbishment and the construction of a new LLAR house in Newton Le Willows.</p> <p><b>Jan-Mar update</b>          All planned works were completed as expected including the building of the new TDA and Aintree fire station.</p>	<p>Ongoing</p>		
<b>BRAG Descriptor</b>						



Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started
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STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	26 (100%)
Action completed	21 (81%)
Action is unlikely to be delivered within the current functional delivery plan	4 (15%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action will be delivered by the designated deadline within the functional plan	0 (0%)
Action not yet started	1 (4%)

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# *FINANCE*

## **FUNCTIONAL PLAN**

### **ACTION TRACKER 2023/24**

#### **Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24						
KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
8.1 Determine and implement a succession plan following the retirement of the Director of Finance and Procurement, the Chief Accountant and potentially other strategic management posts.	8.1.1 Advertise posts	Chief Fire Officer/Director of Finance and Procurement	<u>April – June update</u> Director of Finance & Procurement, Head of Finance posts have been filled and the Chief Accountant post advert is currently live.	July 2023 – March 2024		
	8.1.2 Interview and appoint		<u>July – Sept update</u> The Chief Accountant post was filled in August. The Management Accountant post advert is currently live. The team continue to work on succession planning.			
	8.1.3 Any failure to appoint – identify alternative options		<u>October – December update</u> The Chief Accountant post was filled in August 2023. The Management Accountant post was also filled in November 2023. Following these two key recruitment rounds, the team have continued to work on succession planning.			
			<u>Jan-Mar update</u> Succession planning and information sharing continued during Q4 ahead of the Chief Accountant’s retirement in March 2024. Embedding staff changes and maintaining service levels whilst staff are learning and developing knowledge and skills in their respective new posts will be key during the 2024/25 year. <b>Action complete</b>			
8.2 To implement the “remedy” to resolve all MFRA public	8.2.1 Monitor consultation on regulation / legislation changes to enact remedy.		<u>April – June update</u> Responses have been sent via LPP to all consultations and currently working on a communication strategy with LPP that reflects Home Office proposals to prioritise roll-out of remedy with effect from October	August 2023 – March 2024		

<p><b>pension age discrimination cases.</b></p>	<p>8.2.2 Work with LPP to respond to consultation</p>	<p>Director of Finance and Procurement</p>	<p>2023. Potential risk that the software providers may delay the process, but work is on-going to avoid this.  <u>July – Sept update</u>                      Work with LPP on communications is progressing and initial communications have gone out to all individuals who are affected by the age discrimination. Software providers are estimating the application will be available from the middle of October. LPP have devised a manual process if the software application is not available in time for retirement from 1<sup>st</sup> October 2023.  <u>October – December update</u>                      LPP are remaining to pay successfully via the manual process whilst testing continues of the software application. All MFRS retirees from 01/10/2023 have received their commutation within 10 working days of retirement. MFRS continue to work well with LPP in providing all required data to enable payments are made.    <u>Jan-Mar update</u>                      Local Pensions Partnership Administration (LPPA) are continuing to pay successfully as they transition from manual processes to a software application solution. LPPA have paid all MFRS retirees commutation within 10 working days of retirement since October 2023. LPPA are now migrating towards a full system functionality by January 2025.                        MFRS will continue to work with LPPA during 2024/25 to ensure the “remedy” to resolve all public pension age discrimination cases in line with the Home Office priority order and timeline.    <b>Action complete</b></p>			
	<p>8.2.3 Work with LPP to implement HO priority list for resolving eligible FPS members’ pensions as soon as possible.</p>					
	<p>8.2.4 Work with LPP to agree the communication strategy utilising any nationally agreed documentation.</p>					

<p><b>8.3 Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask</b></p>	<p>8.3.1 Review current procurement strategy and update as required</p>	<p>Head of Procurement</p>	<p><u>April – June update</u>            Work to commence once 2022/23 year-end ask / audit has been completed, as planned.</p> <p><u>July – Sept update</u>            Work has commenced and the review is currently taking place and the Procurement Strategy will be updated as required.</p> <p><u>October – December update</u>            8.3.1 During the quarter the Procurement Act was passed which will replace the current legal framework for public procurement. Whereas the current Procurement Strategy is fit for purpose, a successor Strategy or Policy will be required. However, a new Strategy or Policy needs to be informed by the latest legislation. Training for the Procurement Act is not due to start until 2024.</p> <p>8.3.2 Section 5 of the Strategy clearly states the Authority’s approach on local suppliers and modern slavery. Although framework agreements aren’t expressly mentioned in the Strategy they are used extensively by the Authority. In terms of the Strategy such agreements deliver Section 5 Principles including General, Value for Money, e-Procurement, Sustainable Procurement, Equality and Diversity, Social Value and Modern Slavery. Selection of framework agreements are done in conjunction with stakeholders and are primarily done on having suppliers that can deliver the goods or services required. The generic advantages of framework agreements are that they offer greater efficiency by having reduced tendering timescales; also, they reduce risk as suppliers have undergone a selection process to be a supplier on the framework agreement.</p> <p><u>Jan-Mar update</u></p>	<p>April 2023 – December 2023</p>		
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			<p>A Digital Marketplace was let in March that included a buy local policy that made products from local sellers easier to find.</p> <p><b>Action complete</b></p>			
<p><b>8.4 Determine process for approving new Finance, Procurement, HR and Payroll Application in order to have a new contract and system in place by August 2024.</b></p>	<p>8.4.1 Continue discussions with relevant lead service representatives on preferred procurement route.</p>	<p>Director of Finance and Procurement / Director of POD</p>	<p><u>April – June update</u></p> <p><u>July – Sept update</u></p> <p>Discussions have taken place with the service leads and end users of the applications on the preferred procurement route. Procurement have identified relevant Government Frameworks as the route to procurement. A report is being prepared for Authority to request Authority approval.</p> <p><u>October – December update</u></p> <p>The Authority Policy &amp; Resources Committee agreed at the 14<sup>th</sup> of December meeting to award the contract for the Financial Management Information Application to Advanced Business Solutions Ltd (ABS) and for the HR and Payroll application with Zellis UK Ltd. Work is now taking place to ensure the contracts are in place by March 2024 (the existing contract expires 31<sup>st</sup> August 2024) and the implementation of working groups has been agreed to aid a smooth system migration.</p> <p><u>Jan-Mar update</u></p> <p>The Authority had reached an advanced stage to have a contract in place with HR/Payroll provider for the implementation of a cloud-based HR and Payroll application. During Q1 and Q2 of the 2024/25 financial year it will be important to ensure data migration, testing, parallel running and system reporting takes place ahead of the new systems being in place by the end of August 2024. In addition, the</p>	<p>April 2023 – March 2024</p>		
	<p>8.4.2 Get relevant sign-off for approach.</p>					
	<p>8.4.3 Work with leads and Procurement to identify Framework and route to market</p>					

			Procurement team is in the process of agreeing a contract for the Finance Management Information Application.			
			<b>Action complete</b>			

**BRAG Descriptor**

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started
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**STATUS SUMMARY – 31.03.24**

<b>Total Number of Workstreams</b>	<b>12 (100%)</b>
Action completed	<b>12 (100%)</b>
Action is unlikely to be delivered within the current functional delivery plan	<b>0 (0%)</b>
Action may not be delivered by the designated deadline within the functional plan	<b>0 (0%)</b>
Action will be delivered by the designated deadline within the functional plan	<b>0 (0%)</b>
Action not yet started	<b>0 (0%)</b>



<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>AUTHORITY</b>		
<b>DATE:</b>	<b>26 JUNE 2024</b>	<b>REPORT NO:</b>	<b>CFO/45/24</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER, PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>DEB APPLETON JACKIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>COMMUNITY RISK MANAGEMENT PLAN GROUP, STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>CRMP 2024-27 POST-CONSULTATION REPORT</b>		

<b>APPENDICES:</b>	<b>APPENDIX 1:</b>	<b>CRMP 2024-27</b>
	<b>APPENDIX 2:</b>	<b>PUBLIC FORUM CONSULTATION REPORT</b>
	<b>APPENDIX 3:</b>	<b>ONLINE SURVEY REPORT</b>
	<b>APPENDIX 4:</b>	<b>COMMUNITY GROUP CONSULTATION EVENT FEEDBACK</b>
	<b>APPENDIX 5:</b>	<b>FBU CONSULTATION RESPONSE</b>
	<b>APPENDIX 6:</b>	<b>FOA CONSULTATION RESPONSE</b>
	<b>APPENDIX 7:</b>	<b>EQUALITY IMPACT ASSESSMENT</b>

## Purpose of Report

1. To request that Members, consider the outcomes of public/stakeholder consultation on the Authority’s Community Risk Management Plan (CRMP) 2024-27 and to seek approval for the publication of the final post-consultation version which takes account of consultation feedback (amendments are shown in red) as attached at Appendix 1.

## Recommendation

2. It is recommended that Members;
  - a) note that the actions within this CRMP have been subject to extensive public consultation (the outcomes of this consultation have been attached as appendices to this report);
  - b) consider whether the responses to consultation have been adequately considered by Officers and are reflected within the CRMP 2024-27 (Appendix 1), where appropriate. (For ease changes from the draft CRMP are highlighted)

- c) approve the CRMP for 2024-27 and its implementation - which will result in
  - i. Further increases in fire engine availability (32 to 34) building on the 2021-24 Integrated Risk Management Plan (IRMP).
  - ii. Quicker response times
  - iii. An improved response to life risk incidents
  - iv. Quicker mobilisation
  - v. Improvements in the way we mobilise our specialist capabilities.
  - vi. More targeted Prevention and Protection activities and;
- d) approve the CRMP 2024-27 for publication on the website 1<sup>st</sup> July.

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## **Introduction and Background**

3. It is a requirement of the Fire and Rescue Service National Framework 2018 to produce an Integrated Risk Management Plan ('IRMP').
4. The Authority has previously noted the change in terminology from IRMP to CRMP and this CRMP has been written to ensure compliance with the National Framework.
5. Each plan must:
  - a) Reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority.
  - b) Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources.
  - c) Outline required service delivery outcomes including the allocation of resources for the mitigation of risks; set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat.
  - d) Cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework.
  - e) Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners and;
  - f) be easily accessible and publicly available.
6. Merseyside Fire and Rescue Authority's (MFRA) CRMP is a medium-term plan that considers risk, demand and vulnerability and the progress made as a result of previous IRMPs to capture future aspirations and the strategic direction for the Authority in order to deliver the Service's Vision – 'To be the best Fire and Rescue Service in the UK, One Team, Putting its Communities First.'

7. The CRMP deals in a strategic way with the implications of risk, demand and vulnerability in Merseyside, in the context of the resources available to the Authority.
8. Subject to approval of the CRMP 2024-27, the Chief Fire Officer will exercise his delegated responsibility in the management of any changes resulting from it.
9. Future reports to the Authority will contain the detail on any such changes resulting from the CRMP.

### Consultation

10. Since the draft CRMP 2021-24 was approved at the Budget Authority meeting on 29th February 2024 a twelve-week consultation process has taken place (4th March to 27<sup>th</sup> May) and the outcomes from this are summarised below and reported within Appendices 2 to 7.
11. The consultation process included the following:
  - a) Publication of the draft CRMP 2024-27 on our website
  - b) Publicity regarding the launch of the consultation process was published on the Authority website, Portal, Facebook, Instagram, Nextdoor and X
  - c) One public forum for all districts of Merseyside (33 people took part). This followed the five initial public engagement forums that took place in October 2023 (previously reported to the Authority)
  - d) Distribution of the CRMP to over 100 strategic partners and other interested parties
  - e) Distribution of the CRMP to community contacts and a meeting with those contacts (17 people attended)
  - f) Meetings with staff Representative Bodies – Fire Brigades Union (FBU) Fire Officers Association (FOA), UNISON and UNITE
  - g) Principal Officer talks with staff and engagement with Staff Network Chairs
  - h) Senior officers discussing the plan with partner organisations
  - i) An online questionnaire on our website for the public and staff (69 responses)

### Public Forum

12. Opinion Research Services (ORS) an independent research company were commissioned to facilitate an all-district public forum to consider the proposals in the draft CRMP 2024-27. ORS's role was to recruit and facilitate the meeting and report outcomes and ORS worked with MFRA to prepare supporting material for the meeting, providing the fullest possible information for participants.
13. MFRA has had an extensive programme of engagement with residents for a number of years and, in this context, ORS has regularly facilitated district-

based and all-Merseyside forums. Within this on-going framework, MFRA has conducted 'listening and engagement' and 'formal consultation' meetings.

14. The all-district consultation forum followed on from the five district-based public engagement forums carried out in October 2023 where the public were asked if they considered how the Authority planned for Risk, Demand and Vulnerability was fair and reasonable. The forums also revisited the Authority's Planning Principles which were originally endorsed by the public in 2016 (and discussed in subsequent years) and these were used in planning the CRMP. The full ORS consultation forum report can be found at Appendix 2.
15. Consultation forums of this type are used because they enable the Authority to engage in a meaningful way with a cross section of representative members of Merseyside communities as demonstrated below:

LOCAL AUTHORITY AREA	GENDER	AGE	WORKING STATUS	LIMITING ILLNESS OR DISABILITY	ETHNIC GROUP
Knowsley: 8 Liverpool: 8 Sefton: 7 St Helens: 3 Wirral: 7	Male: 17 Female: 13	16-34: 5 35-44: 5 35-54: 10 55-64: 6 65+: 7	Working full- or part-time: 22 Not working/ retired: 11	5	White British: 28 BAME: 5

16. In summary the ORS report states "There were very high levels of agreement with all of the Service's CRMP 2024-27 proposals, as outlined below:

All 33 participants agreed that MFRS should:

- Work in areas of higher risk to educate and inform the communities in those areas on known and foreseeable risk and the actions they can take to make themselves safer (31 strongly agreed).
- Work with partners to plan for/respond to the emerging threat from fires involving alternative fuels (31 strongly agreed).
- Target Prevention work toward those most likely to die in a fire and the areas of highest deprivation (30 strongly agreed).
- Keep fire engines 'on the run' by crewing them with three firefighters to non-life risk incidents until four firefighters become available through overtime or moves from other stations (29 strongly agreed).
- Enhance its water rescue capabilities through introducing either a sub-surface drone or a diving team (25 strongly agreed).

32 of 33 participants agreed that MFRS should:

- Introduce 'enhanced mobilisation' via a pre-alert system (28 strongly agreed).
- Continue to assist the North West Ambulance Service (NWS) in relation to cardiac response and expanding this to people who have had falls (28 strongly agreed).
- Use the new Training and Development Academy for national and international training (28 strongly agreed).
- Increase fire engine numbers from 32 to 34 to increase resilience for high demand periods (27 strongly agreed).

31 of 33 participants agreed that MFRS should:

- Use improved technology in its Control Room (28 strongly agreed).
- Introduce a new framework for fire safety-related enforcements and prosecutions to improve public safety (27 strongly agreed).
- Reintroduce a Small Fires Unit to help when there are large numbers of lower level (not life-risk) incidents (25 strongly agreed).

17. There was slightly lower, but still strong, agreement with MFRS working with the Home Office on the programme to refresh current National Resilience assets (30 of 33 participants agreed, 21 strongly); using its Watch Managers differently to carry out different duties that add value and respond to incidents in a different way (29 of 33 participants agreed, 12 strongly); and focusing on Net Zero (27 of 33 participants agreed (17 strongly). This is perhaps as these are seen as 'internal' fire and rescue service issues that the public cannot or should not influence."

### Online Questionnaire

18. An online questionnaire was available on the MFRS website. The results report is attached at Appendix 3. The questionnaire asked respondents for their views on the reasonableness of proposals in the draft CRMP. A large majority of respondents felt the proposals were reasonable, with some including comments and suggestions. That feedback has been considered and some changes have already been made to the CRMP. Other unrelated comments will be considered during the implementation phase or separately during the delivery of the plan, should the CRMP be approved by the Authority.

The summary of results is as follows:

- **Increasing Resources and Improving Response** (proposals 1 to 5) – 78.26% thought the proposals were reasonable (2.9% didn't know)

- **Working Smarter** (proposals 6 to 8) – 76.82% thought the proposals were reasonable (5.8% didn't know)
- **Adding Value in Merseyside** (proposals 9 to 12) – 82.61% thought the proposals were reasonable (5.8% didn't know)
- **The Wider Picture** (proposals 13 to 15) – 81.16% thought the proposals were reasonable (7.25% didn't know)

19. There was also some general feedback about the document itself with 89.55% of respondents finding it easy to read. That said, efforts have been made to further simplify the document.
20. Of the 69 respondents to the online survey, two thirds were men, two thirds were aged over 35 and a quarter were from people with a disability. Over 80% of respondents were of a white ethnic origin and over 70% of responses came from members of the public. Between 11% and 16% of respondents answered "prefer not to say" to the diversity monitoring questions.

#### Community Group consultation event

21. An event was held with representatives of a number of community groups that MFRS has been building relationships with during the last year as part of the Service's approach to "knowing our communities". This event provided valuable feedback on the CRMP but also more generally in relation to the accessibility of Service documents (see Appendix 4). Although the CRMP and the previous IRMP have been written in plainer English than previous plans and feedback suggests the majority of people find it is easy to read, there is more the Service can do to make documents even more accessible. Officers will investigate how they can do this in the coming months, including considering the use of Easy Read.
22. Overall those involved in the sessions welcomed the proposals.

#### Staff consultation - Principal Officer Talks

23. The Principal Officers delivered talks about the CRMP proposals to staff during the development of the draft CRMP and the consultation period. Staff were encouraged to ask questions, make suggestions and complete the online survey. There were some general areas of interest arising from the feedback with a number of positive comments, with more detail requested in relation to the following proposals:

- The increase from 32-34 fire engines
- Enhanced mobilisation
- Training/TDA
- Water rescue/underwater capability
- Emergency Medical Response/NWAS
- Maximising appliance availability
- Watch Managers' roles
- Small Fires Unit

24. The CRMP actions have been amended to reflect a number of the points raised by our staff.

### Staff Representative Bodies

25. Consultation meetings took place with all representative bodies.
26. The FBU's response (Appendix 5) raised a number of points relating to the CRMP which have been considered and changes have been made to the CRMP actions as outlined below. These changes have also taken into account the matters raised by staff in the Principal Officer Talks and other related meetings. Some other comments and recommendations did not relate specifically to this CRMP, but instead, are more general matters that will be picked up through the Service's normal representative bodies consultation and engagement processes.
27. FOA's response (Appendix 6) was generally supportive of all proposals, with a wish to be involved in the implementation and it included some comments on the format of the CRMP, which have been considered. However, they did raise some questions over Action 8 the proposal to use our Watch Managers differently to carry out different duties that add value and respond to incidents in a different way.
28. UNISON have not submitted a written response but were supportive of proposals during the consultation meeting.
29. UNITE were supportive of the proposals during the consultation and commented:  
  
*"I have read the draft CRMP. I have nothing to submit. As for how it reads it is easily understandable and easily to navigate and not overly technical an awash with abbreviations making it easily digestible for the public consumption".*
30. As a result of the feedback received the revised CRMP actions are as follows:

#### **Action 2.** Re-introducing a Small Fires Unit

*"Following consultation, we would use the Small Fires Unit during known peaks in demand periods e.g. periods of hot weather and the bonfire period. Its introduction will be subject to the benefits and improvements being cost effective or affordable."*

#### **Action 3.** Protecting our fire engine availability for life risk incidents

*"Following consultation, we can confirm that this approach will protect our response to 'life risk' incidents, making us quicker to respond to the public in an emergency."*

*This proposal will avoid a fire engine becoming ‘unavailable’ to respond to a large number of low-level calls.”*

The following additional information has been added to the CRMP:

*“The proposal will keep the fire engine available for ‘non-life’ risk incidents (e.g. persons locked out, assisting the ambulance service) and other non-emergency activities, with three people. By doing this we can avoid bringing fire engines in from further afield, unnecessarily leaving other parts of our communities without ‘life risk’ fire cover.*

*We **WILL NOT** mobilise fire engines with three riders to ‘life risk’ calls and our response model will remain as described in this and our previous IRMP.*

*We will also give local managers permission for off-going staff to remain on duty through the provision of an overtime budget or reallocate duties for a short period to keep the fire engine available with four firefighters (enabling them to continue to respond to life risk incidents) whilst we are bringing in replacements from elsewhere. In order to limit the number of occasions when appliances would be required to respond with three people, we will also review our current processes of moving staff between fire stations in order to make them more efficient and effective.*

*We will pilot this approach over the first 12 months of the plan.*

**Action 4.** Enhancing water rescue capability through introducing either a sub-surface drone or a dive team.

We have added *“We will investigate the costs and benefits of these approaches.”*

**Action 8.** Using Watch Managers to carry out different duties that add value whilst responding to incidents in different ways

*“Following mixed feedback on the benefits of this proposal (from some staff and our staff representative bodies) we will undertake work to develop this action further during the first year of the plan.*

*The proposed way of working is currently used in different fire and rescue services in the UK and Europe, and we will use what we learn from them to help us understand the benefits and potential pitfalls prior to any implementation.*

*We will include our staff and our staff representative bodies in this work and its introduction would be subject to a successful pilot.”*

### Consultation with Partners

31. The CRMP and the online survey were sent to over 100 partner organisations, but the Service did not receive any formal responses. It is possible that some partner organisations have responded through the online survey, but the breakdown of respondents does not indicate that is the case.



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## **Equality and Diversity Implications**

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32. An Equality Impact Assessment (EIA) has been completed for the CRMP and is attached at Appendix 7. This has been reviewed following the consultation and contains references to the consultation outcomes, including an action to further consider accessibility of organisational documents, but the CRMP has not been materially altered as a result of the consultation process.
33. EIAs will also be completed for actions within the CRMP prior to implementation where appropriate.
34. The information provided in the EIA explains the ways in which different protected groups may be affected by the aims and objectives set out in the CRMP supplement, specifically the planned changes resulting from the reinvestment in services. It is believed that the actions contained within the CRMP offer benefits to all groups within our communities.
35. The public forums, when considering the proposals presented to them, were reminded to consider the nine protected characteristics, plus socio-economic disadvantage which the Authority also includes. They believed the proposals were advantageous to all protected groups.
36. There were some comments in the online survey regarding organisational culture, which is a top priority for MFRS as demonstrated within the People Plan that appears elsewhere on this Authority agenda. Those comments will be further considered as part of the implementation of that plan. One respondent expected to see people-related actions within the CRMP, but as Members will be aware, the People Plan is considered a more suitable vehicle for setting out such actions and following approval the CRMP, People Plan and Medium-Term Financial Plan will be published together on the website (from 1<sup>st</sup> July).
37. Some respondents suggested that a focus on equality, diversity and inclusion was not necessary, but MFRS believes it is vital to focus on this area for the benefit of communities and staff.

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## **Staff Implications**

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38. As detailed in the preceding sections, extensive staff engagement has taken place before and during the consultation period and engagement will continue as actions are developed and implemented.
39. There will be training implications resulting from the CRMP and these will be identified and considered as the actions are implemented.

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## **Legal Implications**

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40. MFRA continues to discharge its statutory duties under the Fire and Rescue Services Act 2004 and by having regard to and complying with the National

Framework for England 2018 by the actions detailed in this report and attached appendices.

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

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41. Financial implications of the CRMP will be considered during this financial year 2024/25 and the development of the Authority's Medium Term Financial Plan in February 2025/26. As work progresses on the actions within the CRMP any other costs and savings will be thoroughly considered as part of the decision-making processes around implementation of those actions.

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

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42. The CRMP is based on a thorough assessment of community risk as detailed in the plan. Any risks associated with the implementation of the actions will be identified as part of the delivery of those actions and mitigation put in place as necessary. This includes any risks associated with Health and Safety.

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### **Environmental Implications**

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43. The final action within the CRMP is the Authority's commitment to work towards achieving Net Zero by 2040. The environmental implications of other actions will be considered during the implementation process and will feed into the Net Zero action.

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**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.*

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

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### **BACKGROUND PAPERS**

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**NONE**

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### **GLOSSARY OF TERMS**

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**MFRA** Merseyside Fire and Rescue Authority

**MFRS** Merseyside Fire and Rescue Service

# Community Risk Management Plan 2024-2027



One team, putting its  
communities first.



MERSEYSIDE  
FIRE & RESCUE  
SERVICE

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# Foreword

Welcome to our 2024/27 Community Risk Management Plan\* (CRMP). Since we published our last plan Merseyside Fire and Rescue Service (MFRS) has continued to provide outstanding services to the public and visitors to Merseyside.



If you need our help in an emergency, you can be assured that we have one of the fastest responses in the country. If you are more likely to have a fire in your home or business, we will help to reduce that risk and if you live in a community where anti-social behaviour is a problem we will work with other organisations to keep you safe. Through our outstanding prevention and protection work, we have driven down fire deaths to the lowest ever number.

We are working hard to diversify our workforce with 8.2% of our firefighters coming from a black, Asian or minority ethnic community. 13.4% of our firefighters are female, which is way above the national average for fire and rescue services. We have improved our diversity year on year and we will be carrying on with our positive action recruitment programme over the next three years, so we continue to have a Service that reflects our community.

Since we launched our last plan in July 2021 we have:

- Increased the number of firefighters in Merseyside
- Increased the number of fire engines in Merseyside
- Improved our Fire Control room operations with more staff, new technology and working arrangements that enhance our response
- Introduced specialised capabilities to help us deal with wildfires, large building

fires, water incidents and waste fires

- Made over 190,000 visits to people's homes and businesses (which has reduced the number of emergencies we've been called to)
- Increased the number of Protection officers to respond to the Grenfell Tower fire Inquiry recommendations
- Introduced computer systems that help us provide better services
- Built a new training and development academy and superstation to improve training and facilities for our staff and we hope to bring people to Merseyside from around the globe to train and learn from us
- Introduced duty systems and ways of working which reflect the demands placed on the Service, making us 'Outstanding' in how we use our resources

Because of the changes we have made, we believe that people in Merseyside (and visitors to the area) are safer than ever and this new plan includes proposals that will help us continue to improve everyone's safety in the future.

But you don't have to take our word for it. Since we wrote our last plan in 2021, we have been inspected twice by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and on both occasions they found that we were:

- Outstanding at preventing fires and other risks,

- Outstanding at responding to major incidents and
- Outstanding at making the best use of resources

The inspectorate said: *"I congratulate Merseyside Fire and Rescue Service on its performance in keeping people safe and secure from fire and other risks. We were pleased to see that the service has made progress since our last inspection in May 2021. For example, the service has improved how it commands fire service assets assertively and safely at incidents, how it promotes equality, diversity and inclusion and how it works with underrepresented groups in the workforce."*

We are very proud of our achievements and you can read more about them in this plan. If you would like to read the inspection report, you can find it here.

<https://hmicfrs.justiceinspectorates.gov.uk/frs-assessment/frs-2023-25/merseyside-2023-2025/>

**We will continue to build on our success for the benefit of our communities.**

In this plan we are proposing to increase our resources and response, use technology and alternative ways of working to work smarter, add value in Merseyside and have a positive impact outside Merseyside. You can read the full details from page 40, but in summary we propose to:

1. Increase our fire engines from 32 to 34
2. **Investigate reintroducing** a small fires unit to attend lower risk incidents
3. Protect frontline fire engine availability
4. Enhance water rescue
5. Plan for **and** respond to the challenges presented by alternative fuels
6. Enhance the way we mobilise our fire engines
7. Further improve Control room technology

\*Previously known as the Integrated Risk Management Plan

8. **Look into how we use** our Watch Managers differently to increase effectiveness
9. Educate communities about wildfire and flood risks in their area
10. Continue to assist the Ambulance Service
11. Target prevention work at people at highest risk, including **those** in sheltered accommodation
12. Introduce a new framework for fire safety related enforcements and prosecutions
13. Provide national and international training at our new Training and Development Academy
14. Work with the Home Office on the programme to refresh the current National Resilience assets.
15. Work towards achieving Net Zero by 2040

**We consulted on our draft plan between March and May 2024. All the feedback has been considered and we have made the changes to the plan as a result of that consultation.**



**Phil Garrigan**  
Chief Fire Officer



**Cllr Les Byrom**  
Chair of the Fire Authority





# Introduction & background

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

These include:

## **The Fire and Rescue Services Act 2004** which explains how we:

- Respond to fires and other emergencies
- Prevent fires and other emergencies (home and community safety)
- Protect (commercial and public buildings)
- Educate and inform the public

## **The Civil Contingencies Act 2004** which explains how we:

- Work with other agencies to deal with emergencies

## **Fire Safety Order 2005** which explains how we:

- Promote fire safety in places such as offices, factories, shops, public buildings and high rise buildings

**The National Framework 2018** which explains how we:

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



The National Framework 2018 states that all English Fire and Rescue Services have to produce an Integrated Risk Management Plan (which we now call our Community Risk Management Plan). Our Plan must:

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

In addition, the national Fire Standards Board has created a number of standards that all fire and rescue services have to comply with, including a standard for community risk management planning and we have taken account of these standards as we have written this plan.





# How we operate

## Core Code of Ethics and guidance

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

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

- **Putting our communities first** – we put the interest of the public, the community and service users first
- **Integrity** – we act with integrity including being open, honest and consistent in everything we do



- **Dignity and respect** - making decisions objectively based on evidence, without discrimination or bias
- **Leadership** – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards
- **Equality, diversity, and inclusion (EDI)** – We continually recognise and promote the value of EDI both within the FRs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference



## Our Leadership Message

Our Leadership Message brings together the Core Code of Ethics with other leadership behaviours, plus our organisational values and aims so you know what you can expect from the Service, and each and every member of our team. **Read more on pages 10-11.**

The following diagram shows how the Core Code of Ethics, our Leadership Message and our Ground Rules are linked.





## OUR STORY

There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening.

Saving lives and keeping our Firefighters safe matters to us.

We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.

We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.

Our teams continue to shape our story putting our community at the heart of everything we do.

We have a long and proud history of being bold - a mindset of let's try it- let's do it.

For Merseyside Fire & Rescue Service, good enough is never good enough.

We are our community and we know the part we can play - **our place, our culture and our people** are what make us great.



# WE ARE MERSEYSIDE FIRE & RESCUE SERVICE

## OUR VISION

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

## OUR PURPOSE

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

## OUR AIMS

### Protect

We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.

### Prevent

We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities.

### Prepare

We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.

### Respond

We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe.

## OUR SERVICE

### We are bold

Embracing new ideas to build on the confidence and trust the community place in us.

### We are professional

Always giving our best to be the best we can be.

### We are safe

Protecting lives and keeping our firefighters safe.

### We are built to help

Looking after people and looking after each other.

### We are positive

Recognising how far we have come and being positive about the future.

### We are relentless

Overcoming barriers to help people feel safe.

## OUR VALUES

### We serve with **Courage**

- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

### We serve with **Integrity**

- By doing the right thing even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

### We serve with **Compassion**

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference





# About Merseyside

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

Merseyside spans 249 square miles (645 Km<sup>2</sup>) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, **although** each of Merseyside's five metropolitan districts has at least one major town centre and outlying suburbs.

There are 42 miles of motorway, six miles of tunnels (road and rail), 75 miles of passenger railway and over 60 miles of coastline. Merseyside has eight Top Tier COMAH sites and the Port of Liverpool handles over 30 million tonnes of freight for both import and export.

Digging deeper into the population of Merseyside, we see:

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

Merseyside is one of the most deprived areas in England, with Knowsley being the 3rd most deprived local authority in England and Liverpool is 4th **in the Index of Multiple Deprivation (IMD)**. There are better off areas, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation, which has the side effects of high levels of poverty, social exclusion, crime and risk from fire.



### Sefton

**Population:** 281,027  
**Land Area:** 216 sq km  
**Homes:** 130,804  
**Roads:** 614.4 miles  
 Ranked 89 out of 317 local authority areas in the IMD 2019.

### Wirral

**Population:** 322,453  
**Land Area:** 220 sq km  
**Homes:** 151,547  
**Roads:** 756.6 miles  
 Ranked 77 out of 317 local authority areas in the IMD 2019.

### Knowsley

**Population:** 157,103  
**Land Area:** 86 sq km  
**Homes:** 70,170  
**Roads:** 368.5 miles  
 Ranked 3 out of 317 local authority areas in the IMD 2019.



*Knowsley Council*



**ST HELENS**  
BOROUGH COUNCIL

### St Helens

**Population:** 184,728  
**Land Area:** 136 sq km  
**Homes:** 85,411  
**Roads:** 460 miles  
 Ranked 40 out of 317 local authority areas in the IMD 2019.



**Liverpool**  
City Council

### Liverpool

**Population:** 496,770  
**Land Area:** 162 sq km  
**Homes:** 229,863  
**Roads:** 894.6 miles  
 Ranked 4 out of 317 local authority areas in the IMD 2019.



# Preparing our plans

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

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

**Demand** – We use information about incidents that have happened in the past and analyse how we have responded to them, to better understand where, when and what happened and how efficient and effective we have been. For example, this enables us to plan to respond effectively and efficiently to similar emergencies that occur in the future. By doing this we can place our fire engines and firefighters in areas that reflect where the demand is and at times when we know incidents are more likely to happen.

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

Vulnerability can be anywhere on Merseyside so we need resources available everywhere across the area, but we do know that (\*) vulnerability is higher in areas of deprivation and Merseyside has some of the worst deprivation in the country.

\*removed 'but'



**Resources** – Like all organisations, MFRA has a set budget to spend on our staff (including our firefighters), our equipment and our services; we receive our money from grants from central government and Council Tax payments. When deciding how to **deal with** Risk, Demand and Vulnerability we also have to think about how we spend our budget to make sure we have the most positive impact on our communities. Our Medium Term Financial Plan includes more information. You can read it here: [http://mfrs-dgov/ieListDocuments.aspx?CId=142&MId=2616&Ver=4&\\$LO\\$=1](http://mfrs-dgov/ieListDocuments.aspx?CId=142&MId=2616&Ver=4&$LO$=1)

**Consultation and Engagement** – We speak and listen to the public about our plans before we write our CRMP, and we do this again before we publish the final Plan. We also consult our staff and other organisations that we work with and that have an interest in the services we deliver, such as Councils and the Police. **We also review the plans of other organisations to see how we can respond to their priorities.**

Listening to the people involved in our consultation and engagement events helps us understand what you expect of us. This has helped us decide which proposals to include in the **plan**. These proposals explain what we believe are the best ways to spend our budget to deal with the Risk, Demand and Vulnerability in Merseyside in the most efficient and effective way. You can read more about consultation on page 51.





# Risk, demand & vulnerability

## Risks in Merseyside

During preparation for this Plan have refreshed our earlier work with the National Security Risk Assessment (NSRA) and Merseyside Resilience Forum to produce a Community Risk Register.

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

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

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

But of course, we prepare for, attend and work hard to prevent, a number of other incident types (accidental and deliberate) such as:

- Fires in the home
- Fires in other buildings (including heritage buildings)
- Vehicle fires
- Outdoor fires
- Road traffic collisions
- Transport incidents
- Rescues of people and animals

These incidents do not usually have the same high impact on the community as the six incident types above, but for the people involved, these incidents can be devastating and we always consider them in our risk assessment process.

The six high impact areas (\*) that we have established because of the impact they can have on the community and on our Service tend to occur less often, but take a large amount of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

In preparation for this plan we have carried out a risk assessment that has included all incident types. We considered this alongside the six high impact risk types (\*\*) and we looked at which incidents happen most often and the type of impact they have on people and communities.

\* removed '(identified using the NSRA and local community risk register)'

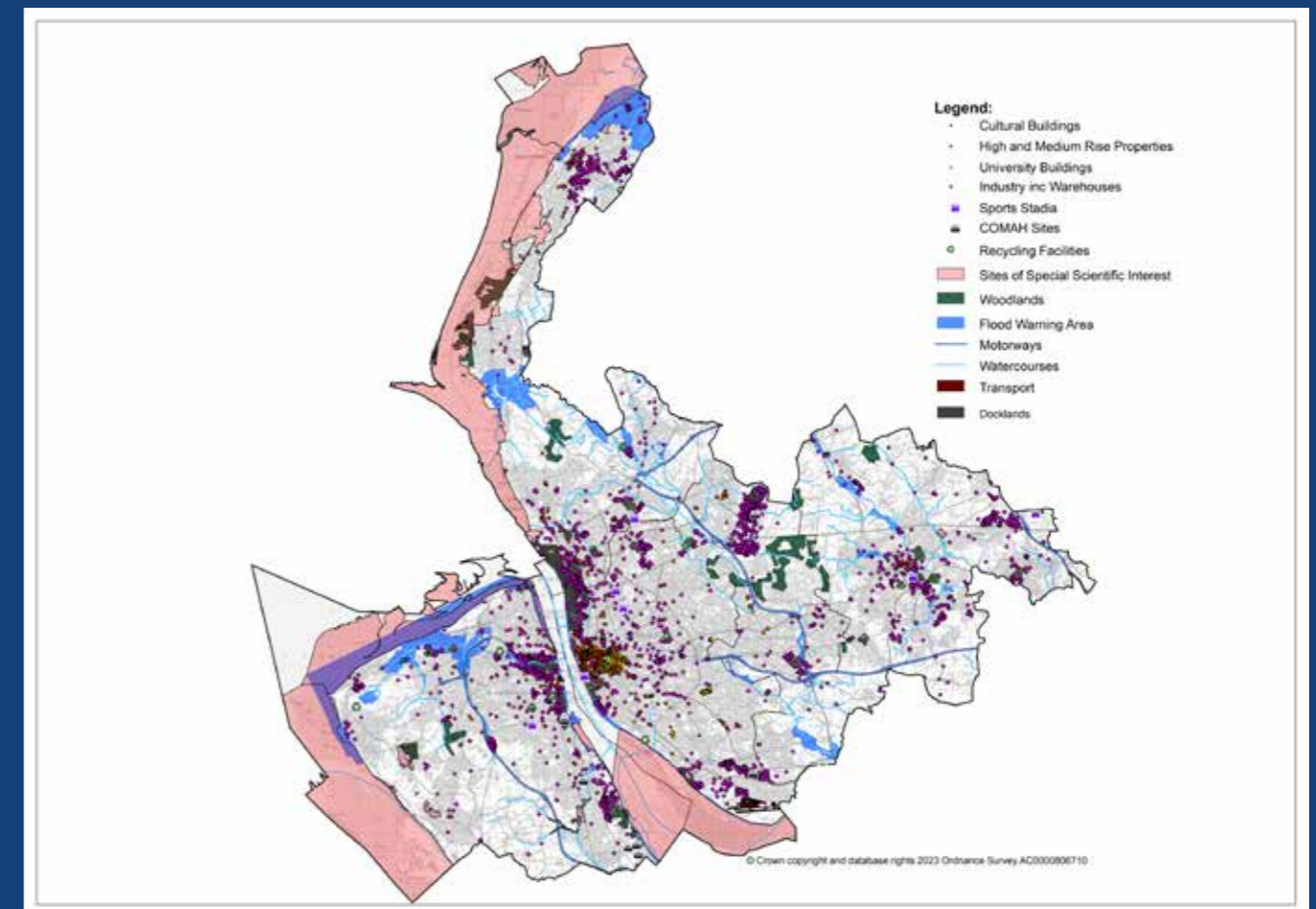
\*\* removed 'mentioned above'

Plotting risks on a map of (\*\*\*) Merseyside (\*\*\*) allows us to see where our risks are and we can then place our resources to help us deal with them, as shown in the map below. To make sure we can respond appropriately to these risks we gather site specific risk information and develop operational plans (\*\*\*\*), in addition to holding large scale exercises with partner agencies to test our plans. This ensures we have the right people, with the right equipment in the right place at the right time.

This knowledge has been used to develop our specialist capabilities and stations (\*\*\*\*\*).

We have used the information from these risk assessments to develop the proposals included in this plan. These risks are considered in our wider training and exercising programme. Other sections of the CRMP, including those about Vulnerability, Demand and Response provide more information about our plans for those types of incident.

Map identifying potential risks in Merseyside



\*\*\* removed 'the' and 'region'

\*\*\*\* removed 'for these places'

\*\*\*\*\* removed '(Integrated Risk Management Plan 2021/24).'



\* removed 'described'

Our original risk assessment (\*) focuses on the risks that would have the biggest impact on the people of Merseyside and on the fire and rescue service, but we have also introduced a risk assessment process (based on National Fire Chiefs Council guidance.) that helps us look at all types of incident from the smallest to the largest. We have also considered risks that aren't incident types, but relate to the causes of incidents, such as the impact of increased numbers of vehicles and equipment powered by lithium-ion batteries, and the impact of climate change. We have also looked at the impact that fires can have on our firefighters, such as the effect of exposure to contaminants.

Together, these risk assessments help us assess all foreseeable risk in Merseyside. You can read more about how we did this in our supporting information about how we assess risk, demand and vulnerability (p52).

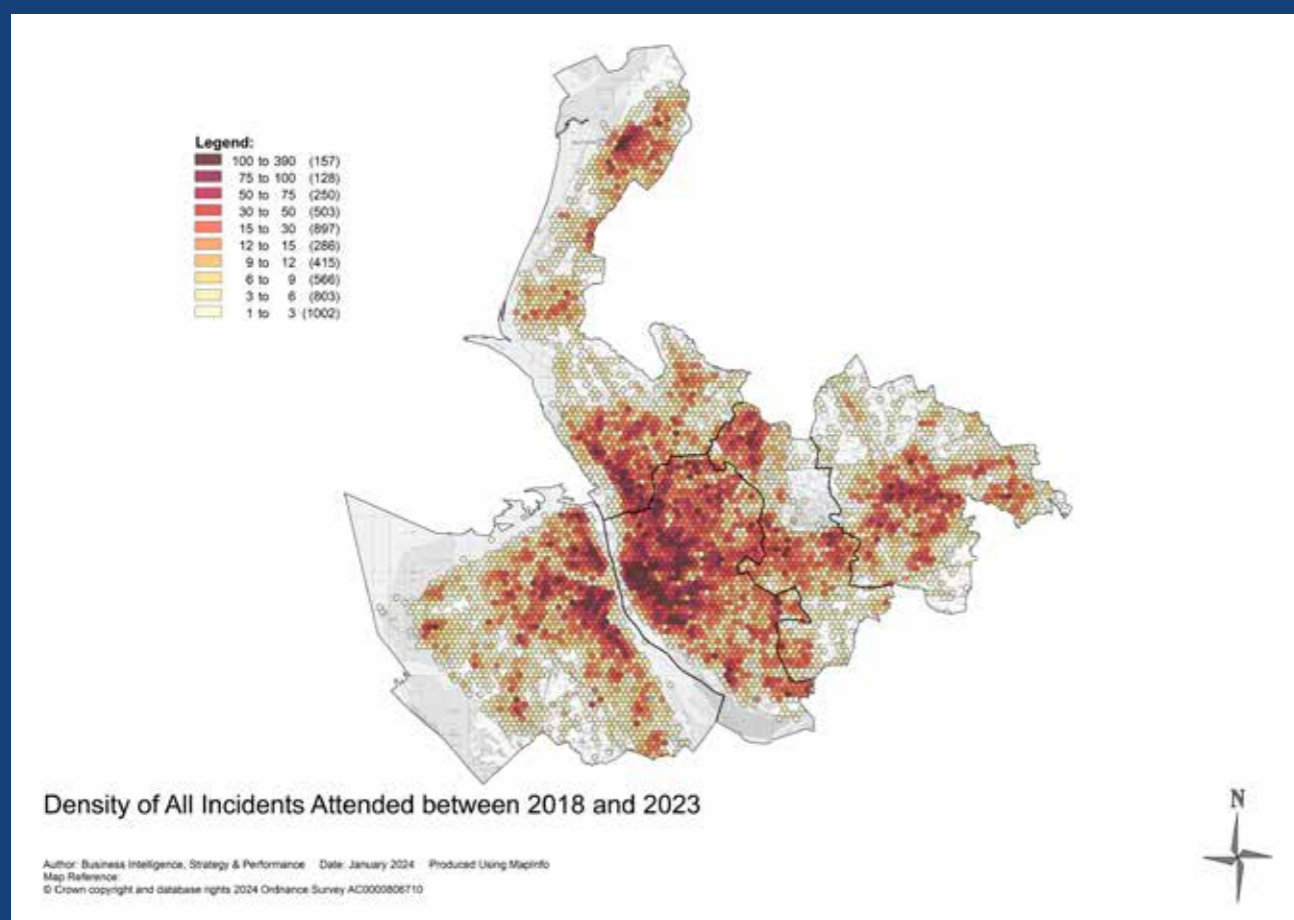
### Demand for our services

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

We collect data on when and where incidents occur and the map below shows all incidents in 2018-23. It shows that incidents aren't evenly spread across Merseyside:

\*\* removed 'numbers of'

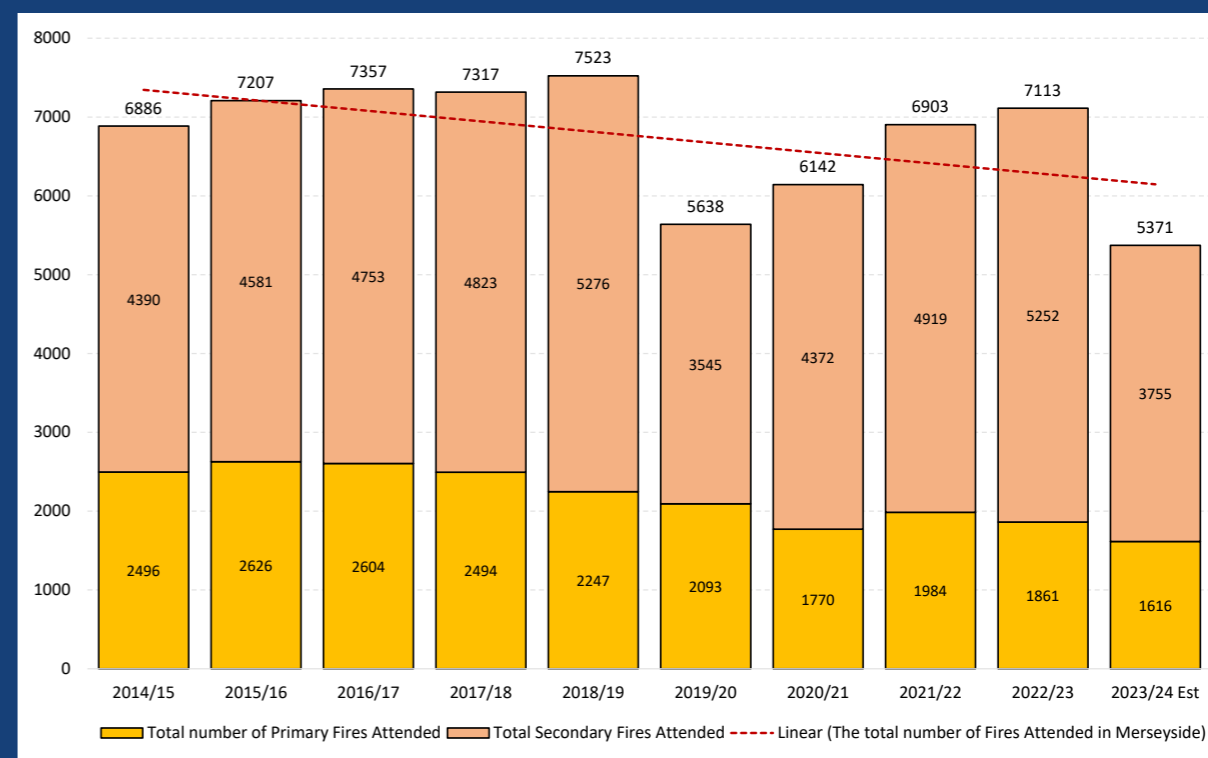
Map showing (\*\*) all incidents between 2018 and 2023



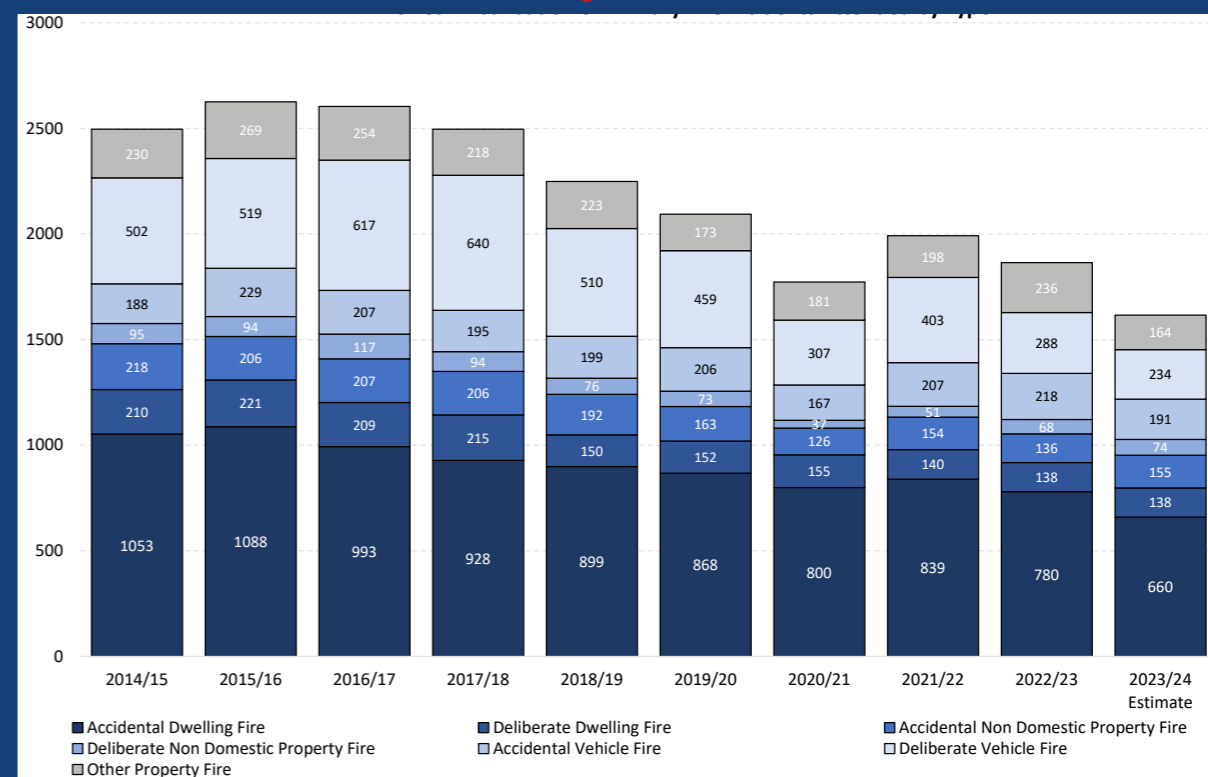
Through our prevention work we have been able to reduce many types of incidents over the years, particularly fires in buildings and vehicles (Primary fires).

The graphs below show the changes in the number of incidents we have attended over the last ten years:

Total Fire Incidents Attended



Total Primary Fires Attended



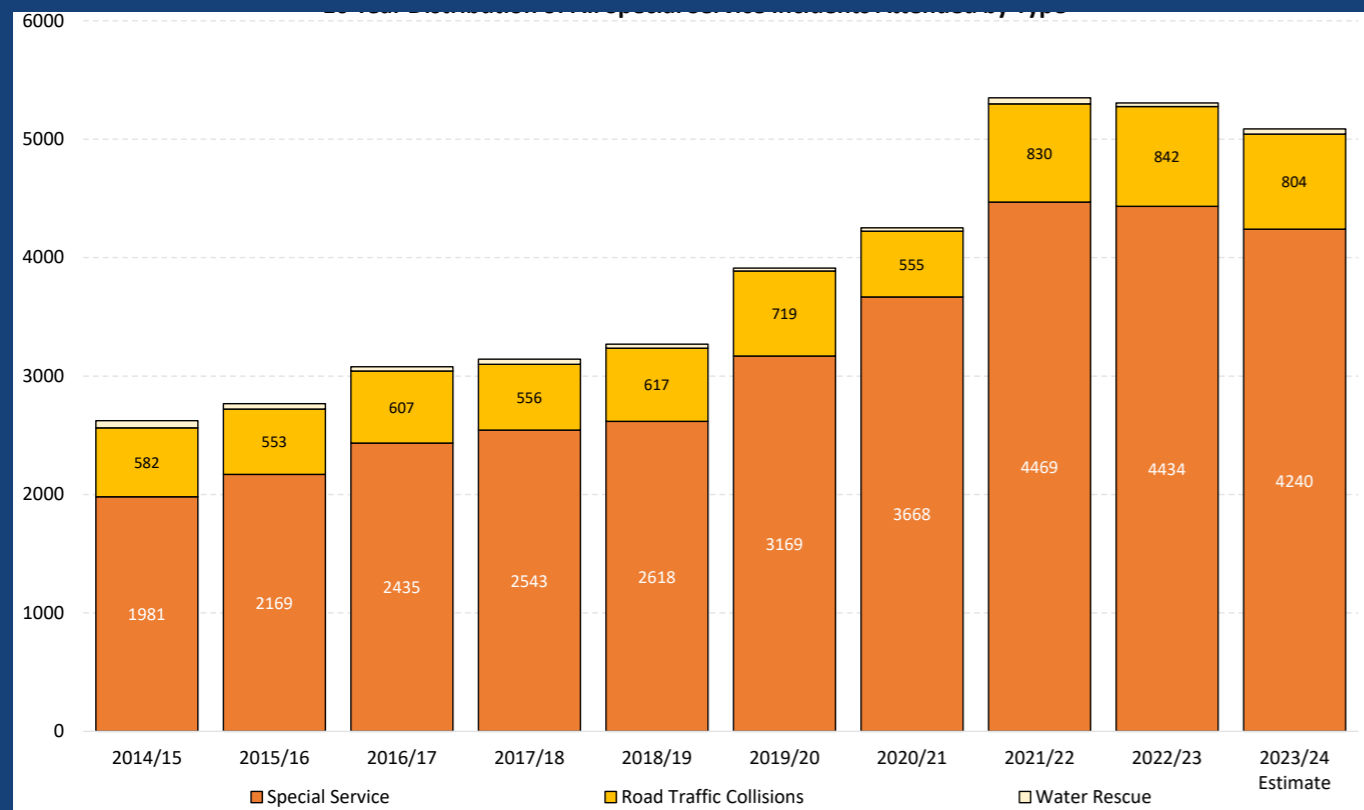
**\* removed 'extensive capabilities'**

More recently we have seen increases in some incident types, this is intentional, as we know we can use our (\*) to help other organisations. We have a legal duty to collaborate with other blue light responders, so we work in partnership with the Police and Ambulance Services and **as a result** we have increased the number of Special Services (including rescues that don't involve fire) we go to. (\*\*) For example, by helping the Ambulance Service enter a building where someone is ill or if there are concerns about someone's safety.

Working closely with our partners and showing how we can help them has also had an impact on the number of road traffic collisions (RTC) we have been called to. Because we have been working so effectively with the police and other agencies (known as interoperability) they are now more likely to call us to help them.

We also respond to incidents all over the country and across the world as we are Lead Authority for National Resilience and UK International Search and Rescue. There are more details about this later in the plan.

**Total Special Services Attended**



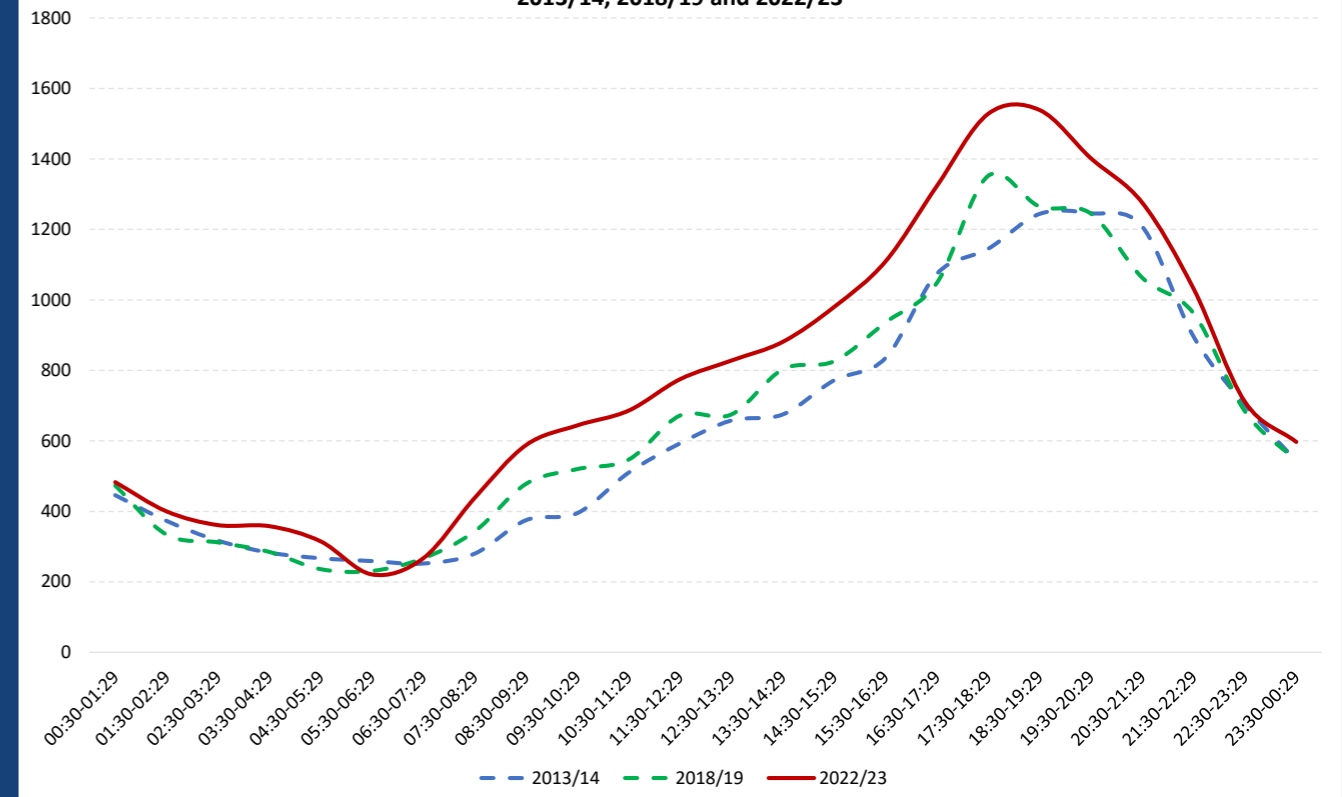
**(\*\*) removed 'because of agreements we have in place to support those other agencies;'**

We also know that demand for our services is different during the day and night; crews are twice as busy during the day than at night. Using this knowledge means we can have our teams available at the right time and in the right places to respond to emergencies. With more resources available during the day than at night, this also helps us be at our most visible and do more work with our communities.

**All incidents: 01/04/2018 - 31/03/2023**

	Day	Night
<b>Count</b>	<b>53,894</b>	<b>30,312</b>
<b>Proportion</b>	<b>64.0%</b>	<b>36.0%</b>

**All Incidents Attended by Half Hour Period  
2013/14, 2018/19 and 2022/23**



There is a strong link between deprivation and demand for our services. Merseyside is one of the most deprived areas of the country and areas of higher deprivation also have a higher number of fires. The Vulnerability section that follows gives more details about deprivation in Merseyside.





(\*) removed 'of people and'

(\*\*) removed 'too'

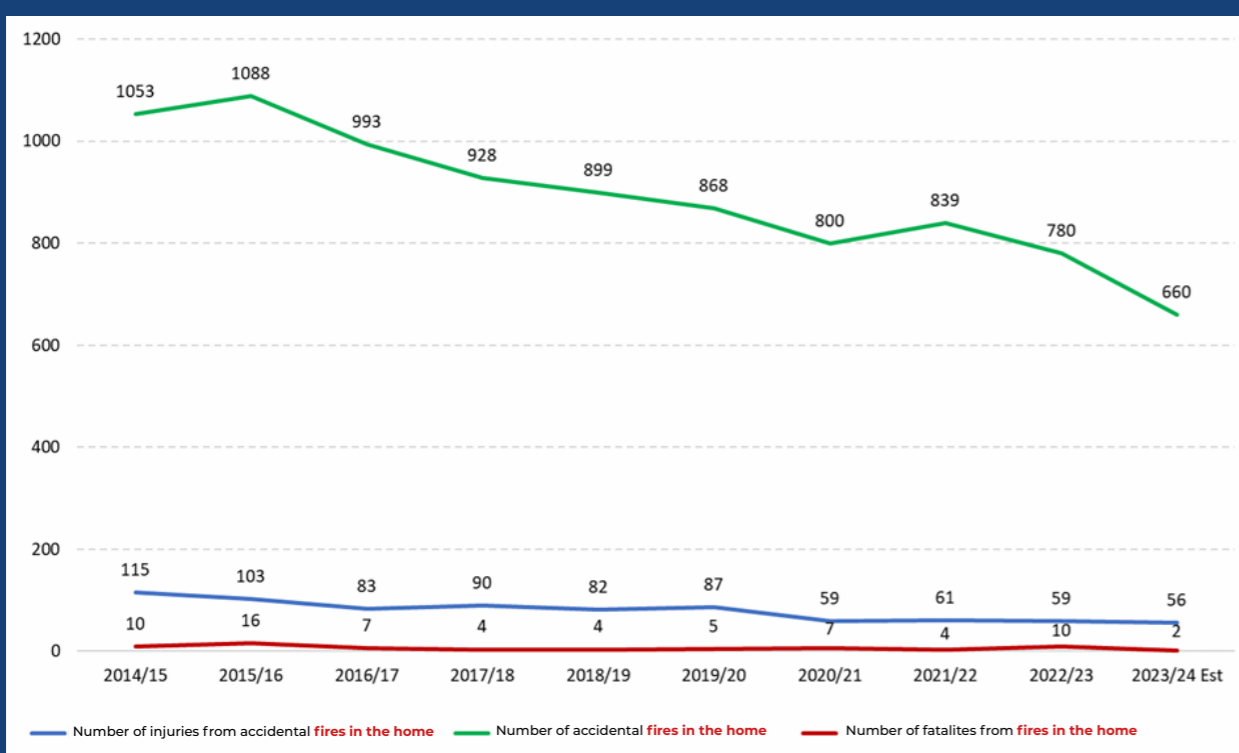
## Vulnerability in Merseyside

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

The graphs below show the success of the work we do to prevent fires in the home, showing how the numbers of both deliberate and accidental fires in the home have fallen and how we expect them to fall in the future as we continue to carry out home safety work. We use this information to show how effective our prevention work is and to help us plan for the future.

(\*\*\*) removed '-10 years'

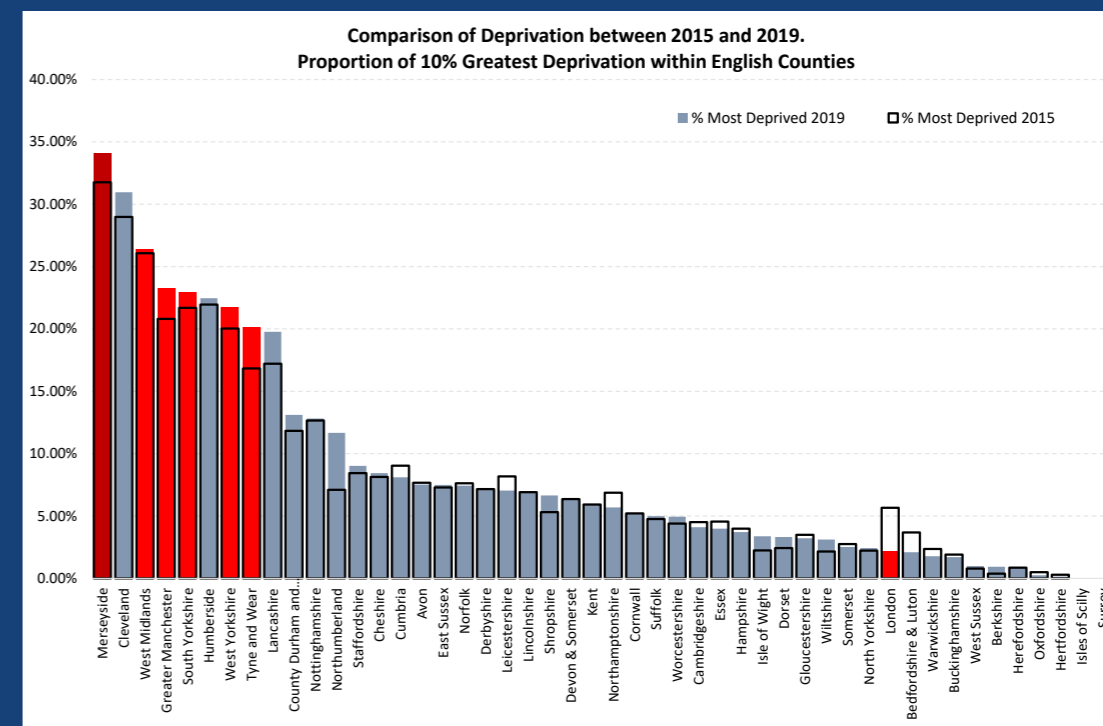
### Accidental fires in the home, deaths and injuries (\*\*\*)



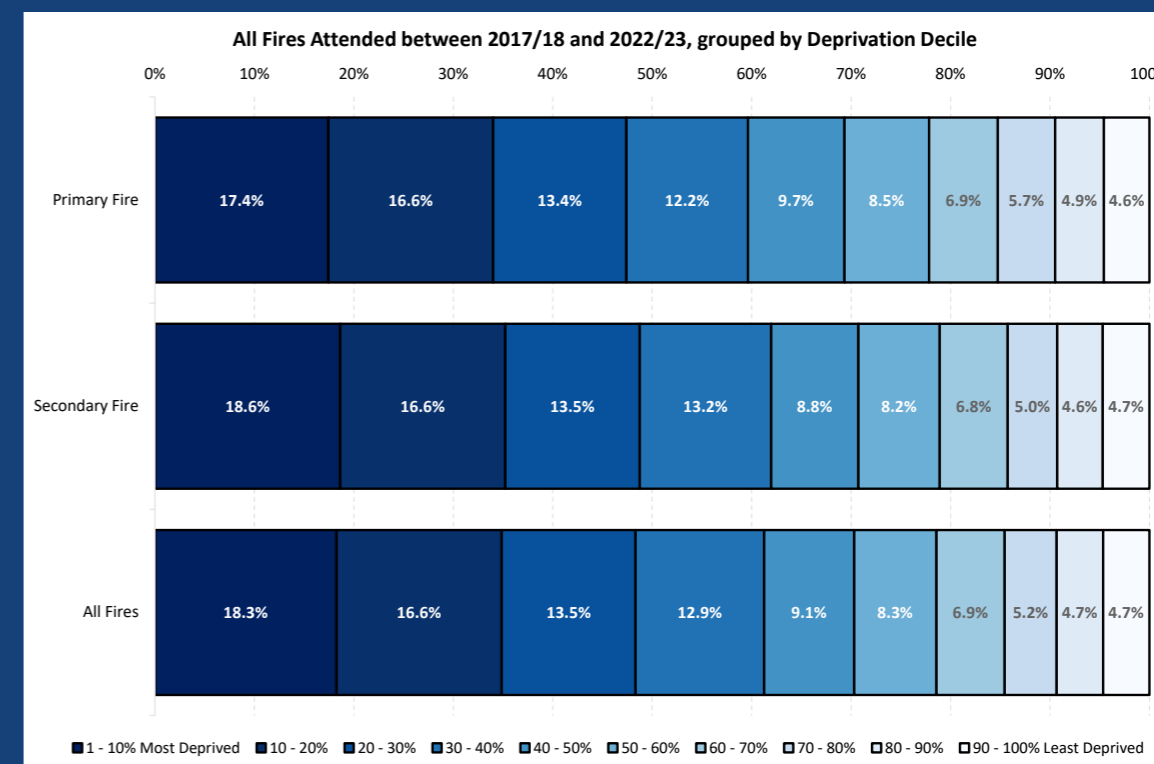
Page 305

\* Merseyside is one of the most deprived counties in England. Deprivation is measured across England using the **Index of Deprivation 2019 Document**. The document splits England into 10 equal bandings (or deciles) based on levels of deprivation. Within Merseyside just under half (or 47.3%) of Merseyside residents live within the 20% most deprived areas England-wide.

We said in the Demand section that deprivation\* has a significant impact on fires and Merseyside is more deprived than other areas of the country:

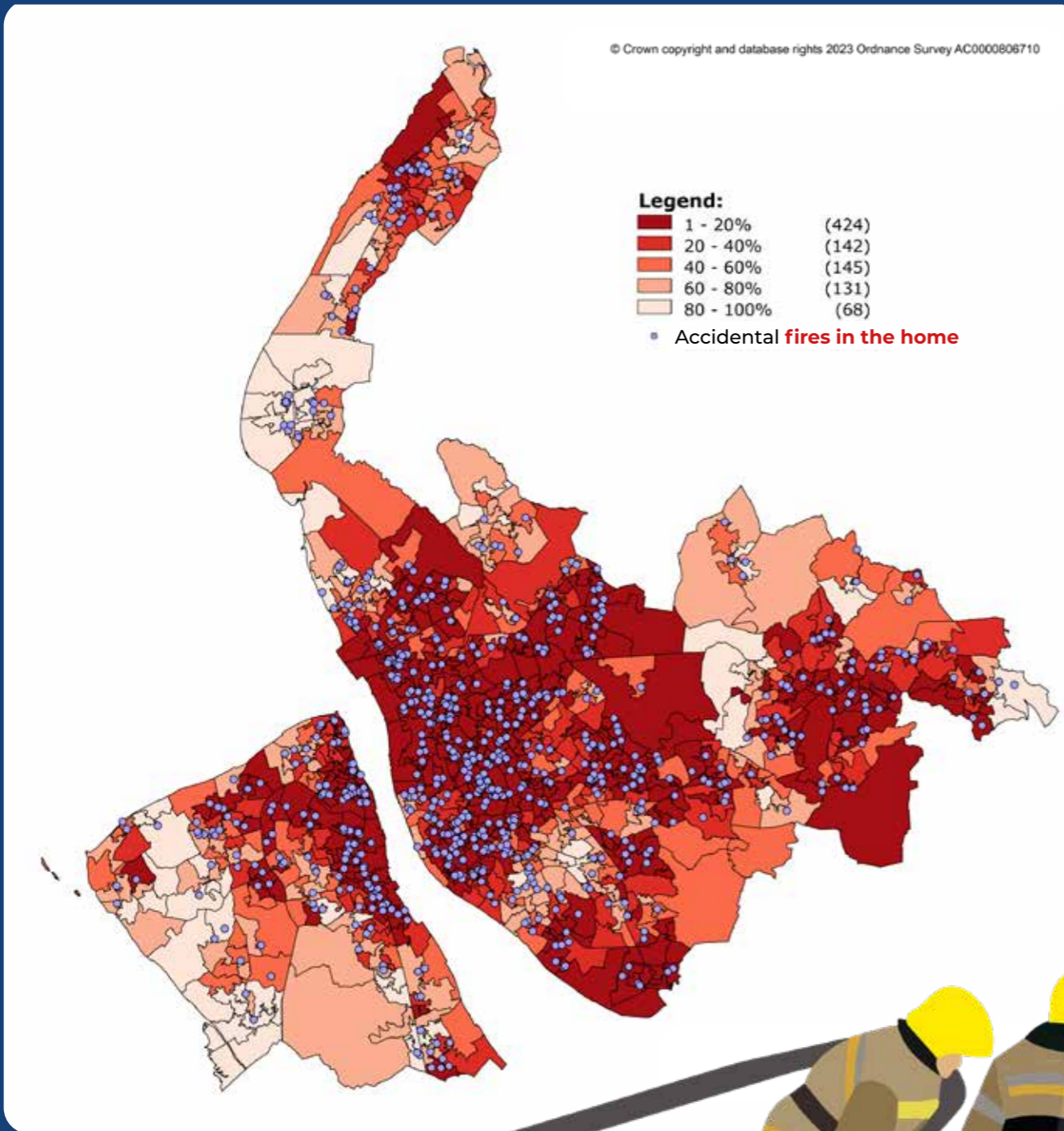


Almost half of all fires in Merseyside occur in the most deprived areas, with only 15% of fires happening in the least deprived areas. As well as helping us respond to incidents, this explains why we use deprivation as a way of targeting our home safety and other prevention work. It is where we can make the biggest impact.



We have also mapped deprivation and incident data to show how deprivation and fires in the home are connected.

### Accidental fires in the home in relation to deprivation



# About us

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

Merseyside Fire and Rescue Authority provides the highest level of response to fires and other emergencies, as well as offering a range of services to reduce and respond to risk in our communities. We are a positive and bold organisation that is always looking to improve and provide the very best services possible to the public we serve. In the past we have had to deal with budget cuts **that** challenged our ability to continue to provide services to the community, but more recently we have been able to increase our fire engines and firefighters by being innovative and demand-led to help us use the money we have differently. This plan sees us build on that ambition to provide further protection to the

people of Merseyside. More details about our budget can be found on page 44.

We are regularly inspected by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and the Inspectorate produces reports to tell the public how well each fire and rescue service is performing. MFRS is the only fire and rescue service to achieve three Outstanding ratings; for responding to major and multi-agency incidents, preventing fires and other risks and making best use of resources. You can read our latest inspection report here:

<https://hmicfrs.justiceinspectrates.gov.uk/frs-assessment/frs-2023-25/merseyside-2023-2025/>

More information about how Merseyside Fire and Rescue Service works is provided below. We have included the HMICFRS inspection areas in the following section to help you cross check with the Inspection report.

## Preparing for emergencies

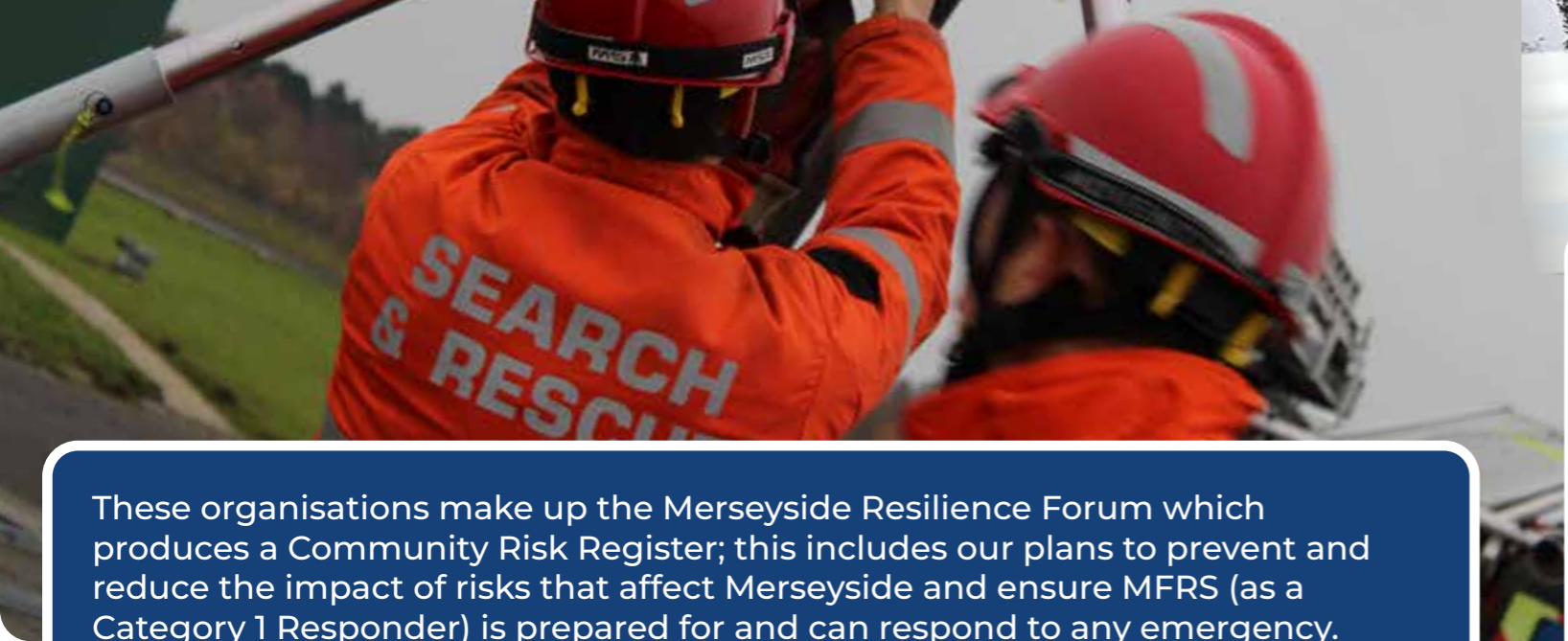
**HMICFRS inspection areas:** Understanding the risk of fire and other emergencies; Responding to major and multi-agency incidents

It is important that Merseyside firefighters have the right training, equipment and information so they can respond safely and effectively to all types of emergency, working within a multi-agency command structure.

We consider all the foreseeable fire and rescue related risks that could affect our communities, whether they are local, national or international; from fires to terrorist attacks. Our Operational Preparedness department works alongside partners, such as local councils, the NHS, the Police, **the Coastguard** and the Ambulance Service.







MERSEYSIDE FIRE SERVICE  
INNER CORDON - DO NOT ENTER



These organisations make up the Merseyside Resilience Forum which produces a Community Risk Register; this includes our plans to prevent and reduce the impact of risks that affect Merseyside and ensure MFRS (as a Category 1 Responder) is prepared for and can respond to any emergency.

We work hard to enhance and develop firefighter safety and officer training for our highest risks; high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents.

We train and exercise for other types of risk too. This helps us adapt to an ever changing environment, whether that be locally, nationally or internationally to keep our teams safe and excel in a crisis. (\*) Our new Training and Development Academy, (\*\*) provides the best of facilities for our own staff and allow us to offer exceptional training opportunities to other organisations based in the UK and internationally.

We also work with partners, including the Merseyside Resilience Forum and Safety Advisory Groups to prepare for major events across Merseyside and we make sure we have good arrangements in place so we can continue to operate when an event such as a major power cut or pandemic affects us. We must have these business continuity arrangements under the Civil Contingencies Act 2004. This helps us provide our services no matter what happens.

We also make sure we have the right vehicles and equipment to help keep staff safe and to respond to and deal with incidents effectively. We research what is new on the market to keep our vehicle fleet and equipment up to date.

Our approach to preparing for incidents, as well as the way we respond, has resulted in us being judged as Outstanding by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services for the way we respond to major incidents for each of our three inspections, the only fire and rescue service to achieve this.

(\*) removed 'In 2024 we will move into'

(\*\*) removed 'which as well as'

### Responding to emergencies

**HMICFRS inspection areas:** Responding to fires and other emergencies; Responding to major and multi-agency incidents; Making best use of resources

(\*\*\*)

Our twenty two fire stations (including the Marine Rescue Unit) housing our firefighters, marine rescue staff, fire engines and equipment are strategically placed across Merseyside, and our Control room is based at our headquarters. Together they provide our operational response. The stations are staffed using a variety of shift patterns (working arrangements) to make sure we can provide an effective and efficient response to any incident. Information about our shift patterns can be found in the following sections.

Our specialist stations, introduced as part of our 2021/24 Integrated Risk Management Plan, provide an enhanced response to high impact incidents such as wildfires and hazardous materials, marine and water incidents. We plan to build on these specialisms during the next three years.

All stations are ready to respond to protect the people of Merseyside 24 hours a day, seven days a week. Each fire station is staffed by professional firefighters, trained to the highest standards for dealing with incidents, providing community fire safety advice and equipment, inspecting water supplies and gathering risk information. Firefighters complete a 16-week intensive initial training course, a two-year apprenticeship programme and then continually train, refresh and update their skills throughout their career.

Good management of health and safety is an important part of how we work and ensure the health, safety and welfare of all employees and any members of the public that may be affected by what we do (in accordance with the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999). We also manage and monitor performance, ensure our procedures are correct and effective and carry out investigations following incidents, accidents and other events so we can learn from them and improve our response to incidents and other events in the future.

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

(\*\*\*) removed ' Our Emergency response resources'

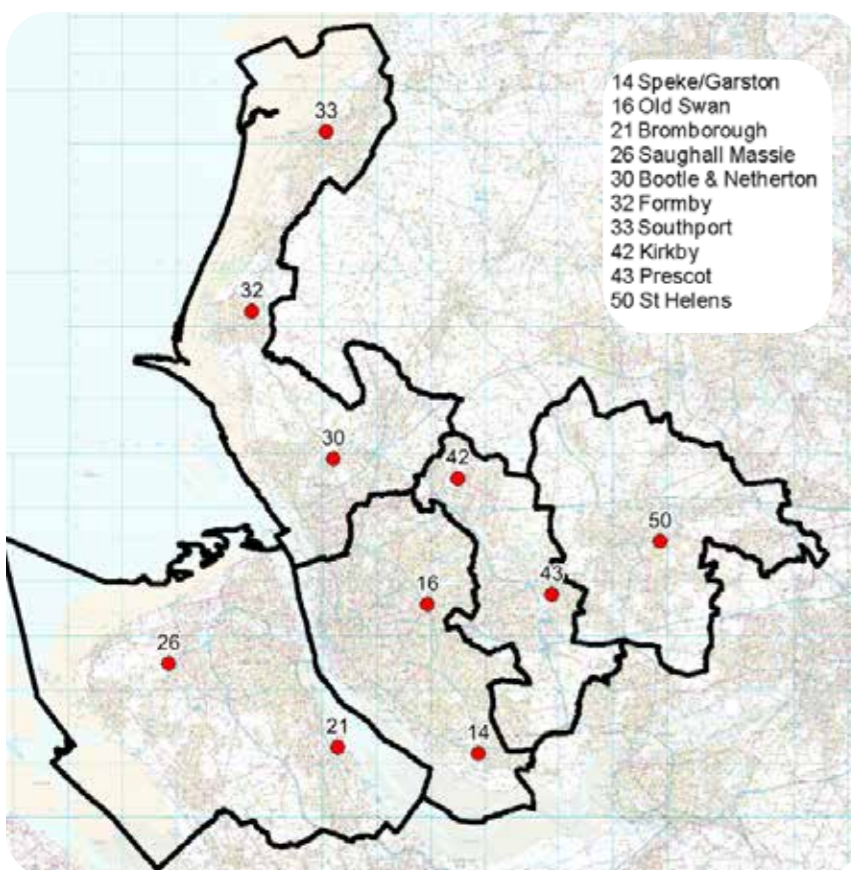




## Our response to emergency incidents

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

To meet this target we have 10 key fire stations (shown on the following map) which means that as long as we have a fire engine available at each one of the ten key fire stations we can get to the majority of incidents in Merseyside within 10 minutes. We crew our fire engines with five firefighters at our key stations, with our remaining fire engines having four firefighters on board.



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Unlike most other fire and rescue services we send three fire engines to premises where we believe, or it has been reported, that people could be present (“persons reported”). This way of working means we always have at least nine firefighters attending any life risk incident.

We don't currently use crews of three to respond to life risk incidents and we won't be proposing to do that. In this CRMP we are looking at options for how we respond to non-life risk incidents, such as a small fire on open ground, **particularly** when a fire engine would otherwise become unavailable due to short term staffing issues.

This approach will protect our life risk response (see our 2024/27 proposals section for more information).

It is not our intention to take 10 minutes to get to an incident, this is our minimum standard. In reality, in 2023 our average attendance time was much quicker at 5 minutes 53 seconds\*\* from a fire engine being alerted to an incident by Fire Control to it arriving at the incident. This is one of the fastest response times in the country.

Because our response standard is based on every type of incident where a life could be at risk, the way we measure our response to incidents is a little different to national fire and rescue service figures. But we consider those national figures too. Nationally, response times are measured from the time of the call to the fire engine arriving at the fire.

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

\*\* Overall average performance for 2020/21 to December 2020

\*\* Overall average performance for 2022/23 this is from alert to in attendance

Using the national figures from 2018 to 2023, in England, the average time taken to arrive at a fire in the home was 8 minutes, with quicker times reported for metropolitan (major city) fire and rescue services (7 minutes 24 seconds) and urban fire and rescue services (7 minutes 48 seconds). Merseyside Fire and Rescue Service's response is 7 minutes and 6 seconds.

Most fire and rescue services have seen increases in both the last year and the previous five years. Merseyside is the only Metropolitan Fire and Rescue Service to have reduced response times in the last year and over the five-year period.

**Source:** Home Office Fire Statistics: <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#response-times>

To make sure we make the most efficient and effective response to all incidents we use a variety of systems to staff our fire stations and fire engines including:

**Wholetime** - (\*) firefighters on duty 24 hours a day, 7 days a week.

**LLAR (Low Level Activity and Risk)** – firefighters are available 1000-2200hrs on station, then available from accommodation on or near the station during the night.

**Day Crewing Whole Time Retained** – firefighters are available 12 hrs a day on station then on a 30 minute recall (retained) to provide resilience on stations during busy periods.

**Hybrid** - during the day two fire engines are available on station with a third available on a 30-minute recall (retained) and at night one fire engine will be available on station with two available on a 30 minute recall to make sure we have enough fire engines available to deal with the incidents that might occur (resilience).

This innovative variety of duty systems means that the Service has more fire engines and firefighters available at busy times and in busy locations, but even during usually quiet times, we have systems in place that mean we can quickly bring firefighters back on duty to meet unexpected demand. We have adopted a similar approach in our Control room.

The introduction of these varied shift patterns, which are well liked by staff and reflect demand for our services, is a major reason for us being judged as Outstanding for making the best use of our resources in the last two inspections by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services. The Inspectorate also highlighted our approach as Promising Practice, saying **“The Service makes excellent use of the people and resources available.”**

**Our emergency response fire engines are currently based all over Merseyside to meet the needs in different areas as shown in the following map. We also have our Prevention and Protection teams based (\*\*) in our communities and we work with partner organisations and share some sites with them.**

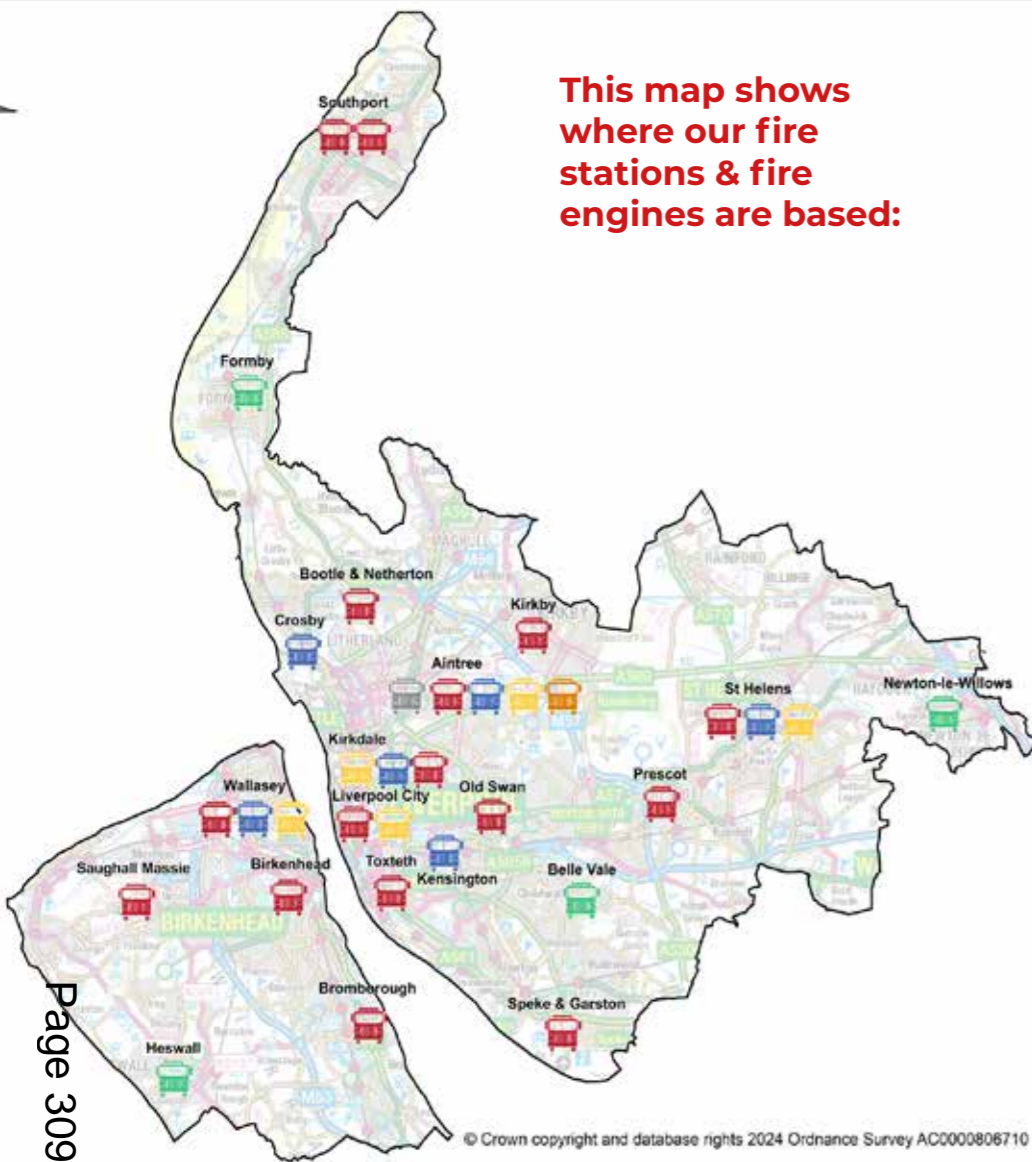
\* removed 'a fire station has'

\*\* removed 'out'

These have been moved from pages 29 & 31



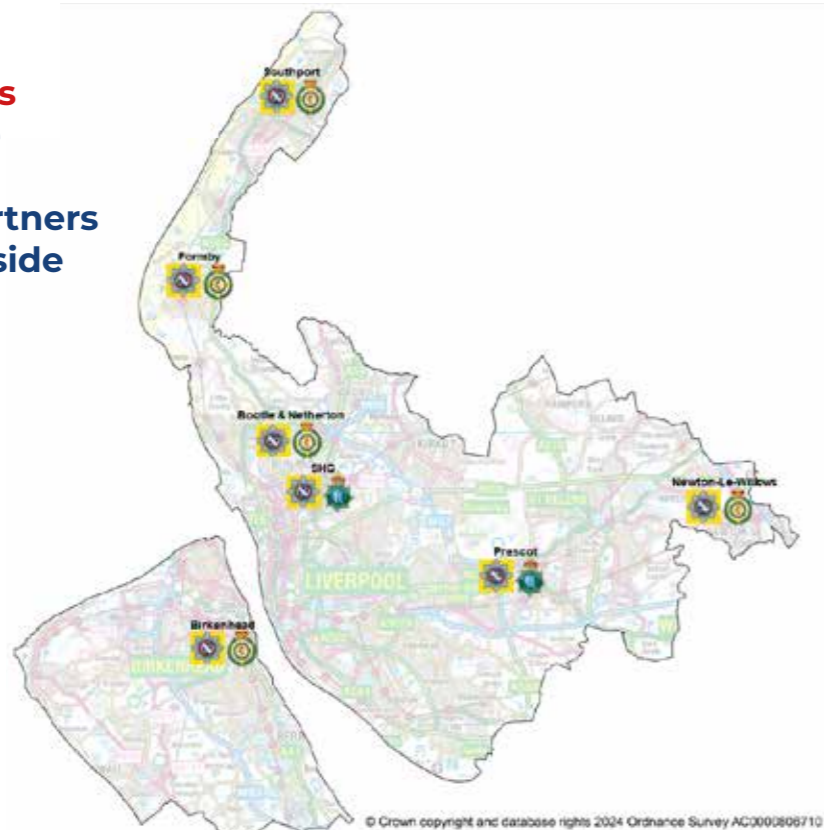
**This map shows where our fire stations & fire engines are based:**



- 15 stations will remain crewed by wholetime Firefighters 24 hours a day, 7 days a week: Southport, Bootle Netherton, Kirkby, Prescott, St Helens, Old Swan, Saughall Massie, Bromborough, Aintree, Birkenhead, Toxteth, Speke & Garston, Liverpool City, Kirkdale and Wallasey
- 6 stations will be Day Crewed with Firefighters available on station for 12hrs a day then on 30 minute recall at night. This is for resilience purposes to provide cover on fire stations during busy periods. Crosby, Aintree, Wallasey, Kirkdale, Kensington, and St Helens
- 4 stations will continue to be crewed using the Low Level Activity and Risk (LLAR) staffing model. Firefighters are available from 1000-2200hrs on station then on recall from accommodation on or near station at night: Formby, Newton le Willows, Heswall and Belle Vale
- 5 stations will have a 3rd Fire Engine staffed by wholetime retained crew from 24 hour fire stations: Aintree, Kirkdale, Wallasey, Liverpool City and St Helens
- Search and Rescue Team: Aintree
- 32nd Fire Appliance: Aintree
- 33rd & 34th Fire Appliances: New retained appliances for 2024/27. Location to be allocated

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**This map shows where we have Police and Ambulance partners working alongside us:**

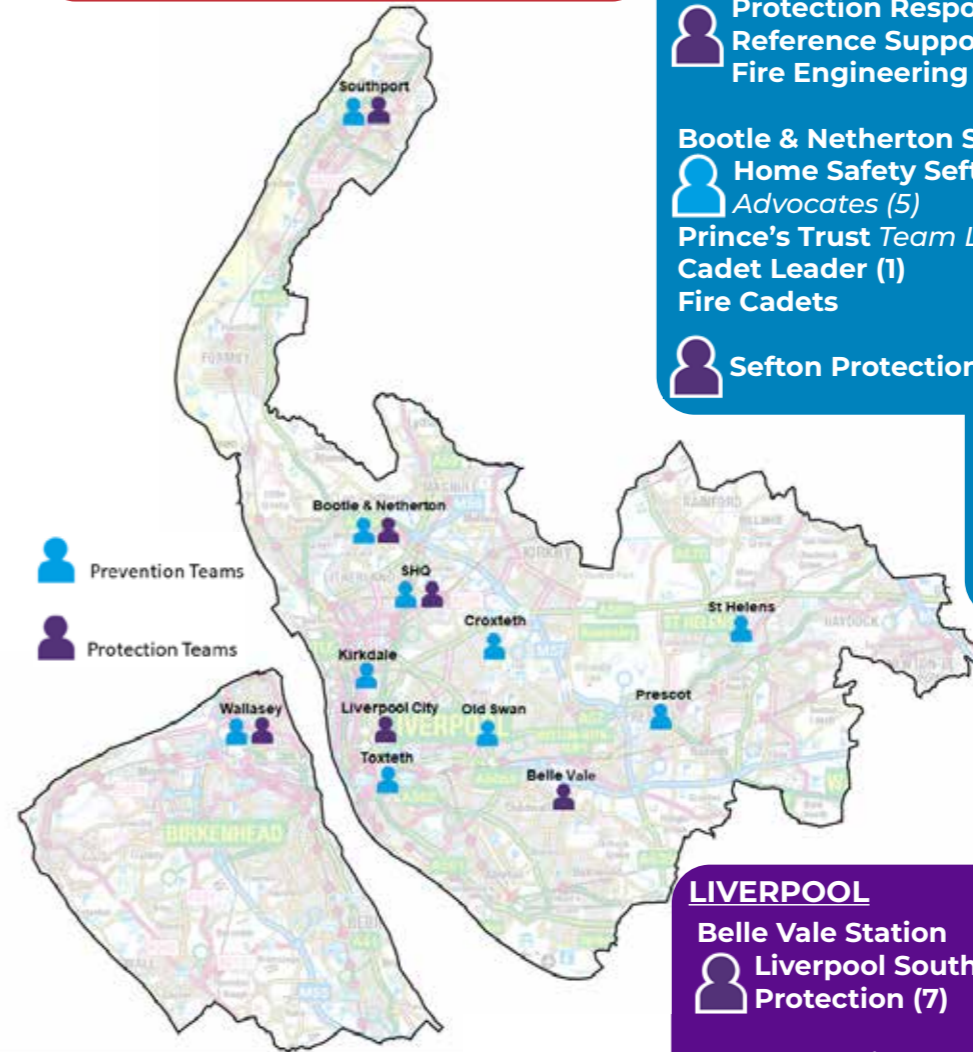


**Location of MFRS Prevention (home safety & community safety) & Protection teams (fire safety)**

**KNOWSLEY**

**Prescot Station**

- Home Safety Knowsley & St Helens Prevention Team Manager (1) Advocates (5) Community Safety Advisors (2)
- Prince's Trust Seconded Police Officer (Team Leader) (1) Programme Support Worker (1)



- Prevention Teams
- Protection Teams

**SEFTON**

**Service Headquarters**

- Home Safety SHQ Prevention Team Group Manager (1), Fire Service Direct FSD Manager (1) FSD Advisors (6), Arson Group Manager (1) Station Manager (1), Youth Engagement Strategic Safeguarding Manager (1) Youth Engagement Manager (1) Prince's Trust Manager (1) Beacon Manager (1)

- Protection Response Officers (4)
- Reference Support (6)
- Fire Engineering Team (7)

**Bootle & Netherton Station**

- Home Safety Sefton Prevention Manager (1) Advocates (5)
- Prince's Trust Team Leader (1) Support Worker (1)
- Cadet Leader (1)
- Fire Cadets

- Sefton Protection (14)

**Southport Station**

- Cadet Leader (1)
- Fire Cadets

- Sefton Protection (2)

**ST HELENS**

- Prescot Station Cadet Leader (1)
- Fire Cadets

**LIVERPOOL**

**Belle Vale Station**

- Liverpool South, Knowsley, St Helens Protection (7)

**Toxteth Station**

- Home Safety Liverpool Prevention Manager (1) Advocates (6)

**Kirkdale Station**

- Beacon (Kirkdale) Youth Advocates (3)

**Croxteth Station**

- Cadet Leader (1), Fire Cadets

**Liverpool City Station**

- Liverpool North Protection (9)

**Old Swan Station**

- Arson Arson Manager (1) Arson Officers (6)

**WIRRAL**

**Wallasey Station**

- Prince's Trust Team Leader (1) Support Worker (1)

- Cadet Leader (1)

- Fire Cadets

- Home Safety (Wirral) Prevention Manager (1)

- Wirral Protection (8)

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## Lead Authority for National Resilience

**HMICFRS inspection area:** Responding to major and multi-agency incidents

National Resilience is a shared responsibility between central and local government. National Resilience provides specialist equipment and skilled staff to enhance the ability of the fire and rescue (\*) sector to respond effectively to large-scale or critical incidents. Those incidents may be natural, such as flooding or wildfire, or industrial accidents, building collapses or terrorist attacks.

Merseyside Fire and Rescue Authority has been working for the Home Office as the lead authority for the coordination and management of National Resilience since 2016. This nationally important responsibility is overseen by our Deputy Chief Fire Officer as the National Fire Chiefs' Council National Resilience Strategic lead and our Chief, Deputy and Assistant Chief Fire Officers are National Strategic Advisors for large and complex incidents nationally.

We have responsibility for National Resilience Assurance making sure other Fire and Rescue Services can use equipment provided efficiently, the management, coordination and delivery of training and the management of the maintenance contract, so National Resilience assets are always fit for purpose and ready for use when required by MFRS National Resilience Fire Control.

Assurance is provided by the National Resilience Assurance Team (NRAT), made up of fire and rescue service officers from around the UK. They are one of several functions that support the National Coordination and Advisory Framework (NCAF), which allows decision makers, locally and nationally to receive clear operational advice on how best to manage large scale emergencies, and in collaboration with National Resilience Fire Control, are responsible for the mobilisation, co-ordination and monitoring of National Resilience (\*\*) assets.

The following specialist capabilities (which can be vehicles, equipment and people) are managed by NRAT and located around the country based on risk

- Enhanced Logistics Support (\*\*)
- Chemical, Biological, Radiation and Nuclear (\*\*)
- Flood Response
- High Volume Pump (\*\*)
- Urban Search and Rescue (\*\*)
- Marauding Terrorist Attack Specialist Response (\*\*)
- Wildfire, to be introduced in 2024

\* removed 'service'

\*\* removed '(NR)' '(FLS)' '(CBRN(e))' '(HVP)' '(USAR)' '(MTA)'

We also play a vitally important role in international emergencies as the lead fire and rescue service for the coordination and deployment of the UK International Search and Rescue (UKISAR) team, which in 2023 alone, took part in the international response to large scale natural disasters in Türkiye, Malawi and Morocco. We are very proud of this international role and in late 2023 UKISAR was recognised as a world leader and the highest performing ISAR team worldwide.

## Preventing fires and other emergencies

**HMICFRS inspection area:** Preventing fires and other risks

Our prevention activities focus on safety:

- In the home
- On our roads
- In the community, including reducing arson
- In and around water

Some of the most important services that we provide help prevent fires in people's homes. This includes a range of activities managed by our Prevention department and provided in a variety of ways.

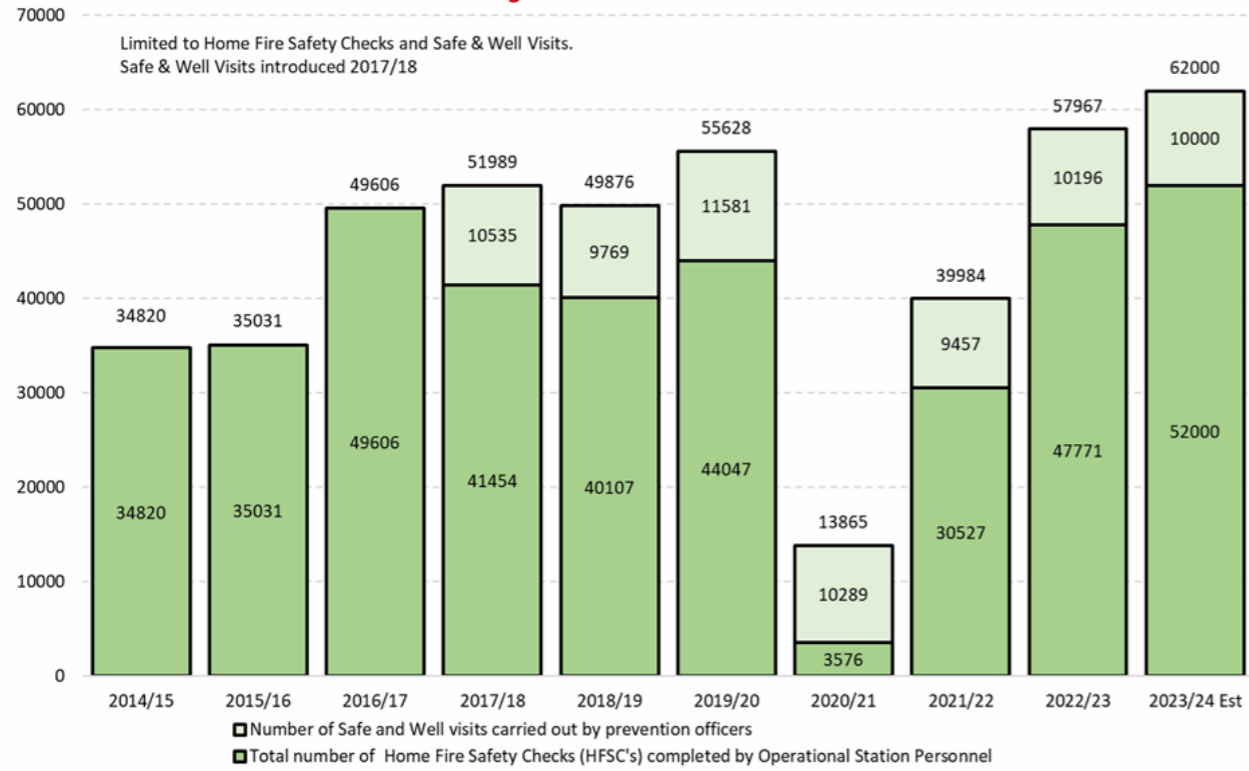
Firstly, our Home Safety Strategy which includes our Home Fire Safety Check. Each year our fire crews carry out 50,000 of these checks which are targeted at people who live in more deprived areas and are over the age of 65. We know this means that we are reaching people who are most vulnerable from fire. We also deliver 10,000 Safe and Well Visits through our specialist Prevention Advocate teams. The Safe and Well Check provides home fire safety advice and also lets us focus on health and lifestyle factors that we know make some people more at risk of dying or being injured in a fire. We work closely with partners so



we can link them to the people who are most vulnerable and who need their support. By doing this, we make every contact count.

Important to our Prevention activity is our communications plan which helps us talk to our communities through social media and other media outlets, directing people to online Home Fire Safety Checks and offering other crucial community safety information. We work in real time, which means that when we see an increase in particular incident types (such as fires linked to the cost of living) we can provide specific information for the public at short notice to keep people safe from fire.

## Home Fire Safety Checks and Safe & Well Visits



\* n.b: During 2020 to 2022 activity was affected by the national restrictions in place to respond to the pandemic.

Our approach to home safety has **led** our prevention work for many years and it has resulted in a significant reduction in fires, deaths and injuries in the home. To emphasise this point, house fires in England and Wales have reduced by 16% in the last ten years, but in Merseyside we have seen a 32% reduction. We share learning and best practice across the country and this is one of the main reasons we have been given an Outstanding judgement for preventing fires in all three of our inspections by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

Supporting the broader Prevention Strategy, our Community Safety plans help us to reduce arson and other deliberate fires (\*) and set out how we work with young people. We work across Merseyside, in the most challenging places, to develop and deliver a number of early interventions and development programmes to help young people. We also have a member of staff working full time in the Merseyside Violence Reduction Partnership, which supports early intervention and youth education for the whole of Merseyside, with the aim of reducing anti-social behaviour and fire setting. We also have a strong focus on safeguarding, influencing nationally and making sure that our staff know how to spot safeguarding issues and take the correct action to protect people.

Reducing road traffic collisions is also important to us and we work with the Merseyside Road Safety Partnership to deliver education to young people to help prevent them becoming victims of road traffic collisions.

\*We also work closely with the Merseyside Water Safety Forum to promote water safety and reduce drowning. You can read more about our future plans on page 39.

\* removed 'improve road and water safety'

Our plans help us to be clear on what we will do to prevent fires and other emergencies and they are based on a range of local, regional and national data. Our targeted, risk-based approach prioritises people and communities that are most vulnerable. More recently, we have been looking at how we can broaden the advice we give, using risk information to warn people who live in areas where there is a risk of flood or wildfire and help them become more resilient.

We also want to make every contact count and we are connected to what local councils, other emergency services and partner organisations are planning, to make sure we contribute to campaigns and make the best use of our own staff and resources to improve people's lives in as many ways as we can. We consult with key stakeholders and evaluate our plans so that we know we are reaching the right people in the right places. Sharing our knowledge and understanding of risks in Merseyside and working in partnership with other organisations also increases our efficiency and effectiveness in the use of resources to help us improve safety for the communities of Merseyside.

## Protecting people and buildings from fire (legislative fire safety)

**HMICFRS inspection area:** Protecting the public through fire regulation.

We improve safety in the communities of Merseyside by reducing risks and incidents in the built environment. We do this by educating and engaging with the people responsible for making sure buildings are maintained to legal standards and by using the Fire Safety Order and other legislation to take legal action when there has not been enough done to keep buildings and people who use them, safe.

This helps us to reduce the impact of fire in our communities, keep our firefighters safe and protect our heritage and the environment. We work with other fire and rescue services and organisations such as local councils, the Care Quality Commission and Merseyside Police to deliver our services. This can involve formal arrangements such as the Primary Authority Scheme (PAS\*\*) or the Liverpool City Plan. Also, our Fire Engineering Team work with local councils to ensure that buildings and the people who use them are protected from the effects of fire.



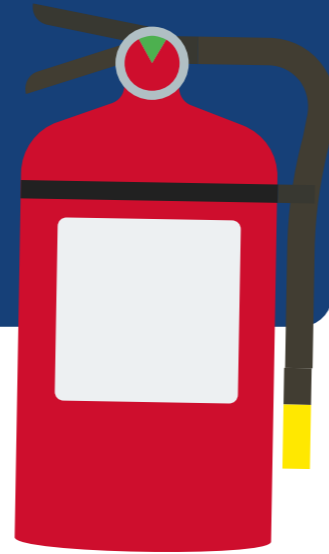


We use local and national information to help us identify the premises most at risk from fire and this helps us create our risk-based inspection programme; the list of premises that we will inspect or audit. We plan and adapt to the diverse and changing needs of the community, making sure that services are available to all in a way that meets their needs.

As well as the Fire Safety Order, we are responsible for enforcing other laws related to fire safety. This includes the safe storage of explosives and petroleum to reduce the risk of fire and explosion.

The impact of the Grenfell Tower fire in 2017 continues to influence the fire and rescue service sector. We have implemented recommendations following the findings of the first inquiry and will be working closely with the new Building Safety Regulator under the new building safety arrangements.

*\*\* Primary Authority Schemes (PAS) enable local authorities to improve compliance and build better relationships with businesses whilst supporting local economic growth. (\*) A local authority can form a legally recognised partnership with a business or group of businesses to provide them with fire safety regulatory advice that other authorities have to respect and consider when they are carrying out inspections or dealing with non-compliance.*



## Our People

**HMICFRS inspection areas:** Promoting the right values and culture; Getting the right people with the right skills; Ensuring fairness and promoting diversity.

We are proud of the community we come from and represent and it is really important to us that we create a safe place for people to live, grow and thrive. We recognise that each and every one of us plays a part in making Merseyside Fire and Rescue Service a great and successful place to work.

We understand that our people help us achieve our Vision, Purpose and Aims through commitment to our organisational values and behaviours and we know that its vitally important that our people are able to achieve their potential, give their best at work and are listened to and valued for their contribution.

We are committed to participation, openness to learning, equity and fairness, informed choices, shared ownership and creating a place where people belong.

We work with community groups, schools and colleges, taking a positive action approach to recruitment and promotion to encourage applications from people who might not usually think of working for Merseyside Fire and Rescue Service as a career for them.

\* removed ' Under such schemes,'

(\*\*) You can read more in our People Plan which includes details about our leadership journey and cultural action plan, but some highlights that directly impact on this Community Risk Management Plan include how we make sure firefighters are competent to carry out their role and what we are doing to make sure we consider the wellbeing of our staff and keep them safe from contaminants at incidents.

[Link to be added after Authority approval]

### Our wider team (the internal frontline)

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

These departments directly support our emergency response and include Finance, Legal Services and Human Resources departments and Estates



Management, Communications, Vehicle Management, Operational Planning, Data and Technology and administrative support to front line departments.

# Our plans for 2024/27

## Our actions

We have considered risk, demand and vulnerability and there are a number of actions we **plan** to take between 2024 and 2027 that we believe will continue to build on the successes of our previous plan and help us continue to increase our resources. **This will mean** we can respond even more effectively to incidents, protect the public and visitors to Merseyside (and our firefighters) and reduce fires and other incidents.

**We have listened to feedback from the public and our staff and made some minor changes to our original proposals, mainly to clarify what we plan to do.**

## Our 2021/24 Integrated Risk Management Plan

For details of how we have delivered the actions from our last IRMP, please see updates on our IRMP 2021/24 on page 62.

\*\* removed 'From July'



## Increasing resources and improving response

Action	Why we are <b>doing</b> this	Expected benefits
<b>1.</b> Increasing fire engines/appliances from 32 to 34.	We've been building back in resources in innovative ways since 2019 and want to continue with this.	This <b>will</b> enhance our specialist response and give us increased resilience across Merseyside (for larger incidents for example).
<b>2.</b> Reintroducing a Small Fires Unit.	A smaller vehicle needing fewer fire fighters could help when we have large numbers of lower level incidents (non-life risk).	This <b>will</b> free up traditional fire engines for bigger emergencies or incidents where lives are at risk.  <b>Following consultation we would use the Small Fires Unit during known peaks in demand periods e.g., periods of hot weather and the bonfire period.</b>  Its introduction will be subject to the benefits and improvements being cost effective or affordable.
<b>3.</b>  Protecting our fire engine availability for life risk incidents.	Sometimes fire engines become unavailable at short notice (e.g. staff sickness). We are interested in how we can avoid that and still deliver a response to non-life risk incidents with three firefighters when this happens.	We <b>will</b> maximise our fire engine availability whilst protecting life risk resources.  <b>Following consultation, we can confirm that this approach will protect our response to 'life risk' incidents, making us quicker to respond to the public in an emergency.</b>  <b>This proposal will avoid a fire engine becoming 'unavailable' to respond to a large number of low-level calls.</b>  <b>We WILL NOT mobilise fire engines with three riders to 'life risk' calls. Our response model will remain as described in this and our previous IRMP.</b>  We will pilot this approach over the first 12 months of the plan.  <b>*See below for further details.</b>
<b>4.</b> Enhancing water rescue capability through introducing either a sub-surface drone or a dive team.  We will investigate the costs and benefits of these approaches.	We want to increase the chances of saving people in this situation.	We hope we would be able to save the life of someone who has gone <b>into</b> the water more often that we are able to now.
<b>5.</b> Working with partners to plan for and respond to the emerging threat from fires involving alternative fuels (e.g. Lithium-Ion batteries and Hydrogen fuel cells).	The increased use of Lithium-Ion batteries to power everyday items such as mobile phones, but also vehicles including scooters, bikes and cars, creates challenges for the fire and rescue service and its partners in Merseyside and beyond. The same applies to the use of Hydrogen fuel cells in cars and other vehicles.	Merseyside Fire and Rescue Service and the Local Resilience Forum will work with the industry to help reduce risks for firefighters and the public.



## Working smarter

Action	Why we are <b>doing</b> this	Expected benefits
<b>6.</b> Introducing Enhanced Mobilisation (pre-alert).	We want to respond even faster than we do now. Enhanced mobilisation is a technical change that would alert a crew earlier and put them on standby to attend an incident.	We <b>will</b> arrive at an incident quicker. Potentially up to one minute earlier than we do now.
<b>7.</b> Using improved technology in the MFRS Control Room, such as 'Aura', and '999Eye'.	We currently move fire engines around when those on our key stations are out at an incident. The Aura software will help us map exactly where all appliances are at all times.	This <b>will</b> help cut down on the movement of fire engines between fire stations, allowing them to respond to incidents and do more community work in their own station area.
<b>8.</b> Using Watch Managers to carry out different duties that add value whilst responding to incidents in different ways.  Following mixed views on the benefits of this proposal (from some staff and our staff representative bodies) we will undertake work to develop this action further during the first year of the plan.  The proposed way of working is currently used in different fire and rescue services in the UK and Europe, and we will use what we learn from them to help us understand the benefits and potential pitfalls prior to any implementation.  We will include our staff and our staff representative bodies in this work. Its introduction would be subject to a successful pilot.	We don't think that Watch Managers need to be based on station all the time. They could carry out different duties that add value to the organisation and respond to incidents in a different way.	This could provide more resources in areas that are sometimes stretched, such as Protection (fire safety).





## Adding value in Merseyside

Action	Why we are <b>doing</b> this	Expected benefits
<b>9.</b> Working in areas of higher risk to educate and inform the communities in those areas about known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer.	We'd like to do even more to help our communities understand the risks in the areas they live in and what they can do to help themselves deal with those risks – e.g. in areas of flood risk.	People living in specific communities <b>will</b> be more informed and better prepared for events that might affect them.
<b>10.</b> Continuing to assist the Ambulance Service in relation to cardiac response and expanding this to people who have had falls.	We believe we can support (not replace) the <b>Ambulance Service</b> when people have cardiac arrests or falls.	We can help save more lives and improve quality of life by supporting North West Ambulance Service.
<b>11.</b> Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation.	Already an important part of what we do; more data shared by other organisations will help us target our prevention services even more accurately.  We also know that people in sheltered accommodation are at higher risk, so we want to do even more to protect them.	We will keep more people safer because we know more about the risks they face and we can target our interventions to reflect that risk better.  People living in sheltered accommodation <b>will</b> be safer as a result of this work.
<b>12.</b> Following the introduction of a national Building Safety Regulator to address the legal changes following the Grenfell Tower incident, we will introduce a new framework for fire safety related enforcements and prosecutions to improve public safety.	We've already done a lot to support the implementation of Grenfell Tower Inquiry recommendations and these next steps will help us to improve safety even more.	Residents of high rise and other high risk buildings will be safer from fire.

## The wider picture

Action	Why we are <b>doing</b> this	Expected benefits
<b>13.</b>  Using the new Training and Development Academy for national and international training.	Our investment in our new Training and Development Academy can benefit the UK and international fire and rescue services.	MFRS can provide national training and assurance in relation to the National Resilience capabilities through its enhanced training facilities – demonstrating best practice.
		MFRS can work with international fire and rescue service partners to share the best of UK fire and rescue service practice and knowledge.
<b>14.</b> As lead authority for National Resilience we will work with the Home Office on the programme to refresh the current National Resilience assets (known as New Dimension 2).	The New Dimension programme funds the equipment and training requirements which make sure England's fire and rescue services can call on specialist capabilities to help them deal with a wide range of large or national-scale incidents	The programme is designed to ensure that fire and rescue services are able to save as many lives and protect as much property as possible through the quick deployment of the specifically designed capabilities.
<b>15.</b>  Achieving Net Zero by 2040	We are keen to play our part in reducing carbon emissions in the ways we build and maintain our fire stations and other buildings, how our staff travel and the equipment they use to deliver our services.	Although this proposal would continue several years after the end of this plan, we know we have to make changes now.

**\*This proposal will keep fire engines available for 'non-life' risk incidents (e.g. persons locked out, assisting the ambulance service) with three people. By doing this we can avoid bringing fire engines in from further afield, unnecessarily leaving other parts of our communities without 'life risk' fire cover.**

**We will also give local managers permission for off going staff to remain on duty through the provision of an overtime budget/or reallocate duties for a short period to keep the fire engine available with four firefighters (enabling them to continue to respond to life risk incidents) whilst we are bringing in replacements from elsewhere.**

**In order to limit the number of occasions when appliances would be required to respond with three people, we will also review our current processes of moving staff between fire stations in order to make them more efficient and effective.**



# Finance

\* removed 'has'

**HMICFRS inspection area:** Making the FRS affordable now and in the future.

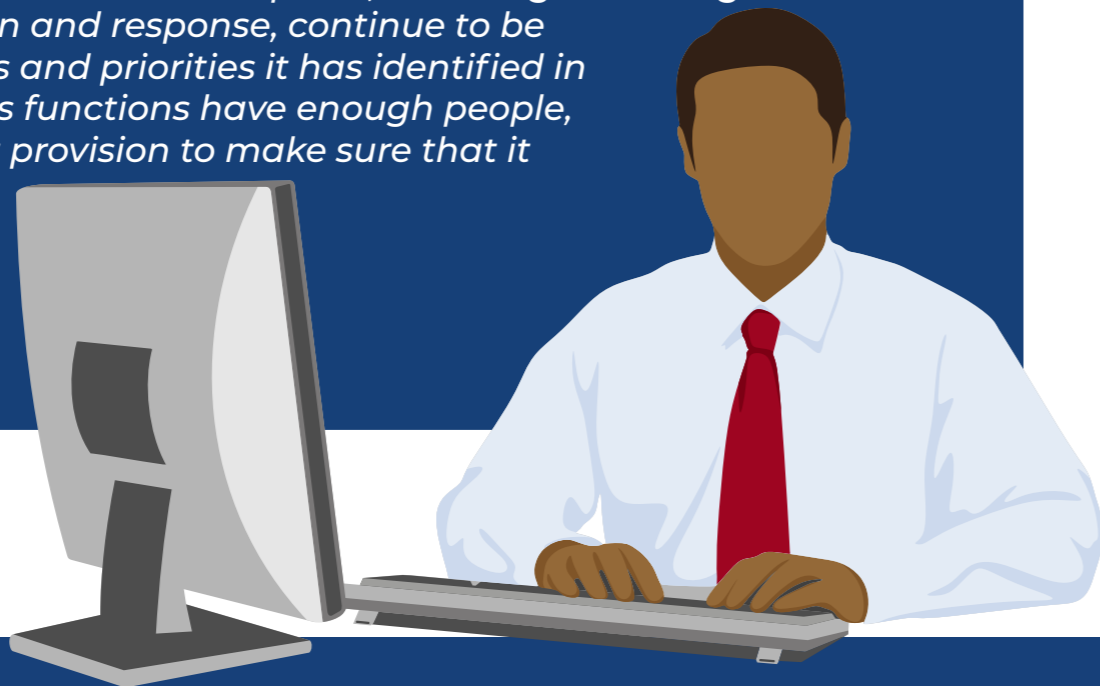
Merseyside Fire and Rescue Authority has an excellent record of delivering outstanding fire and rescue services with the budget we have (€) to spend on our employees (including our firefighters), our equipment and our services. Our money comes from grants from Central Government and Council Tax payments and we make decisions on what we spend based on the Risk, Demand and Vulnerability of our communities. As we do that, we make sure that we provide value for money for the people of Merseyside.

Like other public services we have faced financial challenges over the years, with budget reductions totalling 50% in real terms leading to us having to reduce firefighter numbers from over 1000 to 620 and fire engines from 43 to 28 over a ten year period.

But we have always made sure we provide the best services, including a very fast response to emergencies. In recent years we have made some bold decisions that have allowed us to increase the number of firefighters to 642 and our fire engines to 32, and we are going further in this CRMP.

Our Medium Term Financial Plan sets out how we will deliver our services and we carry out prudent financial management by managing our resources efficiently, economically and effectively. We have been judged as Outstanding for making the best use of resources by our Inspectorate who said:

*"The service's financial and workforce plans, including allocating resources to prevention, protection and response, continue to be consistent with the risks and priorities it has identified in its IRMP. All the service's functions have enough people, equipment and budget provision to make sure that it achieves the aims and objectives set out in its IRMP."*



The Authority will always prioritise the allocation of resources to frontline services to increase firefighter and fire engine availability and to target Prevention and Protection, to provide the best services we can across Merseyside. While there is no room for complacency, the investment the Authority has made in the Service in recent years allows us to deliver our Vision to be the best fire and rescue service in the UK - One team, putting its communities first.

You can read more about our spending plans in our updated Medium Term Financial Plan which covers a five year period from 2024/2025 to 2028/2029 here: [link set to change](https://mfra.merseyfire.gov.uk/ieListDocuments.aspx?CId=142&MId=2842&Ver=4)

<https://mfra.merseyfire.gov.uk/ieListDocuments.aspx?CId=142&MId=2842&Ver=4>

The CRMP is the key document that helps us to decide how we spend our budget and the Medium Term Financial Plan reflects the allocation of resources necessary to deliver the CRMP and provide our other services too.

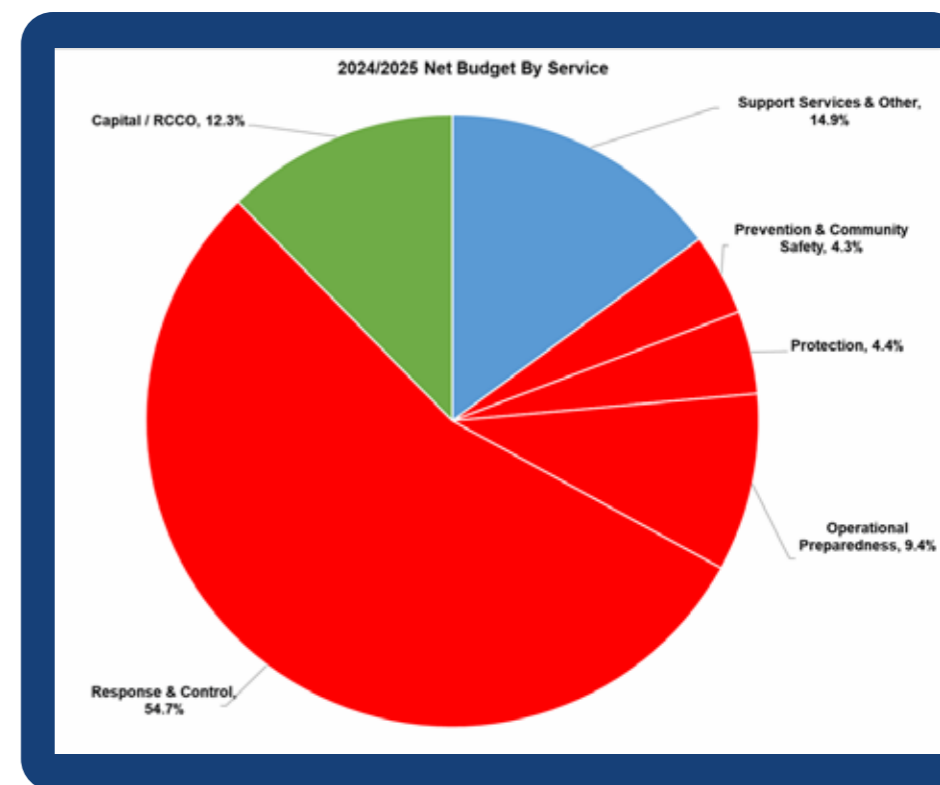
The pie chart below shows that:

- Most expenditure, 54.7%, is allocated to emergency and specialist response;
- In addition, 9.4% goes on preparing for emergencies (Operational Preparedness); and
- 8.7% on Protection (legislative fire safety), Prevention and Community Safety.

Therefore, 72.8% of all expenditure is allocated to **"frontline"** services (which includes Prevention and Protection).

The 12.3% allocated to capital costs relates mainly to previous investment in **"frontline"** assets, fire stations, vehicles and equipment.

The remaining 14.9% is allocated to our wider team including support services. These enable "front line" services to be delivered and secure value for money in the achievement of our **Vision and Aims**.







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

# Equality, Diversity & Inclusion

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

Our organisational culture is also very important to us and we are very aware of the poor behaviour that has occurred in other fire and rescue services. We work hard to make sure the culture in Merseyside is positive and inclusive and we've updated our objectives to reflect that commitment.

Our Equality, Diversity and Inclusion Objectives have been reviewed and refreshed to reflect our aims for 2024-27. They are:

- Objective 1** - Create a strong Inclusive organisation that is positive to rising to the future challenges we face.
- Objective 2** - Ensure that people from diverse communities receive equitable services that meet their needs.
- Objective 3** - Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas.
- Objective 4** - To continue to evolve the Service's cultural competence based on community insight so that all staff can undertake their role recognising the value of difference. This strengthens our approach to Equality (equity), diversity and inclusion, meaning our staff are well equipped to engage with our diverse communities and are sensitive to their needs.
- Objective 5** - To continue to aspire for equality, diversity and inclusion excellence; measuring ourselves against best practice and benchmarking tools within the Fire and Rescue Service and other sectors.

During the **preparation and** consultation on this Plan we considered the impact of our proposals on the nine protected groups\*.

You can read more about our commitment to equality, diversity and inclusion in our People Plan which is available on our website **here [link to be inserted]**.





\* removed 'we have included on page 40'

## Consultation and engagement

When planning a CRMP, or any major changes, we meet with groups of people who live in all the council areas of Merseyside to ask them what they think of our ideas and if we are using our resources, including our people, in a fair and cost effective way. We discuss our ideas with our staff, their representatives and with partner organisations too. During the life of this CRMP we will engage with the public and other stakeholders to discuss how we are delivering the plan and what impact the proposals are having.

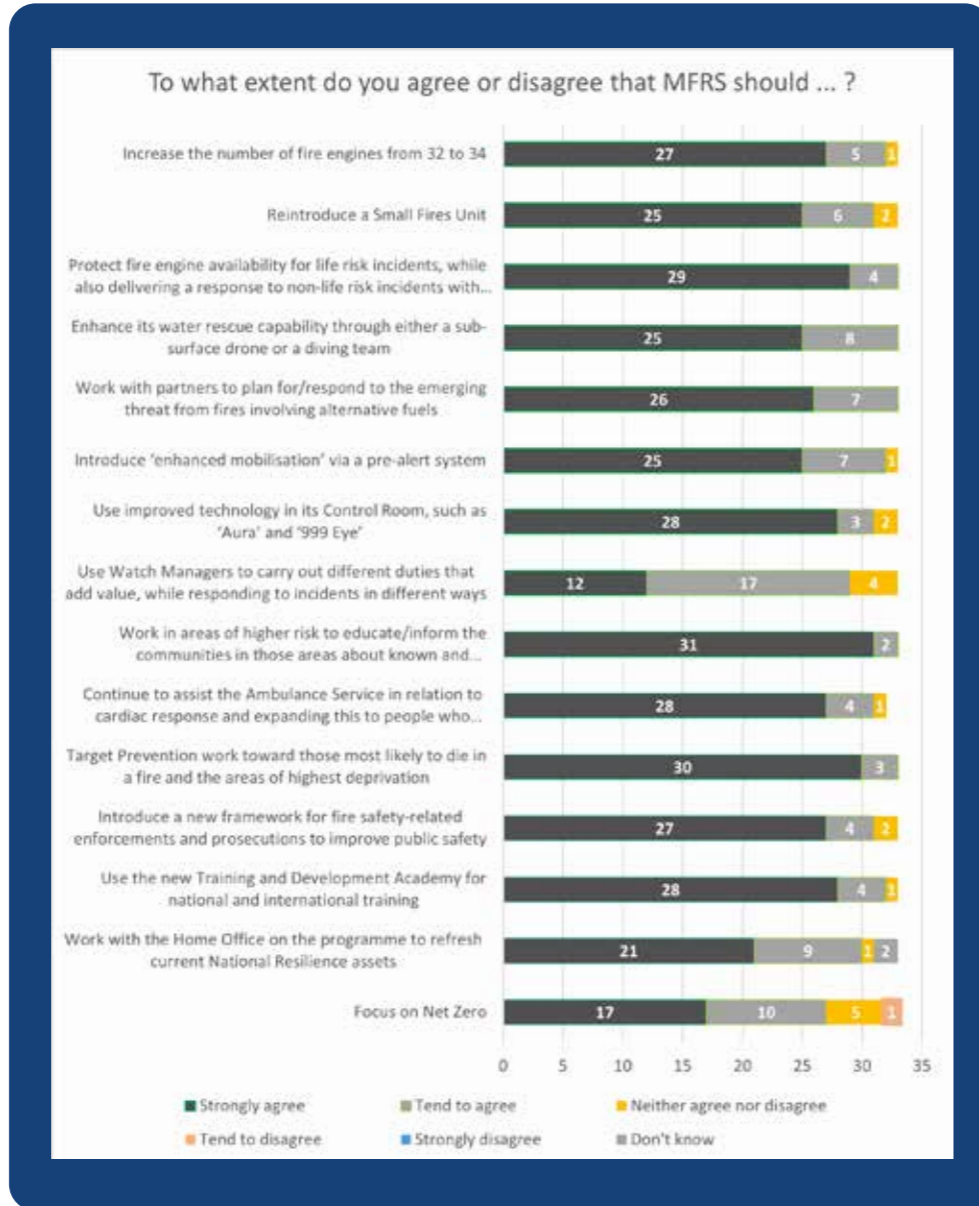
When we first started thinking about this plan we asked the public of Merseyside and our staff through a series of open forum talks, what they thought about the ideas had, which **became our proposals (\*)**.

In March, April and May 2024 we consulted on those proposals and have taken account of feedback to produce the actions in this plan.

**Public forums** supported of all the ideas we discussed with them and the chart to the right shows the level of support for each theme.

In addition, an online survey showed that the majority of people that responded thought our proposals were reasonable. Where people weren't sure or disagreed, many of the comments suggested that people hadn't fully understood what we are proposing.

We've clarified our actions and also included pilot stages for some of the proposals people were concerned about.



\*\* removed 'have'

## Our Planning Principles

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

### The Planning Principles are:

1. Would like MFRS to maintain a standard 10-minute response to all life-risk incidents across Merseyside, rather than have some areas fall outside of that standard
2. Prefer MFRS to use wholtime (full-time) firefighters to protect its communities rather than retained firefighters
3. Would like MFRS to secure long-term solutions that protect staff moving forward
4. To consider the health, wellbeing and diversity of staff, including avoiding compulsory redundancy where possible. (revised following public consultation)
5. Prefer to use different duty systems to improve and maintain response times (revised following public consultation)
6. Want performance against the response standard to be a determining factor when implementing change
7. Expect MFRS to resource to meet the demands placed on the service
8. Increased focus on Protection as a result of the Grenfell Tower inquiry and recommendations
9. Expect MFRS to maximise its productivity to protect the public
10. Would like MFRS to keep prevention at the forefront of its work
11. Support MFRS assisting the ambulance service when it is facing a surge in demand, like that experienced through the pandemic (whilst maintaining response to fires/other emergencies)
12. Would like to see blue light collaboration not integration
13. Understand the need to MFRS to deliver a balanced budget in line with its medium term financial plan



The public continued to support the majority of the Planning Principles, but there was a general opinion that some of them needed to be updated or removed. The public thought that principles 3 and 4 were relevant when the Service's budget was particularly stretched, but not so relevant now. As well as amending these principles it was suggested that a new principle or principles should consider staff wellbeing, mental health and diversity. We have reviewed this feedback and would like to continue to avoid compulsory redundancy where possible, as we feel this fits with considering the wellbeing of staff, so we have amended principles 3 and 4 to reflect the feedback from the public.

# Consultation on this plan

\* removed 'will'    \*\* removed 'will continue'

We (\*) consulted on this draft Plan for 12 weeks from 4th March to 27th May.

The consultation process (\*) included the following:

- a) Publication of the draft CRMP 2024-27 on our website
- b) Publicity regarding the launch of the consultation process will be published on the Authority website, Portal, Facebook, Instagram, Next-door and X pages
- c) One public forum for all districts of Merseyside (for around 30 people)
- d) Distribution of the CRMP to over 100 strategic partners and other interested parties
- e) Distribution of the CRMP to community contacts and a meeting with those contacts
- f) Meetings with staff Representative Bodies – Fire Brigades Union, Fire Officers Association, UNISON and UNITE
- g) Principal Officer talks with staff (\*) and engagement with Staff Network chairs
- h) Senior officers (\*) discussing our Plan with partner organisations
- i) An on line questionnaire on our website and social media for the public and staff

**Thank you to everyone who provided feedback. It has been considered during the writing of the plan and we have made some changes as previously mentioned.**





## Supporting information about how we assess risk, demand and vulnerability

### Risk

During preparation for the draft CRMP 2024-27 we have refreshed our earlier work with the National Security Risk Assessment (NSRA) and Merseyside Resilience Forum to produce a Community Risk Register. [www.merseysideprepared.org.uk](http://www.merseysideprepared.org.uk)

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

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

These high impact areas can have a significant on the community and on our Service. They tend to occur less often, but take a large amount of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

This does not mean they are the only risks we are prepared for as there are many other types of incidents that we plan for and respond to. These include air, road, rail, tunnels and heritage sites. Many types of incidents such as road traffic collisions and house fires are sadly much more common and part of our day to day work, even though we also work hard to reduce these. In preparation for this plan we have carried out a risk assessment that has included all incident types. We considered this alongside the six high impact risk types mentioned above and we looked at which incidents happen most often and the type of impact they have on people and communities. Our assessment of this risk was based on guidance produced by the National Fire Chiefs Council, but adapted to capture what we experience in Merseyside. The full assessment is included in the next pages.





## Risk Assessment

Risk: A combination of the likelihood and consequences of hazardous events

<https://www.ukfrs.com/community-risk/defining-risk>

Incident type (hazardous event) Collated in NFCC hazard groups	Impact/Consequence						Likelihood score	Gross risk score	
	Individual	Societal	Emergency Responder	Environmental	Heritage	Community			Impact score
<b>Structures</b>									
Waste Site Fires	Not scored due to being classified as high risk in the Community Risk Register								
Non Domestic Fire or Collapse Heavy Industrial including Manufacturing, Storage, Hazmat	5	3	4	5	2	4	9	4	35
Non Domestic Fire or Collapse Services including Education and Healthcare	5	3	4	3	2	5	9	4	35
Non Domestic Fire or Collapse Shops including Restaurants and Retail	4	3	2	1	2	1	6	5	31
Non Domestic Fire or Collapse Other Residential including Hotels , Care Homes and Hostels	5	3	2	2	3	2	8	4	31
Non Domestic Fire or Collapse Cultural Venues including Museums, Cinemas, Stadia, Nightclubs, Education	5	5	4	3	5	4	9	2	19
Non Domestic Fire or Collapse Other including Utilities, Car parks, Transport	4	5	3	3	1	3	8	2	16
Domestic Residential Building Fire or Collapse - high rise, care homes	5	3	3	3	2	5	9	4	34
Domestic Residential Building Fire or Collapse – single dwelling	3	1	2	1	1	1	5	5	23
Fires in Buildings Under Construction	4	2	4	3	1	1	7	4	26
Utility Sites Fire	3	2	3	3	1	5	8	1	8
Tunnels	5	4	3	2	1	3	8	1	8
Rescues from Height	1	1	1	1	1	1	2	5	10
Marine Traffic Accident	Not scored due to being classified as high risk in the Community Risk Register								
Vessel Fires	Not scored due to being classified as high risk in the Community Risk Register								
Vehicle Fires	3	2	1	1	1	1	5	5	23
Road Traffic Collisions Involving Multiple Vehicles	5	3	2	1	1	1	7	4	29
Road Traffic Collisions Single Car	3	1	2	1	1	1	5	5	23
Road Traffic Collisions Single Bike	3	1	2	1	1	1	5	5	23
Road Traffic Collisions Involving larger vehicles (buses, lorries etc)	5	3	2	4	1	1	8	3	23
Rail Fires	5	3	2	1	1	3	8	1	8
Rail Collisions	5	3	2	1	1	1	7	1	7

Air Traffic Accident	5	4	2	3	1	5	8	1	8
<b>Water</b>									
Water Rescue Marine	5	4	1	1	1	1	7	3	22
Water Rescue Waterways	3	2	2	1	1	2	5	3	15
<b>Industrial</b>									
Product Spillage - Hazardous Transport	5	4	2	4	1	4	8	3	25
Explosion HazMats Sites	5	5	3	5	1	5	9	2	18
Release Leak/Spillage – HazMats Sites	5	5	3	5	1	5	9	2	18
Fire Involving HazMats	5	5	3	5	2	5	9	1	9
Hazmat Related Road Traffic Collision	5	4	3	4	1	5	9	1	9
Hazmat Related Rail Collision	5	4	3	4	1	5	9	1	9
Hazmat Related Vehicle Fires	5	4	3	4	1	5	9	1	9
Chemical, Biological, Radiological, Nuclear, Explosion (CBRNE)	5	5	3	5	2	5	9	1	9
Trapped in machinery	3	1	1	1	1	1	4	3	13
<b>Environmental</b>									
Flooding inland / Coast	Covered Elsewhere								
Wildfire	Not scored due to being classified as high risk in the Community Risk Register								
Animal Rescues	1	1	1	1	1	1	2	5	10
Small Fires	1	1	1	1	1	1	2	5	10
<b>Malicious acts/Terrorism</b>									
Terrorist Attack	Not scored due to being classified as high risk in the Community Risk Register								
<b>Foreseeable emerging risks</b>									
Flooding inland / Coast (Climate Change)	Not scored due to being classified as high risk in the Community Risk Register								
Heatwaves / Wildfires (Climate Change)	Covered Elsewhere								
Vehicle Fires New Technology	3	2	1	1	1	1	5	2	9
Building Fire New Technology	5	3	3	3	2	5	9	2	17
<b>Other</b>									
Assisting Other Agencies	1	1	1	1	1	1	2	5	10

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

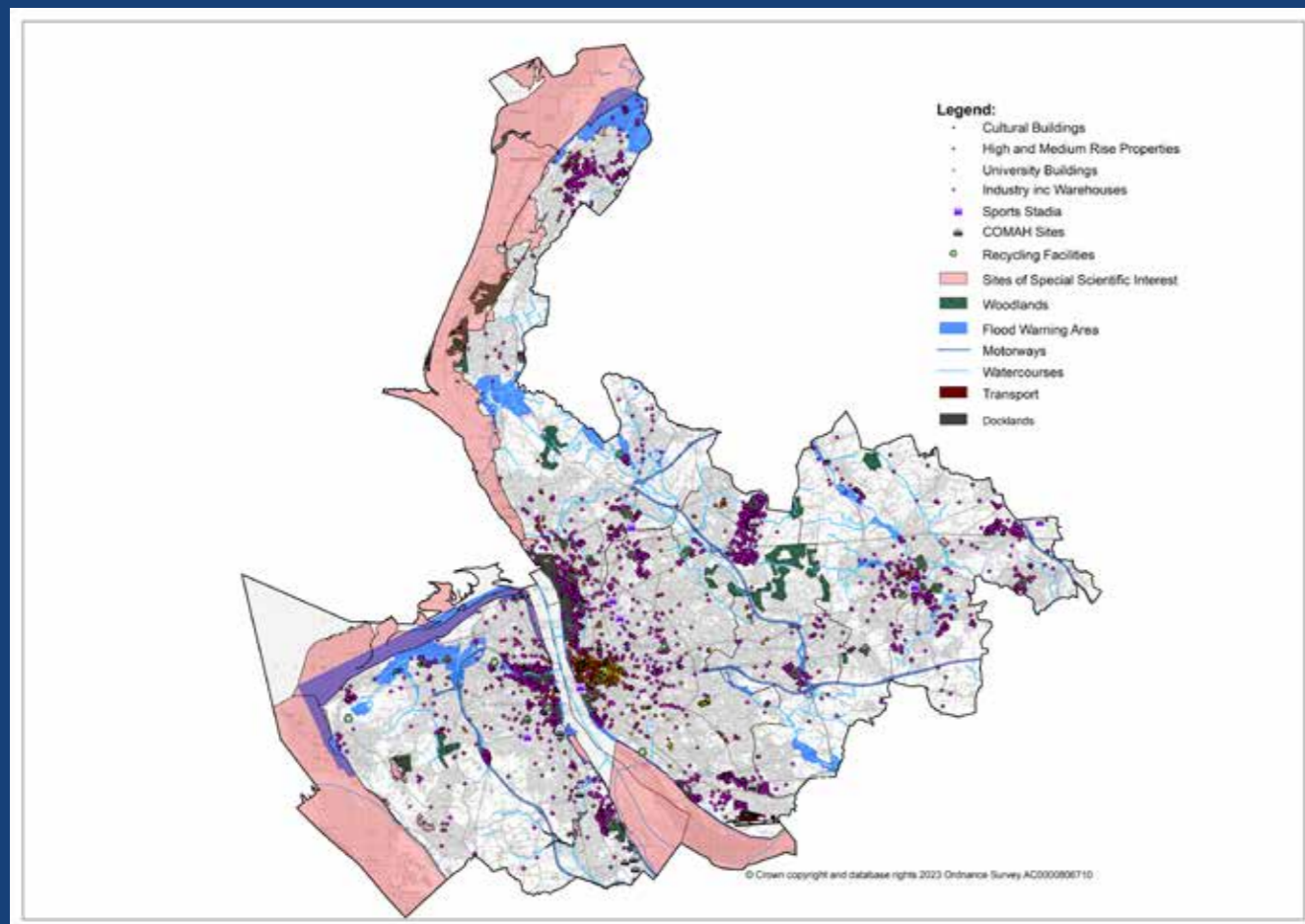
- Developing new approaches and procedures
- Investing in new equipment
- Core training and eLearning prepares staff for all incident types
- Training and exercising
- Working with partner organisations
- Working with the public

This helped up develop the actions included in this (\*) CRMP. We then analysed the actions against a range of factors to make sure we have considered the impact of those actions.

Knowing the foreseeable risks we face on Merseyside has allowed us to create the map below.

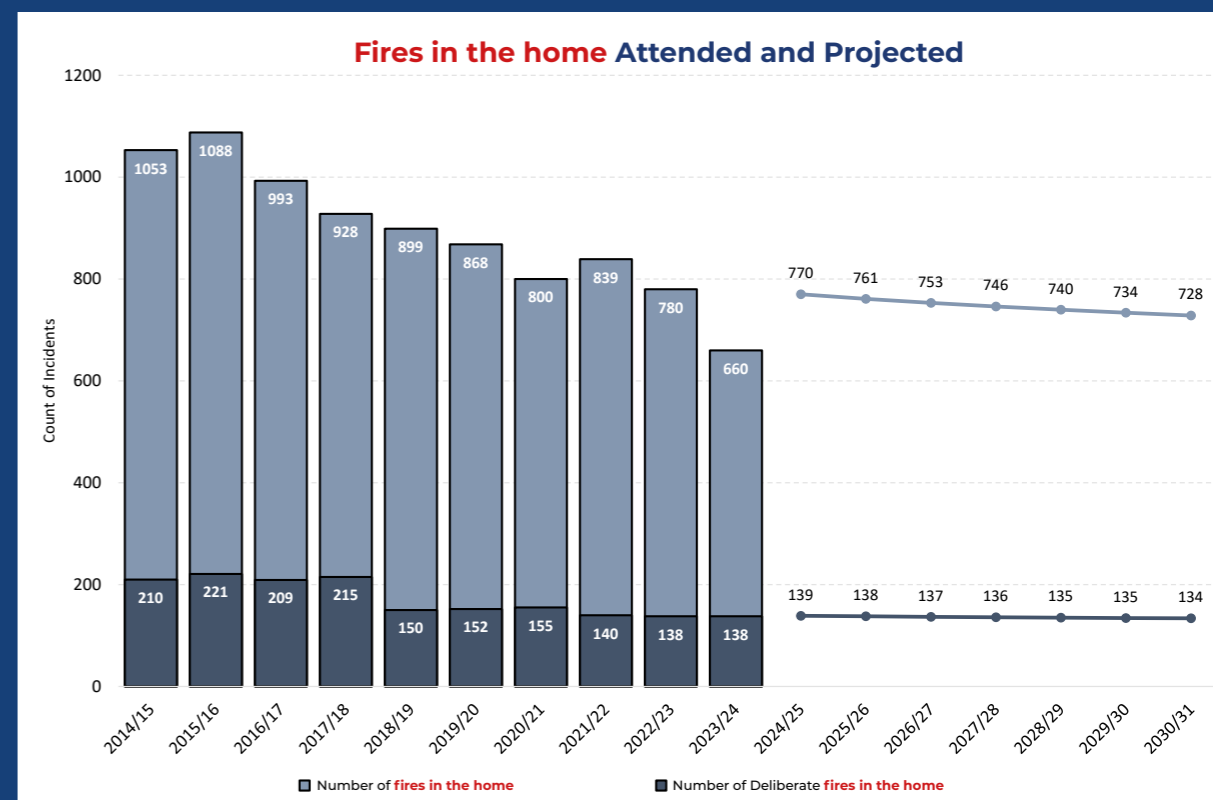
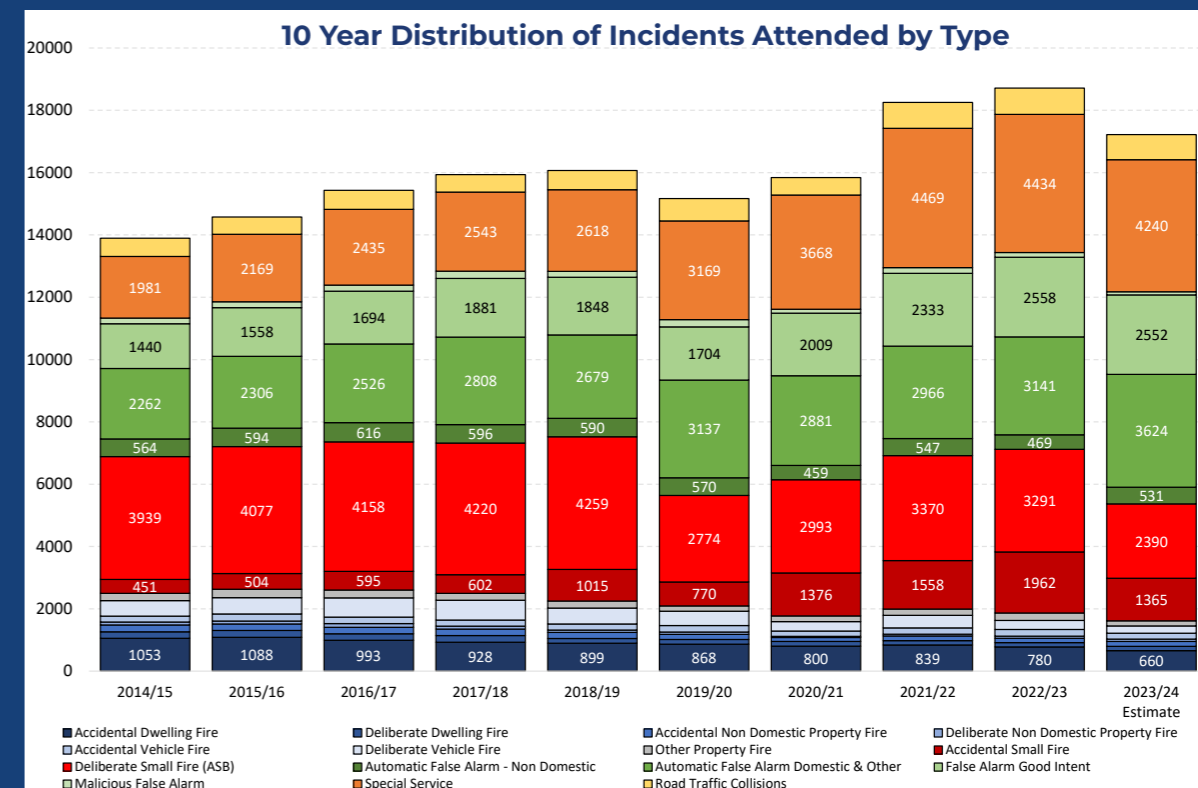
\* removed 'draft'

## Map identifying potential risks in Merseyside



## Demand

The graphs below show that the majority of incident types have reduced over the last 10 years influenced by our Prevention and Protection activity, with the exception of some Special Service calls. Special Service incidents where we have helped partner agencies (such as the Police) have increased but this is not a concern, as we have actively tried to help partners in this way.



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

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

**In its 2023 inspection report, His Majesty’s Inspectorate of Fire and Rescue Services said:**

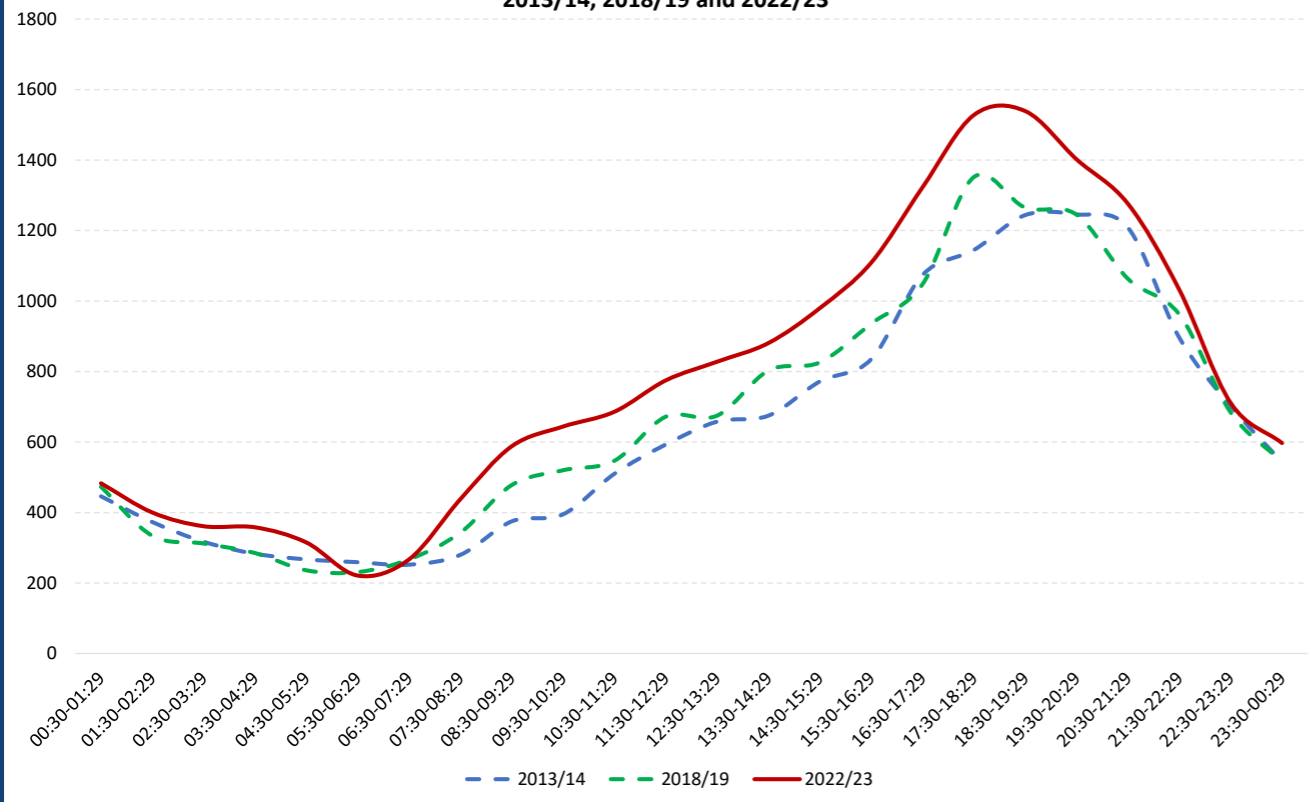
*“The service has assessed a suitable range of risks and threats using a thorough community risk management planning process. In its assessment of risk, it uses information it has collected from a broad range of internal and external sources and datasets.”*

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

All incidents: 01/04/2018 - 31/03/2023

	Day	Night
Count	53,894	30,312
Proportion	64.0%	36.0%

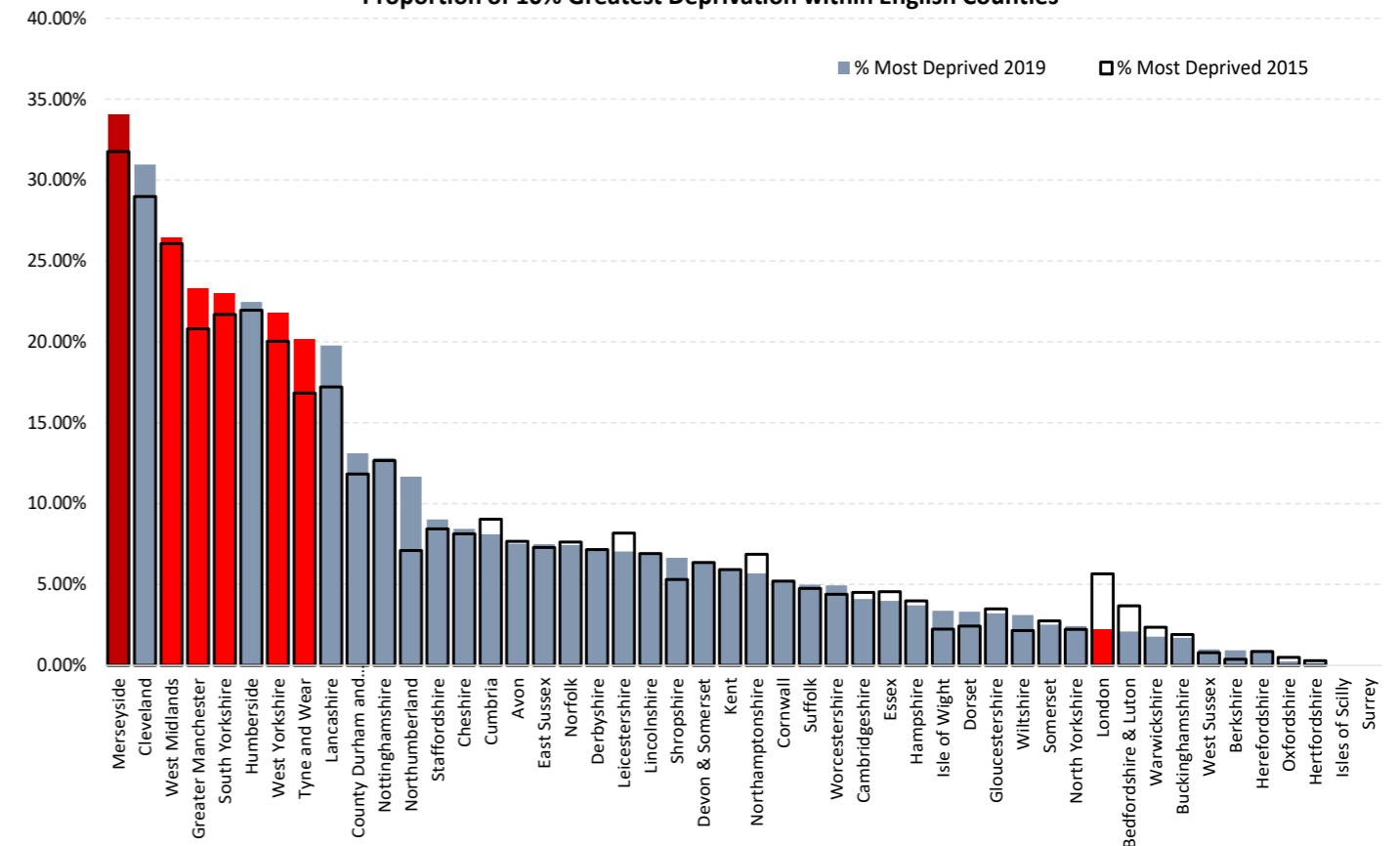
All Incidents Attended by Half Hour Period  
2013/14, 2018/19 and 2022/23



Through analysis of our data we know that:

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

Comparison of Deprivation between 2015 and 2019.  
Proportion of 10% Greatest Deprivation within English Counties



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

We have worked with the Liverpool City Region Combined Authority to ensure the impact of socio-economic deprivation is recognised throughout Merseyside and we deliver community reassurance campaigns in line with national and local priorities.

Directing our campaigns toward those most at risk has been successful in reducing both accidental fires in the home and deliberate anti-social behaviour fires in our communities. We are fully committed to working together with our partners to keep the public safe and this remains at the heart of everything we do.

**Vulnerability has an impact - fires aren't evenly spread throughout Merseyside.**

## Vulnerability

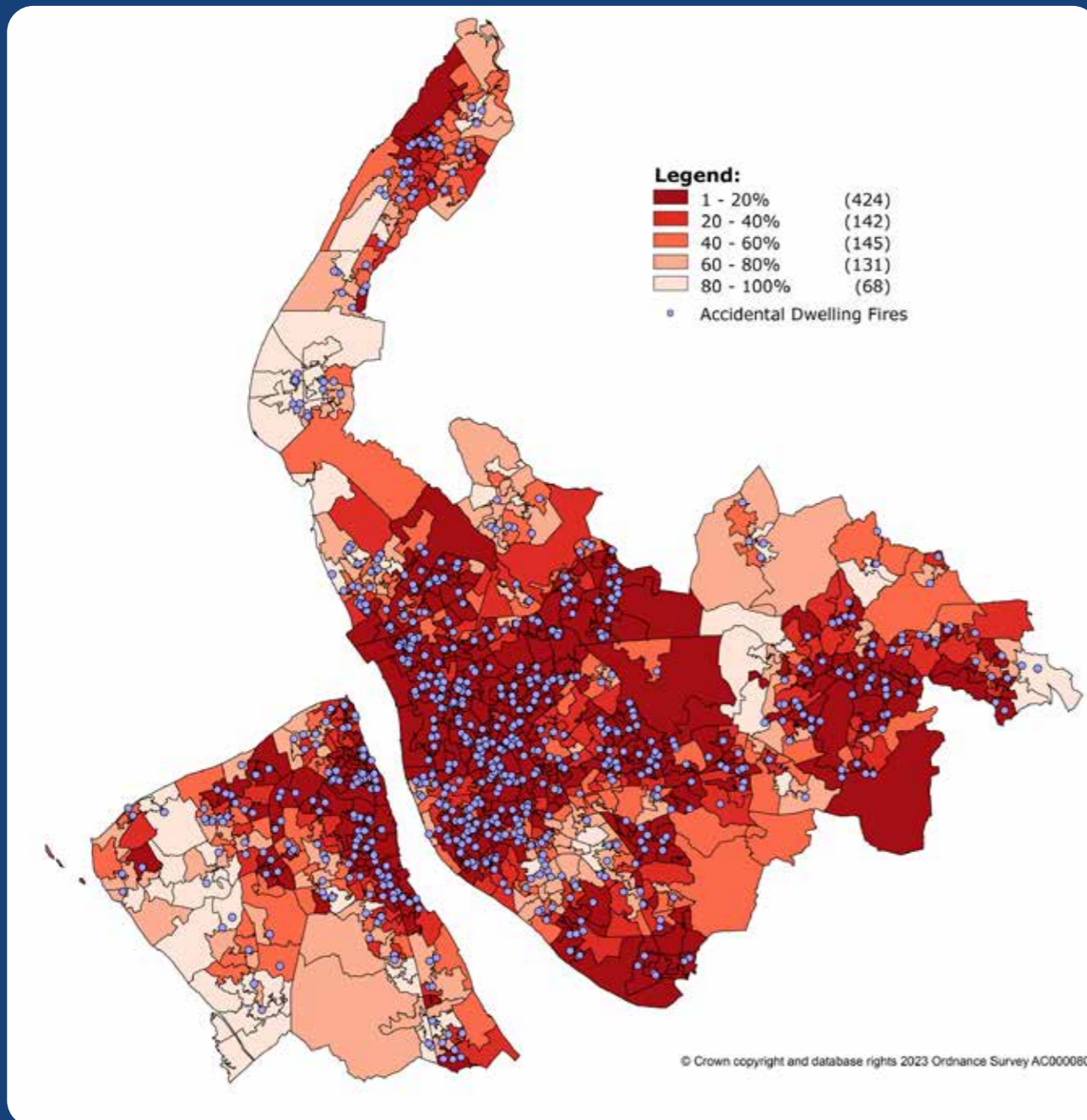
Vulnerability presents itself in many different ways. Merseyside Fire and Rescue Service has a strong track record in supporting those who are most vulnerable whether on an individual basis through the delivery of a Safe and Well check or Arson/Hate Crime Risk Assessment or working in communities with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





The map below shows that some areas of Merseyside are more deprived than others and in general the most deprived areas also have the most accidental fires in the home. We also know that vulnerable people can live anywhere, for example, the over 65s, so we focus our Prevention activities in particular areas and on particular types of people. Partner organisations share anonymised information with us, so we can directly approach the most vulnerable in society and help them stay safe from fire. In 2024, we will be going further and using anonymised data from the NHS to target our prevention work even more precisely.

### Accidental Fires in the Home 2022-23 in relation to Deprivation



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

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

**In its 2023 inspection report, His Majesty's Inspectorate of Fire and Rescue Services said:**

*"The service's prevention strategy is clearly linked to the risks it has identified in its IRMP. It recognises the factors that contribute to vulnerability and defines how the service and its partners will work to reduce risk through a range of initiatives."*

# Updates on our IRMP 2021/24

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

## Integrated Risk Management Plan 2021/24 – Action Updates

### Introduce a Hybrid duty system at Kirkdale fire station

This system was introduced within year one of the IRMP.

### Combine the fire stations at Aintree and Croxteth

The new fire station **became** operational **in** May 2024.

### Create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree

The new Training and Development Academy **became** operational **in** May 2024.

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

We are developing a Knowledge Transfer Partnership programme that would be available to national and international organisations to share UK FRS best practice as well as other types of training.

### Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid

This action was completed in year one of the IRMP.

### Create specialist capabilities/fire stations - LIVERPOOL CITY – Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (available within 30 minutes)

All moves of specialist units were completed in year one of the IRMP with specialist training on Command provided to Liverpool City and Kensington fire stations.

### Introduce a Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder

The planning for this action is complete and the new appliance has been ordered. It will be based at St Helens and delivery is expected in Autumn 2024.

### LIVERPOOL CITY – Relocate one Combined Platform Ladder from Kirkdale to Liverpool City and train drivers

A wholetime crewed Combined Platform Ladder was established in year one of the IRMP and training completed.

### WALLASEY – Marine and Ships Firefighting – Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (available within 30 minutes)

All specialist assets were moved to Wallasey in year one of the IRMP and the marine and ships firefighting capability for Wallasey and Crosby was completed in year two.

### ST HELENS – Hazardous materials – Hazmat Environmental Protection Unit (HMEPU) and Bulk Foam Unit Pods - provided on a retained basis (available within 30 minutes)

All specialist appliances were in place in year one of the IRMP.

### LONG LANE – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis

This action **was completed in** May 2024, when the new fire station at Aintree **became** operational.

### Terrorist Response Specialist Capability and Flood Response (Mass Decontamination Unit (MDU)/ Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available and supplemented on a retained basis

The Mass Decontamination Unit was moved to Prescott in year one of the IRMP and the Marauding Terrorist Attack (MTA) and Flood Response capabilities are fully available.

### BELLE VALE – Water (High Volume Pump) Inc. all LLAR stations – staffed on a whole time (permanent) basis

The HVP is staffed and immediately available subject to a 1.9 minute recall at night.

### HESWALL – Wildfire – introduce an all-terrain vehicle (complementary crewed). Implement training for the Wildfire specialism. Conduct a scoping exercise for PPE and initiate selection/tender process for vehicles

**This project is now business as usual.**

### FORMBY– Wildfire – All terrain vehicle – Complementary crewed

**This project is now business as usual.**

### Flexible working vehicle – Introduce a temporary capability (a 32nd fire engine) during 2021 to ensure there are no negative impacts on our emergency response due to specialist training

We are on target to implement this action before the end of the current IRMP.

### Continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand

Work has continued on this action, but there are national discussions taking place which impact on when any arrangements can be implemented.

### 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

Year one of the IRMP was affected by the pandemic, but we continued to provide Safe and Well checks to vulnerable people. Winter campaigns have been introduced and work is ongoing to allow the NHS to share non-clinical information with MFRS to help improve targeting for the most vulnerable.

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

Despite Home Fire Safety Checks being disrupted during the first year of the IRMP targets have been achieved in more recent years.

### Deliver 10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)

Vulnerable Persons Advocates to achieved **d** the 30,000 target for the three year IRMP.

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

We **(\*)** met this challenging target by the end of the IRMP.

\* removed 'will have'





<b>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</b>
There have been more fire deaths in sheltered accommodation that we would expect and we have worked in collaboration with Registered Providers to protect vulnerable adults in these types of properties. We <b>ran</b> a Registered Provider conference in <b>April 2024</b> to help share best practice in this area.
<b>Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist</b>
We ensure that our recruitment uses positive action toolkits and our gender split is now 55% women and 45% men. We recruit all ages and over 50% of all staff are over the age of 46. Our BAME representation is greater than the general population and we have recently recruited a Mandarin speaking Chinese national.
<b>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</b>
These campaigns have been introduced and are delivered across Merseyside with two in each council area on a rolling basis.
<b>We will build up our team of specialists working in this area by increasing our Protection Officers, initially using Government funding</b>
We have strengthened this team and now have 26 non-uniformed inspectors plus a Fire Engineer and two additional inspectors. We will be recruiting a further four inspectors.
<b>Visit every high and very high risk premises (7,500 over the life of the IRMP)</b>
We visited <b>ed</b> all these properties by April 2024.
<b>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</b>
The Prevention and Protection parts of the new system were implemented by year two of the IRMP, with the firefighter safety module due for completion by the end of the Plan.
<b>Increase mobile/agile working for Protection staff</b>
Mobile working is embedded for staff in our Protection team.
<b>Deliver a full response to Grenfell Tower Fire Inquiry recommendations</b>
<b>Three outstanding items are expected to be discharged by June/July 2024.</b> All of the 46 recommendations will be delivered by the end of the IRMP period. The 43 that have already been completed are embedded within the Service.
<b>Visit 6,336 medium to low risk premises over the life of the Plan. These will be carried out by our fire station-based firefighters</b>
We are visited <b>ed</b> all these properties by April 2024.
<b>Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside</b>
We have visited all these sites.
<b>Our drone capability will be introduced after being proposed in our previous Plan</b>
We implemented our drone capability in year one of the IRMP.

<b>Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies</b>
A structure is in place for collaboration opportunities and we have introduced a memorandum of understanding with NWS so we can help them gain entry to properties when people are at risk.
<b>Continue to review how up to date operational risk information is gathered and provided to operational staff at incidents and how this can be shared with other fire and rescue services across borders so we can work together effectively</b>
A new approach to collecting and using site specific risk information using a new management information system (CFRMIS) will be fully implemented by the end of the <b>2024</b> . Cross border information is available to staff on fire engines and our intranet.
<b>Provide the most up to date kit and equipment to firefighters to keep them safe whilst making sure that we have the right type of fire engines and other emergency appliances to deal with the risks we have identified</b>
A research and development review programme and schedule was introduced in year one of the IRMP and a new Research and Development area of our intranet <b>is now business as usual</b> .
<b>Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This includes comprehensive training and exercising against all foreseeable risk, including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents which will enable us to continue to adapt to an ever changing environment</b>
This action has been achieved by the delivery of a Command Strategy which is now embedded.
<b>Develop operational plans for all key risks including heritage sites and sites of scientific interest</b>
We have updated our criteria and how we select risk information. This is to ensure we have the most relevant and up to date information for the most relevant sites in Merseyside. Where it is necessary, we produce operational response plans to complement our standard operational procedure and site specific risk information.
<b>Prepare our fleet of vehicles for a move to alternative fuels</b>
We have received our first six petrol hybrid vehicles and are installing our first charging points. This is the beginning of our vehicle carbon reduction programme and we are aiming for Net Zero by 2040 in line with the City Region target.
<b>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</b>
A new shift pattern has been introduced in Control which includes an element of retained cover designed to improve resilience.
<b>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</b>
The National Resilience Assurance Team (NRAT) 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.
<b>Support the Government's plans to refresh the National Resilience Assets</b>
This is a medium to long-term project and the National Resilience Assurance Team (NRAT) continue to work with Home Office (HO) to deliver major asset refresh of National Resilience (NR) capabilities.

\* removed 'will be available before the end of the 2021/24 Plan.'



# Alternative formats

We are committed to ensuring that all our information is fully accessible for all communities across Merseyside and we have included our Community Risk Management Plan on our Plans and Performance and Equality, Diversity and Inclusion pages on our website:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

<https://www.merseyfire.gov.uk/about/our-plans-and-performance/>

On our website we also provide a free speech, reading and translation service using ReciteMe to help people who require online reading support access our documents. This can be located on the front page, top right of our website by clicking the button called "Accessibility". Braille and large print versions are also available on request to [consultation2@merseyfire.gov.uk](mailto:consultation2@merseyfire.gov.uk).

## Arabic

### التسقيقات البديلة

نحن ملتزمون بضمان إمكانية الوصول إلى كل معلوماتنا للمجتمعات كافة على مستوى مرزيسايد، وقد أدرجنا خطة إدارة المخاطر المجتمعية الخاصة بنا على صفحات الخطط والأداء والمساواة والتنوع والشمول عبر موقعنا الإلكتروني:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

<https://www.merseyfire.gov.uk/about/our-plans-and-performance/>

كما نقدم عبر الموقع خدمة حرية التعبير والقراءة والترجمة باستخدام أداة ريسايت مي "Recite Me" لمساعدة الأشخاص الذي يلتمسون دعم القراءة عبر الإنترنت على الوصول إلى مستنداتنا، حيث يمكن العثور عليها أعلى الصفحة جهة اليمين على موقعنا الإلكتروني بالنقر على زر "إمكانية الوصول/Accessibility". كما تُتاح مطبوعات برايل ونسخ مطبوعة بحجم كبير عند الطلب على [consultation2@merseyfire.gov.uk](mailto:consultation2@merseyfire.gov.uk).

## Chinese

其他格式

我们致力于确保默西塞德郡所有社区都能充分获取我们的所有信息，我们已将社区风险管理计划纳入我们网站上的计划与绩效以及平等、多样性与包容性页面：

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

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## French

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Nous proposons également sur notre site web l'outil Recite Me, un service gratuit de synthèse vocale, de traduction et d'aide à la lecture en ligne permettant de faciliter l'accès à nos documents. Vous le trouverez en haut à droite de notre page d'accueil, en cliquant sur le bouton « Accessibility » (Accessibilité). Des versions en braille et en gros caractères sont également disponibles en vous adressant à [consultation2@merseyfire.gov.uk](mailto:consultation2@merseyfire.gov.uk).

## Bengali

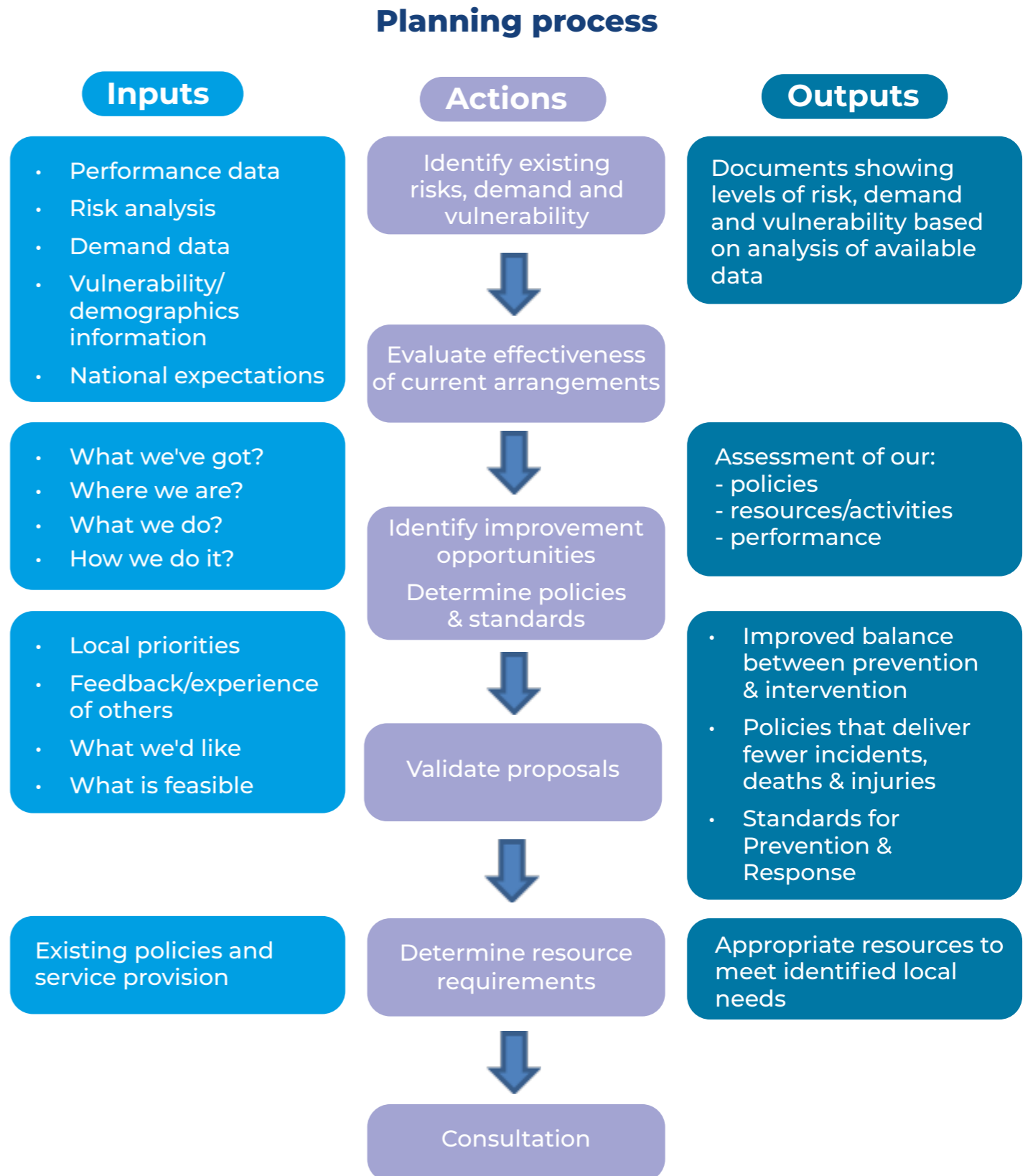
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# Fire Authority Community Risk Management Planning overview





# Key Station Map

This map shows how our fire engines, including specialist appliances, would be located and crewed if the proposed changes were approved.

## Map key:

15 Stations will have fire engines crewed by wholetime firefighters available 24/7: Southport, Bootle Netherton, Kirkby, Prescot, St Helens, Old Swan, Saughall Massie, Bromborough, Long Lane, Liverpool City, Wallasey, Birkenhead, Toxteth, Speke & Garston and Kirkdale.

6 stations will have fire engines crewed by firefighters available on station for 12 hours during the day, then on a 30 minute recall at night where they provide resilience and additional cover during busy periods. Crosby, Kensington follow this approach, with Long Lane, Wallasey, Kirkdale & St Helens having this type of engine in addition to the 24/7 fire engine stationed there.

7 stations will have fully retained fire engines (on a 30 minute recall 24/7) crewed by wholetime firefighters who provide additional retained cover. These provide resilience and additional cover when needed 24/7. Long Lane, Kirkdale, Wallasey, Liverpool City and St Helens have these engines in addition to their other engines. 2 further engines will be located at fire stations across the county (both currently shown at Old Swan for illustrative purposes).

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

New Stinger/Scorpion fire engine located at St Helens.

Search & Rescue Team: Long Lane.

Flex staffed appliance.

Urban search & rescue pods. Immediately available, supplemented on a retained basis. Located at Long Lane.

34m Combined Platform Ladders located at Southport and Saughall Massie.

45m Combined Platform Ladder located at Liverpool City.

Breathing Apparatus Support Unit (BASU). Provided on a retained basis and deployed within 30 minutes. Located at Wallasey.

Light Portable Pump and Structure Unit. Provided on a retained basis and deployed within 30 minutes. Located at Wallasey.

Marine, Rail and Salvage Unit. Provided on a retained basis and deployed within 30 minutes. Located at Wallasey.

## MAP KEY:



Hazmat Environmental Protection Unit (HMEPU) - provided on a retained basis and deployed within 30 minutes. Located at St Helens.



Bulk Foam Unit Pod - provided on a retained basis and deployed within 30 minutes. Located at St Helens.



High Volume Pump - staffed on a wholetime (permanent) basis and deployed within 30 minutes. Located at Belle Vale.



Mass Decontamination Unit (MDU)/Marauding Terrorist Attack (MTA). Available immediately, supplemented on a retained basis. Located at Kirkdale.



Incident Command Unit. Provided on a retained basis and deployed within 30 minutes. Located at Liverpool City



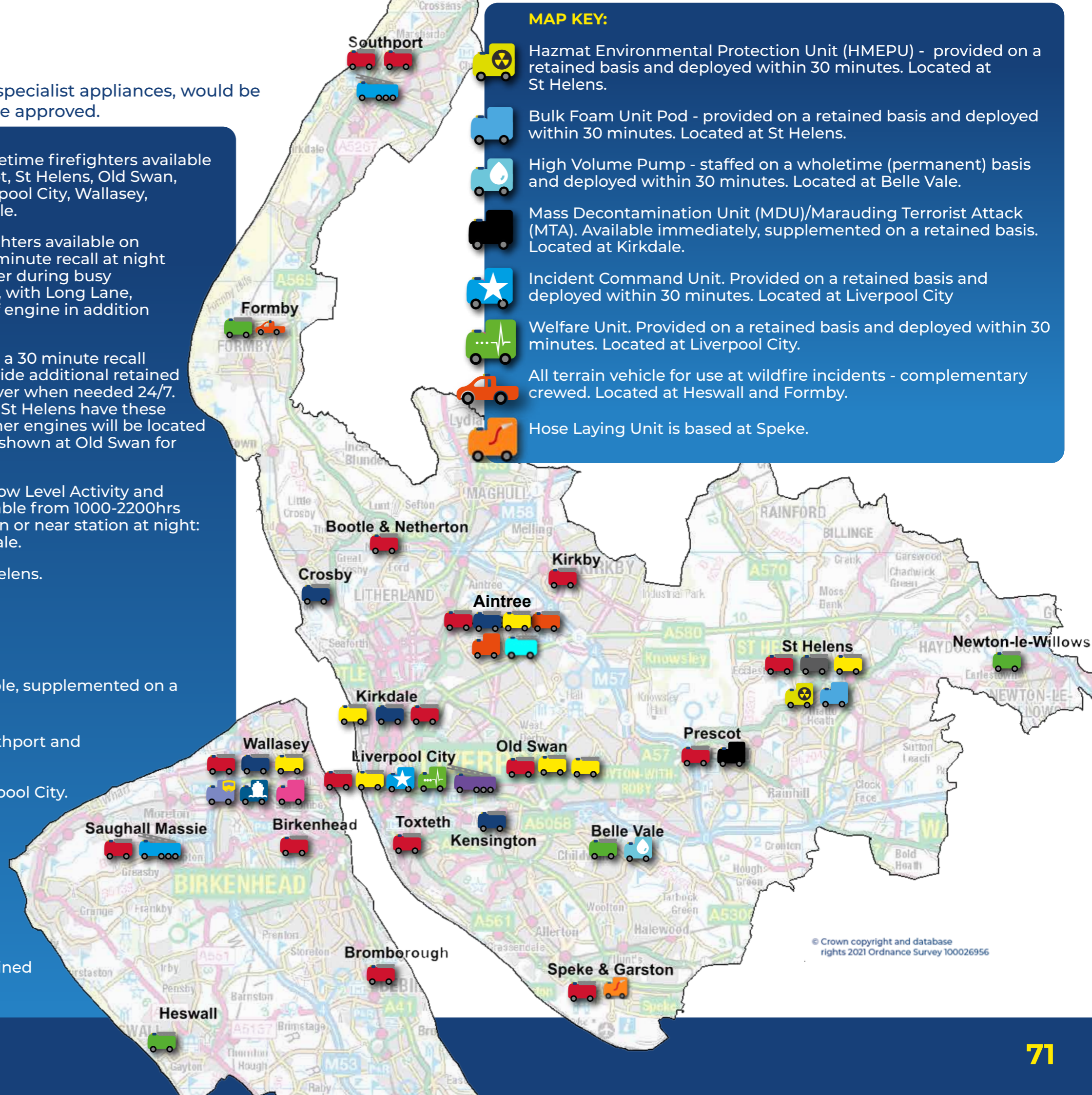
Welfare Unit. Provided on a retained basis and deployed within 30 minutes. Located at Liverpool City.



All terrain vehicle for use at wildfire incidents - complementary crewed. Located at Heswall and Formby.



Hose Laying Unit is based at Speke.



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# Merseyside Fire & Rescue Service

## Community Risk Management Plan (CRMP) Consultation

### Report of findings from a Community Consultation Forum



# Merseyside Fire & Rescue Service Community Risk Management Plan (CRMP) Consultation

## Opinion Research Services

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As with all our studies, findings from this report are subject to Opinion Research Services' Standard Terms and Conditions of Contract.

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

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

This study was conducted in accordance with ISO 20252:2019, ISO 9001:2015, and ISO27001:2013.

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# Acknowledgements

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

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

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

We are grateful to the 33 members of the public who took part in the meeting to share their views with us: they were patient in listening to important and detailed background information before entering positively into open discussions about challenging topics.

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

# 1. Key Findings

## Key consultation findings

MFRS's proposals were generally supported, some more than others

- 1.1 There were very high levels of agreement with all of the Service's CRMP 2024-27 proposals, as outlined below:
- » All 33 participants agreed that MFRS should:
    - Work in areas of higher risk to educate and inform the communities in those areas on known and foreseeable risk and the actions they can take to make themselves safer (31 strongly agreed).
    - Work with partners to plan for/respond to the emerging threat from fires involving alternative fuels (31 strongly agreed).
    - Target Prevention work toward those most likely to die in a fire and the areas of highest deprivation (30 strongly agreed).
    - Keep fire engines 'on the run' by crewing them with three firefighters to non-life risk incidents until four firefighters become available through overtime or moves from other stations (29 strongly agreed).
    - Enhance its water rescue capabilities through introducing either a sub-surface drone or a diving team (25 strongly agreed).
  - » 32 of 33 participants agreed that MFRS should:
    - Introduce 'enhanced mobilisation' via a pre-alert system (28 strongly agreed).
    - Continue to assist the North West Ambulance Service (NWAS) in relation to cardiac response and expanding this to people who have had falls (28 strongly agreed).
    - Use the new Training and Development Academy for national and international training (28 strongly agreed).
    - Increase fire engine numbers from 32 to 34 to increase resilience for high demand periods (27 strongly agreed).
  - » 31 of 33 participants agreed that MFRS should:
    - Use improved technology in its Control Room (28 strongly agreed).
    - Introduce a new framework for fire safety-related enforcements and prosecutions to improve public safety (27 strongly agreed).
    - Reintroduce a Small Fires Unit to help when there are large numbers of lower level (not life-risk) incidents (25 strongly agreed).
- 1.2 There was slightly lower, but still strong, agreement with MFRS working with the Home Office on the programme to refresh current National Resilience assets (30 of 33 participants agreed, 21 strongly); using its Watch Managers differently to carry out different duties that add value and respond to incidents in a different way (29 of 33 participants agreed, 12 strongly); and focusing on Net Zero (27 of 33 participants agreed (17 strongly). This is perhaps as these are seen as 'internal' fire and rescue service issues that the public cannot or should not influence.

## 2. The Consultation Process

### Overview of the engagement

#### Background to the review

- 2.1 'Community Risk Management' is the development of a balanced approach by Fire and Rescue Services to reducing risk within the community. This is achieved by combining Prevention, Protection and Emergency Response, on a risk-assessed basis, in order to improve the safety of the community and create a safer working environment for firefighters.
- 2.2 In 2020/21, Merseyside Fire & Rescue Authority (MFRA) developed and consulted on its most recent Integrated Risk Management Plan (IRMP) for 2021-24, which was subsequently approved. The Service began to develop its Plan for 2024-27 (renamed the Community Risk Management Plan, or CRMP) in 2023, and in October of that year held five community engagement forums with members of the public, one in each of Merseyside's five local authority areas, to discuss how it might provide fire and rescue services during this period. The views expressed in those forums, along with other relevant evidence, have helped shape the CRMP 2024-27 proposals discussed at the session reported here, which was attended by 33 of the participants from the engagement forums.

#### The commission

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

### Deliberative engagement

#### Consultation forum

- 2.4 The forum reported here used a 'deliberative' approach that encouraged members of the public to reflect in depth about MFRS's CRMP 2024-27 proposals while both receiving and questioning extensive background information.
- 2.5 The meeting (which was held on 30<sup>th</sup> April 2024 at the MFRS headquarters in Bootle) lasted for 2.5 hours and 33 diverse participants took part. As aforementioned, all participants – who were recruited by ORS – had attended one of the engagement forums held in October 2023.
- 2.6 In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors. The recruitment process was monitored to ensure social diversity in terms of a wide range of criteria including, for example: geographical area; gender; age; working status; and disability/limiting long-term illness (LLTI). Overall, as demonstrated in the table below, participants represented a broad cross-section of residents – and as standard good practice, people were recompensed for their time and efforts in and taking part.

LOCAL AUTHORITY AREA	GENDER	AGE	WORKING STATUS	LIMITING ILLNESS OR DISABILITY	ETHNIC GROUP
Knowsley: 8 Liverpool: 8 Sefton: 7 St Helens: 3 Wirral: 7	Male: 17 Female: 13	16-34: 5 35-44: 5 35-54: 10 55-64: 6 65+: 7	Working full- or part-time: 22 Not working/retired: 11	5	White British: 28 BAME: 5

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

### The agenda

2.8 The forum began with a presentation to recap some contextual background information around MFRS’s purpose and vision, and the importance of the Service factoring risk, demand and vulnerability into how it uses its resources. A selection of the slides used to outline this can be seen below and overleaf.

#### Where do we start... MFRS’s statutory duties

- The Fire and Rescue Services Act 2004
  - Respond
  - Prevent (home and community safety)
  - Protect (commercial and public buildings)
  - Educate and inform
- The Civil Contingencies Act 2004
  - Work with other agencies to deal with emergencies
- The National Framework 2018
  - Identify & Assess Risk
  - Prevent & Protect
  - Respond
  - Collaborate
  - Business Continuity (Intervention)
  - National Resilience
- Other
  - Duty to collaborate
  - Serious Violence Duty
  - Safeguarding Duty

#### And what should influence its thinking

- What our communities think/consultation outcomes
- What data/intelligence is telling us
- National Fire Standards
- Our Medium Term Financial Plan and People Plan
- HMICFRS
  - Efficiency
  - Effectiveness
  - People

Outstanding	Good	Adequate	Requires improvement	Inadequate
Preventing fire and risk	Understanding fire and risk	Promoting values and culture		
Responding to major incidents	Public safety through fire regulation	Right people, right skills		
Best use of resources	Responding to fires and emergencies	Promoting fairness and diversity		
	Future affordability			
	Managing performance and developing leaders			

#### So what does MFRS need to think about when developing a Community Risk Management Plan?

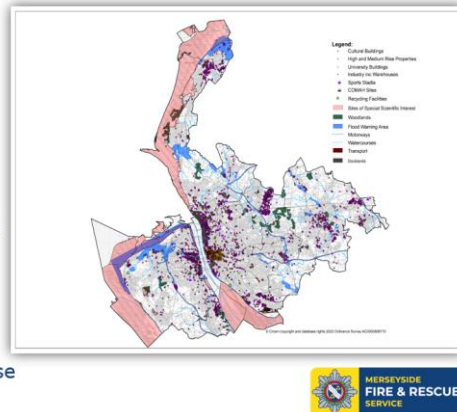
##### Ultimately it comes down to...

- Risk**
  - Identifying people, buildings and places where there is a likelihood of an emergency incident happening that would have a potentially serious effect on communities
- Demand**
  - Using information about where, when and how often incidents have happened in the past to better understand what happened and plan to respond effectively/ efficiently to such demand in the future
- Vulnerability**
  - Using information from MFRS and other organisations to identify the types of people most likely to have a fire/other emergency and most likely to suffer harm



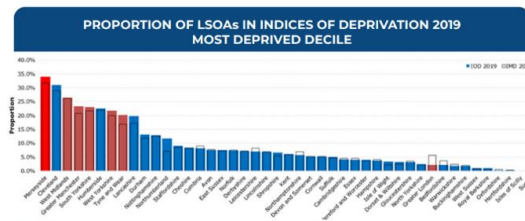
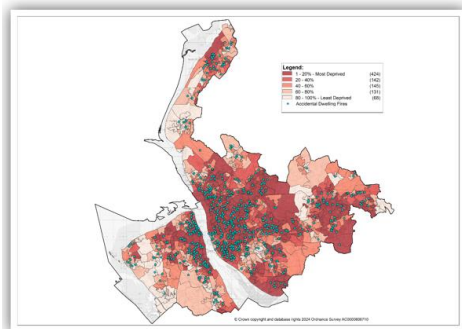
## Then it can consider high impact areas...

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



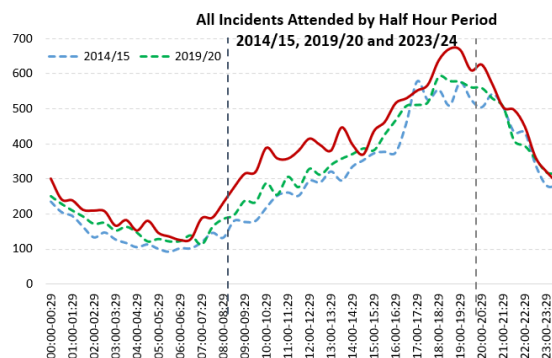
## Understanding demand, which is inextricably linked to deprivation

- Incidents aren't evenly spread across Merseyside
  - Almost half of all fires occur in the most deprived areas
  - Only 15% happen in the least deprived areas
- Knowing where emergency incidents happen helps Merseyside plan where it puts its resources



## It also fluctuates...

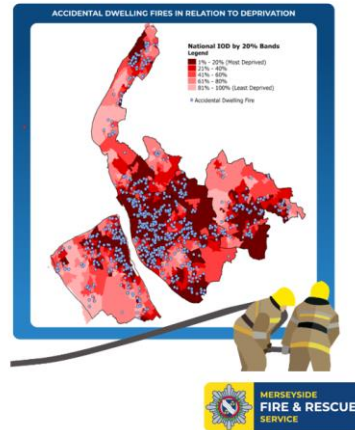
- Demand fluctuates between day and night
- Crews twice as busy and much more productive during the day than at night
- Knowing this, MFRS ensures its fire engines are in the right place at the right time



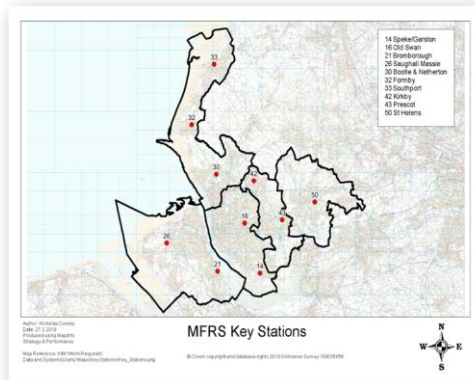


# But you can be vulnerable wherever you live

- Vulnerability can be anywhere on Merseyside (so need resources available everywhere) → 10 key stations



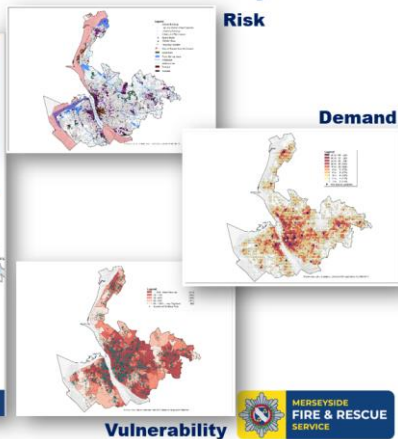
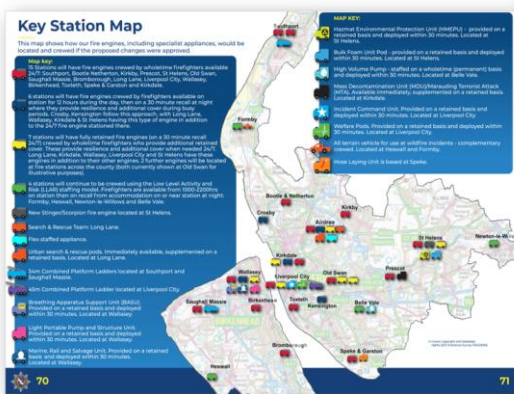
## '10 Key Stations' help MFRS attain Response Standard of 'within 10 minutes on 90% of occasions'



Achieved on 95.4% of occasions  
Average response time is 5 minutes 53 seconds



## Ultimately MFRS must overlay resources (and develop specialist resources) to meet risk, demand and vulnerability



2.9 The subsequent discussion then covered MFRS's CRMP proposals in turn (these are outlined in the following chapter). Participants were encouraged to ask questions throughout, and the meeting was thorough and truly deliberative in listening to and responding openly to a wide range of evidence and issues.

## The report

- <sup>2.10</sup> This report reviews the sentiments and judgements of respondents and participants on MFRS’s CRMP 2024-27 proposals. Verbatim quotations are used, in indented italics, not because we agree or disagree with them – it is for their vividness in capturing recurrent points of view. ORS does not endorse any opinions but seeks only to portray them accurately and clearly. The report is an interpretative summary of the issues raised by participants.

# 3. Focus Group Findings

## Detailed consultation findings

### Introduction

- 3.1 This chapter reports the views from a deliberative forum with members of the public across Merseyside, which was independently facilitated by ORS.
- 3.2 The meeting followed a pre-determined topic guide which allowed space for a general discussion of the key questions under consideration. A series of information slides were shared at set points during the session, which ensured that participants had sufficient background information to actively deliberate on the proposals. The meetings were thorough and truly deliberative in listening to and responding openly to a wide range of evidence and issues.
- 3.3 In order to quantify views on the main engagement issues, participants were given a workbook in which they could record their responses to key questions. Responses to these were captured and are reported in this chapter, but it is important to note that this was a qualitative research exercise and the numerical findings from the exercise are not statistically valid.
- 3.4 This is not a verbatim transcript of the session, but an interpretative summary of the issues raised by participants in a free-ranging discussion and in their workbooks.

### Main findings

#### MFRS's 'proposals' were generally supported, some more than others

- 3.5 Participants were informed that if possible and financially viable, MFRS is proposing to:
  - » Increase its fire engines from 32 to 34 to enhance specialist response and resilience for high demand periods.
  - » Reintroduce a Small Fires Unit (crewed by three firefighters) to help when there are large numbers of lower level (not life-risk) incidents, freeing up traditional fire engines for bigger and life-risk incidents.
  - » Keep fire engines 'on the run' by crewing them with three firefighters to non-life risk incidents (until four firefighters become available through overtime or an additional firefighter being moved from another station).
  - » Enhance its water rescue capability through introducing either a sub-surface drone or a diving team.
  - » Work with partners to plan for and respond to the emerging threat from fires involving alternative fuels (e.g., lithium-ion batteries and hydrogen fuel cells).
  - » Use improved technology in its Control Room such as 'Enhanced Mobilisation' (pre-alerting fire engines), 'Aura' (dynamic mapping of fire engines using Automatic Vehicle Location) and '999Eye'.
  - » Use its Watch Managers differently to undertake duties that add value, while responding to incidents in a different way.

- » Work in areas of higher risk to educate and inform the communities in those areas on known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer.
- » Continue to assist the North West Ambulance Service (NWAS) in relation to cardiac response and expanding this to people who have had falls, where the likelihood would be that an ambulance would not respond for over six hours.
- » Target its Prevention work toward those most likely to die in a fire and the areas of highest deprivation; especially those living in sheltered accommodation who are at highest risk.
- » Introduce a new framework for fire safety-related enforcements and prosecutions to improve public safety and address legal changes following the Grenfell Tower incident.
- » Use its new Training and Development Academy for national and international training, subject to requests, with any funding raised redirected to benefit Merseyside communities.
- » As the lead authority for National Resilience, work with the Home Office on the programme to refresh current National Resilience assets (New Dimension 2<sup>1</sup>).
- » Focus on delivering Net Zero.

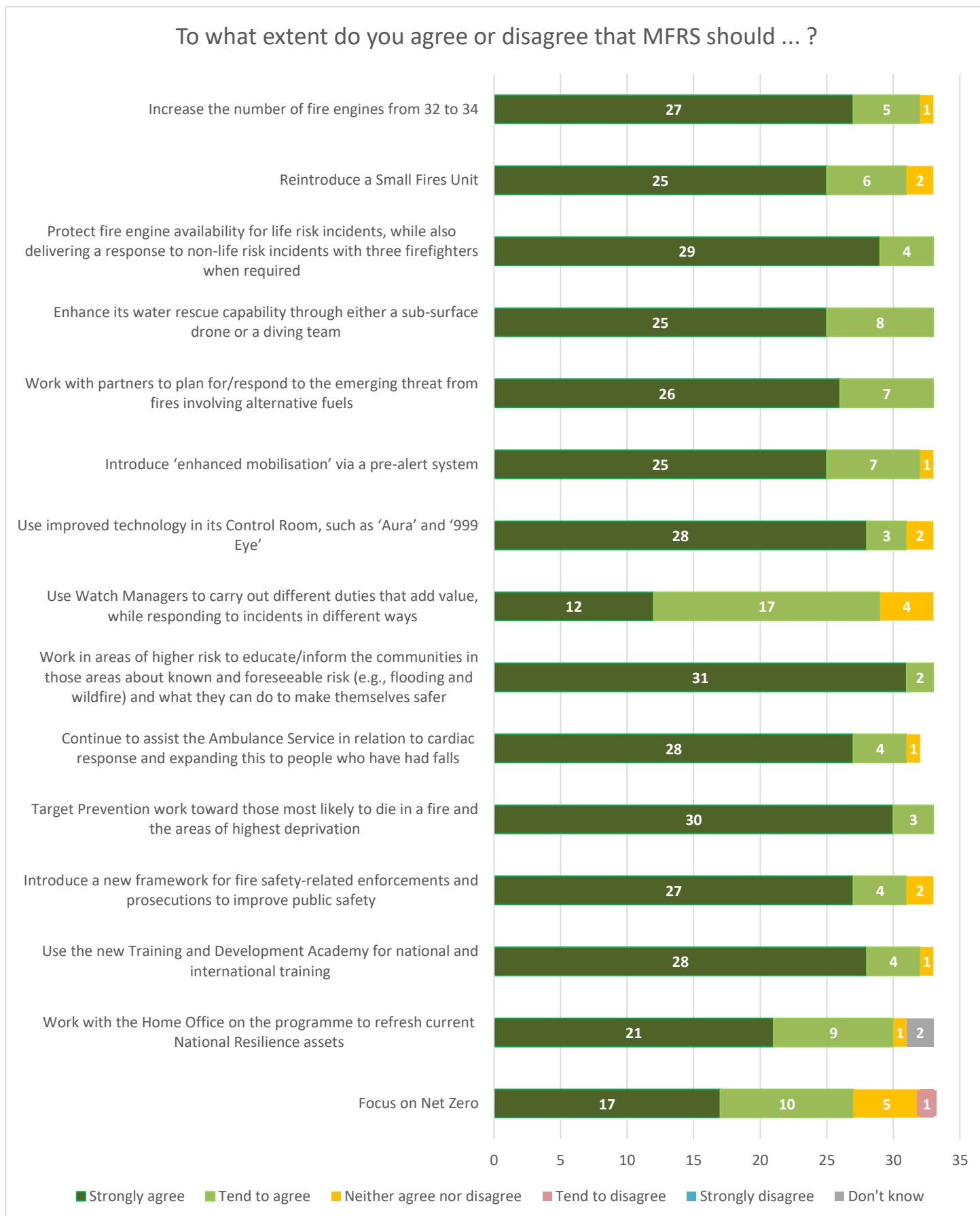
<sup>3.6</sup> Worksheets were used to determine levels of agreement or otherwise with MFRS's proposals. The results from these can be seen in Figure 1; and the comments made on each of the proposals in the worksheets and in discussion follow.

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<sup>1</sup> The New Dimension programme funds the specialist equipment/training that helps England's fire and rescue services deal with a wide range of large or national-scale incidents.

Figure 1: Extent of agreement with MFRS’s proposals (percentages may not add up to 100 due to rounding)

Base 33 (all questions)



### *Increasing fire engines from 32 to 34*

- 3.7 The prospect of increasing the number of MFRS fire engines from 32 to 34 was almost universally supported on the grounds of efficiency and resilience, and to help maintain the 10-minute response standard, especially during periods of high demand.

*“Introduces and maintains capability across Merseyside.”*

*“[An] enhanced service with adequate resources needs to be identified and provided. Win/win!”*

*“We need as many as possible. It’s an emergency service not a business.”*

- 3.8 Some, though, questioned the need for, and value for money of, additional resources given response time standards are being well met currently. There was also some concern about being able to staff the extra resources.

*“If the evidence indicates that this is required, but current statistics are looking excellent”*

*“Should only be employed if you think this is really needed at the moment”*

*“My only concern is manning the extra vehicles. Is there enough staff?”*

- 3.9 In light of this, one participant suggested that appliance numbers should not increase beyond 34 unless the area experiences a significant rise in demand.

*“If it’s 34 then stopped I agree...”*

### *Reintroducing a small fires unit*

- 3.10 Reintroducing a small fires unit was, for many participants, a way of providing a more dynamic, flexible, and efficient service and maximising resources. In particular, they were pleased with the prospect of reducing pressure on the Service during busy periods and freeing up larger appliances for life-threatening incidents.

*“Makes a lot of sense to meet the need of the firs service, with smaller units freeing up fire engines for life threatening incidents.”*

*“This would reduce non-useable appliance time.”*

*“Sounds good to recognise funding and staffing cuts and sickness and allow the team to be changed accordingly.”*

- 3.11 A few participants also suggested that the proposed small fires unit should be renamed to better reflect its purpose and the wide remit of the Fire and Rescue Service more generally.

*“This seems like a great idea and seems like the right strategy, but it needs a more comprehensive name.”*

*“Rename this proposal. Does not do what this service provides justice!”*

- 3.12 A couple of participants neither agreed nor disagreed with this proposal, not because they were opposed to it, but because they were mindful of MFRS’s potential budgetary constraints and would prefer it to focus on other proposals if forced to make a choice.

*“I think this would be very beneficial, but unsure if it should be in the high priority list compared to other things.”*

*Keeping fire engines ‘on the run’ by crewing them with three firefighters to non-life risk incidents*

- 3.13 This ‘proposal’ was considered a sensible use and prioritisation of resources by most participants.

*“Engine availability is paramount to safety.”*

*“Makes sense using units that can address non-life risk incidents.”*

*“Very important; the availability for life-risk incidents is imperative.”*

*“I was surprised to hear this isn’t being done now.”*

- 3.14 However, reassurance was sought that three-person crews would not become the ‘norm’, and that the model would be amended in the event of improved resourcing.

*“[I have] concerns about difficulty moving away from the model if resources improve.”*

*“You need to make it clear that it’s just under exceptional circumstances as there will be challenges... people asking, ‘Well you’re operating perfectly well with just three, why can’t you operate all your appliances on three?’”*

- 3.15 Furthermore, one participant expressed concerns around staff capacity and wellbeing, another stressed the importance of ensuring workforce skills and capabilities are sufficient to ensure the safe and effective delivery of this proposal, and another questioned how MFRS staff have reacted to the proposal.

*“Consider the multi-skilling element and capabilities of the remaining workforce so they meet the requirements of the roles needed for the safe delivery of a three-man crew.”*

*“How have the staff taken to the proposals? Has there been any kickback or concerns as people typically don’t like change?”*

*Enhancing water rescue capability through introducing either a sub-surface drone or a diving team*

- 3.16 Water rescue was considered an essential aspect of MFRS’s work, given Merseyside’s coastal location and the dangers of the River Mersey.

*“Due to the characterisation of our area, this is very appropriate.”*

*“We are a dock city and I understand we can recover but not rescue. This rescue service is imperative and needs focus.”*

*“Considering the amount of coastline, water sports etc. that occur in Merseyside this is a vital part of the service that is offered.”*

- 3.17 There were, though, concerns about the cost of this proposal, a sub-surface drone in particular. As such, given MFRS’s budgetary constraints, some participants explicitly favoured upskilling the existing marine rescue team over purchasing a drone.

*“[My] only concern is the finance involved in such tech.”*

*“How much would a sub-surface drone cost? Would this be fit for looking for bodies? Would the resources be better used with a diving team.”*

- 3.18 Moreover, one participant worried that the often-protracted nature of water rescues/recoveries could detract a diving team from other incidents (assuming they would also function as firefighters).

*“Considering the geographical location this seems like a good investment... However, would the diving team take away from other emergencies? Considering diving could take hours and seems to be more of a recovery than a rescue.”*

- 3.19 In terms of suggestions, one participant asked whether it might be possible to enlist the assistance of partners such as the RNLI in delivering this proposal, while it was acknowledged that it is a charity rather than a statutory services, whose volunteers may not have the requisite time or competencies to assist.

*Working with partners to plan for/respond to the emerging threat from fires involving alternative fuels*

- 3.20 Participants understood that anything containing a lithium-ion battery and hydrogen fuel cells could pose risks and challenges to MFRS. They thus strongly supported MFRS’s proposal to work with partners to plan for and respond to these.

*“A new threat, but a real threat.”*

*“Appears to be thinking ahead in line with technological changes.”*

*“The batteries and fuel cells are a problem and a current issue that wasn’t really pertinent five to 10 years ago. It’s good to know this is being taken into account.”*

- 3.21 People sought clarification on what partners MFRS would seek to work with to address these new threats, strongly suggesting that any collaboration should include manufacturers of products including lithium-ion batteries and hydrogen fuel cells to facilitate joint understanding and solutions.

*“It would be good to know the scale/amount of resource that will be assigned to this activity and what partners will be worked with.”*

*“Businesses need to address and collaborate with the fire service on ways to minimise and treat these fires.”*



- 3.22 It was also widely recognised that it is not necessarily the batteries themselves that are the issue in many cases, but the preponderance of devices using cheap and/or counterfeit parts that have not undergone the relevant safety checks. Public education (both local and national) around this issue - and the correct storage of items such as electric scooters and bikes - was thus considered imperative.

*“This is only going to keep growing as an issue so should be invested in now. A particular focus on community education would be beneficial.”*

*“Thinking about the batteries, it’s people buying the crap online isn’t it? People buying the crappy equipment which is then causing fires. So it’s about the education and preventing that equipment coming into the country.”*

*Using improved technology in the MFRS Control Room, such as ‘Enhanced Mobilisation’, ‘Aura’, and ‘999Eye’*

- 3.23 Participants were almost unanimously in favour of MFRS using whatever technology it has at its disposal to make its operations more streamlined and effective. The general sense was that this would allow the Service to make gains in a cost-efficient way, and there was some surprise that it is not in use already.

*“Any low-cost method that improves response time to reach incidents can only be for the greater good.”*

*“Any improvement in response times could be vital to saving lives.”*

*“I’m shocked this doesn’t exist already. With all the technology developments, this could even be AI.”*

- 3.24 The use of enhanced mobilisation via a pre-alert system was praised for its potential to improve response times, though there was some feeling (among a small minority) that investment in it may be unnecessary given MFRS’s already excellent response times.

- 3.25 Participants also liked the idea of 999Eye to aid the control centre in its decision-making around the type and level of resource required at an incident, particularly with the advent of more combustible materials. There was also some feeling that it could assist in reducing the number of false alarms being attended.

*“Real time view of the incident could determine how many crew need to be sent. Win/win.”*

*“This is exciting; that incidents can be seen to determine the correct response.”*

- 3.26 It was, though, suggested that some people may have concerns about privacy that would need to be addressed, and that some demographic groups (older people for example) might be unwilling or unable to use technology like this.

*“Need to be aware that some members of the public may not have the technological skills to help deliver this. Make the public aware that it is a one-off situation given the privacy and GDPR concerns that some may have regarding MFRS being able to access their device in the future.”*

*“As long as the public are aware that these are “one off” streaming sessions.”*

- 3.27 Moreover, one participant suggested that: *“People could stay in dangerous environments attempting to live stream or re-enter dangerous environments having left and opened the link.”*
- 3.28 In light of the above, it was suggested that more public education will be required if this technology is to become more ‘mainstream’ to allay people’s concerns around its use and privacy implications.

*Using Watch Managers to carry out different duties that add value and respond to incidents in a different way*

- 3.29 Participants were on the whole prepared to support the idea of using Watch Managers as described as a means of working smarter and more effectively, providing implementation is undertaken carefully and sensitively, and takes watch managers’ relative experience into consideration.

*“Better to use people’s expertise so long as they can be called back quickly to occurring incidents. Smarter working.”*

*“Considerations need to be given to watch and crew managers’ capabilities and experience to ensure they don’t miss valuable experience. Will there be a mentor programme in place to assist them in this? For more experienced/longer serving watch managers this appears to be an effective use of resources.”*

- 3.30 Indeed, participants were reassured when it was explained that this proposal would be rolled out gradually to account for individual skillsets and experience levels, albeit one person still felt that the model should be tested on a small-scale initially to *“tease out”* any issues.

*“The idea of a gradual roll-out linked to individual skillsets appears to be an ideal methodology.”*

- 3.31 One participant also suggested that the change might *“offer a different progression route. For example increased opportunities for the chance to gain leadership experience for future service leaders.”*
- 3.32 Residual concerns were around isolation, and the potential for different duties to detract watch managers from their core roles and responsibilities.

*“Would increase efficiency, but would it be isolating and add pressure to those earlier in their career working more alone?”*

*“... I am concerned that this is the most senior person and could be away from a serious incident or even multiple incidents doing other things.”*

*Working in areas of higher risk to educate and inform the communities in those areas on known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer*

- 3.33 Prevention and education were thought to be vital in reducing risk and incident levels, and cost-effective in the long-term. As such, providing communities with as much information as possible about the known and foreseeable risks they face and what they themselves can do to mitigate against them was strongly supported.

*“Prevention work is as important as response.”*

*“Education in this field to the community and informing them about risks can only be effective and productive.”*

*“Having lived in an area prone to flooding, we were completely unaware until we had fatalities.”*

*Continuing to assist the NWS in relation to cardiac response and expanding this to people who have had falls*

- 3.34 Many participants were happy to support the expansion of MFRS assistance to NWS to include people who have had falls, providing firefighters do not become replacements for paramedics (although it was recognised that they would need falls training and equipment); and that it is not at the expense of the Service’s core functions.

*“Better to have an experienced/knowledgeable first aid firefighter to provide assistance than to have to wait for an ambulance that could take much longer.”*

*“Fire service will need falls equipment and training, but I can see the benefit, especially to help prevent long-lie and mortality risk.”*

*“Provided this does not impact adversely on the primary activities of the Fire and Rescue Service.”*

- 3.35 Indeed, in this day and age, collaboration was considered key in ensuring public services can function as effectively as possible.

*“When capacity allows it I don’t see a reason not to support other services that are over-stretched.”*

- 3.36 Those who had concerns about the expansion did not see this as the fire and rescue service’s role. They instead called for investment into NWS and were concerned that this would not happen for as long as some of its activity is undertaken by MFRS.

*“Just disappointing that this can’t be done by the NHS. Should funding be reallocated?”*

*“Would rather more resources were spent by government to improve the ambulance service.”*

*Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation*

- 3.37 Once again, Prevention and education were considered key to addressing risk and it was considered sensible that activity is targeted toward those who will benefit most from it. The need for constant reinforcement of safety messages was urged, however.

*“[It] is important to look at high risk areas and process accordingly.”*

*“Absolutely, but this must be reinforced frequently.”*

*Introduce a new framework for fire safety-related enforcements and prosecutions to improve public safety*

- 3.38 This was supported by most as both a protection and a deterrent. In particular, it was considered essential that private rented sector properties are included within any fire safety framework to ensure tenant safety.

*“Brilliant idea that can save lives and influence prevention at source.”*

- 3.39 This was not considered something MFRS can implement alone however, with the Health and Safety Executive also thought to play an important part in highlighting non-compliance with public safety measures.

*“It’s not just HSE doing what they need to do, landlords doing what they do, MFRS doing something separate... it’s the joint working that’s needed.”*

*Using the new Training and Development Academy for national and international training*

- 3.40 Using the new Training and Development Academy for national and international training was supported as a means of raising revenue, enhancing the profile of MFRS, and allowing the Service to share its knowledge and ideas.

*“At the forefront of fire and rescue, and maybe a revenue stream.”*

*“Absolutely! Show the country/world what we’re good at.”*

*“Very positive opportunity for our area and for spreading and developing good practice.”*

*“This is the way forward in developing new recruits in new ways and skills.”*

*Work with the Home Office on the programme to refresh current National Resilience assets*

- 3.41 Few participants commented on this proposal, but those who did were pleased that MFRS has the expertise to lead something as important as the New Dimensions programme.

*“Demonstrates just how significant and effective MFRS are.”*

*“MFRS has the credibility to do this.”*

- 3.42 A couple of comments suggested a lack of understanding around what the proposal would mean in practice, or that participants may not know enough about the programme to make a judgement.

*Focusing on achieving Net Zero*

- 3.43 Although not a proposal, participants were asked whether they supported MFRS’s focus on Net Zero. Most people recognised that this is something MFRS must strive for morally, operationally, and to meet Government targets.

*“It is necessary in this current world, sustainability is key.”*

- 3.44 Those who were less positive acknowledged the need to address the climate emergency, but not at any cost or at the expense of safety. In light of the latter, several participants were concerned that the relevant technology is not yet available to ensure Net Zero can be safely achieved.

*“Effectiveness and efficiency should be the prime drivers.”*

*“Need technology to match risk... Not sure technology is in place for firefighters to be net zero.”*

*“It’s possible for some elements but unlikely for some e.g. large vehicle or time taken to charge electric vehicles etc.”*

### Overall comments

- 3.45 Overall, there was strong support for all of MFRS’s CRMP 2024-2027 proposals.

*“I wholeheartedly agree with all of MFRS’s focuses.”*

*“Really good proposals for effective use of resources.”*

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# **Merseyside Community Risk Management Plan 2024-27 consultation**

Tuesday, June 18, 2024

**69**

Total Responses

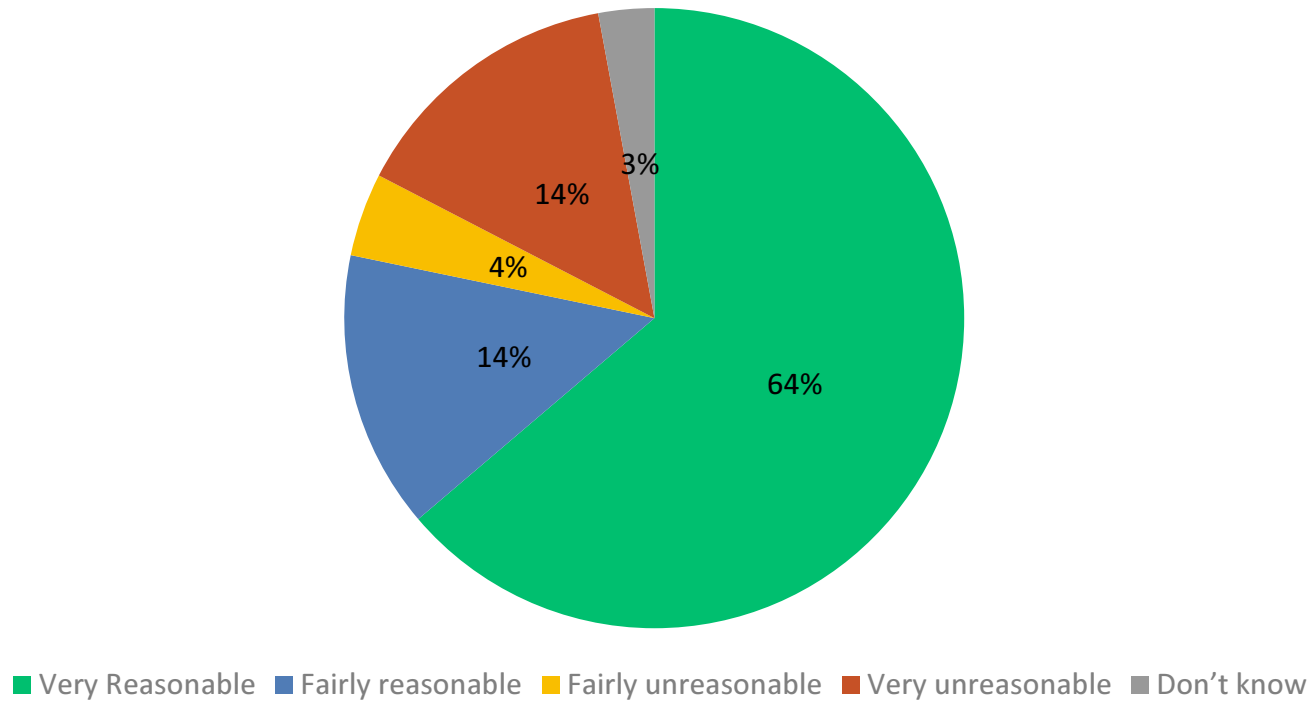
Date Created: Wednesday, January 31, 2024

Complete Responses: 69



**Q1: MFRS has considered the risk, demand and vulnerability in Merseyside and the resources we have available to us and we are proposing actions that will Increase Resources and Improve Response (proposals 1 to 5). How reasonable do you think our Increasing Resources and Improving Response proposals are?**

Answered: 69 Skipped: 0



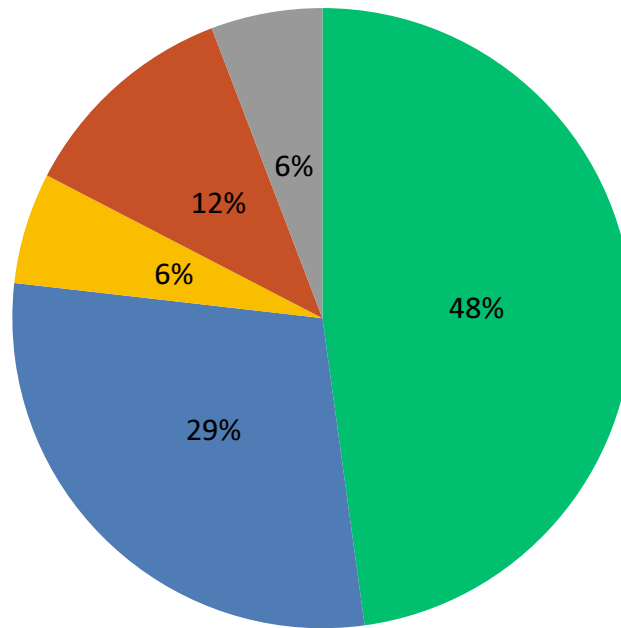
**Q1: MFRS has considered the risk, demand and vulnerability in Merseyside and the resources we have available to us and we are proposing actions that will Increase Resources and Improve Response (proposals 1 to 5). How reasonable do you think our Increasing Resources and Improving Response proposals are?**

Answered: 69 Skipped: 0

ANSWER CHOICES	RESPONSES	
Very Reasonable	63.77%	44
Fairly reasonable	14.49%	10
Fairly unreasonable	4.35%	3
Very unreasonable	14.49%	10
Don't know	2.90%	2
TOTAL		69

**Q2: MFRS has considered the risk, demand and vulnerability in Merseyside and the resources we have available to us and we are proposing actions that will help us to Work Smarter (proposals 6 to 8). How reasonable do you think our Working Smarter proposals are?**

Answered: 69 Skipped: 0



■ Very Reasonable ■ Fairly reasonable ■ Fairly unreasonable ■ Very unreasonable ■ Don't know

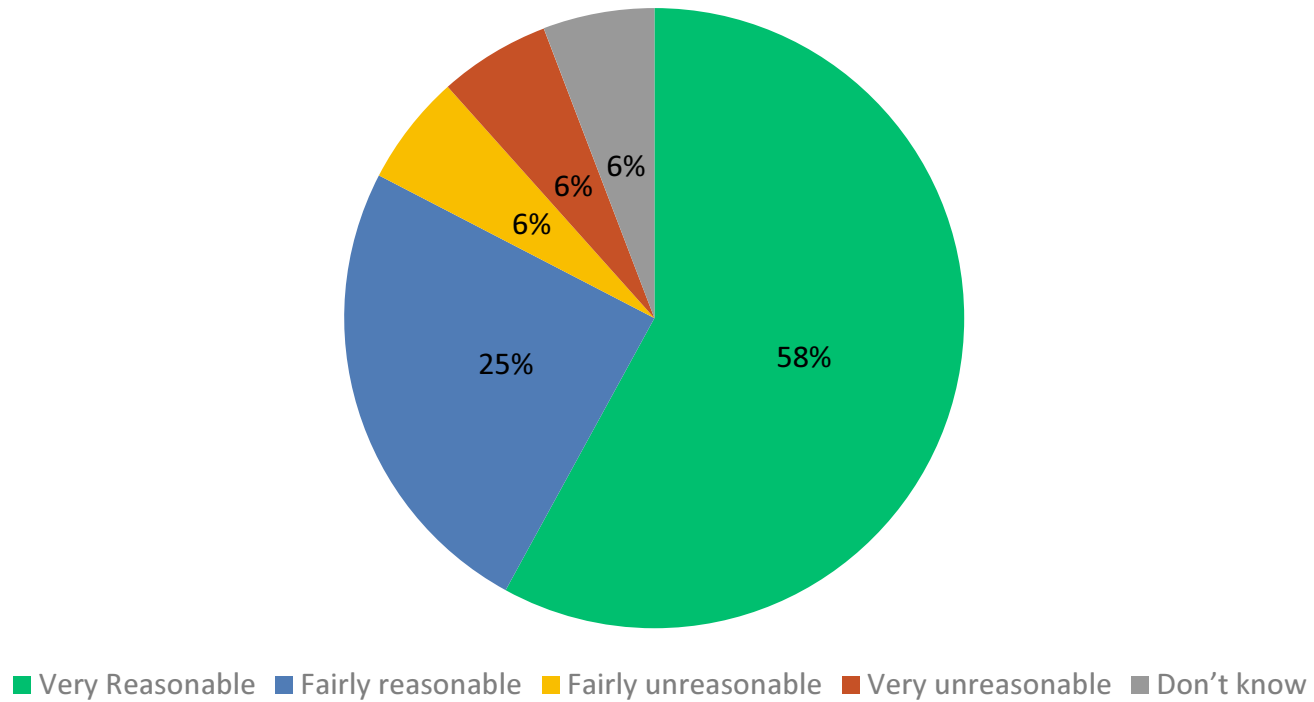
**Q2: MFRS has considered the risk, demand and vulnerability in Merseyside and the resources we have available to us and we are proposing actions that will help us to Work Smarter (proposals 6 to 8). How reasonable do you think our Working Smarter proposals are?**

Answered: 69 Skipped: 0

ANSWER CHOICES	RESPONSES	
Very Reasonable	47.83%	33
Fairly reasonable	28.99%	20
Fairly unreasonable	5.80%	4
Very unreasonable	11.59%	8
Don't know	5.80%	4
<b>TOTAL</b>		<b>69</b>

**Q3: MFRS has considered the risk, demand and vulnerability in Merseyside and the resources we have available to us and we are proposing actions that will help us to Add Value in Merseyside (proposals 9 to 12). How reasonable do you think our Adding Value in Merseyside proposals are?**

Answered: 69 Skipped: 0



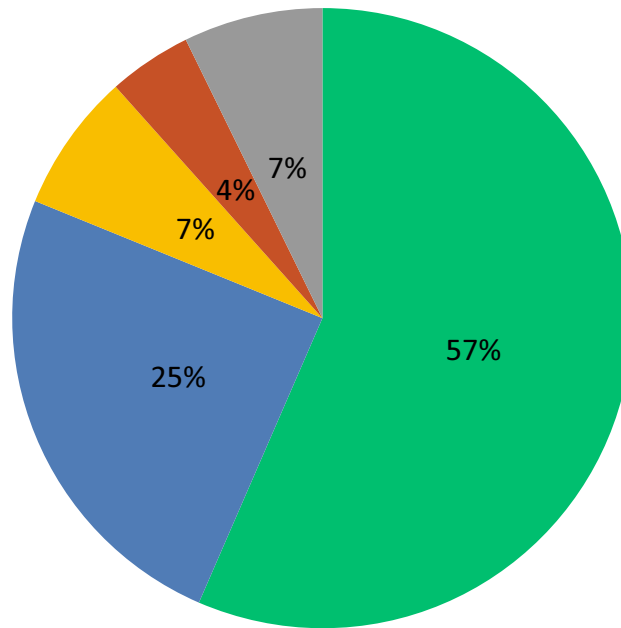
**Q3: MFRS has considered the risk, demand and vulnerability in Merseyside and the resources we have available to us and we are proposing actions that will help us to Add Value in Merseyside (proposals 9 to 12). How reasonable do you think our Adding Value in Merseyside proposals are?**

Answered: 69 Skipped: 0

ANSWER CHOICES	RESPONSES	
Very Reasonable	57.97%	40
Fairly reasonable	24.64%	17
Fairly unreasonable	5.80%	4
Very unreasonable	5.80%	4
Don't know	5.80%	4
<b>TOTAL</b>		<b>69</b>

**Q4: MFRS has considered the risk, demand and vulnerability in Merseyside and the resources we have available to us and we are proposing actions that will help us to have a wider positive impact (proposals 13 to 15). How reasonable do you think our Wider Picture proposals are?**

Answered: 69 Skipped: 0



■ Very Reasonable ■ Fairly reasonable ■ Fairly unreasonable ■ Very unreasonable ■ Don't know

**Q4: MFRS has considered the risk, demand and vulnerability in Merseyside and the resources we have available to us and we are proposing actions that will help us to have a wider positive impact (proposals 13 to 15). How reasonable do you think our Wider Picture proposals are?**

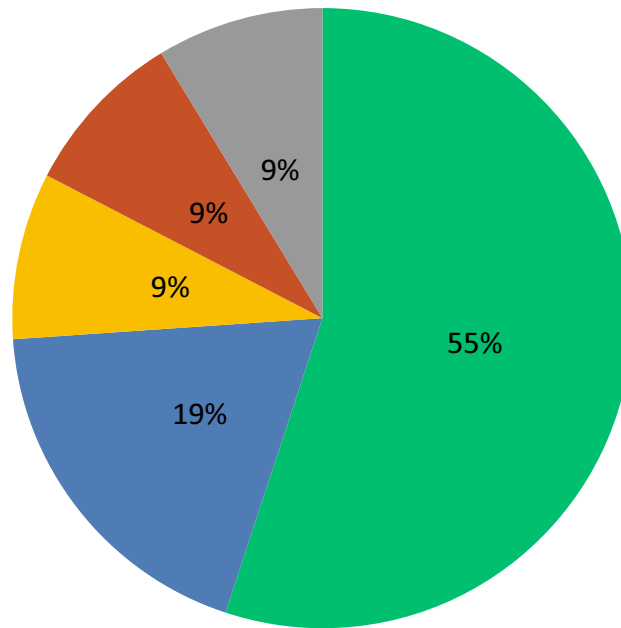
Answered: 69 Skipped: 0

ANSWER CHOICES	RESPONSES	
Very Reasonable	56.52%	39
Fairly reasonable	24.64%	17
Fairly unreasonable	7.25%	5
Very unreasonable	4.35%	3
Don't know	7.25%	5
TOTAL		69



**Q5: Considering the risks, demand and vulnerability in the area and the financial position of Merseyside Fire and Rescue Authority, how reasonable do you think our Equality, Diversity and Inclusion objectives are?**

Answered: 69 Skipped: 0



Very Reasonable Fairly reasonable Fairly unreasonable Very unreasonable Don't know

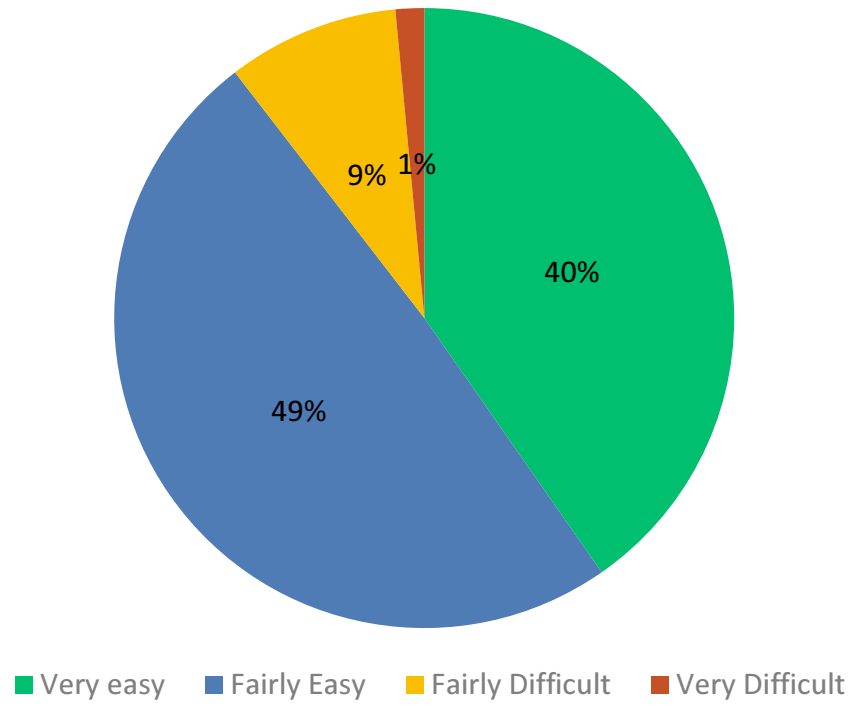
**Q5: Considering the risks, demand and vulnerability in the area and the financial position of Merseyside Fire and Rescue Authority, how reasonable do you think our Equality, Diversity and Inclusion objectives are?**

Answered: 69 Skipped: 0

ANSWER CHOICES	RESPONSES	
Very Reasonable	55.07%	38
Fairly reasonable	18.84%	13
Fairly unreasonable	8.70%	6
Very unreasonable	8.70%	6
Don't know	8.70%	6
<b>TOTAL</b>		<b>69</b>

**Q7: How easy was it to read and understand the Draft CRMP and our proposals?**

Answered: 67 Skipped: 2



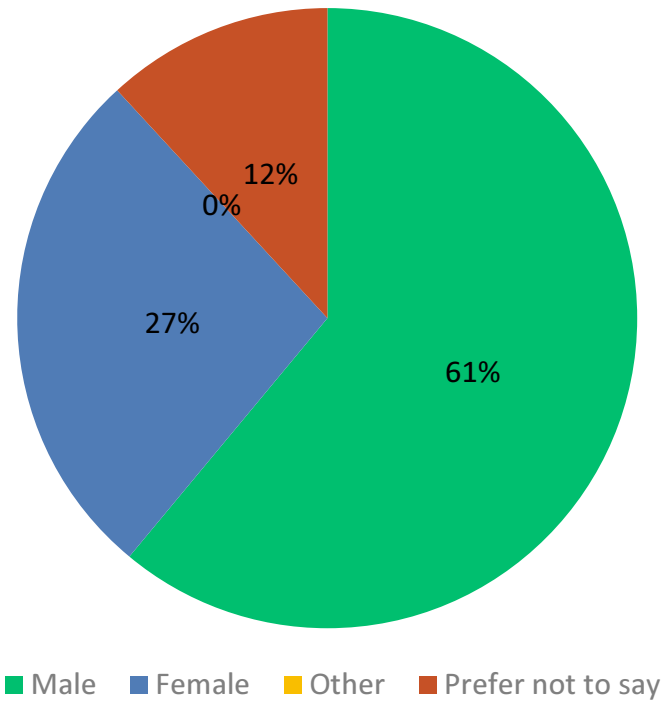
**Q7: How easy was it to read and understand the Draft CRMP and our proposals?**

Answered: 67 Skipped: 2

ANSWER CHOICES	RESPONSES	
Very easy	40.30%	27
Fairly Easy	49.25%	33
Fairly Difficult	8.96%	6
Very Difficult	1.49%	1
TOTAL		67

**Q9: Gender:**

Answered: 59 Skipped: 10



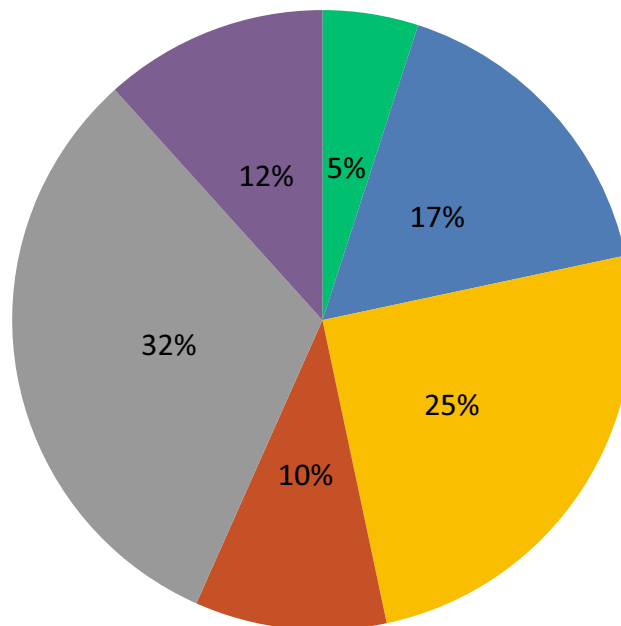
## Q9: Gender:

Answered: 59 Skipped: 10

ANSWER CHOICES	RESPONSES	
Male	61.02%	36
Female	27.12%	16
Other	0%	0
Prefer not to say	11.86%	7
<b>TOTAL</b>		<b>59</b>

## Q10: Which age group do you belong to?

Answered: 60 Skipped: 9



■ Under 25 ■ 25 - 34 ■ 35 - 44 ■ 45 - 54 ■ 55 or above ■ Prefer not to say

**Q10: Which age group do you belong to?**

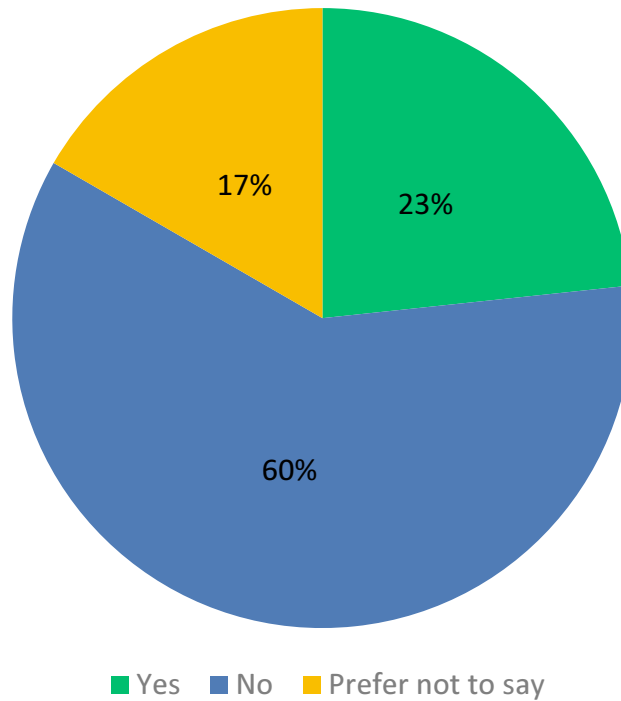
Answered: 60 Skipped: 9

ANSWER CHOICES	RESPONSES	
Under 25	5.00%	3
25 – 34	16.67%	10
35 – 44	25.00%	15
45 – 54	10.0%	6
55 or above	31.67%	19
Prefer not to say	11.67%	7
<b>TOTAL</b>		<b>60</b>



**Q11: Do you consider yourself to have a disability?(Under the Equality Act 2010 a person is considered to have a disability if he/she has a physical or mental impairment or illness such as HIV, cancer, diabetes, heart condition etc. which has a sustained and long term adverse effect on his/her ability to carry out normal day to day activities).**

Answered: 60 Skipped: 9



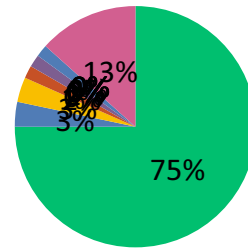
**Q11: Do you consider yourself to have a disability?(Under the Equality Act 2010 a person is considered to have a disability if he/she has a physical or mental impairment or illness such as HIV, cancer, diabetes, heart condition etc. which has a sustained and long term adverse effect on his/her ability to carry out normal day to day activities).**

Answered: 60 Skipped: 9

ANSWER CHOICES	RESPONSES	
Yes	23.33%	14
No	60.0%	36
Prefer not to say	16.67%	10
TOTAL		60

**Q12: Ethnicity:**

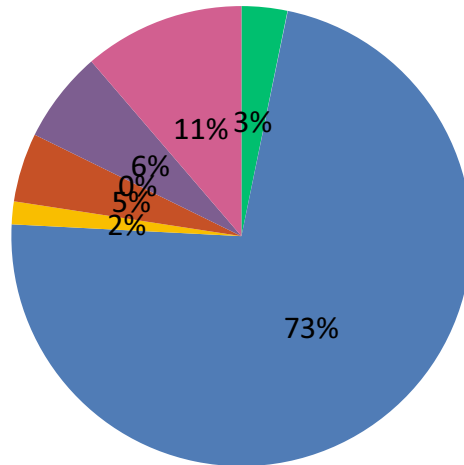
Answered: 60 Skipped: 9



- White British
- Other White Background
- Mixed White & Black African
- Other Mixed Background
- Asian or Asian British - Bangladesh
- Any other Asian Background
- Black or Black British - Caribbean
- White Irish
- Mixed White & Black Caribbean
- Mixed White & Asian
- Asian or Asian British - Indian
- Asian or Asian British - Pakistani
- Black or Black British - African
- Any other Black Background

**Q13: Status:**

Answered: 62 Skipped: 7



- Elected Member
- Member of the public
- Representative of a business
- Member of Staff (MFRA)
- Representative of a community group
- Other
- Prefer not to say

## Q13: Status:

Answered: 62 Skipped: 7

ANSWER CHOICES	RESPONSES	
Elected Member	3.23%	2
Member of the public	72.58%	45
Representative of a business	1.61%	1
Member of Staff (MFRA)	4.84%	3
Representative of a community group	0%	0
Other	6.45%	4
Prefer not to say	11.29%	7
<b>TOTAL</b>		<b>62</b>

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## **Draft CRMP 2024/7 consultation event**

**Friday 17<sup>th</sup> May 2024 (9.30 – 11.30)**

### **Merseyside community groups**

#### Community groups represented:

LCR Pride

Citizen's Advice Liverpool

Merseyside Society for Deaf People

Sahir House (LGBTQ+ Asylum Seeker & Refugee Support)

Sefton older person's forum

People First (learning disabled and Autistic people)

Merseyside Police community liaison

#### MFRS Officers present:

CFO

Director of Strategy and Performance

GM CRMP projects

Community Engagement Advisor

The Chief Fire Officer provided a presentation for the attendees that introduced the role of Merseyside Fire and Rescue Service (MFRS) and in particular explained the concepts of Risk, Demand and Vulnerability that underpin the Service's approach to Community Risk Management Planning.

In relation to this initial introductory session the participants gave the following feedback:

Q Have we considered producing slides and documents in Easy Read?

A This is something we have just started to look at and we hope to introduce it.

Q Are we aware of BSL 999 and do we promote it to communities?

A We are aware of it but would be happy to promote it more widely. The participant was also invited to discuss this further with Control and this will be arranged.

Q are we able to translate documents into other languages and or provide interpreters?

A Our website includes Recite Me which provides a translation service and staff can use Language Line for interpretation.

We would welcome community groups reviewing Recite Me to help us understand how effective it is for them.

We will also look at how we can promote accessibility more widely.

Q There are digital barriers for some communities, so we should also look into the impact of that and not rely entirely on digital communications.

A We have posters and leaflets too but will consider whether we can do more.

The CFO then explained the 15 proposals contained within the CRMP:

MORE RESOURCES			
	Proposal	Why?	Expected benefits
1.	Increase fire engines from 32 to 34	MFRS has been building resources in innovative ways since 2019 and wants to continue doing so	Enhance specialist response and give increased resilience across Merseyside (e.g., for larger incidents)
2.	Reintroduce a Small Fires Unit (smaller vehicle; used at times of peak demand; crewed by 3 firefighters)	A smaller vehicle needing fewer fire fighters could help when there are large numbers of lower level (not life-risk) incidents	Could free up traditional fire engines for bigger/life risk incidents
3.	Protect fire engine availability for life risk incidents	Sometimes fire engines become unavailable at short notice (because of e.g., staff sickness). MFRS is looking at ways to avoid this and still deliver a response to non-life risk incidents with three firefighters when it happens	Maximises fire engine availability while protecting life risk resources
4.	Enhance water rescue capability through introducing either a sub-surface drone or a dive team	MFRS is the only emergency service that is able to attempt a rescue when people are in the water. It wants to increase the chances of saving people in that situation	Ability to save the life of someone who has gone into the water more often than able to now
5.	Work with partners to plan for and respond to the emerging threat from fires involving alternative fuels (e.g. Lithium-ion batteries and Hydrogen fuel cells)	Increased use of Lithium-ion batteries for items such as mobile phones and vehicles including scooters, bikes, and cars creates challenges for the FRS and its partners in Merseyside and beyond. Same applies to use of Hydrogen fuel cells in cars/other vehicles	MFRS and Local Resilience Forum will work with the industry to help reduce risks for firefighters and the public

Comments and observations:

**Proposal 1**



The participants agreed with the proposal. One participant mentioned that it would be helpful if sirens could only be used when necessary as they could affect people with sensory issues.

#### **Proposal 2**

The participants mentioned that this could be useful if only used when needed and as such, might be a good use of money. They also mentioned that its use could help improve response times for life risk appliances

#### **Proposal 3**

The participants understood the proposal and felt that it was common sense with some asking why it hadn't been done before. Some also suggested increasing staff numbers but understood budget constraints.

#### **Proposal 4**

The participants understood why MFRS would want to do this and they initially thought that a drone might be a more efficient use of resources than a dive team. When the current role of the marine rescue team and their potential role in a dive team was explained, the participants considered this a more viable option than they had initially. They were supportive of the Service's recent investment in the Fasty remote controlled floatation devices.

#### **Proposal 5**

The participants supported the proposal and wondered whether MFRS could work with other organisations to make sure more easy to understand advice is provided to people who buy items containing LI-Ion batteries. They also mentioned working with Trading Standards to improve testing of products.

During this section the participants also discussed why different types of fire extinguishers are no longer as easy to distinguish (because they are now all red but with different coloured labels). They also asked whether more could be done to make sure landlords comply with their fire safety duties.

WORKING SMARTER			
	Proposal	Why?	Expected benefits
6.	Introduce 'enhanced mobilisation' via pre-alert system	MFRS wants to improve its response times (which are already fast). 'Enhanced mobilisation' would alert a crew earlier and put them on standby to attend an incident	MFRS would potentially arrive at an incident up to 1 minute earlier than at present
7.	Use improved technology in the MFRS Control Room, such as 'Aura' and '999 Eye'	MFRS currently moves fire engines around when those on key stations are at an incident or not available. Software/technology will help it better map exactly where all appliances are at all times	Help improve response times and cut down on unnecessary movement of fire engines, allowing them to respond to incidents/do more community work in their own station area
8.	Use Watch Managers to carry out different duties that add value, while responding to incidents in different ways	MFRS does not think Watch Managers need to be based on station all the time  They could carry out different duties that add value to the organisation and respond to incidents in a different way?	Could provide more resources in areas that are sometimes stretched, like Protection (fire safety)

### Proposal 6

The participants were supportive of this proposal

### Proposal 7

Regarding 999 Eye, there was some concern that this application, which would allow Control to access video on a member of the public's mobile phone (with permission) would not work for deaf people. It was discussed that there might also be people who do not want Control to access their camera and people who don't have a smart phone, so this is not something that we would expect to be used by everyone. That said, MFRS will look into the potential for adaptations.

During discussions the participants asked whether there is a non-emergency phone number for the FRS. The reporting processes used during the bonfire period were discussed as an example of this.

### Proposal 8

There were no observations on this proposal

ADDING VALUE IN MERSEYSIDE			
	Proposal	Why?	Expected benefits
9.	Work in areas of higher risk to educate and inform the communities in those areas about known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer?	MFRS wants to do even more to help its communities understand the risks in their areas and what they can do to help themselves deal with them	People living in specific communities are more informed/better prepared for events that might affect them
10.	Continue to assist the Ambulance Service in relation to cardiac response and expanding this to people who have had falls	MFRS believes it can support (not replace) the ambulance service when people have cardiac arrests or falls	Help save more lives and improve quality of life by supporting the North West Ambulance Service
11.	Target Prevention work toward those most likely to die in a fire and areas of highest deprivation	This is already an important part of what MFRS does; more data shared by other organisations will help it target its Prevention services even more accurately. MFRS also know that people in sheltered accommodation are at highest risk, so it wants to do even more to protect them	More people will be safer because MFRS knows more about the risks they face and can better target interventions to better reflect that risk People living in sheltered accommodation would be safer
12.	Following the introduction of a national Building Safety Regulator to address legal changes following the Grenfell Tower incident, MFRS will introduce a new framework for fire safety-related enforcements and prosecutions to improve public safety	MFRS has already done a lot to support the implementation of the Grenfell Tower inquiry recommendations and these next steps will help it improve safety even more	Residents of high rise and other high risk buildings will be safer from fire

### Proposal 9

The participants were supportive of this proposal.

### Proposal 10

The participants were supportive and wondered whether this could be suited to a small fires unit.

### Proposal 11

The participants were supportive of this proposal.

### Proposal 12

The participants were supportive of this proposal.

THE WIDER PICTURE			
	Proposal	Why?	Expected benefits
13.	Use the new Training and Development Academy for national and international training	Investment in the new Training and Development Academy at Long Lane, Aintree can benefit UK and international fire and rescue services	MFRS can provide national training and assurance in relation to National Resilience capabilities through its enhanced training facilities – demonstrating best practice
14.	As lead authority for National Resilience, MFRS will work with the Home Office on the programme to refresh current National Resilience assets (New Dimension 2)	The New Dimension programme funds the equipment and training that makes sure England's fire and rescue services can call on specialist capabilities to help them deal with a wide range of large or national-scale incidents	The programme is designed to ensure that fire and rescue services are able to save as many lives and protect as much property as possible through the quick deployment of the specifically designed capabilities
15.	Focus on delivering Net Zero	MFRS is keen to play its part in reducing carbon emissions in the ways it builds and maintains its fire stations and other buildings, how its staff travel, and the equipment they use to deliver services	Although this proposal would continue several years after the end of this plan, MFRS knows it has to make changes now

### Proposal 13

The participants were supportive of this proposal.

### Proposal 14

The participants were supportive of this proposal.

### Proposal 15

The participants were supportive of this proposal.

Further comments:

The participants were pleased to hear about the community rooms on stations, they suggested the Liverpool Access to Advice Service and Community Champions as useful contacts for accessing harder to reach people.



# **MERSEYSIDE BRIGADE**

## **Response to Merseyside Fire & Rescue Service Community Risk Management Plan 2024 – 2027**

**Written and compiled by Merseyside Fire Brigades Union**

# Fire and rescue spending

November 2023



## The cost of the fire and rescue service

Net current expenditure on UK fire and rescue services

**£3bn**

England

£2,421 million

Scotland

£294 million

Wales

£164 million

Northern Ireland

£90 million

Fire spending on employees - wages, National Insurance etc

**75%**

## Overall public spending

Central government expenditure as set out by the Treasury

**£500bn**

Central and local government spending on public services

**£1tn**

National income - Gross Domestic Product (GDP) for the UK

**£2.2tn**

## Costs of fire and rescue

Cost of the UK fire and rescue service per person per year

**£50**

Cost of the UK fire and rescue service as proportion of central government spending

**0.6%**

Cost of the UK fire and rescue service as proportion of spending on public services

**0.3%**

## Value of the fire and rescue service

Value of the fire and rescue service in England (lives saved, property, protection)

**£13bn**

Value of the fire and rescue service relative to its cost

**6 times**

## Foreword

*‘The fire and rescue service is an essential public service and a national strategic asset. Firefighters tackle every kind of emergency, 24 hours a day, 365 days a year. Firefighters receive the first call people make when it matters most and are the first line of defence when things go wrong. The Fire Brigades Union (FBU) is proud to represent the vast majority of firefighters across the UK. The UK fire and rescue service can mobilise ten thousand firefighters in a matter of minutes to tackle almost every emergency imaginable. Specially trained firefighters are on duty at all times, ready for deployment to incidents, large and small. The arrival of professional firefighters, swiftly and with appropriate numbers and adequate resources, is of tremendous value, both to those immediate victims who need our help and politicians who are accountable when things go wrong.’*

FBU General Secretary Matt Wrack.

The FBU firmly believes in and supports the process of Risk Management Planning as described in all of the current national guidance documents. It is the aim of the FBU to work proactively with both Merseyside Fire and Rescue Authority (MF&RA) and Merseyside Fire and Rescue Service (MF&RS) to implement, and to further develop the Community Risk Management Plan (CRMP) process.

Fire and Rescue Services are fortunate in that the majority of their employees are members of a single representative body, the FBU. By involving the FBU in the CRMP planning cycle, MF&RS has the opportunity to draw on the combined experiences of the majority of its workforce when considering the health and safety implications of potential systems of work and service delivery.

The overwhelming majority of firefighters working for MF&RS are members of the FBU and in compiling this document as part of the required consultation process, it was our aim to ensure that the voices and opinions of those professional firefighters were accurately reflected within. To that end, from the 9<sup>th</sup> April 2024 - 16<sup>th</sup> May 2024, Merseyside FBU undertook an extensive member consultation, totalling over 20 meetings and covering the vast majority of workplaces in MF&RS.

At those meetings, members were given all of the information that has been provided to FBU officials by MF&RS, members were then given the opportunity to ask questions, raise concerns and participate in a survey in relation to certain proposals contained within the CRMP. It is the belief of Merseyside FBU officials that our members are the undisputed occupational experts and as such, their thoughts, concerns and professional opinions must be prioritised above all else when considering any change to the way MF&RS delivers its core functions.

The FBU represents **539** firefighters working in MF&RS which equates to approximately **83%** of all firefighters working in MF&RS. During the course of our consultation, we received survey responses from **391** firefighters, giving us an overall engagement of **72%** of FBU members. That data, alongside data provided by MF&RS has been used within this document to respond to the proposals as set out in MF&RS Draft CRMP 2024-2027.

To the best of our knowledge, all data and information contained within this document was correct at time of authoring and has been provided in good faith by Merseyside FBU.

## Draft CRMP 2024 - 2027 Proposals

### Merseyside Fire and Rescue Service Proposal 1

#### Increase our fire engines from 32 to 34

Proposal	Why we are proposing this	Expected benefits
<b>Increasing fire engines from 32 to 34.</b>	<b>We've been building back in resources in innovative ways since 2019 and want to continue with this.</b>	<b>This would enhance our specialist response and give us increased resilience across Merseyside (for larger incidents for example)</b>

### Merseyside Fire Brigades Union (FBU) Response

Since 2003, Merseyside Fire and Rescue Service (MF&RS) has seen an overall reduction in frontline fire appliances from 42 to 32 and a reduction in firefighter numbers from 1419 to 642. Whilst it has been encouraging to see the number of frontline appliances once again begin to rise, the way in which appliances are crewed has not been without issue for the Fire Brigades Union (FBU) and our members. A point in case has been the introduction of 2 new duty shift systems 'Day Crewing Wholetime Retained' (DCWTR) and 'Hybrid, which were introduced at point of entry, on an offer and acceptance basis and as such were not subject to negotiation with the FBU. Due to the manner in which these systems were introduced, they have remained the subject of local dispute since 2016 and 2018 respectively.

Following several unsuccessful attempts at conciliation, these duty shift systems were the subject of local industrial action from December 2022 - May 2023. Despite



the manner in which these duty shift systems were introduced, the FBU share the view of MF&RS that the variety of duty shift systems on offer have proven popular with members and with that in mind the FBU have sought to reach agreement with MF&RS on all duty shift systems currently operating within Merseyside. To that end, the FBU once again sought external assistance from the National Joint Council (NJC) joint secretaries and participated in conciliation talks from 11<sup>th</sup> - 13<sup>th</sup> October 2023, in the hopes of resolving these longstanding disputes. Despite those talks being productive, at time of writing this response to the Draft Community Risk Management Plan (CRMP), these duty shift systems remain unagreed and the subject of a live trade dispute.

Moving to the proposal to increase fire appliances from 32-34, whilst supportive of the introduction of two additional fire appliances, it must be noted that these proposals represent a further expansion of the non-agreed Hybrid duty shift system. Further to this, in the view of the FBU the introduction of 2 additional retained appliances, to be crewed by members at locations that currently operate under the agreed 224 duty shift system could lead to the following additional complications:

- I. In the MF&RS Draft CRMP, Hybrid duty stations are described as follows;

*‘During the day two fire engines are available on station with a third available on a 30-minute recall (retained) and at night one fire engine will be available on station with two available on a 30-minute recall to make sure we have enough fire engines available to deal with the incidents that might occur (resilience).’*

With the current proposal to introduce 2 additional retained appliances at existing locations, MF&RS will essentially be creating two new locations that do not conform to any current duty shift system, agreed or otherwise. Moreover, the description of the ‘hybrid’ duty shift system as stated above, could potentially give rise to confusion, as members of the public will quite rightly expect that *‘During the day two fire engines are available on station with a third available on a 30-minute recall (retained).’* It must be highlighted that at this moment in time, Liverpool City Centre fire station has only one wholetime appliance crewed for both the day and night shifts and as such, **does not** conform to the specification provided by MF&RS for a ‘Hybrid’ station.

- II. Due to the fact that at the time of authoring this response both the DCWTR and Hybrid duty shift systems remain unagreed and the subject of a live trade dispute between the FBU and Merseyside Fire and Rescue Authority (MF&RA). Any attempt to expand either duty shift system without prior negotiation and agreement with the FBU, will in all likelihood lead the registration of a further trade dispute and the deterioration of industrial relations between the FBU and MF&RS.

- III. It is the understanding of the FBU that one of the overriding reasons for implementing this change, is to ensure that members currently working outside of the DCWTR and Hybrid duty shift systems, who hold an additional 10% retained provision are located primarily at two locations. This will allow MF&RS to utilise those members for retained duties with minimum impact on service delivery the following shift due to provision of compensatory rest. Whilst this arguably does represent better value, it does give rise to concerns that wholetime fire cover at the two chosen locations could be compromised due to the requirement to provide compensatory rest to members mobilised the previous shift under their retained contract.
- IV. If it is the intention of MF&RS to introduce 2 additional retained appliances at existing locations, to be crewed by members that hold a retained provision, there is the issue of mass upheaval and disruption for members that will have to leave those locations and conversely, for members that will be required to move to those locations. The wholesale relocation of personnel is something the FBU and indeed MF&RS has always sought to avoid due to the impact not only on our members work life, but their homelife also. This effect will be compounded by the fact that the members moving into the proposed locations will be expected to adopt a completely new way of working, under a duty shift system that many will have no experience of. This will undoubtedly lead to friction within the workforce if staff moves are not dealt with sympathetically.

Moving to the ask in relation to enhancing specialist response. It is the view of the FBU that the move away from the wholetime crewing of most specialist appliances, in favour of utilising retained arrangements or 'complimentary crewing' has undoubtedly slowed the arrival of specialist assets to the incident ground. Further to this, the utilisation of retained members to crew specialist appliances, does on occasion, impact wholetime fire cover due to the requirement to provide compensatory rest to members mobilised under retained arrangements.

In relation to 'complimentary crewing', in essence, this system utilises on duty personnel to crew both the wholetime appliance and the specialist appliance, requiring a single crew to split across 2 appliances and proceed to an incident in convoy. Whilst in theory this practise works, it has led to the following issues:

- I. A requirement for Officers in Charge (OIC) to drive fire appliances whilst simultaneously carrying out the role of appliance commander. This practise has been perceived to place additional stress and responsibility on OIC's whilst proceeding to incidents owing to an inability to brief crews and plan for initial actions on arrival at an incident.
- II. Appliances becoming separated on route and arriving at incidents without the required safe crewing levels. Members arriving at incidents in either the wholetime or specialist asset can face concerted moral pressure to act without the ability to put in place safe systems of work to ensure the safety of crews and

members of the public. These occurrences have been reduced but not eliminated by the policy of proceeding to incidents in convoy when required.

- III. Delays in mobilising specialist assets due to the required crew already being engaged at an incident. On these occasions, it has been necessary for crews to leave the incident ground and return to home station to collect the necessary appliance.

The FBU remain committed to the whole-time staffing of specialist appliances as the only way to ensure the timely, consistent and most importantly, safe mobilisation of appliances.

In summary, whilst the FBU support the introduction of two additional fire appliances, MF&RS must agree to work proactively with the FBU to manage change and examine the efficacy of the continued expansion of the retained provision. To proceed in any other fashion would in our opinion, be industrially reckless.

## Merseyside Fire and Rescue Service Proposal 2.

### Reintroduce Small Fires Units

Proposal	Why we are proposing this	Expected benefits
<b>Reintroducing a Small Fires Unit.</b>	<b>A smaller vehicle needing fewer fire fighters could help when we have large numbers of lower-level incidents (non- life risk).</b>	<b>This would free up traditional fire engines for bigger emergencies or incidents where lives are at risk.</b>

### Merseyside Fire Brigades Union (FBU) Response

In the early to mid-2000's, MF&RS brought into service a number of small fires units (SFU's). These SFU's were essentially vans, crewed by three firefighters, carrying a quantity of water and a single breathing apparatus set. The SFU's operated from Fire Service Headquarters (FSHQ) during times of peak demand and were designed to attend small fires. It is a matter of record that Merseyside FBU opposed the use of these SFU's and were supportive of the decision taken to remove them from service.

The primary objection raised by Merseyside FBU in relation to the past introduction of these vehicles lay in the inability of a crew of three firefighters, with a limited

quantity of water and equipment to tackle an escalating incident, should the need arise. Nothing that has occurred in the intervening years since the withdrawal of SFU's in Merseyside has allayed those concerns.

In addition to the inability of a crew of three to tackle an escalating incident, we must also remain cognisant of the dangers posed if an SFU is mobilised in error to an incident or if crews are flagged down to an emergency incident in the pursuance of their duties.

The Review of Standards of Emergency Cover undertaken by Government in 1999 recognised this problem, and the 'Pathfinder' report is crystal clear on this point. In any planning decisions relating to when the required firefighters and equipment should arrive at an emergency incident, it warns against placing firefighters in a position where they have no option but to act - even when there are insufficient resources available:

***"... it is essential to avoid situations which could motivate or pressurise firefighters to act unsafely in the interests of saving life."***

(Review of Standards of Emergency Cover - Technical Paper C - Response & Resource Requirements)

To be clear, regardless of how infrequently something may or may not happen, there is no justification for knowingly placing firefighters in a position where they may be morally forced to act, despite an inability to put in place agreed safe systems of work.

In addition to the safety concerns highlighted above, we must also heed new and emerging research in relation to contaminants within the fire and rescue sector. The Fire Brigades Union alongside Professor Anna Stec and the University of Central Lancashire (UCLAN), have led the way in demonstrating the link between firefighting and occupational cancers and the importance of decontamination following firefighting operations.

In light of the importance now placed on firefighter decontamination, historic practises of operating SFU's on an overtime basis during times of peak demand, without access to washing facilities and additional firefighting Personal Protective Equipment (PPE) simply would not hold up under scrutiny. Furthermore, given the nature of the incidents historically tasked to members crewing SFU's, it is our belief these vehicles would not provide best value to members of the public given the disproportionate amount of time that would be spent decontaminating crews and replenishing PPE.

In summary, the FBU believe that the decision taken to withdraw SFU's from service in Merseyside was the correct one and we do not believe reintroducing them represents best practice for our members or best value for the taxpayer. For the reasons listed above, the FBU are unable to support any proposal to reintroduce SFU's.

### Merseyside Fire and Rescue Service Proposal 3

#### Protecting our fire engine availability for life risk incidents.

Proposal	Why we are proposing this	Expected benefits
Protecting our fire engine availability for life risk incidents.	Sometimes fire engines become unavailable at short notice (e.g. staff sickness). We are interested in how we can avoid that and still deliver a response to non-life risk incidents with three firefighters when this happens.	We would maximise our fire engine availability whilst protecting life risk resources.

### Merseyside Fire Brigades Union (FBU) Response

Before moving to discuss the substantive issues, which make up the FBU response in relation to this proposal, it must be noted that when presented to the focus groups carried out by Opinion Research Services (ORS) in 2023, the question put to members of the public was as follows;

*‘Do you think MFRS should consider keeping fire engines available by crewing them with three firefighters, but restricting them to non-life risk incidents such as small fires\*?’*

*\*The fire engines would be a non-life risk resource until four firefighters were available; through overtime or an additional firefighter being moved from another station. \*’*

However, when presenting this proposal to firefighters during the consultation period, MF&RS referred to this proposal simply as ‘Maximising fire appliance availability’. This shift in language, although slight, indicates to the FBU that MF&RS are entirely cognisant of the fact that proposals to crew any fire appliance with three would be neither welcomed, nor accepted by the FBU.

The other element of concern arising from the ORS focus groups in relation to this proposal, is the question itself, and the manner in which it was posed to 74 members of the public. 74 members of the public, who in all likelihood, have never worked as

operational firefighters and as such, have a limited understanding of the safe systems of work we are required to put in place to ensure firefighter safety.

When presented with the choice of keeping a fire appliance on the run with three riders or losing an appliance entirely due to short notice staffing abstractions, it is hardly surprising members of the public indicated a preference for an appliance crewed with three.

Moving to the rationale behind the proposal to crew fire appliances with three riders, MF&RS have cited appliance unavailability due to short notice staffing abstractions such as sickness. During discussions in the planning phase of the draft CRMP, figures were presented to MF&RA which indicated that during 2022/23, fire appliances had been off the run (OTR) due to short notice staffing abstractions for **2184 hours**, this has also been equated to one wholtime appliance being unavailable for **three months and one day** over the period of one year.

Before continuing, and for the avoidance of any doubt, the FBU wholeheartedly agree that fire appliances should be available 24/7, 365 days of the year. This position can be confirmed through all local and national campaigns led by the FBU to protect frontline fire appliance response and ensure a fire and rescue service that is fit for purpose. That being said, we are unable to support **any** proposals that knowingly place FBU members at elevated levels of risk, in an attempt to paper over the cracks that have been created following years of austerity and cuts to frontline funding.

When interrogating the data provided on appliance unavailability due to short notice staffing abstractions, it is important first of all to understand what the figure of **2184 hours or three months and a day** actually represents in relation to overall fire appliance unavailability.

In figures provided by MF&RS, there were a possible;

**22630 shifts in 2023**  
**2184 hours or three months and one day of unavailability = 182 shifts**  
**182 shifts out of a possible 22630 = 0.80%**

When considering short notice appliance unavailability figures from 2022/23, it is worth noting that from December 2022 - May 2023, Merseyside FBU members undertook local industrial action in the form of refusing to undertake pre-arranged overtime. This action came in response to years of sustained attacks on our members

terms and conditions of service and the introduction, without negotiation, of the DCWTR and Hybrid duty shift systems.

As highlighted at all points prior to, during, and post local industrial action, all issues detailed on the ballot paper could have been resolved immediately, at minimal cost to MF&RA and without removing any service currently being provided to the public of Merseyside. Despite this, industrial action was allowed to continue, with MF&RS opting instead to close fire stations and take fire appliances off the run.

When considering statistics in relation to short notice fire appliance unavailability in 2022/23, it is indisputable that local industrial action will have inflated figures during the reference period. Despite this, MF&RS still suffered less than 1% appliance unavailability due to short notice staffing abstractions.

As an important aside to this point, we would draw the reader's attention to the

***'NATIONAL JOINT COUNCIL FOR LOCAL AUTHORITY FIRE AND RESCUE SERVICES Scheme of Conditions of Service Sixth Edition 2004 (updated 2009)'***

which states: ***'Pre-arranged overtime will not be used to make up any planned shortfall in the overall staffing levels set out in the fire and rescue authority's Integrated Risk Management Plan'***.

MF&RS inability to staff all stations to the level set out in the previous Integrated Risk Management Plan, without the use of pre-arranged overtime due to industrial action, indicates a reliance on overtime in direct contravention to the stipulations set out in the 'Grey Book'.

Before continuing with the proposal and our opposition to crewing fire appliances with three, we would draw the reader's attention to another statement made by MF&RS within the draft CRMP, that statement is as follows:

***'We crew our fire appliances with five firefighters at our key stations'***

It is the view of the FBU that the above statement is unequivocal in its intent and as such can be interpreted in no other way by members of the public, councillors, politicians, firefighters and indeed all interested parties, that MF&RS crew's appliances at key station locations with five firefighters.

Having been made aware of potential proposals to ride 3 on frontline fire appliances, the FBU began collecting data pertaining to the number of times appliances at key stations in MF&RS were crewed with five firefighters, as detailed in the CRMP.

The FBU collected data across all key station locations from 5<sup>th</sup> February 2024 - 20<sup>th</sup> May 2024. That data highlighted the fact that far from crewing appliances on key station locations with five riders on all occasions, MF&RS failed to meet their own target by a considerable margin. From 5<sup>th</sup> February - 20<sup>th</sup> May 2024, MF&RS crewed appliances on key stations with five firefighters on less than 62% of occasions, with

one key station falling short of 50% of occasions and others barely passing the 50% mark.

In short, in the same way figures arrived at for short notice appliance unavailability during 2022/23 will be tainted due to local industrial action, those figures will also include occasions when key station locations were being crewed with four firefighters and had to be taken off the run due to short notice staffing abstractions. Had MF&RS met its commitment to crew fire appliances with 'five firefighters' at key stations on those occasions, the appliance would have remained available with four firefighters.

Moving to the proposal itself, MF&RS is seeking to mitigate the effects of short notice staffing abstractions on fire appliance availability, by allowing appliances to be crewed with three firefighters for a limited duration, attending non-life risk incidents only. Under current working practises, MF&RS does not mobilise any frontline fire appliance with less than four crew members. It is the view of MF&RS that by implementing this proposal they will be able to 'maximise appliance availability' for life risk incidents. For clarity, the position of the FBU both locally and nationally is that to provide safe and meaningful intervention, fire appliances should be crewed with five firefighters.

This position was largely influenced by a risk and task analysis of all identified operational scenarios within the fire and rescue service. That analysis set out the minimum safe number of firefighters for a number of known operational scenarios (33 in total). It is referred to as the Critical Attendance Standard, or 'CAST' methodology. This approach examined the phased arrival of crews to any number of incidents types, coupled with the ability of firefighters to carry out standard operating procedures (SOP's) without being placed at increased or unacceptable levels of risk.

For example, one of the most commonly attended categories of incident for the Fire and Rescue Service is dwelling house fire and rescues are regularly and often successfully carried out in such incidents by crews. The risk and task analysis provided within the CAST scenario for such an incident identifies that a minimum of 9 firefighters are required to successfully resolve this type of incident safely. For clarity, the CAST scenarios are wholly based on risk and task analyses undertaken by Government as part of the Pathfinder Review, it is effectively a government scenario replicated and supported by the FBU.

Whilst MF&RS have been clear that it is not their intention to mobilise appliances crewed with three firefighters to life risk incidents, it is reasonably foreseeable that an appliance crewed with three firefighters could become involved in such incidents. Should an appliance crewed with three firefighters be despatched to an incident in error, or arrive on scene to find an incident has escalated beyond their control, firefighters will be placed in a position where they are morally obligated to respond.

As discussed when responding to '*proposal 2*' in MF&RS Draft CRMP, it is vital to both firefighter and public safety that firefighters are not placed in situations which could motivate or pressurise them to act unsafely in the interests of saving life. Put bluntly,



the moral pressure placed on firefighters by members of the public when confronted with a rapidly developing life risk incident may coerce firefighters into responding, regardless of their inability to put in place any agreed safe systems of work.

There is also the possibility, that members of the public may attempt to effect a rescue or tackle an escalating incident themselves due to the perceived inaction of crews. Again, this would place firefighters under immense moral pressure to act and could ultimately lead to further casualties.

The proposal as presented by MF&RS states that it is not the intention for crewing appliances with three firefighters to become common practice or “the norm”. However, FBU members on Merseyside have been given assurances such as these before, when, due to austerity and cuts in funding, minimum crewing levels on frontline fire appliances were reduced from five to four. Again, as highlighted earlier in this response, guarantees made by MF&RS to crew key station appliances with five firefighters are also routinely not being maintained.

As well as the obvious risks posed to firefighters by the proposal to move to three-person crewing, we must also take into account current policy in relation to the use of breathing apparatus. The current MF&RS ‘*Supporting Guidance 6.2.0 Breathing Apparatus*’ states:

*‘Breathing Apparatus (BA) must be utilised to provide respiratory protection for firefighters working in oxygen-deficient, toxic or hazardous atmospheres.*

*BA enables the wearer to breathe safely in irrespirable atmospheres. Its use is one of the risk control measures likely to be utilised within the overall incident plan for incidents involving irrespirable atmospheres, for example, fire and hazardous materials.*

*This supporting guidance for BA is designed to complement and support MFRS Standard Operational Procedures, where the use of BA as a control measure is defined. BA entry control procedures provide a clear framework within which operational activities can effectively function and be structured around the incident command system. The procedures will enable the adoption of efficient, effective and safe working practices and can be adapted to all sizes and types of incidents requiring the use of BA.’*

Both the FBU and MF&RS are in total agreement that (BA) must be used by crews when operating in irrespirable atmospheres i.e. products of combustions. However, as per the current MF&RS guidance for a ‘Single BA Wearer’, use of BA would not be permitted when crewing an appliance with three. The current guidance states:

*‘In certain low risk circumstances, it may be appropriate to deploy a single BA wearer to carry out a specific task where respiratory protection is required. The use of a single BA wearer is only permissible when:*

- *Operations are not inside a building or structure*
- *Undertaking low-risk activities*

- *The BA wearer's gauge has been checked and their cylinder contents recorded*
- *The wearer's BA tally has been placed in a BA entry control board with suitable and sufficient details entered*
- *The BA wearer can be removed quickly from the risk area*
- *The BA wearer can always be seen by the incident commander or other nominated crew member.*

*When utilising a single BA wearer, Stage 1 BA control procedures apply and the BA entry control board will be utilised to record the deployment.'*

As highlighted above, the deployment of a single BA wearer currently requires the implementation of 'Stage 1 entry control procedures', something firefighters will be unable to put in place with a crew of only three. In essence, what this means is firefighters will either be unable to don BA whilst crewing an appliance with three, something we are certain MF&RS would agree is totally unacceptable, or, MF&RS would have to alter current policy and guidance, essentially reducing the safety of firefighters, something the FBU believe to be totally unacceptable.

### **FBU Position and Counter Proposal**

It is the view of the FBU that proposals to crew fire appliances with three riders, regardless of duration, or remit are wholly unacceptable and pose a serious risk to firefighters and members of the public alike. Furthermore, MF&RS decision to proceed immediately to proposals of crewing fire appliances with three, despite having made no perceivable, prior attempt to reduce short notice appliance unavailability through other means, is a matter of serious concern to the FBU.

This concern was echoed by many Merseyside FBU members during the recent consultation and survey of FBU members, in which **96%** of members voting indicating they did not support plans to crew fire appliances with three. Furthermore, such was the concern of members that when asked if they would take industrial action should MF&RS seek to impose three-person crewing, **88%** of members voting, indicated they would vote yes in a ballot for industrial action.

As highlighted earlier in this response, in 2023 appliances in MF&RS were unavailable due to short notice staffing abstractions on less than 1% of occasions, a figure we believe can be reduced even further through meaningful collaboration with the FBU. To that end, we are asking that MF&RS cease discussions into three-person crewing in favour of exploring all other possible options to maximise fire appliance availability.

**Merseyside Fire and Rescue Service Proposal 4.**

**Enhancing water rescue capability through introducing either a sub-surface drone or a dive team.**

<b>Proposal</b>	<b>Why we are proposing this</b>	<b>Expected benefits</b>
Enhancing water rescue capability through introducing either a sub-surface drone or a dive team	We are the only emergency service that is able to attempt a rescue when people are in the water. We want to increase the chances of saving people in this situation.	We hope we would be able to save the life of someone who has gone on the water more often that we are able to now.

**Merseyside Fire Brigades Union (FBU) Response**

The FBU are aware of several high-profile incidents nationally and within Merseyside, in which members of the public have sadly lost their lives as a result of getting into difficulties in and around inland watercourses.

As alluded to within MF&RS draft CRMP, at this present time MF&RS has no ‘sub-surface’ rescue capability should a member of the public become submerged in water. For around 20 years, all firefighters in Merseyside have undertaken still water rescue training and carried out still water rescue operations, with a small cohort also being trained in swift water rescue techniques. Alongside a dedicated Marine Rescue Unit (MRU), firefighters and MRU staff have undoubtedly been responsible for saving countless lives in and around Merseyside.

Moving to the matter of sub surface rescue operations, the FBU have entered into preliminary discussions with MF&RS and whilst we are not unsympathetic to the ask, there are 2 main barriers which must be overcome prior to the continuation of any discussions:

- I. First and foremost, dive team operations clearly fall outside of the agreed role of a firefighter, as such the FBU would expect any team to be contained within the MRU.
- II. As with firefighters, diving operations clearly fall outside of the current remit/role of MRU staff and as such any proposals would require full agreement, not only with the FBU, but more importantly, with all members currently working at the MRU.

**Merseyside Fire and Rescue Service Proposal 5**

**Working with partners to plan for and respond to the emerging threat from fires involving alternative fuels (e.g. Lithium-Ion batteries and Hydrogen fuel cells).**

<b>Proposal</b>	<b>Why we are proposing this</b>	<b>Expected benefits</b>
<b>Working with partners to plan for and respond to the emerging threat from fires involving alternative fuels (e.g. Lithium-Ion batteries and Hydrogen fuel cells).</b>	<b>The increased use of Lithium-Ion batteries to power everyday items such as mobile phones, but also vehicles including scooters, bikes and cars, creates challenges for the fire and rescue service and its partners in Merseyside and beyond. The same applies to the use of Hydrogen fuel cells in cars and other vehicles.</b>	<b>Merseyside Fire and Rescue Service and the Local Resilience Forum will work with the industry to help reduce risks for firefighters and the public.</b>

**Merseyside Fire Brigades Union (FBU) Response**

Merseyside FBU welcome this proposal and the opportunity to work collaboratively with MF&RS to address the risks posed by new and emerging fuel technologies, not only to firefighters, but to members of the public also.

## Merseyside Fire and Rescue Service Proposal 6

### Introducing Enhanced Mobilisation (pre-alert)

Proposal	Why we are proposing this	Expected benefits
Introducing Enhanced Mobilisation (pre-alert).	We want to respond even faster than we do now. Enhanced mobilisation is a technical change that would alert a crew earlier and put them on standby to attend an incident.	We would arrive at an incident quicker. Potentially up to one minute earlier than we do now.

### Merseyside Fire Brigades Union (FBU) Response

In 2023, MF&RS informed the FBU of their intention to purchase and trial software with a view to implementing a pre-alert system in Merseyside. A simplified explanation of this system is that when a 999 call is received by fire control, the software identifies the nearest fire appliance using geographical data obtained from callers' phone, the software then pre-alerts that fire appliance whilst fire control finish collecting data/providing advice to the caller.

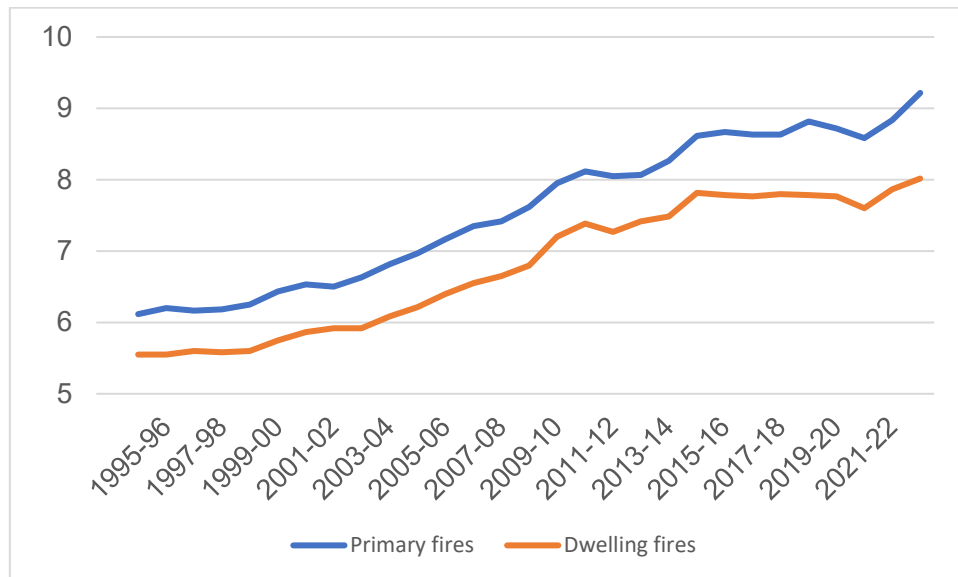
It is the belief of MF&RS that by pre-alerting crews to an incoming call, whilst members in fire control finish collecting data/providing advice to the caller, could potentially reduce attendance at an emergency incident by up to 1 minute. If this claim is realised, it could go some way to addressing the increase in attendance times that has occurred across UK fire and rescue services due to government cuts and the removal of national response standards.

In England, response times for all primary fires (potentially more serious fires that harm people or cause damage to property) slowed by three minutes, from 6.11 minutes in 1994-95 to 9.13 minutes in 2022-23.

Response times to dwelling fires have slowed from 5.33 minutes to 8.01 minutes over the same period and whilst Merseyside have managed to maintain and, in some cases, reduce attendance times, we are still undoubtedly slower than we were 20 years ago.

The graph below compares the attendance of the first fire appliance at a dwelling fire, in England, from that in 1994-95 to 2022-23, the increase in overall attendance times at dwelling fires in England is plain to see.

**First appliance response times in England, 1994-95 to 2022-23**



The current system also does not record the arrival of **second or other appliances** to an incident. There is now a postcode lottery of attendance standards, meaning a slower response to emergencies than our communities are entitled to expect and firefighters want to deliver.

The FBU are aware of a number of pre-alert systems currently being utilised in UK fire and rescue services with varying degrees of success. For example, we are aware that Greater Manchester Fire and Rescue Service (GMF&RS) operated a pre-alert system for a number of years, but following numerous issues it was removed from all locations other than (GMF&RS) Grey book compliant Day Crewing stations.

In preliminary discussions with MF&RS, the FBU raised concerns in relation to pre-alerts and problems that have been encountered in other fire and rescue services. Following those discussions, MF&RS has provided assurances similar issues will not be experienced with the pre-alert system MF&RS have chosen to adopt. The FBU are willing to work collaboratively with MF&RS to undertake a pre-alert trial, on the proviso that all data pertaining to the trial is shared with the FBU and that any issues arising are addressed to the satisfaction of our members prior to any expansion of that trial.

## Merseyside Fire and Rescue Service Proposal 7

### Using improved technology in the MFRS Control Room, such as 'Aura', and '999Eye'.

Proposal	Why we are proposing this	Expected benefits
Using improved technology in the MFRS Control Room, such as 'Aura', and '999Eye'.	We currently move fire engines around when those on our key stations are out at an incident. The Aura software will help us map exactly where all appliances are at all times.	This would help cut down on the movement of fire engines between fire stations, allowing them to respond to incidents and do more community work in their own station area.

### Merseyside Fire Brigades Union (FBU) Response

Almost every incident the fire and rescue service deals with begins with our members in fire control. They receive the call, extract the vital information from injured, distressed and trapped members of the public. They allocate and mobilise vital resources, assist in resolving every incident and ultimately ensure operational crews return to station safely.

With this in mind, the FBU welcomes the opportunity to work collaboratively with MF&RS in identifying new and emerging technology which may ultimately assist in the pursuit of our members vital duties. However, there are two important caveats to this support:

- I. As part of the settlement for pay for 2022 and 2023, the national fire service employers agreed to undertake a job evaluation of the role of Firefighters (Control) to assess whether there should be an alteration to the pay gap between Control Specific roles and Firefighting roles under the current Grey Book arrangements. Job evaluation is a mechanism to assess different jobs, specifically to address and avoid any issues of prejudice or discrimination. The last such job evaluation was undertaken during negotiations for the settlement of the pay dispute in 2002/03. It was that job evaluation which was the basis for narrowing the gap between the two rates of pay at that time.

Whilst a recent job evaluation did not yield the desired outcome for our members in fire control, we are aware that the agreed, fire control specific role maps have not been updated since 2003 and as such may not be reflective of the actual breadth of work undertaken by our members in fire control. With this in mind, further national discussions will take place over the coming months to identify what work is currently undertaken with a view to making the case for pay which takes account of changes over the past two decades. In light of this, the FBU require assurances that the local implementation of new control room technology will not undermine the case for pay parity between operational firefighters and firefighters (control).

- II. It is a sad but irrefutable fact, that at some point in the career of almost all operational firefighters, they will be subjected to scenes of a harrowing and often incredibly unpleasant nature. Whilst this is not something any firefighter wishes to be subjected to; it is something that for most, is unavoidable and accepted upon commencement of the role of a firefighter, the same cannot be said about firefighters (control). The adoption of technology such as '999Eye', will on occasion, take members out of fire control and place them at the incident ground through the lens of camera phone. Whilst our members in fire control have always had to deal with the aural consequences of a myriad of emergency situations, they have never been confronted with the visual effects experienced by operational firefighters on the incident ground.

As such, the FBU believe careful consideration must be given to the introduction of any new technology which has the potential to have an adverse effect on the mental health and well-being of our members in fire control. Furthermore, in anticipation of the introduction of new technology, MF&RS should review the suitability of the current mental health provision and training that is currently in place for members in fire control.



**Merseyside Fire and Rescue Service Proposal 8**

**Using Watch Managers to carry out different duties that add value whilst responding to incidents in different ways.**

Proposal	Why we are proposing this	Expected benefits
Using Watch Managers to carry out different duties that add value whilst responding to incidents in different ways.	We don't think that Watch Managers need to be based on station all the time. They could carry out different duties that add value to the organisation and respond to incidents in a different way	This could provide more resources in areas that are sometimes stretched, such as Protection (fire safety).

**Merseyside Fire Brigades Union (FBU) Response**

As previously stated, during the consultation period, Merseyside FBU conducted a member consultation and survey to gauge support for proposals contained within the CRMP. In relation to the proposal to use Watch Managers (WM's) differently, we received survey responses from **84** (WM's), of those that responded, **94%** stated they did not agree with removing (WM's) from frontline fire appliances to undertake other duties. The position of the vast majority of our officer members is that if they wished to undertake other activities, they would apply to work within a day related post or they would enter the promotion process for Station Manager (SM). What is clear to the FBU from discussions with WM members, is that the vast majority of station-based watch managers wish to remain on the fire appliance.

Furthermore, having had the opportunity to speak to other services that have introduced similar working practices and, in some cases, implemented and withdrawn such practices, we have uncovered the following issues;

- I. A reduction in the overall number of WM posts.
- II. Issues with management of Crew Manager (CM) and WM leave.
- III. A reduction in promotion opportunities from CM to WM.
- IV. An increase in CM's leaving services to seek promotion in other services, due the reduction in upwards mobility.
- V. Increased levels of road risk, coupled with the cost and time of training WM's to respond in blue light vehicles, which must also be purchased.
- VI. Instances of WM's arriving at scene in cars before the arrival of fire appliances.

In the view of the FBU, this proposal drastically reduces levels of supervision and experience on fire appliances and undercuts nationally agreed rates of pay and job roles. For these reasons the FBU are unable to support this proposal.

**Merseyside Fire and Rescue Service Proposal 9**

**Working in areas of higher risk to educate and inform the communities in those areas about known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer.**

Proposal	Why we are proposing this	Expected benefits
<p><b>Working in areas of higher risk to educate and inform the communities in those areas about known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer.</b></p>	<p><b>We’d like to do even more to help our communities understand the risks in the areas they live in and what they can do to help themselves deal with those risks - e.g. in areas of flood risk</b></p>	<p><b>People living in specific communities would be more informed and better prepared for events that might affect them</b></p>

**Merseyside Fire Brigades Union (FBU) Response**

Whether or not successive governments or world leaders are willing to accept it, the climate is changing. The Met Office confirmed 2022 was the UK’s hottest year on record and the top ten highest annual temperatures ever recorded, have occurred in the last two decades.

All areas of the UK are projected to become warmer with hot summers like 2022 becoming even more common by the middle of this century. In the future, with further high emissions, the frequency of hot spells increases, as does the intensity of heavy summer rainfall events.

The Westminster government’s first Climate Change Risk Assessment (CCRA) in 2012 recognised that “There would be added burdens on our emergency services in responding to more frequent flooding, heatwaves and wildfires.” The latest CCRA 2022 lists floods and wildfires in a number of risks assessed as “more action needed” at a UK-wide level.

The Westminster government's second National Adaptation Programme (2018) demanded: "Emergency services and local resilience capability take account of and are resilient to, a changing climate." This has not translated into funding the fire and rescue service sufficiently to meet these challenges.

Recently, the UK has experienced significant wildfire incidents, bringing an increased risk to homes, infrastructure and agriculture. These wildfires increasingly occur at the "rural-urban interface", where countryside meets residential areas.

On 19 July 2022, fifteen fire and rescue services declared major incidents due to wildfire. The London Fire Brigade (LFB) took 2,500 calls and tackled a thousand incidents - probably its busiest day since World War II. Yet on the day, 39 appliances were out of action - there were not enough firefighters to crew these fire engines.

Similarly, firefighters have also had to intervene in a wide range of flooding incidents in recent years, notably in summer 2007, 2012 and in the winters of 2013-14, 2015-16 and 2019-20.

The Climate Change Risk Assessment 2022 estimates that just under 1.9 million people across all areas of the UK, are exposed to frequent flooding.

Annual damages from flooding for non-residential properties across the UK is expected to increase by 27% by 2050 and 40% by 2080.

The FBU has campaigned for a legal duty to be placed on all fire and rescue authorities across the UK to tackle major flooding and wants the resources to match it from central funding. There is currently a legal duty for fire and rescue services to respond to major floods in Scotland, Northern Ireland and Wales - but not in England.

Merseyside FBU are happy to work in collaboration with MF&RS on this proposal, with the caveat being that MF&RS commit to the joint lobbying of any incoming government for a statutory duty and funding, for flood response in England.

## Merseyside Fire and Rescue Service Proposal 10

### Continuing to assist the Ambulance Service in relation to cardiac response and expanding this to people who have had falls.

Proposal	Why we are proposing this	Expected benefits
Continuing to assist the Ambulance Service in relation to cardiac response and expanding this to people who have had falls.	We believe we can support (not replace) the ambulance service when people have cardiac arrests or falls	We can help save more lives and improve quality of life by supporting North West Ambulance Service.

### Merseyside Fire Brigades Union (FBU) Response

Emergency medical response was introduced at three MF&RS stations in February 2016 as part of national trials conducted under the auspices of the National Joint Council. Those trials ceased on Monday 18<sup>th</sup> September 2017, following a failure to agree between the FBU and national fire service employers.

The trial which took place in MF&RS was confined to assisting Northwest Ambulance Service (NWS) with category 1 calls, namely cardiac arrest. Having now had several years to interrogate the data from other services, it is without a doubt that the trial run in MF&RS was amongst the best in the UK. This was in no small part due to the willingness to collaborate shown by the FBU, MF&RS and NWS when agreeing a memorandum of understanding (MOU) which set the parameters for the trial.

It remains the position of Merseyside FBU that should emergency medical response be reintroduced, it must be done so through agreement with the FBU both locally and nationally, and must be confined to assisting NWS with cardiac arrest.

## Merseyside Fire and Rescue Service Proposal 11

### Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation.

Proposal	Why we are proposing this	Expected benefits
<b>Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation</b>	<b>Already an important part of what we do; more data shared by other organisations will help us target our prevention services even more accurately. We also know that people in sheltered accommodation are at higher risk, so we want to do even more to protect them.</b>	<b>We will keep more people safer because we know more about the risks they face and we can target our interventions to reflect that risk better. People living in sheltered accommodation would be safer as a result of this work</b>

### Merseyside Fire Brigades Union (FBU) Response

Whilst being home to rich and diverse communities, Merseyside is also home to some of the highest levels of social deprivation in the UK. Firefighters in Merseyside regularly make meaningful and in some cases lifesaving intervention into the lives of Merseyside residents through community engagement and fire safety work. Our members are able to undertake this work because they are respected by the communities they serve.

The FBU are willing to work collaboratively with MF&RS on all aspects of this proposal to ensure that our joint efforts are focused on safeguarding those within our communities who are at the greatest risk and most in need of our support.

## Merseyside Fire and Rescue Service Proposal 12

Following the introduction of a national Building Safety Regulator to address the legal changes following the Grenfell Tower incident, we will introduce a new framework for fire safety related enforcements and prosecutions to improve public safety

Proposal	Why we are proposing this	Expected benefits
<p>Following the introduction of a national Building Safety Regulator to address the legal changes following the Grenfell Tower incident, we will introduce a new framework for fire safety related enforcements and prosecutions to improve public safety</p>	<p>We've already done a lot to support the implementation of Grenfell Tower Inquiry recommendations and these next steps will help us to improve safety even more</p>	<p>Residents of high rise and other high-risk buildings will be safer from fire.</p>

### Merseyside Fire Brigades Union (FBU) Response

The FBU have played a pivotal role in both the Grenfell Tower inquiry and the fight for justice for all those who lost their lives as a result of the tragic occurrences of 14<sup>th</sup> June 2017.

We will continue to support the implementation of the Grenfell Tower Inquiry recommendations and are willing to work collaboratively with MF&RS on all aspects to ensure the safety of Merseyside residents.

**Merseyside Fire and Rescue Service Proposal 13**

**Using the new Training and Development Academy for national and international training.**

<b>Proposal</b>	<b>Why we are proposing this</b>	<b>Expected benefits</b>
<b>Using the new Training and Development Academy for national and international training.</b>	<b>Our investment in our new Training and Development Academy can benefit the UK and international fire and rescue services</b>	<b>MFRS can provide national training and assurance in relation to the National Resilience capabilities through its enhanced training facilities - demonstrating best practice</b>

**Merseyside Fire Brigades Union (FBU) Response**

The FBU welcome the opening of the new training and development academy and the improved training possibilities that will now hopefully be realised for our members.

It's important to remember that to provide the very best training, MF&RS needs to engage and retain the very best people to undertake those training roles. Our members are undoubtedly amongst the very best fire service trainers in the UK, something we believe must be reflected in the terms and conditions of those working at the new training and development academy.

**Merseyside Fire and Rescue Service Proposal 14**

**As lead authority for National Resilience, we will work with the Home Office on the programme to refresh the current National Resilience assets (known as New Dimension 2).**

<b>Proposal</b>	<b>Why we are proposing this</b>	<b>Expected benefits</b>
<b>As lead authority for National Resilience, we will work with the Home Office on the programme to refresh the current National Resilience assets (known as New Dimension 2).</b>	<b>The New Dimension programme funds the equipment and training requirements which make sure England’s fire and rescue services can call on specialist capabilities to help them deal with a wide range of large or national-scale incidents</b>	<b>The programme is designed to ensure that fire and rescue services are able to save as many lives and protect as much property as possible through the quick deployment of the specifically designed capabilities.</b>

**Merseyside Fire Brigades Union (FBU) Response**

The FBU supports this proposal and are happy to work collaboratively with MF&RS in this regard.



**Merseyside Fire and Rescue Service Proposal 15**

**Achieving Net Zero by 2040**

<b>Proposal</b>	<b>Why we are proposing this</b>	<b>Expected benefits</b>
<b>Achieving Net Zero by 2040</b>	<b>We are keen to play our part in reducing carbon emissions in the ways we build and maintain our fire stations and other buildings, how our staff travel and the equipment they use to deliver our services.</b>	<b>Although this proposal would continue several years after the end of this plan, we know we have to make changes now.</b>

**Merseyside Fire Brigades Union (FBU) Response**

The FBU have reservations over the achievability of this proposal. However, we are happy to work collaboratively with MF&RS in an attempt to realise Net Zero by 2040.

**Conclusion**

There is a great deal the FBU can, and do support within the 2024 - 2027 draft CRMP. What we are unable to support, is any proposal that has the potential to place firefighters and/or members of the public at an increased level of risk.

One of the main pillars MF&RS core values is, 'We serve with Compassion, by actively listening - hearing what is being said,' and it is by this core value we would ask MF&RS to consider the opinions provided by professional firefighters in relation to the proposals contained within the draft CRMP. The fact that certain working practises are in place in other services does not necessarily mean they are best practise, nor does it mean they are suitable for use within MF&RS.

We must continue to strive to provide the very best service for the people of Merseyside, whilst simultaneously ensuring the safety and well-being of each and every member of staff who make up MF&RS.

As stated previously, the FBU believe that collaboration is vital and that by listening to and engaging with firefighters and the FBU, we can ensure our service continues to thrive, not just for the length of the CRMP, but long into the future.

**Sent:** Wednesday, March 20, 2024 11:08 AM

**Subject:** CRMP 2024 - 2027 Consultation Feedback

Following our meeting last week I wanted to provide you written feedback on our observations and thoughts.

Overall the FOA feel that the 15 proposals represent an ambitious, innovative and progressive vision for the next 3 years. The proposals seek to improve the service to our communities, through increased provision, more efficient and effective use of resources and enhanced collaboration. The proposals are well supported by the extensive data and evidence provided in the draft CRMP.

The FOA would make specific comment as follows

A number of the proposals will require significant capital investment in fleet and equipment. With MFRA being unsuccessful in securing council tax flexibility for 24/25 and the uncertain economic landscape following the general election, such investment may prove difficult. In our view development of these proposals should include options for how they could be delivered with minimal capital investment. For example, there would appear to be significant synergy between the proposals to reintroduce a Small Fires Unit and riding 3 on an appliance. A negotiated agreement on riding 3 for non-life risk incidents would appear to make the introduction of a dedicated SFU vehicle unnecessary.

The FOA understands that scoping work has already started to look at the feasibility of a dive team staffed by members of the Marine Rescue Unit. We expect that this will require a review of job descriptions and grades and are keen to understand the staff implications for those members who either do not wish to or are unable to complete relevant diver qualifications. We would also wish to fully understand the implications for our current response to incidents on the river when the MRU staff are undertaking training for this new role or responding as the dive rescue team.

We note the proposal to change the way in which watch managers carry out their duties. We would expect the duties and tasks of these roles to be very clearly defined to ensure that the requirements stay within the Watch Manager role map. FOA knows that systems such as this are operated in other FRS's and would expect feedback from those services on how this system operates is considered in any discussions.

We note that a number of the proposals involve new or additional areas of work. The FOA is keen to understand how this will be serviced from a staff point of view, which areas will be delivered through existing staff working additional hours and which areas will be delivered through new employees.

The draft CRMP contains a large amount of information which may be complex to understand for members of the public who are not familiar with the workings of the Fire and Rescue Service. The table on pages 40 – 43 would appear to offer a simple explanation of the proposals and we would suggest that this is moved to an earlier point in the

document. To ease reading we would further suggest that more of the data is moved to the appendices allowing the salient points to be presented more succinctly. A number of the graphs and charts would also benefit from being enlarged on single pages to ease reading.

As always the FOA looks forward to engaging constructively with Service managers and the Authority to explore and develop these proposals further.

Regards



[Redacted signature line]

**Fire Officers Association : Merseyside Brigade Chair**

[Redacted contact information]

## EQUALITY IMPACT ASSESSMENT

Overview Details			
<b>Function /Department</b>	<b>Strategy and Performance</b>	<b>Date Of analysis</b>	
<b>Title and overview of what is being assessed / considered.</b>	Draft Community Risk Management Plan 2024-27	<b>Review Date</b>	
<b>Who will be affected by this activity?</b> (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input checked="" type="checkbox"/>
<b>Author of Equality Impact Analysis</b>	Michelle Kirk Deb Appleton	<b>Equality Analysis quality assured by (Member of the POD team)</b>	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

MFRS have also created the [ED&I Assurance Checklist](#), which is a useful outline of ED&I factors that staff need to consider to help demonstrate minimum legal compliance, making the most of ED&O opportunities and minimising risk for the organisation. This checklist can be used when preparing plans, discussing new services and organisational change.

### Impact Analysis

1	<p><b>What evidence have you used to think about any potential impact on particular groups?</b> (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Also include an introduction here giving background the purpose of the Policy, SI etc. that is being assessed. (A good place to start is the introduction and purpose of the document)</p> <p><b>Example evidence:</b></p> <ul style="list-style-type: none"> <li>• ONS Census data</li> <li>• Regional or local demographic information</li> <li>• MFRS reports &amp; data.</li> <li>• NFCC Reports/Guidance</li> <li>• Home office/Local government Reports</li> <li>• Risk Assessments</li> <li>• Staff survey results</li> <li>• Research / epidemiology studies</li> <li>• Updates to legislation</li> <li>• Engagement records or analysis</li> </ul> <p><b>NFCC</b> Equality of Access documents – We encourage you to click on the following <a href="#">link</a> to</p>	<p>The key proposals in the Community Risk Management Plan (CRMP) 2024/27 are listed below and are the basis for the completion of this EIA.</p> <p>This draft EIA sets out to review the proposals and to ascertain their impact on people, both in the diverse communities of Merseyside and within our organisation.</p> <p>This document articulates in detail the different risk groups in Merseyside, the strategic intent of the Service to mitigate risks and what impact the CRMP will have.</p> <p>There will be separate EIA's carried out in relation to any of the proposals below that may have the potential to impact staff in terms of equality.</p> <p><b>Overall, the proposed actions will have a positive impact on our staff and all members of the community. No negative impacts were identified.</b></p> <p>We will continue to review and monitor any potential opportunities for equalities impacts.</p> <p><b><u>Our Proposals</u></b></p> <p><i>Increasing resources and improving response</i></p> <ul style="list-style-type: none"> <li>• Increasing fire engines from 32 to 34</li> <li>• Reintroducing a Small Fires Unit</li> <li>• Maintaining fire engine availability</li> </ul>
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access a series of 'equality of access documents', developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.

Some aspects of these documents will help you provide information, awareness, and data to support:

- Integrated Risk Management Plans
- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans
- Community engagement activities
- and will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

- Enhancing water rescue capability through introducing either a sub-surface drone or a diving team
- Work with the Local Resilience Forum to recognise, plan for and respond to the challenges faced by fires involving alternative fuels.

#### *Working smarter*

- Enhanced mobilisation
- Using improved technology in the MFRS Control Room, such as 'Aura@, and '999 Eye'
- Using Watch Managers to carry out different duties that add value and respond to incidents in a different way.

#### *Adding value in Merseyside*

- Working in areas of higher risk to educate and inform the communities in those areas about known and foreseeable risk.
- Continuing to assist NWAS in relation to cardiac response and expanding this to people who have had falls.
- Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation.
- Introduce a new framework for fire safety related enforcements and prosecutions.

#### *The wider picture*

- Using the new Training and Development Academy for national and international training
- As lead authority for National Resilience, we will work with the Home Office on the programme to refresh the current National Resilience assets.
- Achieving Net Zero by 2040

### Preparing our plans

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

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

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

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

The priorities within the plan have been determined by a number of influences including:

- The Fire and Rescue Service Act 2004
- The Civil Contingencies Act 2004
- Fire Safety Order 2005
- The Fire and Rescue National Framework 2018
- The Equality Act 2010
- HMICFRS State of Fire Reports
- The future needs of the Service



		<p>General communications and guidance from the following have been considered:</p> <ul style="list-style-type: none"> <li>• NFCC Access to Services and Employment</li> <li>• National Standards</li> <li>• Merseyside Fire &amp; Rescue Service Equality Diversity &amp; Inclusion (ED&amp;I) Assurance Checklist and the associated ED&amp;I action plan.</li> </ul> <p><b>You can read more about the data and information, including research undertaken and risk-based evidence within the CRMP document.</b></p> <p><b>It should also be noted this Equality Impact Analysis of the CRMP plan will serve to complement other EIAs completed across the Prevention, Protection, Operational Preparedness and Response functions.</b></p> <p><b>Any future EIAs undertaken will use this document as the first point of reference.</b></p>	
2	<p><b>Do you have all the evidence you need in order to make an informed decisions about the potential impact?</b> (Please tick)</p>	<p><b>Yes</b> <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will <b>not</b> need to undertake any engagement activity.</p>	<p><b>No</b> <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision, then you <b>will need to</b> undertake engagement activity with the staff or members of the public as applicable</p>

<p><b>3</b></p>	<p><b>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</b></p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> <li>• Interviews</li> <li>• Focus groups</li> <li>• Public Forums</li> <li>• Complaints, comments, compliments</li> </ul> <p><u>Staff</u></p> <ul style="list-style-type: none"> <li>• Staff events / workshop</li> <li>• Existing staff meetings / committees</li> <li>• Staff Networks</li> <li>• Representative Bodies</li> <li>• Annual Staff Survey questions</li> </ul>	<p><b>Consultation and Engagement</b></p> <p>The CRMP has been developed with a programme of engagement and consultation.</p> <p>Following approval of the draft CRMP at the Budget Authority meeting a twelve-week consultation process took place from 4<sup>th</sup> March to 27<sup>th</sup> May 2024.</p> <p>The consultation process included:</p> <ul style="list-style-type: none"> <li>• Publication of the draft CRMP 2024-27 on our website</li> <li>• Publicity regarding the launch of the consultation process was published on the Authority website, Portal, Facebook, Instagram, Next-door and X</li> <li>• One public forum for all districts of Merseyside (33 people took part). This followed the five initial public engagement forums that took place in October 2023</li> <li>• Distribution of the CRMP to over 100 strategic partners and other interested parties</li> <li>• Distribution of the CRMP to community contacts and a meeting with those contacts (17 people attended)</li> <li>• Meetings with staff Representative Bodies – Fire Brigades Union (FBU) Fire Officers Association (FOA), UNISON and UNITE</li> <li>• Principal Officer talks with staff and engagement with Staff Network Chairs</li> <li>• Senior officers discussing the plan with partner organisations.</li> <li>• An online questionnaire on our website for the public and staff (69 responses)</li> </ul> <p><b>Feedback following consultation.</b></p> <p>This EIA has been updated following a review of the consultation outcomes. The public forums, when considering the proposals presented to them, were reminded to consider the nine protected characteristics, plus socio-economic disadvantage which the Authority also includes.</p> <p>In summary, there were high levels of agreement with all of the proposals and agreement that the proposals were advantageous to all protected groups.</p> <p>There was some general feedback with regards to the document itself with 89.55% of respondents finding it easy to read.</p>
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		<p>Although the CRMP and the previous IRMP have been written in plainer English than previous plans and feedback suggests the majority of people find it is easy to read, there is more the Service can do to make documents even more accessible. This will be actioned in the coming months.</p>
<p>4</p>	<p><b>Will there be an impact against the protected groups as described in the Equality Act (2010)?</b></p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this should be the case, please tick the not applicable box.</p> <p>If there is <b>no impact</b>, please state that there is no impact.</p>	<p>What is the <b>actual</b> or <b>potential</b> impact on <b>age</b>?</p> <p><b>POSITIVE IMPACT</b></p> <p>The age profile of Merseyside, as of the latest data, shows a diverse demographic distribution. Here's a detailed breakdown:</p> <ol style="list-style-type: none"> <li><b>Total Population:</b> Merseyside's population is approximately 1.4 million people.</li> <li><b>Age Distribution:</b> <ul style="list-style-type: none"> <li><b>Children (0-15 years):</b> About 17.2% of the population falls within this age group, which is slightly lower than the national average of 18.3%.</li> <li><b>Working Age (16-64 years):</b> This group makes up the majority, comprising 67.4% of the population, which is higher compared to the national average of 62.9%.</li> <li><b>Older Adults (65+ years):</b> This segment represents 15.5% of the population, which is lower than the national average of 18.7% (<a href="#">Liverpool City Council</a>) (<a href="#">Office for National Statistics</a>).</li> </ul> </li> <li><b>Median Age:</b> The median age in Merseyside is approximately 40.6 years, aligning closely with the UK's overall median age of 40.7 years (<a href="#">Office for National Statistics</a>).</li> </ol>

**Common Fire Risks Age Profile and Mitigation Strategies developed & implemented by Merseyside Fire and Rescue Service (MFRS)**

This demographic profile indicates a relatively youthful working-age population compared to the national average, which can influence community services and economic planning, including fire safety and risk management strategies. Addressing the needs of a diverse age range is crucial for effective community engagement and service provision. The increased risks are highlighted as follows:

**Older Adults (65+)**

- **Mobility Issues:** Difficulty evacuating quickly.
- **Cognitive Impairments:** Potential for forgetfulness, such as leaving cooking unattended.
- **Higher Incidence of Chronic Illnesses:** May affect the ability to respond to emergencies.

**Children (0-15)**

- **Lack of Awareness:** Less knowledge of fire hazards and evacuation procedures.
- **Dependence on Adults:** Reliance on adults for evacuation in case of fire.

**Mitigation Strategies undertaken by MFRS**

- **Home Safety Visits:** Focus on households with those who are more vulnerable who live in poorer areas, elderly residents and families with young children.
- **Fire Safety Education:** Tailored programmes for schools other educational places and senior centres.
- **Installation of Safety Devices:** Ensure information is provided to reduce this risk of fire and ensuring that working smoke alarms and

other fire safety measures are installed in the homes of those who are more vulnerable to fire including those over the age of 65.

By addressing these age-specific risks, MFRS aims to enhance overall fire safety in the community.

### Conclusion

People in this group are likely to fall into our vulnerable category. The number of people aged over 65 is increasing significantly across Merseyside. People are living longer but live with poor health for longer. Young people are more likely to be involved in fires relating to anti-social behaviour.

Our targeted prevention activity, increase in resources, improving response, improved technology and enhancing water rescue capability is aimed at protecting people (both old and young) in this group.

Tailored engagement will ensure that all members of our communities are treated fairly and get the information and guidance which is applicable to them whether they are old or young.

We will help save more lives and improve equality of life by supporting Northwest Ambulance Service in relation to cardiac response and expanding this to people who have falls.

The new Training and Development Academy will provide accessible facilities for staff and visitors.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.

		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>disability</b>?</p> <p><b>POSITIVE IMPACT</b></p> <p>In Merseyside, the profile of the disabled population highlights significant aspects relevant to understanding fire risks and implementing safety measures. The most recent disabilities statistics provides useful direction as follows:</p> <ul style="list-style-type: none"> <li>• <b>High Proportion of Disabled Individuals:</b> Liverpool, a major part of Merseyside, has one of the highest proportions of disabled people in England, with approximately 23.8% of its population reporting some form of disability. This is notably higher than the national average of 17.7% (<a href="#">Office for National Statistics</a>) (<a href="#">Office for National Statistics</a>).</li> <li>• <b>Types of Disabilities:</b> Disabilities include physical impairments, sensory impairments (such as vision or hearing loss), cognitive impairments, and mental health conditions. Each type can influence the specific fire risks and safety needs.</li> </ul> <p><b>Common Fire Risks for Disabled Individuals and Mitigation Strategies developed and implemented by Merseyside Fire and Rescue Service (MFRS)</b></p> <p>In Merseyside, the disability factor is a significant consideration in fire risk management. Merseyside Fire and Rescue Service (MFRS) identifies individuals with disabilities as a vulnerable group with potentially higher fire risks. This increased risk stems from several factors:</p> <ul style="list-style-type: none"> <li>• <b>Mobility Issues:</b> People with physical disabilities may find it difficult to evacuate quickly during a fire, increasing their risk of injury or fatality. MFRS has tailored their prevention strategies to address these challenges, such as installing specialised smoke alarms with vibrating pads or flashing lights for those with hearing impairments.</li> </ul>	<p><b>Not applicable</b></p> <p><input type="checkbox"/></p>
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- **Cognitive Impairments:** Individuals with cognitive disabilities might not respond appropriately to fire alarms or may not understand evacuation procedures. MFRS provides targeted education and support to ensure these individuals are adequately prepared for emergencies.
- **Home Safety Visits:** MFRS conducts home safety visits, particularly focusing on households with vulnerabilities such as those with disabled residents. These visits aim to identify and mitigate fire risks, install fire safety devices, share information with relevant partners and provide tailored advice to improve fire safety in these homes.
- **Community Engagement and Education:** MFRS actively engages with local disability organisations to raise awareness and educate disabled individuals on fire safety. This collaborative approach helps ensure that the specific needs of disabled people are met, enhancing their overall safety.
- **Fire Service Legislative Awareness:** MFRS has made information available on the public facing website that informs those responsible for premises such as high rise building of their responsibilities to ensure suitable measures are in place to assist those who require assistance to be able to evacuate a building in the event of a fire. This has been reinforced by a number of engagement workshops and safety engagement initiatives.

By integrating these focused strategies, MFRS aims to reduce fire-related risks among disabled residents and enhance their safety and preparedness in case of fire emergencies.

**Conclusion**

Living with a disability may increase the chances of experiencing poor health and social isolation.

People in this group are likely to fall into our vulnerable category.

		<p>Our targeted prevention activity, increase in resources, improving response and enhancing water rescue capability is aimed at protecting people in this group. Effective response affects risk to life and serious injury. This could have a greater impact to people within this group.</p> <p>Tailored engagement will ensure that all members of our communities are treated fairly and get the information and guidance which is applicable to them.</p> <p>We will help save more lives and improve equality of life by supporting Northwest Ambulance service in relation to cardiac response and expanding this to people who have had falls.</p> <p>The new Training and Development Academy will provide accessible facilities, including a 'Changing Places' facility for disabled staff and visitors.</p> <p>The CRMP report is accessible and is available in alternative formats. The report is available to the public on the website and has an option to translate the content into their required language.</p> <p>Although the document has been written in plain English, it would be beneficial to consider the use of Easy Read to ensure documents are even more accessible.</p> <p><b>You can read more about our consultation within the CRMP document.</b></p>	
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>gender reassignment</b>?</p> <p><b>POSITIVE IMPACT</b></p> <p>The profile of the gender reassignment and transgender population in Merseyside is reflective of the broader trends observed in England and Wales. According to the 2021 Census, around 0.5% of the population in</p>	<p><b>Not applicable</b></p> <p><input type="checkbox"/></p>



<p>England and Wales identified as having a gender different from their sex registered at birth.</p> <p>This includes trans men, trans women, non-binary individuals, and those with other gender identities (<a href="#">Office for National Statistics</a>) (<a href="#">Mersey Care NHS Foundation Trust</a>). In relation to specifically Merseyside approximately 0.23% of people in the <b>Northwest</b>, which includes Merseyside, reported that their gender identity was different from their sex registered at birth.</p> <p><b>Common Fire Risks for Gender Reassignment Individuals and Possible Mitigation Strategies</b></p> <p>Considering gender reassignment and the associated fire risk in Merseyside involves understanding the unique vulnerabilities that transgender individuals might face, particularly those undergoing gender reassignment. Several factors can increase fire risk for this group:</p> <ol style="list-style-type: none"> <li>1. <b>Social Isolation and Stigma:</b> Transgender individuals may experience social isolation and stigma, which can lead to living situations that are less secure and more prone to fire risks. Isolation can also mean less access to community support and resources for fire safety.</li> <li>2. <b>Mental Health Challenges:</b> The stress and mental health challenges associated with gender dysphoria and the transition process can affect an individual's ability to maintain safe living conditions, potentially increasing fire hazards in their homes.</li> <li>3. <b>Economic Hardship:</b> Transgender individuals often face economic hardships due to discrimination in employment, leading to living in poorer housing conditions with outdated or faulty electrical systems and heating, which are significant fire risks.</li> </ol> <p><b>Possible Mitigation Strategies for consideration</b></p>
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#### Targeted Home Safety Visits

- **Risk Assessment:** Conducting home safety visits specifically targeting homes of transgender individuals, particularly those in transition or living alone, to assess and mitigate fire risks.
- **Installation of Fire Safety Equipment:** Providing and installing smoke alarms, fire extinguishers, and other safety devices in homes that lack these essentials.

#### Community Engagement and Education

- **Collaborations with Transgender Organisations:** Partnering with local transgender support groups and health services, such as CMAGIC (Cheshire and Merseyside Adult Gender Identity Collaborative), to spread fire safety awareness and distribute educational materials ([Mersey Care NHS Foundation Trust](#)).
- **Tailored Fire Safety Programmes:** Developing fire safety programmes that address specific risks faced by transgender individuals, ensuring the content is inclusive and accessible.

#### Support Services

- **Mental Health Support:** Working with mental health services to ensure transgender individuals receive comprehensive support, reducing the impact of mental health issues on fire safety.
- **Emergency Planning:** Assisting in the development of personalised emergency evacuation plans that consider the unique needs of transgender individuals, including mobility issues and other health concerns.

#### Conclusion

Our targeted prevention activity, increase in resources, improving response and tailored engagement will ensure all members of our

		<p>communities are treated fairly and receive information and guidance which is applicable to them.</p> <p>The new Training and Development Academy will provide facilities that are appropriate for all staff and visitors irrespective of their gender.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p>	
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>marriage and civil partnership</b>?</p> <p><b>POSITIVE</b></p> <p>The increase of appliances from 32 to 34 and the introduction of the small fires unit may have a positive impact on our firefighters as it could open up opportunities to explore different flexible and family friendly ways of working.</p> <p>Tailored engagement will ensure that all members of our communities are treated fairly and get the information and guidance which is applicable to them.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p>	<p><b>Not applicable</b> <input type="checkbox"/></p>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>pregnancy and maternity</b>?</p> <p><b>POSITIVE IMPACT</b></p> <p>Considering the specific fire risks associated with pregnancy and maternity in Merseyside requires understanding the unique vulnerabilities that pregnant women and new mothers might face. Here are several factors and the initiatives undertaken by Merseyside Fire and Rescue Service (MFRS) to mitigate these risks:</p>	<p><b>Not applicable</b> <input checked="" type="checkbox"/></p>

**Increased Fire Risks During Pregnancy and Maternity and Mitigation action undertaken by Merseyside Fire & Rescue Service**

1. **Limited Mobility:** Pregnant women, especially in later stages, and new mothers might have limited mobility, making it more challenging to evacuate quickly in case of a fire.
2. **Fatigue and Stress:** Pregnancy and caring for a newborn can lead to increased fatigue and stress, which might affect attention to fire safety measures such as turning off appliances or ensuring candles are extinguished.
3. **Presence of New Hazards:** The presence of additional electrical appliances (e.g., baby monitors, bottle warmers) and potential clutter due to baby items can increase fire hazards in the home.

**Mitigation Strategies undertaken by MFRS and continue to do so.**

MFRS conducts targeted home safety visits to homes with pregnant women and new mothers. These visits aim to:

- Identify and mitigate fire risks by installing smoke alarms.
- Provide tailored fire safety advice.
- Ensure that escape routes are accessible and free from clutter.

**Community Outreach Programs**

MFRS works with local health services and community groups to:

- Educate pregnant women and new mothers on fire safety.
- Distribute fire safety materials that are easy to understand and implement.
- Offer workshops or sessions focused on fire prevention and safe practices in the home.

		<p><b>Support for Vulnerable Groups</b></p> <p>MFRS includes pregnant women and new mothers in their broader strategy to support vulnerable groups by:</p> <ul style="list-style-type: none"> <li>• Providing additional support and resources to ensure they feel confident in managing fire safety.</li> <li>• Look to collaborate with organisations such as local maternity services to reach and support these individuals effectively.</li> </ul> <p><b>Conclusion</b></p> <p>The new Training and Development Academy will provide facilities for nursing mothers.</p> <p>Tailored engagement will ensure that all members of our communities are treated fairly and get the information and guidance which is applicable to them.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p>	
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>race</b>?</p> <p><b>POSITIVE</b></p> <p>The race and ethnicity profile of Merseyside is diverse and reflects a range of communities. Based on recent data:</p> <ol style="list-style-type: none"> <li>1. <b>White Population:</b> The majority of Merseyside's population identifies as White, with about 84% of residents falling into this category. This includes those identifying as White British, Irish, and other White backgrounds.</li> </ol>	<p><b>Not applicable</b></p> <input type="checkbox"/>

2. **Asian Population:** Asian communities make up around 5.7% of the population. This includes Indian, Pakistani, Bangladeshi, Chinese, and other Asian groups.
3. **Black Population:** Black or Black British communities constitute approximately 3.5% of the population, including Black African and Caribbean backgrounds.
4. **Mixed and Other Ethnic Groups:** Individuals of mixed or multiple ethnic backgrounds represent about 3.5%, and other ethnic groups make up 3.3% of the population ([Ethnicity facts and figures](#)) ([Office for National Statistics](#)).

**Increased Fire Risks and Race/Ethnicity and Mitigation action undertaken by Merseyside Fire and Rescue Service**

Addressing the fire risk associated with race and ethnicity in Merseyside involves understanding the specific vulnerabilities that different ethnic groups might face. These risks can be influenced by socioeconomic factors, housing conditions, and access to fire safety resources. Here are some key considerations and initiatives by Merseyside Fire and Rescue Service:

**Key Considerations**

1. **Socioeconomic Factors:** Ethnic minorities often face economic challenges that can lead to living in higher-risk areas with older or substandard housing. This can increase the likelihood of fire incidents due to faulty electrical systems, poor heating, and overcrowding.
2. **Language Barriers:** Language differences can hinder effective communication of fire safety information and emergency procedures. Ensuring that fire safety materials are available in multiple languages is crucial.

3. **Cultural Practices:** Certain cultural practices related to cooking, heating, and religious ceremonies may pose specific fire risks that need to be addressed through tailored fire safety education.

To address the above risks, Merseyside Fire and Rescue Service implements several initiatives:

1. **Targeted Home Safety Visits:** MFRS conducts home safety visits in high-risk areas, which often include ethnically diverse communities. These visits aim to identify and reduce fire hazards by installing smoke alarms and providing tailored fire safety advice.
2. **Community Engagement:** MFRS works closely with local community leaders and organisations to disseminate fire safety information effectively. They hold workshops and provide educational materials in multiple languages to ensure accessibility and understanding.
3. **Collaboration with Ethnic Organizations:** MFRS collaborates with ethnic community organisations to address specific cultural practices that might increase fire risk, such as the use of candles or traditional cooking methods. They offer guidance on safe practices to mitigate these risks.
4. **Support Services:** MFRS includes ethnic minority communities in their broader support strategies, ensuring they have access to resources and services that enhance their fire safety and overall well-being.

**BAME Business and Fire Risk**

In addition, Fire risk management for BAME (Black, Asian, and Minority Ethnic) businesses in Merseyside requires special considerations to address specific vulnerabilities and ensure safety. It should be noted that the percentage of BAME (Black, Asian, and Minority Ethnic) businesses in Merseyside is reflective of broader trends in the UK. As of recent data, around 6.1% of small and medium enterprises (SMEs) in the UK are

majority-led by individuals from ethnic minority groups. This figure provides a useful benchmark for understanding the representation of BAME-led businesses within Merseyside, as similar patterns are often observed regionally ([Ethnicity facts and figures](#)) ([RWinvest](#)).

Merseyside has seen significant initiatives to support BAME entrepreneurs. For instance, the Liverpool City Region has launched a Race Equality Programme aimed at addressing structural inequalities and enhancing the support for BAME businesses. This programme includes measures to improve access to business support and funding, aiming to create a more inclusive economic environment ([Liverpool Combined Authority](#)).

The growth of new businesses in Merseyside, including those led by BAME individuals, has been strong. In 2023, a record number of 15,150 new businesses were formed in the region, indicating a robust entrepreneurial spirit despite economic challenges ([RWinvest](#)).

Here are the key identifiable risks:

#### **Factors Contributing to Increased Fire Risk**

1. **Location and Infrastructure:** BAME businesses are often located in older buildings or areas with higher fire risks due to outdated infrastructure and insufficient fire safety measures.
2. **Language Barriers:** Owners and employees of BAME businesses might face language barriers, making it challenging to understand and comply with fire safety regulations.
3. **Awareness and Training:** There may be a lack of awareness or training on fire safety practices within these communities, increasing the risk of fire incidents.



		<p><b>Initiatives undertaken by Merseyside Fire and Rescue Service (MFRS)</b></p> <p>MFRS has implemented several initiatives to support fire risk management for BAME businesses and will continue to do so:</p> <p><b>Community Risk Management Plan:</b> MFRS's Community Risk Management Plan includes targeted actions to address the needs of diverse communities, including BAME businesses.</p> <p><b>Partnership with Local Organizations:</b> MFRS works with local BAME organisations to improve fire safety awareness and ensure that businesses have access to necessary resources and support.</p> <p>By addressing these specific needs and working closely with community partners, MFRS aims to enhance the safety and well-being of ethnic minority communities in Merseyside. For more detailed information, you can visit the MFRS website and related resources.</p> <p><b>Conclusion</b></p> <p>Areas within Merseyside with higher levels of social deprivation and diversity in relation to Race identified by our Community Profile maps will benefit from our tailored engagement, targeted prevention activity, increase in resources, and improving response.</p> <p>Tailored engagement will ensure that all members of our communities are treated fairly and get the information and guidance which is applicable to them.</p> <p>The CRMP report is accessible to all and available in different languages.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p>	
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		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>religion and / or belief</b>?</p> <p><b>POSITIVE</b></p> <p>The religious belief profile of Merseyside reflects a diverse range of affiliations, influenced by both historical and contemporary demographic changes. Here are the key points based on recent data:</p> <ol style="list-style-type: none"> <li>1. <b>Christianity:</b> Christianity remains the predominant religion in Merseyside, though its proportion has decreased over time. In recent census data, about 46% of the population identified as Christian, aligning with broader trends across England and Wales where there's been a notable decline in the number of people identifying as Christian (<a href="#">Office for National Statistics</a>) (<a href="#">Commons Library</a>).</li> <li>2. <b>No Religion:</b> A significant portion of Merseyside's population identifies as having no religion. This group has been growing and represents about 37% of the population. This trend is part of a broader secularisation seen across the UK (<a href="#">Office for National Statistics</a>) (<a href="#">Commons Library</a>).</li> <li>3. <b>Islam:</b> Muslims form a smaller but notable part of the community, with around 6% identifying as Muslim. This includes diverse groups within the Muslim community, contributing to the cultural and religious diversity of the area (<a href="#">Office for National Statistics</a>) (<a href="#">Commons Library</a>).</li> <li>4. <b>Other Religions:</b> Other religious groups, including Hindus, Buddhists, Sikhs, and Jews, each make up about 2% or less of the population. Additionally, there are small communities practicing other religions like Paganism, Jainism, and Rastafarianism (<a href="#">Office for National Statistics</a>) (<a href="#">Commons Library</a>).</li> <li>5. <b>Age and Religion:</b> The Christian population tends to be older, with fewer young people identifying as Christian. Conversely, those reporting no religion are generally younger, reflecting</li> </ol>	<p><b>Not applicable</b></p> <p><input type="checkbox"/></p>
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changing attitudes towards religion among younger generations ([Office for National Statistics](#)).

6. **Geographic Concentrations:** Religious affiliation can vary significantly by locality within Merseyside. For example, areas like Knowsley have higher proportions of Christians, while more urban areas may have greater religious diversity and higher numbers of people identifying with no religion ([Commons Library](#)). Furthermore, the concentration of the Muslim population in Merseyside is a significant aspect of its demographic profile. Key Areas with High Muslim Populations in Merseyside (a) **Liverpool:** As one of the largest cities in Merseyside, Liverpool has a diverse population, including a significant number of Muslim residents. The city is known for its cultural inclusivity and has various mosques and community centres serving the Muslim community (b) **Sefton:** This area also has a notable Muslim population, supported by local community initiatives and religious facilities and (c) **Knowsley and St. Helens:** These regions have smaller but growing Muslim communities, reflecting the wider dispersion of Muslims across Merseyside.

#### **Increased Fire Risks and Religion and Belief and Mitigation action undertaken by Merseyside Fire & Rescue Service**

Considering the fire risk associated with different religious beliefs requires understanding the specific practices and rituals that may increase fire hazards. Here are several factors and considerations based on various religious practices and how Merseyside Fire and Rescue Service (MFRS) can address these risks:

#### **Key Considerations for Different Religious Practices**

1. **Use of Candles and Incense:**
  - Many religions, such as Christianity, Hinduism, Buddhism, and others, involve the use of candles and incense in worship and rituals.

		<ul style="list-style-type: none"> <li>○ <b>Risk:</b> Candles and incense pose a fire risk if left unattended or placed near flammable materials.</li> </ul> <p><b>2. Festivals and Celebrations:</b></p> <ul style="list-style-type: none"> <li>○ Festivals like Diwali (Hinduism), Hanukkah (Judaism), and Christmas (Christianity) often involve the use of candles, fireworks, and decorative lights.</li> <li>○ <b>Risk:</b> Increased use of electrical decorations and fireworks can lead to electrical fires and accidental ignitions.</li> </ul> <p><b>3. Cooking Practices:</b></p> <ul style="list-style-type: none"> <li>○ Religious and cultural celebrations often involve extensive cooking, sometimes with traditional methods that may involve open flames.</li> <li>○ <b>Risk:</b> The use of open flames and high heat can increase the risk of kitchen fires.</li> </ul> <p><b>Mitigation Initiatives undertaken by Merseyside Fire and Rescue Service and will continue to do so:</b></p> <p>Targeted Fire Safety Campaigns</p> <p>MFRS continue to conduct targeted fire safety campaigns around major religious festivals and celebrations. These campaigns can include:</p> <ul style="list-style-type: none"> <li>• Distribution of fire safety literature in multiple languages.</li> <li>• Specific guidance on the safe use of candles, fireworks, and electrical decorations.</li> </ul> <p>Community Engagement</p> <p>Engaging with religious and community leaders to:</p> <ul style="list-style-type: none"> <li>• Provide fire safety education tailored to specific religious practices.</li> </ul>	
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- Conduct fire safety workshops in places of worship and community centres.

#### Home Safety Visits

Offering home safety visits to households and looking to increase visits especially during festival seasons, to:

- Install and check smoke alarms.
- Provide advice on safe cooking practices and the use of candles and decorations.

#### Collaborative Efforts

Working with local councils and religious organizations to:

- Ensure fire safety regulations are followed during large gatherings and religious events.
- Facilitate fire safety audits of places of worship and community halls.

By implementing these strategies and working closely with religious communities, MFRS can effectively reduce fire risks associated with religious practices and celebrations in Merseyside.

#### Conclusion

Our targeted prevention activity, increase in resources, improving response and tailored engagement will ensure all members of the community are treated fairly and get the information and guidance which is applicable to them.

The new Training and Development Academy will provide facilities to practice religion or belief.

		<p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p>	
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>sex (gender)</b>?</p> <p><b>POSITIVE</b></p> <p>In Merseyside, the sex and gender profile reflect a diverse population. According to recent data:</p> <ul style="list-style-type: none"> <li>• <b>Sex Ratio:</b> There are approximately 94.7 males for every 100 females.</li> <li>• <b>Gender Identity:</b> Around 0.52% of individuals who answered the sex question as female and 0.56% of those who answered as male identified as transgender. This is consistent with national trends.</li> <li>• <b>Transgender Age Distribution:</b> Younger age groups, particularly those aged 16 to 24, are more likely to identify as transgender.</li> </ul> <p>For more detailed data, you can refer to the <a href="#">Office for National Statistics</a> and the <a href="#">NHS Cheshire and Merseyside Equality Diversity &amp; Inclusion Report</a>.</p> <p>Addressing fire risk associated with sex and gender involves recognizing specific vulnerabilities and ensuring tailored safety measures. Here are some key considerations:</p> <p><b>Women</b></p> <ul style="list-style-type: none"> <li>• <b>Domestic Roles:</b> Women are often primary caregivers and may spend more time at home, increasing their exposure to potential fire hazards in the kitchen and living areas.</li> </ul>	<p><b>Not applicable</b></p> <p><input type="checkbox"/></p>

<ul style="list-style-type: none"> <li>• <b>Mobility Issues:</b> Pregnant women might have limited mobility, affecting their ability to evacuate quickly in an emergency.</li> </ul> <p><b>Men</b></p> <ul style="list-style-type: none"> <li>• <b>High-Risk Behaviours:</b> Men might engage in higher-risk behaviours, such as smoking or using power tools, which can increase fire risks.</li> </ul> <p><b>Transgender Individuals</b></p> <ul style="list-style-type: none"> <li>• <b>Social Isolation:</b> Transgender people may face social isolation and economic hardship, leading to living in higher-risk areas with less secure housing.</li> <li>• <b>Access to Resources:</b> Ensuring transgender individuals have equal access to fire safety resources and information is crucial.</li> </ul> <p><b>Mitigation action being undertaken and to be considered in the future.</b></p> <ul style="list-style-type: none"> <li>• <b>Education and Outreach:</b> Tailored fire safety education campaigns for different gender groups.</li> <li>• <b>Home Safety Visits:</b> Personalized visits focusing on high-risk households, including those of pregnant women and transgender individuals.</li> <li>• <b>Community Engagement:</b> Collaboration with gender-focused organisations to spread fire safety awareness.</li> </ul> <p>For further details and resources, you can refer to the Merseyside Fire and Rescue Service and <a href="#">Office for National Statistics</a>.</p> <p><b>Conclusion</b></p>
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	<p>Our targeted prevention activity, increase in resources, improving response and tailored engagement will ensure all members of the community are treated fairly and get the information and guidance which is applicable to them.</p> <p>The increase of appliances from 32 to 34 and the introduction of the small fires unit may have a positive impact on our firefighters as it could open up opportunities to explore different flexible and family friendly ways of working.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p>	
	<p>What is the <b>actual</b> or <b>potential</b> impact on <b>sexual orientation</b>?</p> <p><b>POSITIVE</b></p> <p>The sexual orientation profile of Merseyside, based on the latest data from the 2021 Census, indicates that the majority of the population identifies as heterosexual, while a significant minority identifies with various LGB+ orientations.</p> <p><b>Key Statistics:</b></p> <ul style="list-style-type: none"> <li>• <b>Heterosexual/Straight:</b> Around 89.4% of the population aged 16 years and over identified as heterosexual or straight.</li> <li>• <b>LGB+ (Lesbian, Gay, Bisexual, or Other):</b> Approximately 3.2% of the population identified as LGB+. This includes: <ul style="list-style-type: none"> <li>○ <b>Gay or Lesbian:</b> 1.5%</li> <li>○ <b>Bisexual:</b> 1.3%</li> <li>○ <b>Other Sexual Orientations:</b> 0.3%, including identities such as pansexual, asexual, and queer.</li> </ul> </li> </ul>	<p><b>Not applicable</b> <input type="checkbox"/></p>



<p><b>Age and Gender Distribution:</b></p> <ul style="list-style-type: none"> <li>• <b>Age:</b> People who identified as LGB+ tended to be younger, with over half aged between 16 and 34 years.</li> <li>• <b>Gender:</b> Females were slightly more likely to identify as LGB+ (3.32%) compared to males (3.00%). Females were also more likely to identify as bisexual, while males were more likely to identify as gay or lesbian.</li> </ul> <p><b>Trends and Observations:</b></p> <ul style="list-style-type: none"> <li>• Younger age groups, particularly those aged 16 to 24, showed higher proportions of LGB+ identification.</li> <li>• In the context of gender, women in younger age groups were significantly more likely to identify as bisexual compared to men.</li> </ul> <p>These statistics provide a snapshot of the sexual orientation landscape in Merseyside, reflecting broader trends seen across England and Wales. This data helps in understanding the diversity and distribution of sexual orientations within the region, which is crucial for tailoring public services and support programs.</p> <p>For more detailed information, you can visit the <a href="#">Office for National Statistics (Office for National Statistics)</a> (<a href="#">Office for National Statistics</a>) (<a href="#">Office for National Statistics</a>).</p> <p>Addressing fire risk associated with sexual orientation in Merseyside requires understanding the unique vulnerabilities and challenges faced by the LGB+ community. While specific data on fire risk directly related to sexual orientation might not be available, several factors can influence fire safety among LGB+ individuals:</p> <ol style="list-style-type: none"> <li>1. <b>Social and Economic Vulnerabilities:</b></li> </ol>
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- **Discrimination and Marginalization:** LGB+ individuals may face discrimination and marginalisation, leading to economic hardships and housing instability, which can result in living in higher-risk areas with inadequate fire safety measures.
  - **Mental Health:** Higher levels of stress and mental health issues, prevalent among LGB+ individuals due to societal pressures and discrimination, can impact their ability to maintain safe living environments.
2. **Support Networks and Community Engagement:**
- **Isolation:** LGB+ individuals, particularly those not openly out, may experience social isolation, reducing their access to community support and fire safety information.
  - **Targeted Outreach:** Engaging with LGB+ support groups and community centres to provide tailored fire safety education can be crucial.

**Mitigation action being undertaken and to be considered in the future.**

**Community Engagement and Education**

MFRS can collaborate with local LGB+ organizations to:

- Conduct fire safety workshops and seminars specifically tailored for the LGB+ community.
- Distribute fire safety materials through LGB+ community centres, bars, and events.

**Home Safety Visits**

Consider targeted home safety visits can help identify and mitigate fire risks in the homes of LGB+ individuals. These visits can include:

- Installation of smoke alarms.

- Guidance on safe cooking practices and the use of electrical appliances.

### Mental Health and Support Services

Working with mental health services to:

- Address the specific needs of LGB+ individuals, ensuring they receive support to maintain safe living conditions.
- Provide resources and counselling to reduce stress and improve overall well-being.

By recognising the unique challenges faced by the LGB+ community and implementing targeted strategies, Merseyside Fire and Rescue Service can enhance fire safety and reduce risks for all residents. Collaboration with local LGB+ organisations and tailored educational initiatives are key components in this effort.

For more detailed resources and information, you can visit the Merseyside Fire and Rescue Service website and the [Office for National Statistics](#).

### Conclusion

Our targeted prevention activity, increase in resources, improving response and tailored engagement will ensure all members of the community are treated fairly and get the information and guidance which is applicable to them.

The new build project will consider accommodation and facilities that are appropriate for all irrespective of their sexual orientation.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.

		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>Socio-economic disadvantage</b>?</p> <p><b>POSITIVE</b></p> <p>The socio-economic profile of Merseyside highlights several key aspects:</p> <ol style="list-style-type: none"> <li>1. <b>Deprivation:</b> Merseyside, particularly Liverpool, faces significant levels of deprivation. The area ranks high on national measures of deprivation, indicating challenges such as low income, unemployment, and poor health outcomes.</li> <li>2. <b>Employment and Education:</b> There are disparities in employment rates and educational attainment, with higher levels of unemployment and lower educational achievements compared to national averages.</li> <li>3. <b>Housing:</b> Housing quality and affordability are concerns, with many residents living in older housing stock that may require upgrades.</li> <li>4. <b>Health:</b> Health inequalities are prevalent, with higher rates of long-term illnesses and lower life expectancy in some areas.</li> </ol> <p>For more detailed statistics and data, you can visit the <a href="#">Liverpool City Council's Key Statistics and Data page (Liverpool City Council)</a>.</p> <p><b>Key Risks and Mitigation action being undertaken and to be considered in the future.</b></p> <p>Socio-economic disadvantage in Merseyside significantly increases fire risk due to several factors:</p> <ol style="list-style-type: none"> <li>1. <b>Housing Quality:</b> Lower-income households often live in older, poorly maintained properties with outdated electrical systems and heating, raising the risk of electrical and heating-related fires.</li> </ol>	<p><b>Not applicable</b></p> <p><input type="checkbox"/></p>
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2. **Fuel Poverty:** Inability to afford proper heating can lead to unsafe heating practices, like using portable heaters or open flames.
3. **Awareness and Education:** There may be less access to fire safety education and resources.
4. **Fire Safety Measures:** Financial constraints may prevent the installation of adequate fire safety measures like smoke alarms.

**Mitigation Strategies undertaken by MFRS and continue to do so**

Merseyside Fire and Rescue Service (MFRS) employs several strategies to mitigate these risks:

- **Home Safety Visits:** Targeted visits to disadvantaged households to identify and mitigate fire risks.
- **Fire Safety Education:** Providing fire safety education and resources to low-income communities.
- **Partnerships:** Collaborating with local organizations to improve fire safety awareness and resources in economically disadvantaged areas.

**Conclusion**

People in this group are likely to fall into our vulnerable category. Our targeted prevention activity, increase in resources, improving response and tailored engagement will ensure all members of the community are treated fairly and get the information and guidance which is applicable to them.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.

## **ACTION PLAN**

**What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?**

Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age	Use This EIA to influence engagement and corporate communications activities.  Use this EIA to influence other EIA's and action across the various functions of MFRS.  Highlight key activities as part of case studies within the annual report.			
Disability -		Yes	June 2025	Community Engagement Advisor, Corporate Communications Team
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic				
<b>How will these actions be monitored and where will the outcomes be reported?</b> (Please describe below) - Updates will be provided to the Culture and Inclusion Board				

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<b>Completed by</b> (Please print name /Designation)	Michelle Kirk	<b>Signature Date</b>	08/02/24 12/06/24
<b>Quality Assured by</b> (Please print name /Designation)	MJ	<b>Signature Date</b>	

<b>Name of responsible SLT member</b> (Please print name /Designation)	Deb Appleton	<b>Signature Date</b>	08/02/24
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## Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

### Documents referenced and hyperlinked within the form.

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

### [Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Let's talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

### **NFCC Toolkits**

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)





- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

### **Webinars**

[NFCC Lunch and Learns](#) which include.

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

### **Other useful Links and documents**

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

### **Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy**

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)

[2021/22 Fire Statistics](#) this includes workforce data published by the government

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>AUTHORITY</b>		
<b>DATE:</b>	<b>26 JUNE 2024</b>	<b>REPORT NO:</b>	<b>CFO/47/24</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER, PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>NICK MERNOCK</b>	<b>REPORT AUTHOR:</b>	<b>NICK MERNOCK</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADRESHIP TEAM</b> <b>STAFF NETWORKS</b> <b>MO JOGI</b> <b>JOHN PRICE</b> <b>KELLY PATTERSON</b> <b>MIKE CUMMINS</b> <b>MIKE PILKINGTON</b>		
<b>TITLE OF REPORT:</b>	<b>PEOPLE PLAN</b>		

<b>APPENDICES:</b>	<b>APPENDIX A:</b>	<b>PEOPLE PLAN 2024-27</b>
	<b>APPENDIX B:</b>	<b>EQUALITY IMPACT ASSESSMENT</b>

### **Purpose of Report**

1. To request that Members approve the People Plan for 2024-27 following completion of consultation with all staff, key stakeholders, staff groups, and our representative bodies.

### **Recommendation**

2. It is recommended that Members;
  - a) note that the actions contained within the People Plan 2024-27 have been subject to consultation with stakeholders, including our staff networks and our representative bodies; and
  - b) approve publication of the People Plan 2024-27.

### **Introduction and Background**

3. The Fire & Rescue National Framework for England (2018) outlines how each Fire & Rescue Authority should have in place a People Strategy designed in collaboration with the workforce and covering a number of specific key themes.
4. MFRA discharge this requirement via the development of a strategic level People Plan spanning a three year period. Our current plan covered 1<sup>st</sup> July 2021 until 30<sup>th</sup> June 2024 and the new People Plan will commence 1<sup>st</sup> July 2024 for a 3 year period.

5. The People Plan, the Community Risk Management Plan (CRMP) and the Medium-Term Financial Plan (MTFP) have been developed to complement each other providing the key strategic building blocks that allow us to achieve our organisational vision: to be the best we can be - **One Team putting its communities first**. Together these three plans detail how, in the medium term, we will achieve our strategic ambitions and how we will measure our progress and success.
6. The People Plan 2024-27 has been created to enable us to improve the working lives and experiences of all our people whilst protecting our community. The plan recognises that our people are pivotal in all that we set out to do and it is only by investing in them that we can be successful in keeping our community safe whilst enabling everyone who works for us to reach their full potential.
7. The plan seeks to harness the passion and unswerving commitment of our people to the people they serve. Its introduction will undoubtedly improve the safety of our communities, whilst improving the working lives and experiences of our own teams. Ultimately making Merseyside a safe place to live and Merseyside Fire and Rescue Service a great place to work.
8. The plan embraces the organisational commitment to promoting equality, diversity and inclusion to ensure that the workplace is fair and diverse in all aspects. Our People Plan direct links to our Equality and Diversity Action Plan and our Cultural Action Plan.
9. A key aspect of the plan is the creation and maintenance of a positive and professional workforce culture that will mean our people feel listened to, appreciated and psychologically safe, making Merseyside Fire and Rescue Authority an employer of choice.
10. It is of the utmost importance to recognise that we are an organisation that must be driven and inspired by a shared set of values and behaviours, one which is happy to hold itself to account. The plan has also been drafted to take full account of the recommendations made by HMICFRS in the most recent 2023 Inspection and embeds the Core Code of Ethics.
11. The People Plan is built upon five key but linked themes. These are:
  - **Attract and retain the best people;**
  - **Develop exceptional people and leaders;**
  - **Promote a holistic approach to health and wellbeing;**
  - **Deliver sector leading organisational performance;**
  - **Embed equality, diversity and inclusion as part of strong positive culture.**
12. The People Plan places clear responsibilities on the Service and the people who work here, to deliver the key actions and the organisational and individual benefits that the plan outlines.

## Consultation

13. Formal consultation has been undertaken with representative bodies, with additional consultation undertaken with staff networks and the wider workforce via circulation of a survey.
14. Whilst none of the representative bodies provided a formal consultation response, via the Joint Secretaries arrangements both FOA and the FBU confirmed broad support of the proposals, subject to extant consultation procedures being followed for any resulting new policies, instructions and procedures.
15. The online survey provided all staff the option to comment on the reasonableness of both the proposed themes alongside the actions contained under each theme. Staff were also asked to comment on the ease by which the report and proposals could be read and understood.
16. A total of 18 responses were received to the survey which represents approximately 1.8% of staff within the service. A broad overview of the responses shows:
  - 100% of respondents felt the five themes within the People Plan were reasonable as part of a strategic plan to help achieve our vision
  - Under each of the five themes, the actions outlined were all felt to be reasonable by the majority of respondents
    - **Attract and retain the best people** - 78% of respondents felt proposed actions were reasonable
    - **Develop exceptional people and leaders** - 78% of respondents felt proposed actions were reasonable
    - **Promote a holistic approach to health and wellbeing** - 89% of respondents felt proposed actions were reasonable
    - **Deliver sector leading organisational performance** - 78% of respondents felt proposed actions were reasonable
    - **Embed equality, diversity and inclusion as part of strong positive culture** - 78% of respondents felt proposed actions were reasonable

- 89% of respondents felt the People Plan as a whole would enable the Service to achieve our vision
  - 100% of respondents felt the report and proposals were easy to read and understand.
17. Alongside the data free text responses were received covering a broad range of themes. These included:
- a) *development support including enhanced development opportunities for green/red book staff;*
  - b) *ensuring work life balance and workloads are considered;*
  - c) *recruitment and positive action, widening promotion of vacancies and developing the Attraction Team*
  - d) *promotion process*
  - e) *staff retention and wellbeing*
18. The final document has been reviewed following completion of consultation to ensure that the areas raised by staff are covered and can be addressed as part of delivery of the actions.
19. Progress in delivering the People Plan 2024-27 will be monitored and reported back to Members on a quarterly basis.

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### **Equality and Diversity Implications**

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20. The People Plan has been informed by the consultation outcomes and an Equality Impact Assessment has been completed, attached as Appendix B.

---

### **Staff Implications**

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21. Our people are pivotal in all that we set out to do and it is only by investing in our people that we can be successful in both keeping our community safe whilst allowing all staff to reach their full potential and pursue their own career ambitions.

---

### **Legal Implications**

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22. It is a requirement of the Fire & Rescue National Framework for England (2018) to have People Strategy in place.

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

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23. There are no direct financial implications arising out of this report. Any necessary growth arising out of actions contained within the People Plan will follow extant service processes with reports brought to Authority as necessary.

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**Risk Management and Health & Implications**

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24. There are no direct risk management or health and safety implications arising out of this report.

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**Environmental Implications**

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25. There are no environmental implications associated with this report.

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**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.*

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26. The successful adoption and implementation of the People Plan is key in allowing MFRA to achieve its vision.

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**BACKGROUND PAPERS**

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**NONE**

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**GLOSSARY OF TERMS**

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**MFRA** Merseyside Fire and Rescue Authority

**HMICFRS** His Majesty's Inspectorate of Constabulary and Fire & Rescue Services

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## EQUALITY IMPACT ASSESSMENT

Overview Details			
<b>Function /Department</b>	<b>POD</b>	<b>Date Of analysis</b>	March 2024
<b>Title and overview of what is being assessed / considered</b>	People Plan	<b>Review Date</b>	
<b>Who will be affected by this activity?</b> (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input type="checkbox"/>
<b>Author of Equality Impact Analysis</b>	Amanda Cross	<b>Equality Analysis quality assured by (Member of the POD team)</b>	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other "protected group". In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include

homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

### Impact Analysis

1	<p><b>What evidence have you used to think about any potential impact on particular groups?</b> (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p><b>Example evidence:</b></p> <ul style="list-style-type: none"> <li>• ONS Census data</li> <li>• Regional or local demographic information</li> <li>• MFRS reports &amp; data</li> <li>• NFCC Reports/Guidance</li> <li>• Home office/Local government Reports</li> <li>• Risk Assessments</li> <li>• Staff survey results</li> <li>• Research / epidemiology studies</li> <li>• Updates to legislation</li> <li>• Engagement records or analysis</li> </ul> <p><b>NFCC Equality of Access documents</b> – We encourage you to click on the following <a href="#">link</a> to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) &amp; reference the data and information highlighted.</p>	<p>The following monitoring data has been considered:</p> <ul style="list-style-type: none"> <li>• HMICFRS actions and feedback</li> <li>• Positive action and other staff data</li> <li>• Feedback from training</li> <li>• Feedback reviews</li> </ul> <p>General communications and guidance from the following have been considered:</p> <ul style="list-style-type: none"> <li>• Asian Fire Service Association</li> <li>• Employers Network for Equality and Inclusion</li> <li>• NFCC People &amp; Culture Plans</li> </ul> <p>The priorities within the plan for 2024/27 have been determined by a number of influences including:</p> <ul style="list-style-type: none"> <li>• The Fire and Rescue Service Act 2004</li> <li>• The Fire and Rescue National Framework 2018</li> <li>• The Equality Act 2010</li> <li>• HMICFRS State of Fire Reports</li> <li>• The future needs of the Service</li> </ul>
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<p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> <li>• Integrated Risk Management Plans</li> <li>• Service delivery strategies</li> <li>• Positive action and recruitment plans</li> <li>• Workforce improvement plans</li> <li>• Community engagement activities</li> <li>• and, will prompt conversations within the workplace.</li> </ul> <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p>	<p>The plan sets out our drive to harness the passion and unwavering commitment of our own people to the people they serve. Its introduction will undoubtedly improve the safety of our communities, through improving the working lives and experiences of our own teams.</p> <p>Ultimately, making Merseyside a safe place to live and Merseyside Fire and Rescue Service a great place to work.</p> <p>The People Plan, provides the key strategic people focused building blocks, that allow us to achieve our purpose to protect our communities and keep them safe. In conjunction with the functional plan, it explains how we will achieve our strategic ambitions and how we will measure our progress.</p> <p>Our people are pivotal in all that we set out to do and we know it is only by investing in them and creating a sense of purpose and belonging that we can deliver our vision whilst allowing our staff to reach their full potential.</p> <p>The People Plan is our vehicle to deliver this ambition and it is built upon five key but interlinked themes.</p> <p>These are, <b>attract and retain the best people, develop exceptional people and leaders, promote a holistic approach to health and wellbeing, deliver sector leading</b></p>
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		<p><b>organisational performance and embed equality, diversity, and inclusion as part of strong positive culture.</b></p> <p>It is essential that we celebrate our variety of backgrounds and experiences to create an environment where everyone feels included, valued and able to speak up.</p> <p>A key aspect of the plan is the creation and maintenance of a positive and professional workforce culture that will mean our people feel listened to, appreciated and psychologically safe, making Merseyside Fire and Rescue Service an employer of choice.</p>	
2	<p><b>Do you have all the evidence you need in order to make an informed decisions about the potential impact?</b> (Please tick)</p>	<p><b>Yes</b> <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will <b>not</b> need to undertake any engagement activity</p>	<p><b>No</b> <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you <b>will need to</b> undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p><b>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</b></p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> <li>• Interviews</li> <li>• Focus groups</li> <li>• Public Forums</li> <li>• Complaints, comments, compliments</li> </ul> <p><u>Staff</u></p> <ul style="list-style-type: none"> <li>• Staff events / workshop</li> <li>• Existing staff meetings / committees</li> <li>• Staff Networks</li> <li>• Representative Bodies</li> <li>• Annual Staff Survey questions</li> </ul>	<p>The relevant POD teams have had an input into the key strategic actions to drive the people aspect of MFRS forwards. Together they have looked at people management best practice, upcoming statutory changes and key employment trends and tailored these to fit our desired culture.</p> <p>Our internal stakeholders have added comment and the plan is now ready to be released for full formal consultation with our Representative Bodies and informally with our Networks before ultimately Member signoff.</p> <p>A short survey will also be circulated to all staff as part of the consultation process, and the results will be reviewed, and feedback will be added to the EIA prior to Member signoff of the final plan.</p>	
<p>4</p>	<p><b>Will there be an impact against the protected groups as described in the Equality Act (2010)?</b></p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be <b>positive or negative</b> and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p>	<p>What is the <b>actual</b> or <b>potential</b> impact on <b>age</b>?</p> <p>There is a positive impact on age. Our focus on a holistic approach to health and wellbeing ensure that employees are supported to be at their best from entry to retirement; recognition of high performance based on talent not age, and via appraisal and performance review to unlock the valuable knowledge that can be found in our more experienced firefighters.</p> <p>Roles do not have an age limit except for FF recruitment where this is for HASAWA reasons. The detail of this is in the relevant EIA's.</p> <p>The function will continue to analyse workforce data and the latest practice on age diversity to ensure recruitment and the wider workforce experience reflects age across the organisation.</p>	<p><b>Not applicable</b></p> <p><input type="checkbox"/></p>

<p>It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable box.</p> <p>If there is <b>no impact</b>, please state that there is no impact.</p>	<p>In addition, the function will also continue to analyse age of function members linked to work on workforce planning, succession planning and commitment to positive action &amp; workforce diversity across the function.</p>	
	<p><b>What is the actual or potential impact on disability?</b></p> <p>Our dedicated Health and Wellbeing team proactively look to keep our employees in work through temporary and permanent reasonable adjustments and provide a range of supportive interventions. The Service supports candidates with disabilities and supports those who develop them through their career.</p> <p>The activities of the ED&amp;I plan will detail these with the relevant EIA's. At present the function is working towards raising disclosure rate on disability and also ensuring data on disability is collected across the employee experience with a particular focus on grievance and disciplinarys</p> <p>In addition, the function will also continue to analyse disability &amp; staff disclosures and demographic representation within the function &amp; link to work on workforce planning, succession planning and commit to positive action &amp; workforce diversity across the function in line with the commitments set out in the wider organisations EDI Action Plan.</p>	<p><b>Not applicable</b> <input type="checkbox"/></p>
	<p><b>What is the actual or potential impact on gender reassignment?</b></p> <p>There is no impact either positively or negatively.</p>	<p><b>Not applicable</b> <input checked="" type="checkbox"/></p>
	<p><b>What is the actual or potential impact on marriage and civil partnership?</b></p> <p>There is no impact either positively or negatively.</p>	<p><b>Not applicable</b> <input checked="" type="checkbox"/></p>
	<p><b>What is the actual or potential impact on pregnancy and maternity?</b></p> <p>There is a specific policy, service instructions and supporting EIA's which cover all aspects of pregnancy, maternity and IVF.</p>	<p><b>Not applicable</b> <input checked="" type="checkbox"/></p>

		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>race</b>?</p> <p>Positive Impact: The cultural and inclusion board that includes representation from the REACH staff network, along with the production of EIA's for Policies, Service Instructions and Projects etc. will help shape inclusive practice in terms of race. This includes the wider work on Just Culture and positive action.</p> <p>In addition, the function will also continue to analyse race/ethnicity &amp; staff disclosures and demographic representation within the function &amp; link to work on workforce planning, succession planning and commit to positive action &amp; workforce diversity across the function in line with the commitments set out in the wider organisations EDI Action Plan.</p>	<p><b>Not applicable</b> <input checked="" type="checkbox"/></p>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>religion and / or belief</b>?</p> <p>POD functional plans and policies along with supporting EIA's will help ensure a positive impact on working with staff to accommodate religion and belief practice. The function will build on existing practices to encourage more employees to use existing policies to help them combine their work duties and beliefs.</p>	<p><b>Not applicable</b> <input checked="" type="checkbox"/></p>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>sex (gender)</b>?</p> <p>Positive: The function is mindful of the national coverage focusing on unacceptable behaviour within certain Fire &amp; Rescue Services. Therefore, the function will continue to work with the Gender Equality Network and focus on preventative interventions to ensure good workplace relations. This includes the wider work on Just Culture, positive action and promotion and progression in the service.</p> <p>In addition, the function will also continue to analyse gender &amp; staff disclosures and demographic representation within the function &amp; link to work on workforce planning, succession planning and commit to positive</p>	<p><b>Not applicable</b> <input type="checkbox"/></p>

		<p>action &amp; workforce diversity across the function in line with the commitments set out in the wider organisations EDI Action Plan.</p>	
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>sexual orientation</b>?</p> <p>Positive: The function will look to work with the LGBTQ+ FireProud network to ensure staff from LGBTQ+ backgrounds help shape policy and practice within the POD function. This will include helping to develop the capability of the LGBTQ+ FireProud network but also encouraging them to be critical friends in line with the wider work on Just Culture and positive action.</p>	<p><b>Not applicable</b> <input checked="" type="checkbox"/></p>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>Socio-economic disadvantage</b>?</p> <p>Positive The function recognises the need to address socio economic factors within the context of employment and Merseyside. The function will be acting to formally measure and report on socio economic factors in terms of employment episodes and wider organisational work on 'Positive Action'. By also supporting the internal staff network focusing on socio economic factors will support the reporting of staff and socio-economic status. In addition, the function will remain vigilant and supportive of staff and the cost-of-living crisis and wider work on social mobility.</p>	<p><b>Not applicable</b> <input checked="" type="checkbox"/></p>



## **ACTION PLAN**

<b>What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?</b>				
<b>Impact</b>	<b>Action Required</b>	<b>Integrated existing work (yes/no) outline</b>	<b>Target Date</b>	<b>Responsibility</b>
Age	A short survey will also be circulated to all staff as part of the consultation process, and the results will be reviewed, and feedback will be added to the EIA prior to Member signoff of the final plan		June/July 2024	POD
Disability -				
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic				
<p><b>How will these actions be monitored and where will the outcomes be reported?</b>            (Please describe below)            Due to the nature of the POD function &amp; key responsibility for 'people' it is recognised that:</p> <p>Data collection, analysis, work on positive action, developing capacity to deliver effective EIAs, staff experience and intention and the wider work on culture and just culture will ensure key ED&amp;I consideration and addressed and mainstreamed into all actions.</p> <p>Where there is the need to undertake a separate EIA for targeted actions these will be undertaken.</p> <p>Developing internal capacity within POD &amp; EIAs</p> <p>Focused work on Just Culture and also wider work on OD will ensure ED&amp;I considerations are integrated and reporting on.</p>				

Achieving benchmarks identified will provide useful evidence of impact

<b>Completed by</b> (Please print name /Designation)	Amanda Cross	<b>Signature Date</b>	25 <sup>th</sup> March 2024
<b>Quality Assured by</b> (Please print name /Designation)	Mo Jogi	<b>Signature Date</b>	11.06.24

<b>Name of responsible SLT member</b> (Please print name /Designation)	Nick Mernock	<b>Signature Date</b>	11.06.24
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## Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

### Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

### [Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)

Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

### **NFCC Toolkits**

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)
- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

### **Webinars**

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

### **Other useful Links and documents**

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

### **Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy**

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)



- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)

[2021/22 Fire Statistics](#) this includes workforce data published by the government

# People Plan

## 2024-27



Our people, our  
culture, our place



**MERSEYSIDE  
FIRE & RESCUE  
SERVICE**

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# Introduction & background

**I am proud to introduce our new People Plan for 2024-27, which importantly has been developed for our people, with our people. The plan sets out our drive to harness the passion and unswerving commitment of our own people to the people they serve. Its introduction will undoubtedly improve the safety of our communities, whilst improving the working lives and experiences of our own teams.**

**Ultimately making Merseyside a safe place to live and Merseyside Fire and Rescue Service a great place to work.**

The People Plan, the Community Risk Management Plan (CRMP) and the Medium-Term Financial Plan (MTFP) complement each other and provide the key strategic building blocks that allow us to achieve our purpose to protect our communities and keep them safe. Together these three plans detail how we will achieve our strategic ambitions and how we will measure our progress.

Our people are pivotal in all that we set out to do and we know it is only by investing in them and creating a sense of purpose and belonging that we can deliver our vision whilst allowing our staff to reach their full potential.

The People Plan is our vehicle to deliver this ambition and it is built upon five key but interlinked themes.

These are, **attract and retain the best people, develop exceptional people**

**and leaders, promote a holistic approach to health and wellbeing, deliver sector leading organisational performance and embed equality, diversity and inclusion as part of strong positive culture.**

The success of the plan will depend upon us working together to meet the aspirations detailed under each theme.

The plan can only be successful if we all work together and that is why the document makes clear the expectations and responsibilities that are placed on all of us to ensure that the aspirations in the plan are met. The plan also sets out the opportunities for everyone to develop, progress and feel part of the team.

This plan fully embraces our commitment to promoting equality, diversity and inclusion to ensure that the workplace is fair and diverse

in all aspects. It is essential that we celebrate our diversity and we create an environment where everyone feels included, valued and able to speak up.

A key aspect of the plan is the creation and maintenance of a positive and professional workforce culture that will mean our people feel listened to, appreciated and psychologically safe, making Merseyside Fire and Rescue Service an employer of choice.

It is of the utmost importance to recognise that we are an organisation that must be driven and inspired by a shared set of values and behaviours, one which is happy to hold itself to account.

With your help this plan will further embed our values, strengthen our already positive culture which in turn will help us to meet the aspirations and deliver the outcomes set out in the plan.

In this people plan I want us to move away from warm words to deliver tangible outcomes for our people and our communities.

I want us to genuinely hold ourselves to account.

I want our leaders to lead by example, have a strong team focus and presence with a genuine interest in people.

I want us to do the right thing not the easy thing, I want us all to be accountable for our actions and take

responsibility for them.

I don't want us to measure ourselves on the performance of others I want us to create our own culture, one which instils a real sense of belonging.

To do this we need to be committed to participation, open to learn, driven by equality and fairness and open to differing views. I want us to celebrate difference, challenge poor behaviour and to be accepting when we get some things wrong – this way we will truly create a place where people belong.

We know that this requires leadership at all levels and the part we each play has never been more important.

Be our future.



A handwritten signature in black ink, appearing to read 'Phil Garrigan'.

**Phil Garrigan**  
Chief Fire Officer



# Core Code of Ethics

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



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

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

## Our Leadership Message & Leadership Behaviours

Our Leadership Message, a co-creation with our staff, brings together the Core Code of Ethics with our own Vision, Purpose, Aims and organisational values. It sets out for every member of the team why we are here and how we will approach delivering 'our service' to the public.

To strengthen our approach, we have also outlined the leadership behaviours which aim to assist colleagues understand their role, highlighting both the **'WHAT'** and the **'HOW'** in terms of expected leadership behaviours.





# WE ARE MERSEYSIDE FIRE & RESCUE SERVICE

## OUR STORY

There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening.

Saving lives and keeping our Firefighters safe matters to us.

We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.

We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.

Our teams continue to shape our story putting our community at the heart of everything we do.

We have a long and proud history of being bold - a mindset of let's try it- let's do it.

For Merseyside Fire & Rescue Service, good enough is never good enough.

We are our community and we know the part we can play - **our place, our culture and our people** are what make us great.

### OUR VISION

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

### OUR PURPOSE

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

### OUR AIMS

#### Protect

We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.

#### Prevent

We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities.

#### Prepare

We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.

#### Respond

We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe.

### OUR SERVICE

#### We are bold

Embracing new ideas to build on the confidence and trust the community place in us.

#### We are professional

Always giving our best to be the best we can be.

#### We are safe

Protecting lives and keeping our firefighters safe.

#### We are built to help

Looking after people and looking after each other.

#### We are positive

Recognising how far we have come and being positive about the future.

#### We are relentless

Overcoming barriers to help people feel safe.

### OUR VALUES

#### We serve with **Courage**

- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

#### We serve with **Integrity**

- By doing the right thing even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

#### We serve with **Compassion**

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference



## Leadership Behaviours - The What!

Mirroring the National Leadership Framework, and linking to the Leadership Message we have developed four key themes to outline what leadership looks like at every level and what good leadership looks like in our respective roles:

- **Personal impact**
- **Outstanding leadership**
- **Service delivery**
- **Organisational effectiveness**


## Leadership Behaviours - The How!

Under each of the four themes outlined we are then able to set expectations at the four leadership levels within the service, clearly defining the behaviours we are seeking to develop in our leaders. This provides a simple framework that sets the standard for those performing at the following levels:

- **Leading yourself (everyone)**
- **Leading others (supervisory managers)**
- **Leading the function (middle managers)**
- **Leading the service (strategic managers)**

This creates an effective development pathway to support individuals with aspirations to develop their careers. Our leadership behaviours inform our leadership development programmes and are embedded in selection processes at all levels.

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# MERSEYSIDE FIRE & RESCUE SERVICE

## LEADERSHIP BEHAVIOURS & VALUES

This document expands on the **WHAT** and the **behaviours** linked to our **values** and what each staff member is expected to demonstrate

PERSONAL IMPACT	OUTSTANDING LEADERSHIP
<p><b>Good listening skills</b> – active listening and observing nonverbal cues to really understand people and their needs. <b>Empathy</b> – identify and care for team members building trust and support. <b>Courage</b> – to speak about imperfections, recognise bias and challenge unacceptable behaviour. <b>Integrity</b> – having a track record of integrity means trust and respect. <b>Compassion</b> – means consistently empathising with and supporting other people, enabling people to feel valued, respected &amp; cared for to do their best work.</p>	<p><b>Listen and be informed</b> – Listening, gathering information and input from the entire team and learning from previous mistakes. <b>Persuasion</b> – enabling and persuading the team to reach its potential. <b>Developing others</b> – develop their team to be well: mentally, spiritually, physically and emotionally. <b>Emotional intelligence</b> – emotional intelligence helps servant leaders identify the strengths, weaknesses, opportunities and threats within a team.</p>
ORGANISATIONAL EFFECTIVENESS	SERVICE DELIVERY
<p><b>Big picture</b> – servant leaders can conceptualise a plan for the way forward, encouraging others to achieve ultimate vision. <b>Collaboration</b> – because diverse thinking is greater than the sum of its parts. <b>Commitment</b> – because staying the course is hard. <b>Communication</b> – the way you say it, where, when, and under what circumstances it is said shape workplace culture and impacts performance. <b>Accountability</b> – focus on what is expected of people and align consequences or rewards with actual performance. <b>Measurements</b> – what gets measured gets done using measures that drive consistent values based behaviours and hitting KPIs.</p>	<p><b>Community development</b> – the servant leader sees ways for the team to add social value. <b>Cultural intelligence</b> – because not everyone sees the world through the same cultural frame. <b>Curiosity</b> – because different ideas and experiences enable growth. <b>Continuous improvement</b> - steady stream of improvements to all elements of the organisation will have transformational results.</p>

**Values & Behaviours:** Our values impact every aspect of what we do – how we make decisions, how we treat each other and members of the public. Our behaviours put our values into practice. The collectiveness of our shared values and the behaviours we demonstrate becomes the organisation's culture.

OUR VALUES	We serve with <b>Courage</b>	We serve with <b>Integrity</b>	We serve with <b>Compassion</b>
<ul style="list-style-type: none"> <li>• By never settling for the status quo</li> <li>• By being decisive and calm under pressure</li> <li>• By having determination to see things through</li> <li>• By being prepared to fail</li> <li>• By celebrating diversity and being open to new opportunities and challenges</li> <li>• By setting high standards and not being embarrassed for doing so</li> <li>• By challenging ourselves to be better</li> </ul>	<ul style="list-style-type: none"> <li>• By doing the right thing even when it is hard or no one is looking</li> <li>• By leading by example</li> <li>• By standing up for what matters</li> <li>• By being open, honest and fair</li> <li>• By making decisions based on facts</li> <li>• By explaining the why</li> <li>• By being consistent</li> <li>• By always doing what we say we are going to do</li> </ul>	<ul style="list-style-type: none"> <li>• By acting with empathy and kindness</li> <li>• By actively listening - hearing what is being said</li> <li>• By going the extra mile to help</li> <li>• By looking after and supporting each other, noticing what is going on for people</li> <li>• By recognising each other's contribution</li> <li>• By creating a sense of belonging</li> <li>• By embracing and understanding difference</li> </ul>	

These leadership traits capture the ethos of leadership and describe what we should do to bring the best out of ourselves, our team and the Service.





# MERSEYSIDE FIRE & RESCUE SERVICE LEADERSHIP BEHAVIOURS

At Merseyside Fire & Rescue Service, our **Leadership Behaviours** below highlight both the 'WHAT' & 'HOW' we are expected to behave and the difference we make to the people around us. Our Leadership Behaviours reflect our Leadership Message and, in particular, our values that help us define the behaviours we are all expected to demonstrate. We have also integrated the fire service Core Code of Ethics and utilised the four leadership themes from the NFCC Leadership framework & identified leadership descriptors for each level of management. The four themes are:



**PERSONAL IMPACT • OUTSTANDING LEADERSHIP • SERVICE DELIVERY • ORGANISATIONAL EFFECTIVENESS**

PERSONAL IMPACT WHAT Good listening skills – Empathy – Compassion Courage – Integrity – Compassion	LEADING YOURSELF Everyone (HOW)	LEADING OTHERS Supervisory Managers (HOW)	LEADING THE FUNCTION Middle Managers (HOW)	LEADING THE SERVICE Strategic Managers (HOW)
	I demonstrate Service values and behaviours.	I consistently lead by example.	I set standards of behaviour in line with Service values and behaviours	I promote and role model behaviours and make strategic decisions in line with our Leadership Message.
	I value inclusion and set a positive example to others.	I take responsibility for inclusion, and encourage different points of view.	I role model and mentor others in how they communicate and engage to encourage inclusion.	I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work.
I reflect on my own strengths and see the strengths of others (using colours).	I give and receive feedback.	I provide a visible presence and recognise the contribution of others.	I actively engage with teams to seek their views.	
OUTSTANDING LEADERSHIP WHAT Listen & be informed – Persuasion – Developing others – Emotionally intelligent & aware	LEADING YOURSELF Everyone	LEADING OTHERS Supervisory Managers	LEADING THE FUNCTION Middle Managers	LEADING THE SERVICE Strategic Managers
	I am an ambassador for the Service, taking pride and responsibility for the work we do and encouraging others to do the same.	I work with the team to establish a clear sense of purpose and set expectations to achieve our goal.	I work internally and externally to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback.	I engage with others to establish the strategic direction and the working goals of the organisation
	I take responsibility and accountability for the quality of my own work.	I have responsibility for team effectiveness which focusses on improving outcomes and decisions.	I am accountable for the output of my teams and devolve responsibility for work to the appropriate level.	I empower, enable, and inspire people to understand and commit to the vision and communicate openly.
I role model proactively, learning new skills and behaviours.	I look for opportunities to support others through appraisal, coaching and mentoring.	I nurture future talent and proactively plan for succession. I look for opportunities to coach, mentor and support people outside of my teams.	I foster and embed the principles of a learning organisation.	
SERVICE DELIVERY WHAT Community development – Cultural Intelligence – Curiosity – Continuous improvement	LEADING YOURSELF Everyone	LEADING OTHERS Supervisory Managers	LEADING THE FUNCTION Middle Managers	LEADING THE SERVICE Strategic Managers
	I find out about my local community risks & associated behaviours to ensure we are offering the best service.	I seek to understand, prioritise & address the specific risks and diverse needs of people and communities.	I take a business-like broad approach that considers how to achieve better outcomes for communities.	I shape the wider community outcomes for the Merseyside Region.
	I plan ahead and prioritise my work, managing my time effectively to get things done.	I look ahead to anticipate issues with local service delivery and performance and make plans to resolve or minimise issues.	I monitor the quality-of-service delivery and share information so that people know how well we are performing and plan accordingly.	I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation and external organisations.
I work to foster trust with others & build constructive working relationships to achieve goals.	I encourage my team to build constructive working relationships with others to achieve our aims.	I seek out opportunities to work collaboratively across teams and functions to improve service delivery.	I proactively build and sustain collaborative relationships with high-level stakeholders.	
ORGANISATIONAL EFFECTIVENESS WHAT Big picture – Collaboration – Commitment – Communication – Accountability – Measurements	LEADING YOURSELF Everyone	LEADING OTHERS Supervisory Managers	LEADING THE FUNCTION Middle Managers	LEADING THE SERVICE Strategic Managers
	I know what the key organisational goals are and how I contribute.	I make sure the team understands how our work contributes to and delivers organisational priorities.	I am aware of wider organisational and political priorities and how my function contributes more widely.	I lead the organisation and develop the vision, mission and strategic business plan, inclusive of diverse and changing community risks.
	I work within the organisation's policies, procedures and processes.	I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk.	I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them.	I act as a professional advisor to governance at all levels.
I continuously seek to improve my performance & share my ideas.	I promote continuous improvement for the team and the organisation through listening and implementing ideas.	I apply the latest business processes and do not settle for the status quo.	I foster and enable continuous improvement & promote an innovation culture encouraging people to experiment and learn.	

## Code of Conduct

We know that the community's trust in and the reputation of Merseyside Fire and Rescue Service is based upon professionalism and care. Employees are expected to conduct themselves at all times (both inside and outside of work) in a manner which will maintain public confidence in their integrity and the services provided by the Authority. These expectations of conduct are set out in detail in our Employee Code of Conduct [here](#).

## Our Ground Rules

Our Ground Rules also provide a simple visual illustration of the standards we expect and how we welcome difference and individuality. They have been developed to help us create a sense of belonging in the most inclusive way and outline some keys, simple rules surrounding how we act.

# OUR GROUND RULES

Our Ground Rules have been developed to help us deliver our services in the most inclusive way. They inspire the right behaviour from our people, whilst making Merseyside Fire & Rescue Service a great place to work. The Authority will promote these Ground Rules, follow them and review them regularly. We will tackle breaches of the rules inside and where applicable, outside, the workplace, encourage positive working relationships whilst ensuring our services are delivered to our communities in the most inclusive and considerate way. As employees and volunteers, we will follow these Ground Rules to ensure that everyone is treated with dignity and respect - this extends to the use of social media.

**In discharging these commitments, we will respect difference and individuality. We will do this by:**

- **Treating others as they wish to be treated**
- **Respecting individual rights and the right to be different in relation to their race, gender, disability, sexual orientation, religious belief, culture, age and political views**
- **Not acting in any manner which might cause them upset, eg.**
  - by not using offensive language
  - by not abusing their position of trust
  - by not displaying offensive material
  - by not making hurtful remarks
  - by not using nicknames which cause upset
  - by not causing upset through jokes and banter
- **Making it acceptable for all individuals to voice an opinion or share a problem and to listen and act on any concerns raised**
- **Welcoming new arrivals and visitors in the workplace, eg.**
  - by properly introducing themselves
  - by helping new arrivals find their way around
  - by showing new arrivals how things are done
  - by not exploiting their newness and lack of knowledge
  - by listening to what they say if they need help
  - by being patient with new staff when they are learning







# Equality, Diversity & Inclusion

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

Our organisational culture is also very important to us, and we are very aware of the poor behaviour that has occurred in other fire and rescue services. We work hard to make sure the culture in Merseyside is positive and inclusive and we've updated our objectives to reflect that commitment. Our Equality, Diversity and Inclusion Objectives have been reviewed and refreshed to reflect our aims for 2024-27. They are:

- Create a strong Inclusive organisation that is positive to rising to the future challenges we face.
- Ensure that people from diverse communities receive equitable services that meet their needs.
- Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas.
- To continue to strengthen the Service's cultural competence based on lived experience and community insight so that all staff can undertake their role recognising the value of difference. (This strengthens our approach to equality, diversity and inclusion, meaning our staff are well equipped to engage with our diverse communities and are sensitive to their needs).
- To continue to aspire for equality, diversity and inclusion excellence, measuring ourselves against best practice and benchmarking tools within the Fire and Rescue Service and other sectors.

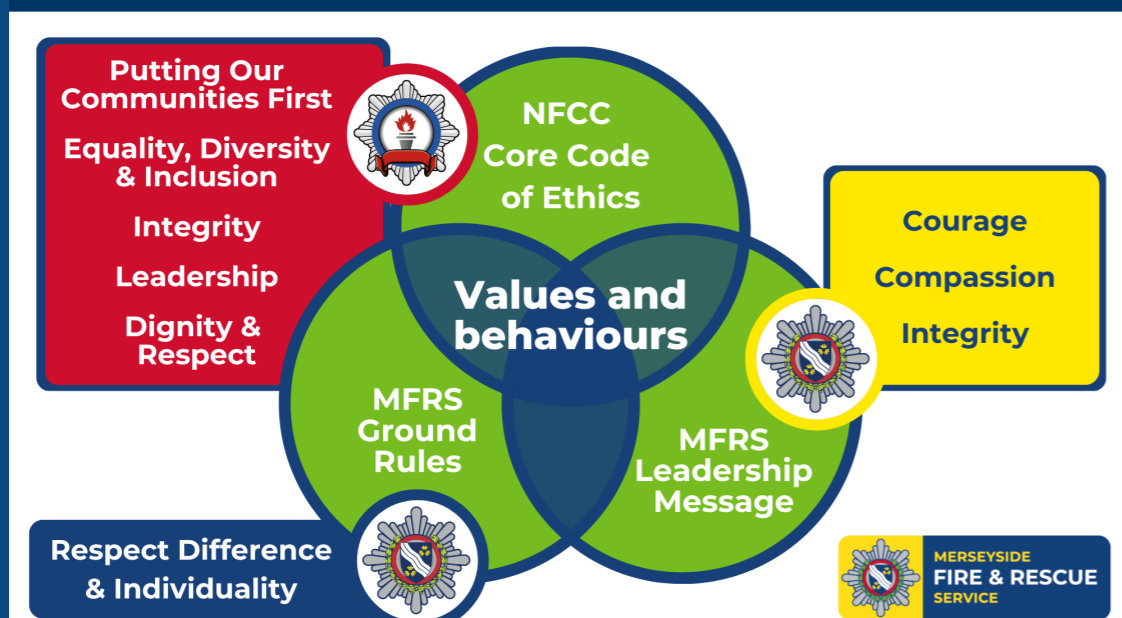
You can find our full Equality Diversity and Inclusion Action Plan [here](#).

## Alignment of Leadership, Values and Behaviours

Bringing these documents and expectations together we can see how the above elements are linked and combine to create our overall framework for Leadership, Values and Behaviours.

### LEADERSHIP, VALUES, AND BEHAVIOURS

at MERSEYSIDE FIRE & RESCUE SERVICE





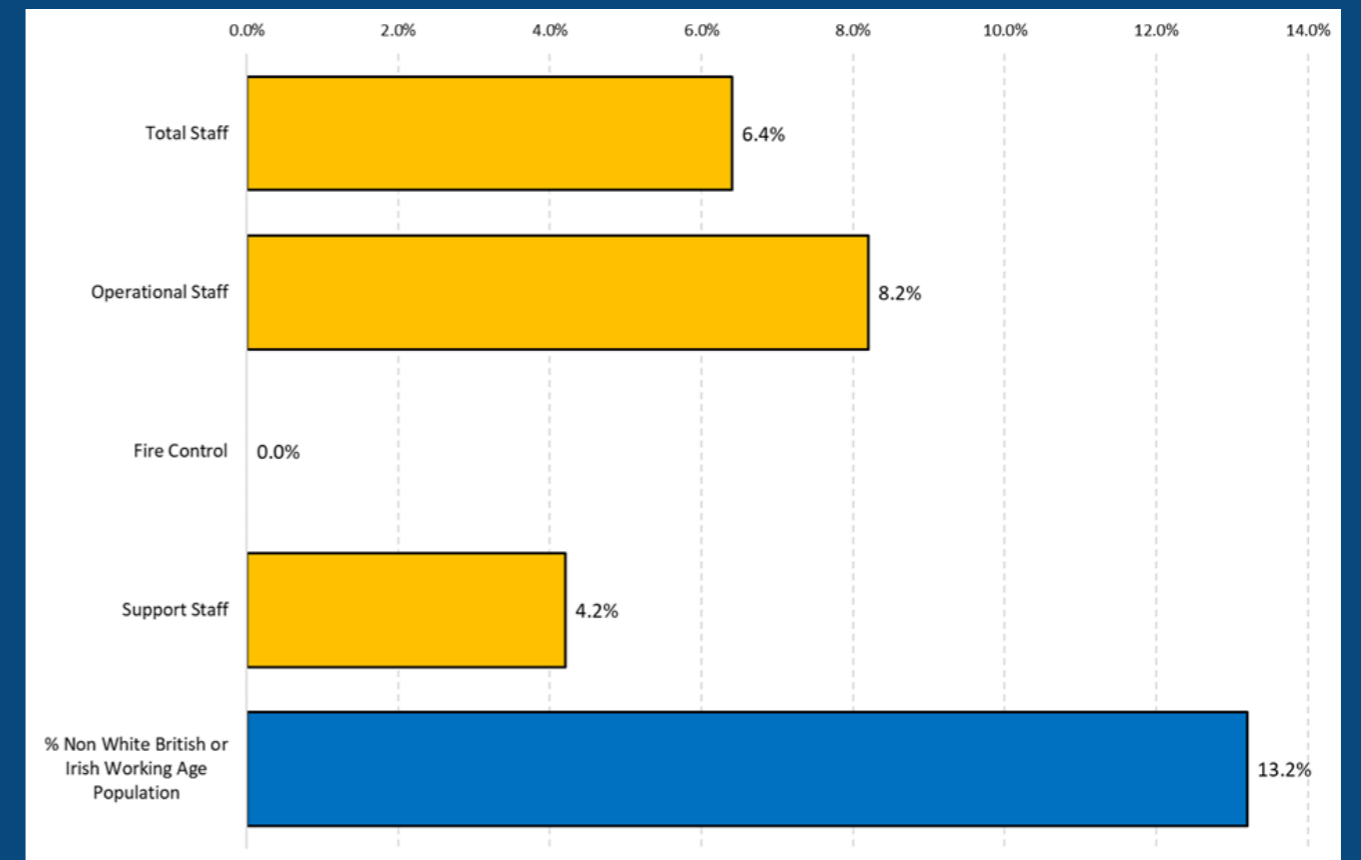


We are proud of the work that we have been doing in relation to Equality, Diversity and Inclusion and our performance against key indicators (below) illustrates the continued progress we are making.

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

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

## Benchmarking the Ethnic Origin of Staff against Local Working Age Population



### Key results of Benchmarking Ethnic Origin of Staff against Local Working Age Population

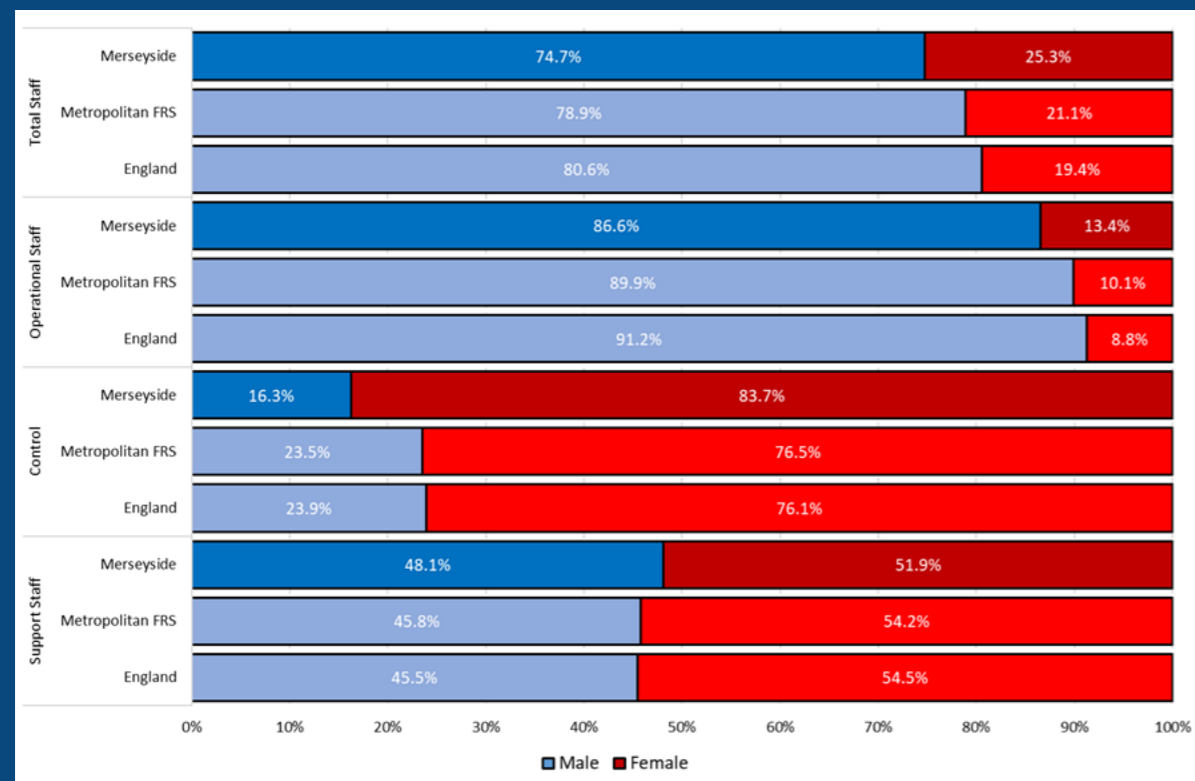
The chart compares the proportion of staff working at Merseyside Fire & Rescue Service who are neither White British nor White Irish, against the equivalent working age population for Merseyside as a whole.

The chart shows that:

- 13.2% of the working age population of Merseyside is neither White British or White Irish
- 6.4% of total staff at Merseyside Fire & Rescue Service are neither White British or White Irish - this is just under half of the equivalent Merseyside working age population
- 8.2% of Operational Staff at Merseyside Fire & Rescue Service are neither White British or White Irish - this is just under two thirds of the equivalent Merseyside working age population
- Support staff are made of 4.2% non-White British or Irish and Fire Control are made up of 0%



## Home Office Data – Benchmarking (Gender)



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

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

- Overall, in 2022/23 proportionally Merseyside had more women (25.3%) when compared to English FRS (19.4%) as a whole.
- In terms of Operational Staff, proportionally Merseyside employs more women (13.4%) than the benchmark groups. Metropolitan groups (10.1%) and for English fire and rescue services as a whole (8.8%).
- In terms of Fire Control, Merseyside had a lower proportion of men (16.3%) than the benchmark groups. The Metropolitan group was 23.5% and the English fire and rescue services group was 23.9%.
- For Support Staff, in MFRS the proportions of the male and female workforce were slightly more balanced than the benchmark groups, with 51.9% of employees being female. This is slightly lower than both the England and Metropolitan proportions.

**Benchmarking data is based on the employee data supplied to the HO for the year 2022/23. Merseyside fire & Rescue Service is a member of the Metropolitan Fire & Rescue Service (Met) family group. Please note in the Met calculation Merseyside is INCLUDED within this group.**



## HMICFRS

MFRS was inspected in 2023 by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). As part of the inspection process our approach to our People is inspected under four thematic headings:

- Promoting the right values and culture
- Getting the right people with the right skills
- Ensuring fairness and diversity
- Managing performance and developing leaders

The report showed real positives including how HMICFRS found the values and culture of the Service to be well defined, and behaviour of staff reflected those values. Senior leaders were found to act as role models, and staff reported that they have direct conversations with leaders and feel that they are listened to.

In addition, health and well-being of staff was found to be important to the Service, with staff telling inspectors they are supported in different ways to promote their physical and mental health. A culture of continuous improvement is promoted throughout the organisation and learning is co-ordinated and well managed resulting in well trained and competent staff.

There were a number of areas where HMICFRS felt further improvements could be made and this People Plan reflects these with appropriate actions included based on the HMICFRS recommendations. For ease under each of our five themes within this People Plan we have shown the direct links to the HMICFRS inspection themes.

The full HMICFRS inspection report and those of the other fire and rescue services inspected so far are available on the HMICFRS website [here](#).



# National Fire Standards

The Fire Standards Board was set up to oversee the identification, organisation, development and maintenance of **professional standards for fire and rescue services in England**.

Our People Plan 2024-27 reflects and takes account of the following published standards (1) the Core Code of Ethics, (2) Communication and Engagement, (3) Leading the Service (4) Data Management, (5) Emergency Preparedness and Resilience, (6) Operational Competence, (7) Operational Learning and (8) Leading and Developing People.

Full detail of Fire standards can be found at [here](#).



## Our People Plan Themes

The People Plan places clear responsibilities on the Service and the people who work here to deliver key actions, outlining both the organisational and individual benefits we will deliver. The actions are built around five key interlinked themes:

- 1. Attract and retain the best people**
- 2. Develop exceptional people and leaders**
- 3. Promote a holistic approach to health and wellbeing**
- 4. Deliver sector leading organisational performance**
- 5. Embed equality, diversity and inclusion as part of a strong positive organisational culture**





# Attract and retain the best people

At Merseyside Fire and Rescue Service we have set ourselves the unashamed ambition of being the best Fire and Rescue Service in the United Kingdom, one that offers the highest quality service possible to the community we serve.

This ambition will only be delivered if we can attract, develop and retain the best possible people from our diverse community, people who have the relevant experience and potential to make this possible. People who share and embrace our values.

We will build upon our current positive action and recruitment activity to ensure we continue to seek out the best available people who represent the diversity and dynamism of our community. Having invested in people we must do all we can to retain them by recognising and rewarding their contributions within the financial constraints in which the Service operates.

This plan strengthens the arrangements for bringing the right staff into our organisation who share our values whilst providing them with the opportunity to develop and follow different career paths that reflect their ambitions and aspirations.

Our staff are without question our most important asset and the key determinant in ensuring that we provide our community with the service to which they are entitled. Our aspiration is that we will be an employer of choice, one that recognises and rewards the contribution of staff whilst providing them with opportunities for development and progression which matches their ambitions and talents.

The actions under this theme are fully informed by both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

## HMICFRS inspection areas:

- Getting the right people with the right skills
- Ensuring fairness and promoting diversity

## National Fire Standard areas:

- Leading and Developing People
- Leading the Service
- Core Code of Ethics
- Communication and Engagement
- Data Management

## Actions - Attract and retain the best people

### By June 2027 the Service will:

- Explore all avenues for increasing the diversity of our workforce by building upon and strengthening existing positive action initiatives to ensure that we can attract a diverse range of talent across.
- Ensure the Service remains a career of choice for ALL fire and rescue service staff by exploring options for improving reward packages and undertaking a review of our job evaluation process.
- Put in place new measures and arrangements to enhance the employee induction process and improve the early employment experience so the Service can be confident of building positive relationships with new starters.
- Introduce and maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard our own staff and our communities.
- Deliver safer recruitment training for appropriate managers involved in recruitment to reduce the risk of individuals who may pose a safeguarding risk from securing employment with the Authority.
- Introduce a new recruitment solution to modernise the candidate experience and improve effectiveness.

### In each year of the plan the Service will continue to:

- Undertake quality firefighter recruitment in line with workforce planning needs.
- Ensure that all our colleagues remain aware of the full range of employee benefits currently available including.
- Acknowledge and reward exemplary behaviour at all levels
- Manage recruitment campaigns and exercises in a timely and professional manner to support workforce needs.
- Build on the positive work undertaken by the Attraction Team by expanding the team to improve our attraction practices.
- Deliver appointment processes that attract a wide variety of internal and external applicants.



## Attract and retain the best people

Everyone in the Service has a role to play in ensuring that, the Service can attract and retain the best people. If we are successful, we can create a workplace where everyone's contribution is respected, valued and recognised. Consequently, levels of job satisfaction, wellbeing and retention will improve.

### What are you expected to do?

- Review your own skills needs and make sure you raise these with your line manager, particularly during your appraisal.
- Managers should seek to develop the skills and capabilities of their teams and allow sufficient time to discuss development needs with their team members.
- Managers should recognise good and exceptional performance and behaviours in their team and ensure that this is always acknowledged.
- Make yourself aware of the full range of employee benefits.
- Managers dealing with the recruitment and selection process will progress these exercises in a timely way.

### The benefits for the Service and for us all

- We can all develop our skills and those of our teams to ensure the best outcome for the community, the Service and the individual.
- Everyone's contribution will be recognised and valued.
- Everyone can take full advantages of the employee offer.
- Organisational performance will be improved, and the Service can be confident it can achieve its vision as it will have the right staff with right competencies and skills.
- The Service will be well placed to innovate in response to new challenges and more effectively respond to future challenges.
- The Service can be confident that it is creating a culturally and psychologically safe work environment for all.



# Develop exceptional people and leaders

The core strength of the Service is its staff and the capabilities, skills, knowledge and competencies they bring to help the Service achieve its vision of being the best fire and rescue service in the United Kingdom. It is absolutely vital that we are fully committed to the development of all our colleagues to maximize their potential.

Fundamental to this as a fire and rescue service is ensuring the competence of operational personnel by means of a competency-based training programme aligned to the National Occupational Standards (NOS) and the Hazard and Risk Controls contained within National Operational Guidance and associated training specifications. This includes ensuring training programmes and core skill training modules are delivered that cover all foreseeable risk area and provide the underpinning knowledge for competence against the National Occupational Standards.

We are committed to the process of long-term learning, and this is integral to our vision and purpose. To achieve this, we aspire to creating a culture of effective learning as well as organic growth through the day-to-day experience of working on the job.

Our relationships with our colleagues are also key to their development and personal growth as is formal training. We all have a responsibility to support our colleagues and team members on their personal development journey.

We need to ensure that our line managers have the time, direction, skills and incentives to meet their obligations to develop their teams for the benefit of the Service and the career aspirations of the individual.

We understand that the way our managers lead is fundamental in setting the culture of the organisation and will maintain and expand our leadership development training. We will adopt an inclusive approach to leadership in recognition that diversity in our leadership at all levels will drive excellence.

We will be supportive and candid, we will deliver feedback which is measured and constructive, we will be honest and we will tell our people what they need to hear rather than what they want to hear to genuinely support their development.

Our Leadership Message and supporting Leadership Behaviours clearly define the behaviours expected at each level of management within the Service. They provide a simple framework that sets the standard for those performing at that level and creates an effective career planning process to support individuals with aspirations to develop their careers. They inform our leadership development programmes and are fully embedded in selection processes at all levels.

The actions under this theme are fully informed by both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

## HMICFRS inspection areas:

- Managing performance and developing leaders
- Ensuring fairness and promoting diversity
- Getting the right people with the right skills

## National Fire Standard areas:

- Leading and Developing People
- Leading the Service
- Core Code of Ethics
- Communication and Engagement
- Emergency Preparedness and Resilience
- Operational Competence
- Operational Learning

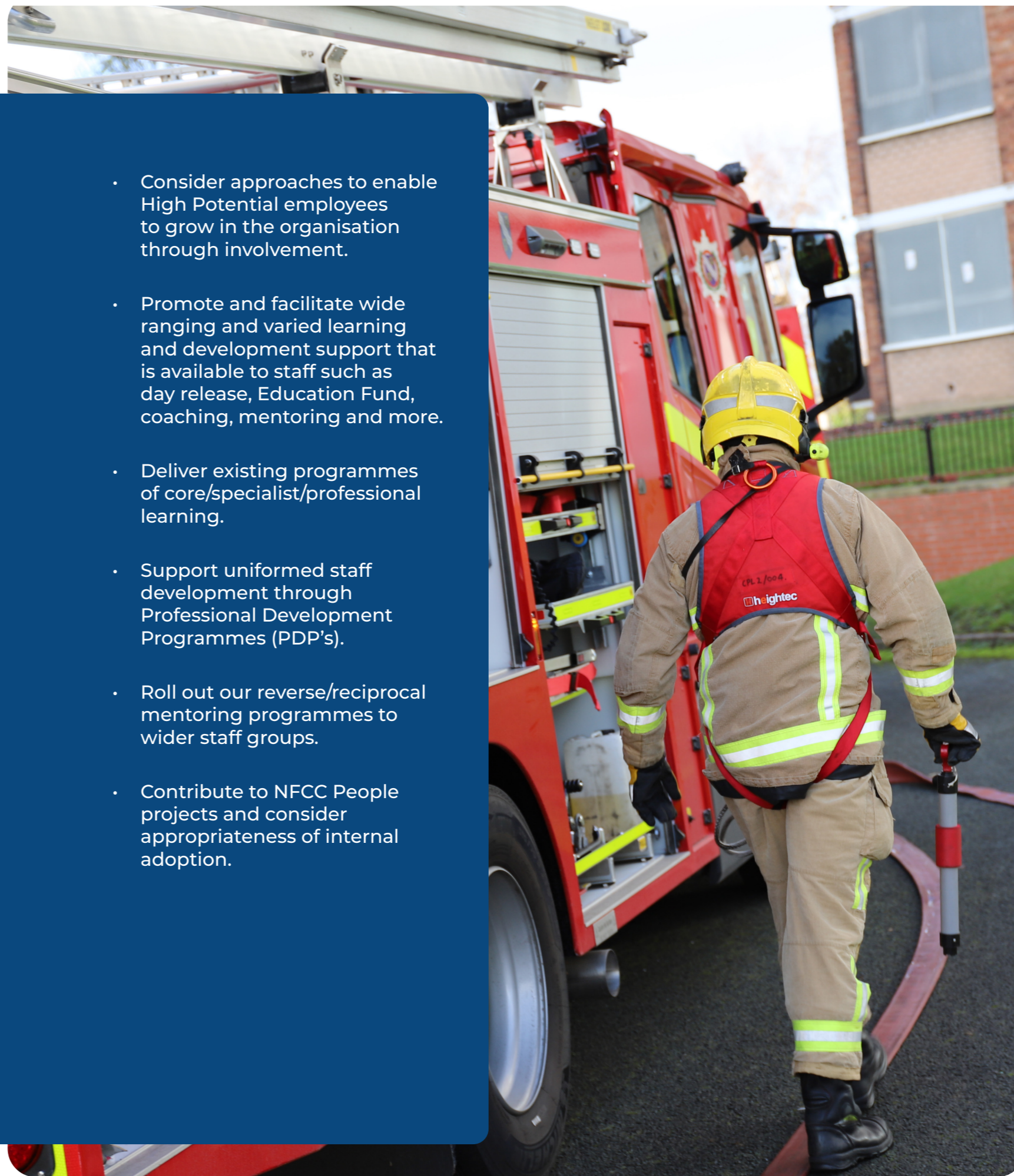
## Actions - Develop exceptional people and leaders

### By June 2027 the Service will:

- Consider the benefits of direct entry to act as an alternate mechanism of recruiting into leadership positions in the organisation.
- Introduce development pathways at all leadership levels for all roles improving knowledge and access to opportunities.
- Review appointment and promotion processes to ensure they remain accessible for all staff.
- Build on the strengths of the High Potential programme.
- Introduce Operational Competence Assessments.
- Provide external quality assurance of current training provision from organisations such as United Kingdom Research Office, Skills for Fire.

### In each year of the plan the Service will continue to:

- Roll out and monitor the appraisal programme and the related training.
- Undertake training needs analysis to support all staff to excel in their roles.
- To ensure the competence of operational personnel by means of a competency-based training programme aligned to the National Occupational Standards (NOS) and the Hazard and Risk Controls contained within National Operational Guidance and associated training specifications
- Deliver sector leading apprenticeship provision.
- Deliver training programmes and core skill training modules to cover all foreseeable risk areas. The training modules provide the underpinning knowledge for competence against the National Occupational Standards.
- Ensure staff at each station have, suitable time for the undertaking of competency based training and Safe Person Assessments (SPA) to ensure that the requirements of the Firefighter and Watch Manager role maps are met.
- Consider approaches to enable High Potential employees to grow in the organisation through involvement.
- Promote and facilitate wide ranging and varied learning and development support that is available to staff such as day release, Education Fund, coaching, mentoring and more.
- Deliver existing programmes of core/specialist/professional learning.
- Support uniformed staff development through Professional Development Programmes (PDP's).
- Roll out our reverse/reciprocal mentoring programmes to wider staff groups.
- Contribute to NFCC People projects and consider appropriateness of internal adoption.





# Develop exceptional people and leaders

By developing our people and leaders we will improve the quality of service we provide to our community through a strengthening and broadening of their capabilities, knowledge and skills. We will maximise the career progression opportunities for current and future leaders and increase levels of job satisfaction and well-being amongst our colleagues.

## What are you expected to do?

- We expect you to take responsibility for your own development. You can expect to be fully supported by your managers, colleagues and the Service.
- As a line manager you will be expected to prioritize the development of your team members making full use of the organisational resources that are available.
- As a line manager your appraisals should be timely, constructive and honest, with any associated development plan constructive and helpful.
- We should all be committed to freely sharing our knowledge and skills with our colleagues in order to assist, support and encourage them on their personal development pathway.
- You will be expected to reflect on your own development needs and seek out formal and informal opportunities for development and you should encourage and support your colleagues on their development journey.

## The benefits for the Service and for us all

- We can all be the best we can in our role with our full potential unlocked whilst being fully supported on our preferred career pathway.
- Our leaders at all levels can be effective and exemplars to others demonstrating that leadership is about character not status.
- The Service and the public will benefit from the full unlocking of the potential and leadership and all its staff.
- The Service will be recognised by the community for the quality of its people and their commitment to public service.
- We will create a working environment that promotes and values staff engagement and resilience.

# Promote a holistic approach to health and wellbeing

Merseyside Fire and Rescue Service is committed to promoting and embedding a person-centred approach to staff wellbeing, inclusive of physical, mental and spiritual health. We recognise that by creating a healthy and resilient workforce this will in turn lead to happier, healthier and more productive people.

This People Plan shows what we will continue to offer to our colleagues and details some new initiatives and actions that will further enhance staff health and wellbeing.

To achieve our aims we will provide education, training and support to staff and ensure we continue to be proactive leaders in staff welfare, continually working towards developing an inclusive workforce able to embrace a holistic approach to staff wellbeing.

The Service will continue to champion and develop mental health visibility and support, working in partnership with stakeholders both internally and externally to benchmark our progress.

Through proactive involvement and championing work streams, Senior Leadership will continue to encourage and support health initiatives. With this support in place, combined with a collaborative and inclusive approach from all interested representative bodies, the Service will continue to develop a supportive, empathetic and non-judgmental culture.

All our staff are unique, and their differences should be acknowledged, respected and celebrated. Wherever possible we will tailor our approach to health and wellbeing to fully take in to account the diversity amongst our people.

We will continue to monitor and manage absence trends to identify where the organisation could introduce best practice interventions and to ensure that our employees keep and sustain good attendance. We will use our capability process to support employees through periods of absence and help them to improve their situation where this falls within the ability of the Service to do so.

The actions under this theme are fully informed by both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

### HMICFRS inspection areas:

- Ensuring fairness and promoting diversity
- Promoting the right values and culture

### National Fire Standard areas:

- Leading and Developing People
- Leading the Service
- Core Code of Ethics
- Communication and Engagement
- Data Management



**In each year of the plan the Service will continue to provide:**

**Medical provisions for clinical advice, support, and referrals. Clinics to be held by Occupational Consultant Physicians and Occupational Health Nurse Practitioners offering:**

- Medical advice and prognosis
- Early Intervention medical support and advice
- Long term sickness absence medical support and advice
- Other duties restrictions and phased return to work support and advice
- Health screenings
- Referrals for early diagnosis through SPIRE hospital
- LCV licence renewal appointments
- Dedicated menopause advice in partnership with the Gender Network
- Annual flu inoculations
- Advice on reasonable adjustments for people with disabilities

**Health Promotions**

- Health promotion calendar with a range of planned health initiatives for the calendar year
- Employee assistance monthly newsletters to staff
- Wellbeing articles each month advertised in the Hot News
- Variety of health promotions such as Time to Talk Day, Macmillan coffee morning, no smoking day and alcohol awareness

**Mental Health and Wellbeing support**

- Trauma support through Critical Incident Stress Management
- Counselling referrals (both internal and external counsellors available)
- Referrals for trauma focused therapies
- Early intervention support via the OH medical team
- Referrals to the Firefighters Charity for mental health support
- Employee Assistance programme available 24/7, 365 days of the year to staff members and their immediate family
- Mental Health First Aid Training
- Family Liaison Officers
- Stress Risk Assessments
- Capability Process to support those absent from work
- Mindful Employer signatory

**Actions**

**Promote a holistic approach to health and wellbeing**

**By June 2027 the Service will:**

- Structure and develop a process for recording health data; to help with informing the Service about what health and wellbeing issues our people are facing. This will better inform our health and wellbeing promotions and identify any changes and/or new initiatives that the Service can embrace to improve staff health.
- Promote wellbeing information and resources to staff family members to increase their knowledge of the roles within the Service and the stressors faced within them as well as what physical, mental and spiritual support is available to employees and their family members.
- Review and action the recommendations contained within the NFCC research document 'Mapping the Health and Wellbeing across the Firefighting Career and Assessing the Current Demands'.
- Monitor sickness absence figures and continue to environmentally scan what we offer to keep our response relevant.
- Manage the capability process to ensure that employees understand their responsibility to attend work, but also to encourage them to seek help and guidance when they feel they are unable to do so.



# Promote a holistic approach to health and wellbeing

We all have a responsibility ensure that all those experiencing distress, anxiety and worry are heard and that our people are confident to speak to others to seek help over their own mental health and well-being as well as on behalf of their colleagues.

## What are you expected to do?

- Take time to connect with our colleagues to ensure that they are ok.
- We should create opportunities and spaces for others to speak up and express their concerns, worries and anxieties.
- We should all be supportive of diverse views and perspectives so long as those views are lawfully expressed and fall within our values.
- Everyone should be treated with respect at all times even when we are in disagreement.
- People should be encouraged to reach out to a line manager, mental health first aiders or colleague when they need support without the fear of stigma, embarrassment, or shame.
- All employees should take responsibility for their own health and wellbeing, attending work when they are expected to. If they are unable to do so, employees should work with the Service to find a way to returning them to work and to sustain and maintain good attendance which is vitally important for a person's wellbeing and sense of self.
- Everyone should actively encourage a supportive culture to help their colleagues who may need some added assistance on either a short or longer-term basis.

## The benefits for the Service and for us all

- We can all speak up with confidence knowing that we will be listened to if experiencing mental health or well-being issues.
- Everyone will know that they will be supported in difficult times with their mental health and well-being.
- We will create a work environment that is supportive and will allow people to thrive and flourish in workplace.
- We will have people in work in the right place and at the right time to ensure we provide a seamless provision of service to our communities.

## Physical Health and Wellbeing

- Physiotherapy provision
- Eye test vouchers for both Display Screen Equipment and safety glasses
- Personal Training Instructors for personal training support
- Gyms available at all locations
- Weight management programme
- Nutritionist appointments
- Phased hours or other duties to aid with rehabilitation or pre op support
- Specialist health screening Leave
- Referrals to the Firefighters Charity for physical rehabilitation

## Spiritual Health and Wellbeing

- Service Chaplain
- Counselling and advocacy support for all staff and family members
- MFRS (Merseyside Fire & Rescue Service,) Carol Service for staff

## Capability Management

- To monitor individual and organisational absence figures, looking at trends and the consistency of interventions
- To support line managers in the management of their long-term staff and those on other duties
- To support managers in the management of capability cases and to ensure consistency in the formal process.
- To work with managers and employees to identify reasonable adjustments for individuals.
- To have a fair and equitable approach towards those employees who are unable to work for the foreseeable future.



# Deliver sector leading organisational performance

Everyone benefits from working in a place where personal growth and development is encouraged and enabled. Everyone should be supported to be the best they can be, so they achieve their career ambitions whilst playing a full role in delivering the best possible service to our community by utilising their skills and knowledge in the most effective and productive ways.

To achieve sector leading organisational performance all colleagues need to understand what and how they are expected to achieve through their work and be supported and developed to perform most effectively.

Leaders in the Service will play a key role in establishing clear an ambitious performance and development goals for the organisation. Organisational learning is a vital part of this.

How we behave and treat each other is a litmus test for any organisation and its success. Moving forward there will be a relentless focus on improving workplace culture to ensure that it fully aligns with our Values which are foundational in determining how we work and interact with each other to create a professional, welcoming and high performing workplace.

The plan has drawn upon the expertise of our people, but it will be dynamic document open to innovation and new learning. The plan will also seize upon the opportunities providing by technical innovation and advances, particularly in the field of Artificial Intelligence and digital management systems.

The actions under this theme are fully informed by both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

## **HMICFRS inspection areas:**

- Managing performance and developing leaders
- Ensuring fairness and promoting diversity
- Promote the right values and culture
- Getting the right people with the right skills

## **National Fire Standard areas:**

- Leading and Developing People
- Leading the Service
- Core Code of Ethics
- Communication and Engagement
- Data Management

## Actions

### Deliver sector leading organisational performance

#### By June 2027 the Service will:

- Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.
- Support the development of departmental succession planning as part of the annual functional delivery plan process.
- Explore the options and scope for the use of artificial intelligence (AI) to improve the effectiveness and efficiency of HR and other organisational functions.
- Provide annual reports on the success of the range of mentoring and coaching opportunities currently available.
- Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns.
- Take action to deal with the impact of exposure to contaminants on the health of our FF's – introducing health monitoring measures.
- Introduce mechanisms to improve organisational learning across people focused areas of activity.
- Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling.

#### In each year of the plan the Service will continue to:

- Review the effectiveness of our Appraisal process driving forward individual and organisational development objectives.
- Expand the provision of the inhouse reverse mentoring provision to support the development of those in leadership roles.
- Further embed succession planning within our planning cycles to ensure skill and capabilities needs to deliver our ambition are met.
- Provide a range of mentoring and coaching opportunities for all staff to access.

## Deliver sector leading organisational performance

**We all have a responsibility ensure that all those experiencing distress, anxiety and worry are heard and that our people are confident to speak to others to seek help over their own mental health and well-being as well as on behalf of their colleagues.**

#### What are you expected to do?

- We must all take the time to consider and reflect on our performance and review the learning and training opportunities on offer as a basis for taking responsibility for our own development and support organisational performance.
- We must always be open to new ways of learning and different approaches that improve efficiency and effectiveness.
- We all have responsibility to familiarize ourselves with the policies and service instructions as required by our role and fully engage with training opportunities.
- We should engage positively and constructively with all performance reviews including appraisals.
- We must recognise good performance from our colleagues and ensure that this is acknowledged and noted.
- Performance feedback delivered positively is always a good thing and should be embraced, welcomed and acted upon.
- Constructive criticism should always be encouraged. There will always be opportunities for doing things better.

#### The benefits for the Service and for us all

- We will all be able to perform to our full potential and maximise our career opportunities
- We will be confident in our role and our decision making and find our work more fulfilling and stimulating.
- We will be part of an organisations that is successful in continually improving its performance and the services offered to the community.
- We will be recognised as a high performing organisation that will attract the best talent and provide the most job satisfaction.

# Embed equality, diversity & inclusion as part of a strong positive organisational culture

## Equality Diversity and Inclusion

Creating a diverse and inclusive workforce is key to success in creating a place where everyone's uniqueness is respected and celebrated. This plan builds upon recognising the organisational benefits that accrue from a diverse workforce (including diversity of thought) where everyone can feel comfortable and part of a team that values and acknowledges their contribution and value.

Building a diverse workforce means that we more fully reflect the communities we serve. This visibility is important as it builds community confidence in us as an organisation allowing us to more fully access all parts of the community in our work to keep people safe.

Creating a diverse workforce at all levels means we can utilise the skills and perspectives of all our people to improve our decision making and better meet the needs of a diverse community. As our diversity increases this will help us attract and retain more talent from different background and with different characteristics.

We must ensure that the principles of equality, diversity and inclusion are fully incorporated into all our ways of working. This in turn lead to a more professional, engaged and motivated workforce that is better able to serve our community. We expect all colleagues to show kindness and respect to each other.

We will continue to work to remove any barriers that could disadvantage people and/ groups that have different needs, whilst continuing to maintain organisational standards, to reward merit and to promote equality of opportunity for all.

We will continue to work to fulfil our duties under the Equality Act to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

We will work with local community and voluntary groups in support of embedding an inclusive culture and to support our learning and understanding of the communities we serve

## A strong positive culture

HMICFRS defines values as principles or standards of behaviour and culture as ideas, customs and behaviour. It also defines 'poor', 'unacceptable' and 'inappropriate' culture as those which have the potential to negatively affect others. These behaviours can include but are not limited to bullying, harassment and discrimination.

This People Plan will build upon the recommendations of the HMICFRS report on Values and Culture in fire and rescue services. The Service will implement all of these recommendations as a basis for improving culture and reduce the risks posed by poor, unacceptable and inappropriate culture both to the individual, the Service and our communities.

We can never be complacent about culture or assume that we are immune from problems, and we must go further to realise our ambitions to establish a strong positive culture built upon ensuring the psychological safety of all colleagues where all feel included, valued and able to speak freely. We are already responding to what we have heard and the recommendations of the HMICFRS and we will capture those responses in our cultural action plan whilst listening to the views of our own teams on our culture.

To support our ambition, we intend to introduce an independent Chair of our Culture and Inclusion Board.

The actions under this theme are fully informed by both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

### **HMICFRS inspection areas:**

- Promoting the right values and culture
- Ensuring fairness and promoting diversity

### **National Fire Standard areas:**

- Leading and Developing People
- Leading the Service
- Core Code of Ethics
- Communication and Engagement
- Data Management



## Actions

### Embed equality, diversity and inclusion as part of a strong positive organisational culture

#### By June 2027 the Service will:

- Provide and/or develop additional training covering aspects of EDI that strengthen our cultural competence.
- Create opportunities to increase diversity at senior management levels, exploring and removing any potential barriers, unlocking the power of diverse thinking.
- Conduct a review of our recruitment processes under the theme of 'inclusive recruitment' to determine the effectiveness and scope out the possibilities for improvement.
- Undertake an annual exercise to encourage all staff to provide their EDI data so the Service can better analyse any adverse impacts based upon protected characteristics.
- Review the arrangements for the Long Service Award scheme and consider further options for recognising good and outstanding performance.
- Introduce a cultural dashboard to monitor culture organisationally and as a basis to identifying and rectifying area of poor culture.
- Deliver a range of training and awareness raising initiatives for all staff including (lived experience insights) dealing with the impact of misogyny, racism, homophobia, disability discrimination and any other forms of discrimination.
- Adopt a new Cultural Action Plan to drive forward cultural change across the organisation.
- Secure the services of a well-respected Independent Chair to oversee the delivery of the Cultural Action Plan and Co-Chair the MFRS Culture and Inclusion Board.

#### In each year of the plan the Service will:

- Continue with the same levels of organisational support for our staff networks.
- Continue the roll out of ED&I training including essential ED&I Training for all new members of staff, Race Awareness Conversation Workshops and the development and delivery of further workshops looking other protected characteristics such as Gender, Disability and Sexual Orientation
- Continue to deliver an annual ED&I action plan and act upon the recommendations detailed in the plan.
- Continue our range of Positive Action initiatives to ensure that we can attract talent from under-represented groups.
- Continue to provide the Safecall facility to allow colleague to report of serious concerns and allegations on an anonymous basis
- Continue to address ED&I issues arising from the analyses of staff surveys and other sources of data.
- Continue to support an Attraction Team to ensure we encourage under-represented groups to apply for employment opportunities.
- Develop our cultural competence by making connections in our communities, engaging with groups representing diverse people and places and providing advice to staff on how to engage with confidence.



# Embed equality, diversity and inclusion as part of a strong positive organisational culture

**Together we are all responsible for making sure that all voices are heard that people understand that their talents are valued, and we always take account of everyone's needs.**

## What are you expected to do?

- We should always take the time to properly connect with each other.
- We should always take the time to ensure that everyone has their say and encourage and value diverse and different views.
- We should always treat everyone with dignity and respect even when we disagree with a viewpoint or a decision.
- We should always champion diversity and inclusion by encouraging and allowing everyone to contribute to the organisational conversation.

We should all provide our diversity data when requested to help the Service meet its diversity and inclusion goals.

We should always feel free to raise concerns on our own behalf or for others when that is appropriate.

## The benefits for the Service and for us all

- We can all speak up with confidence knowing we will be heard and supported.
- Everyone can bring their best and true selves to the workplace, and we can all benefit from being part of a diverse team.
- We will gain from all the benefits accrued from working with colleagues from a range of backgrounds and experiences.
- We will be able to provide an open and inclusive work environment where everyone will find a place and can do well regardless of their background.
- We will ensure that all our policies, processes and practices are delivered fairly and consistently.

# Measuring Delivery and Success

The actions captured under our five themes will help us continue to build on the excellent work already delivered under our People Strategy 2017-2020, and our People Plan 2021-2024.

To ensure we succeed we will monitor and measure the delivery of actions outlined in the plan. The People & Organisational Development team will take the lead, collaborating with individual action owners as necessary to deliver and embed changes. The plan is intended to be a dynamic and living document, and we will amend and adapt it if necessary subject to changing circumstances.

However, it's important that this plan is not simply seen as a document for People & Organisational Development. The People Plan is intended as a document that all colleagues can use to understand our people priorities and the final document is reflective of the comments received during our consultation with staff, representative bodies and staff networks.

Formal governance and monitoring of the People Plan will be carried out by the People Board with quarterly updates provided to members.

## 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:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

On our website we also provide a free speech, reading and translation service using ReciteMe to help people who require online reading support access our documents. This can be located on the front page, top right of our website by clicking the button called "Accessibility". Braille and large print versions are also available on request by emailing our Equality and Diversity team at:

[LeadershipandCulture@merseyfire.gov.uk](mailto:LeadershipandCulture@merseyfire.gov.uk)



# People Plan Action Plan

## Attract and retain the best people

Action	HMI Inspection Themes/ Areas
Explore all avenues for increasing the diversity of our workforce by building upon and strengthening existing positive action initiatives to ensure that we can attract a diverse range of talent across.	<ul style="list-style-type: none"> <li>• Getting the right people with the right skills.</li> <li>• Ensuring fairness and promoting diversity.</li> </ul>
Ensure the Service remains a career of choice for ALL staff by exploring options for improving reward packages and undertaking a review into our job evaluation process.	<ul style="list-style-type: none"> <li>• Ensuring fairness and promoting diversity.</li> <li>• Promoting the right values and culture</li> </ul>
Put in place new measures and arrangements to enhance the employee induction process and improve the early employment experience so the Service can be confident of building positive relationships with new starters.	<ul style="list-style-type: none"> <li>• Getting the right people with the right skills.</li> <li>• Ensuring fairness and promoting diversity.</li> <li>• Managing performance and developing leaders.</li> </ul>
Introduce and maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard staff and communities.	<ul style="list-style-type: none"> <li>• Getting the right people with the right skills.</li> <li>• Promoting the right values and culture.</li> </ul>
Deliver safer recruitment training for appropriate managers involved in recruitment to reduce the risk of individuals who may pose a safeguarding risk from securing employment with the Authority.	<ul style="list-style-type: none"> <li>• Getting the right people with the right skills.</li> <li>• Promoting the right values and culture.</li> </ul>
Introduce a new recruitment solution to modernise the candidate experience and improve effectiveness.	<ul style="list-style-type: none"> <li>• Getting the right people with the right skills.</li> <li>• Promoting the right values and culture.</li> </ul>

## Develop exceptional people and leaders

Action	HMI Inspection Themes/ Areas
Consider the benefits of direct entry to act as an alternate mechanism of recruiting into leadership positions in the organisation.	<ul style="list-style-type: none"> <li>• Getting the right people with the right skills.</li> </ul>
Introduce development pathways at all leadership levels for all roles improving knowledge and access to opportunities.	<ul style="list-style-type: none"> <li>• Managing performance and developing leaders.</li> <li>• Ensuring fairness and promoting diversity.</li> </ul>
Review appointment and promotion processes to ensure they remain accessible for all staff.	<ul style="list-style-type: none"> <li>• Ensuring fairness and promoting diversity.</li> <li>• Managing performance and developing leaders.</li> </ul>
Build on the strengths of the High Potential programme.	<ul style="list-style-type: none"> <li>• Managing performance and developing leaders.</li> <li>• Ensuring fairness and promoting diversity.</li> </ul>
Introduce Operational Competence Assessments.	<ul style="list-style-type: none"> <li>• Managing performance and developing leaders.</li> </ul>
Provide external quality assurance of current training provision from organisations such as United Kingdom Research Office, Skills for Fire.	<ul style="list-style-type: none"> <li>• Managing performance and developing leaders.</li> <li>• Ensuring fairness and promoting diversity.</li> </ul>

## Promote a holistic approach to Health & Wellbeing

Action	HMI Inspection Themes/ Areas
Structure and develop a process for recording health data; to help with informing the Service about what health and wellbeing issues our people are facing. This will better inform our health and wellbeing promotions and identify any changes and/or new initiatives that the Service can embrace to improve staff health.	<ul style="list-style-type: none"> <li>• Promoting the right values and culture.</li> <li>• Managing performance and developing leaders.</li> </ul>
Promote wellbeing information and resources to staff family members to increase their knowledge of the roles within the Service and the stressors faced within them as well as what physical, mental and spiritual support is available to employees and their family members.	<ul style="list-style-type: none"> <li>• Promoting the right values and culture.</li> <li>• Managing performance and developing leaders.</li> </ul>
Review and action the recommendations contained within the NFCC research document 'Mapping the Health and Wellbeing' across the Firefighting Career and Assessing the Current Demands'.	<ul style="list-style-type: none"> <li>• Promoting the right values and culture.</li> <li>• Managing performance and developing leaders.</li> </ul>
Monitor sickness absence figures and continue to environmentally scan what we offer to keep our response relevant.	<ul style="list-style-type: none"> <li>• Promoting the right values and culture.</li> <li>• Managing performance and developing leaders.</li> </ul>
Manage the capability process to ensure that employees understand their responsibility to attend work, but also to encourage them to seek help and guidance when they feel they are unable to do so.	<ul style="list-style-type: none"> <li>• Promoting the right values and culture.</li> <li>• Managing performance and developing leaders.</li> </ul>

## Deliver sector leading organisational performance

Action	HMI Inspection Themes/ Areas
Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.	<ul style="list-style-type: none"> <li>• Managing performance and developing leaders.</li> </ul>
Support the development of departmental succession planning as part of the annual functional delivery plan process.	<ul style="list-style-type: none"> <li>• Managing performance and developing leaders.</li> </ul>
Explore the options and scope for the utilization of artificial intelligence (AI) to improve the effectiveness and efficiency of HR and other organisational functions.	<ul style="list-style-type: none"> <li>• Managing performance and developing leaders.</li> </ul>
Provide annual reports on the success of the range of mentoring and coaching opportunities currently available.	<ul style="list-style-type: none"> <li>• Managing performance and developing leaders.</li> </ul>
Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns.	<ul style="list-style-type: none"> <li>• Managing performance and developing leaders.</li> <li>• Promoting the right values and culture.</li> <li>• Ensuring fairness and promoting diversity.</li> </ul>
Take action to deal with the impact of contaminants of the health of our FF's – introducing health monitoring measures	<ul style="list-style-type: none"> <li>• Promoting the right values and culture.</li> </ul>
Introduce mechanisms to improve organisational learning across people focussed areas of activity.	<ul style="list-style-type: none"> <li>• Managing performance and developing leaders.</li> </ul>
Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling.	<ul style="list-style-type: none"> <li>• Promoting the right values and culture.</li> <li>• Ensuring fairness and promoting diversity.</li> </ul>

## Embed equality, diversity and inclusion as part of a strong positive organisational culture

Action	HMI Inspection Themes/ Areas
Provide and/or develop additional training covering aspects of EDI that strengthen our cultural competence.	<ul style="list-style-type: none"> <li>• Ensuring fairness and promoting diversity.</li> <li>• Promoting the right values and culture.</li> </ul>
Create opportunities to increase diversity at senior management levels, exploring and removing any potential barriers, unlocking the power of diverse thinking.	<ul style="list-style-type: none"> <li>• Ensuring fairness and promoting diversity.</li> <li>• Promoting the right values and culture.</li> </ul>
Conduct a review of our recruitment processes under the theme of 'inclusive recruitment' to determine the effectiveness and scope out the possibilities for improvement.	<ul style="list-style-type: none"> <li>• Ensuring fairness and promoting diversity.</li> <li>• Promoting the right values and culture.</li> <li>• Getting the right people with the right skills</li> </ul>
Undertake an annual exercise to encourage all staff to provide their EDI data so the Service can better analyse any adverse impacts based upon protected characteristics.	<ul style="list-style-type: none"> <li>• Ensuring fairness and promoting diversity.</li> <li>• Promoting the right values and culture.</li> </ul>
Review the arrangements for the Long Service Award scheme and consider further options for recognising good and outstanding performance.	<ul style="list-style-type: none"> <li>• Ensuring fairness and promoting diversity.</li> <li>• Promoting the right values and culture.</li> </ul>

Action	HMI Inspection Themes/ Areas
Introduce a cultural dashboard to monitor culture organisationally and as a basis to identifying and rectifying area of poor culture.	<ul style="list-style-type: none"> <li>• Ensuring fairness and promoting diversity.</li> <li>• Promoting the right values and culture.</li> <li>• Managing performance and developing leaders.</li> </ul>
Deliver a range of training and awareness raising initiatives for all staff including (lived experience insights) dealing with the impact of misogyny, racism, homophobia, disability discrimination and any other forms of discrimination.	<ul style="list-style-type: none"> <li>• Ensuring fairness and promoting diversity.</li> <li>• Promoting the right values and culture.</li> <li>• Managing performance and developing leaders.</li> </ul>
Adopt a new Cultural Action Plan to drive forward cultural change across the organisation.	<ul style="list-style-type: none"> <li>• Ensuring fairness and promoting diversity.</li> <li>• Promoting the right values and culture.</li> <li>• Managing performance and developing leaders.</li> </ul>
Secure the services of a well-respected Independent Chair to oversee the delivery of the Cultural Action Plan and Co-Chair the MFRS Culture and Inclusion Board.	<ul style="list-style-type: none"> <li>• Ensuring fairness and promoting diversity.</li> <li>• Promoting the right values and culture.</li> <li>• Managing performance and developing leaders.</li> </ul>





**MERSEYSIDE  
FIRE & RESCUE  
SERVICE**

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>AUTHORITY</b>		
<b>DATE:</b>	<b>26 JUNE 2024</b>	<b>REPORT NO:</b>	<b>CFO/48/24</b>
<b>PRESENTING OFFICER</b>	<b>DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>MIKE REA</b>	<b>REPORT AUTHOR:</b>	<b>MIKE REA</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>MEDIUM TERM FINANCIAL PLAN 2024/25 - 2028/29</b>		
<b>APPENDICES:</b>	<b>APPENDIX A:</b>	<b>MEDIUM TERM FINANCIAL PLAN 2024/25 TO 2028/29</b>	

### **Purpose of Report**

1. To present Members with a summary version of the medium term revenue and capital financial plan.

### **Recommendation**

2. It is recommended that Members note the summary version of the Medium Term Financial Plan 2024/25 to 2028/29 (attached as appendix A).

### **Introduction and Background**

3. The Authority approved a five year medium term financial plan at the Budget Authority meeting on 29 February 2024 (report CFO/13/24). The approved Medium Term Financial Plan delivered a balanced budget for 2024/25 based on key budget assumptions around costs, in particular pay, prices, and pensions.
4. The Authority approved a budget of £74.191m for 2024/25 and set a precept increase of 2.98% and band D council Tax of £91.25, a £35.871m capital programme over the 5 year medium term financial plan and reserves of £13.611m.
5. The Medium Term Financial Plan (attached as appendix A) provides Members, employees and the public of Merseyside with a summary version of the Medium Term Financial Plan budget report (report CFO/13/24). This document will sit alongside the Community Risk Management Plan and the People Plan (subject to their approval).

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**Equality and Diversity Implications**

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6. The Medium Term Financial Plan makes provision for the necessary investment to ensure the Authority meets and exceeds its Equality and Diversity requirements in addition to work carried out by all staff and teams.

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**Staff Implications**

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7. The Medium Term Financial Plan underpins the Authority's ambition to be the best fire and rescue service in the country - our plan ensures that our people are afforded the relevant training, work equipment and personal protective equipment the job requires.

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**Legal Implications**

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8. The Authority must act in accordance with its powers and duties under the legislation, which includes setting a balanced budget and deciding the level of precept prior to 1<sup>st</sup> March 2024.

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**Financial Implications & Value for Money**

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9. There are no additional financial implications above those agreed by the Authority when members approved the budget on February 29<sup>th</sup> 2024.

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**Risk Management and Health & Safety Implications**

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10. The budget and capital investment programme make large-scale investments in staff Health and Safety.

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**Environmental Implications**

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11. There are no Environmental implications directly related to this report.

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**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.***

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12. The Medium Term Financial Plan considers how best to allocate resources and deliver a balanced budget aligned to the Authority's vision and purpose of the service and service priorities.

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**BACKGROUND PAPERS**

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**CFO/13/24** "MERSEYSIDE FIRE AND RESCUE AUTHORITY BUDGET AND FINANCIAL PLAN 2024/2025 – 2028/2029" Budget Authority 29<sup>th</sup> February 2024

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**GLOSSARY OF TERMS**

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<b>CAPITAL</b>	The capital budget covers the money the Authority spends on investing in buildings, infrastructure and expensive equipment with an asset life of more than one year.
<b>RESERVES</b>	Amounts set aside to meet future contingencies but whose use does not affect the Authority's net expenditure in a given year. Appropriations to and from reserves may not be made directly from the revenue account.
<b>REVENUE</b>	The revenue budget is the term used to describe the amount the Authority spends on its day-to-day running of services. This includes wages and salaries, property and transport running costs and payments to suppliers. In addition to the running costs of services, the Authority must fund the costs of borrowing money to pay for their capital assets.

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# Medium Term Financial Plan 2024/25 - 2028/29



**Merseyside Fire  
& Rescue Authority**



**MERSEYSIDE  
FIRE & RESCUE  
SERVICE**

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# Introduction/Background

The Authority had to set a balanced (fully funded) budget for 2024/2025 by 1st March 2024, which it did, when it approved the 2024/2025 – 2028/2029 Medium Term Financial Plan (MTFP) and Budget at the Authority meeting on 29th February 2024. The full report can be found on the Authority’s website, however this document outlines some of the key elements of the Budget. The gross 2024/2025 budget was £88.953m and after taking into account specific grants, fees, and charges, the **budget funding requirement** was £74.191m. Section 2 of this document outlines how the budget requirement is funded.

The MTFP indicated a financial challenge of £0.931m rising to £1.695m from 2025/2026 to 2028/2029, however as the level of uncertainty over costs and funding in these years was significant, particularly regarding the level of future Government support, the challenge was noted by the Authority at this point. Future Budget Authority meetings will consider any challenge beyond the current 2024/2025 financial year as the information becomes more certain.

## The Financial Plan:

The Authority has set a financial plan that allows investment in line with the Authority’s Vision and Purpose:

### Our Vision:

To be the best Fire and Rescue Service in the UK.

One team, putting its communities first.

### Purpose:

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



The Authority has secured significant re-investment back into the organisation in recent years, particularly in frontline response and protection services. In 2019/2020 – 2023/2024 the Authority reversed some of the cuts in Operational Response and Protection services. Introducing demand led duty systems and prudent financial management, the Authority has subsequently:

- Increased the firefighter numbers on Merseyside by an additional 22 posts, to 642,
- Increased the fire control operators from 32 to 35 including, new senior management and training officer posts,
- Increased the number of retained (on call) contract holders,
- Introduced new duty systems which avoided the proposed closure of Liverpool City and Wallasey fire stations overnight,
- Increased fire engine/appliance availability from 26 to 32,
- Introduced a new fire engineer post to work with partners ensuring the safety of residents in high-rise buildings,
- Introduced specialist teams to deal with all foreseeable risks,
- Increased investment in specialist appliances and other operational equipment,
- Approved a new Training and Development Academy and Hybrid Station with rescue capability,
- Increased the supervisory management provision through the creation of a further 20 new Crew Managers roles,
- Established several retained contracts to underpin the Hybrid/DCWTR Duty system (reflecting the IRMP 2021/2024 goal of having 32 fire engines available),
- Set aside a specific allocation of budget to deal with the risks posed by alternative fuels (Lithium Batteries) and the risks posed by contaminants to firefighters.

The 2024/2025 Budget continues to build on that foundation with further investment in the frontline being proposed, leading to;

- Increase fire engine/appliance availability from 32 to 34, enhancing the Authority's resilience and response to foreseeable risk (specialist response),
- Enhanced Mobilisation, making crews quicker to respond to emergencies through a pre-alert system, which will deliver additional functions within Fire Control that provide early notification of a potential incident,
- Learning Management System for the administration, automation and delivery of educational courses, training programs and the development of e-learning courses. Including a new Learning and Development Advisor role and a new E-learning Developer role,
- Increased investment in specialist clothing, training, and equipment,
- A designated Station Manager to focus on contaminants and the associated risk to firefighters,
- Investment in areas directly related to the achievement of the serious violence duty,
- A diverse and culturally competent workforce.

The investment the Authority has made in the service since 2019/20 has ensured Merseyside Fire and Rescue Service continues to deliver its vision to be the best fire and rescue service in the UK.



# Where the money comes from:

The budget requirement for 2024/2025 is funded by Government Grant and Council Tax. The Authority receives its funding from Central Government as part of the Local Government Financial Settlement, the “**Settlement Funding Assessment**”, (SFA). The SFA can be broken down into two parts;

- **Baseline** – estimated value of retained local business rates plus a **Top-Up grant**, and
- **Revenue Support Grant.**

The Government announced several measures to assist with the Country’s economic recovery and cost of living crisis. Up until April 2024, the Small Business Rates Multiplier (SBRM) and the Standard Multiplier have been linked. This has meant that either both increase or are both frozen. However, earlier this year, the government consulted on changes to the Business Rates, which included decoupling the SBRM increase from the standard rate increase. This meant that, from April 2024, the two rates could be set independently. The 2023 Autumn Statement announced that the SBRM would be frozen, while the Standard Multiplier is increasing by the Consumer Price Index (CPI) inflation index. This decoupling affects under-indexing compensation payments and Baseline Funding Levels and Tariffs/Top-ups.

This significantly impacted the 2024/2025 SFA, as the **Baseline** element of the SFA is directly linked to the business rates, and any freeze would impact the amount available to distribute to authorities. The Baseline element makes up approximately 57% of the Authority’s SFA. The Government acknowledged this and announced an increase in the business rates compensation grant of £0.619m. In addition, a revaluation of Business Rates increased the Baseline funding by £0.951m.

For 2024/2025 the income from Government Revenue Support funding is £38.326m.

## Council Tax

The Authority’s remaining income comes from council tax. The Authority issues a precept (based on the required total council tax to be collected) on the five districts of Merseyside.

The assumed Council Tax Base increase of 0.5% for 2025/2026 and future years; the actual increase in 2024/2025 was +0.5%, as detailed below:

District	2023/24 Council Tax Taxbase	2024/25 Council Tax Taxbase	Variance	
Knowsley	38,820.00	38,957.00	137.00	0.35%
Liverpool	114,506.34	114,955.25	448.91	0.39%
Sefton	85,663.60	86,458.90	795.30	0.93%
St. Helens	53,317.00	53,461.00	144.00	0.27%
Wirral	95,585.07	95,993.93	408.86	0.43%
Sub total	387,892.01	389,826.08	1,934.07	0.50%
2023/24 Band D Tax Level	88.61	88.61		
<b>Total Income £</b>	<b>34,371,111</b>	<b>34,542,489</b>	<b>171,378</b>	<b>0.50%</b>

This means that for each £1 of Council Tax, the income level will be higher than that generated in 2023/2024 by £1,934.07. **The result is that the income from the current level of Council Tax is anticipated to be higher by £0.171m.**

The Government announced that for 2024/2025, the maximum increase in Council Tax before holding a referendum was just under 3%. The MTFP assumed that the uplift in Precept will be 2.98% in 2024/25 and 2% each year after that. A 2.98% increase for 2024/2025 will see the Band D precept increase from £88.61 to £91.25. **The precept increase will raise an additional £1.029m in 2024/2025.**

# How the money is spent

Council Tax Increase			
District	Change in Band D Tax		
	0%	2.98%	Change
	£88.61	£91.25	£2.64
	£	£	£
Knowsley	3,451,980	3,554,826	102,846
Liverpool	10,186,185	10,489,667	303,482
Sefton	7,661,123	7,889,375	228,252
St. Helens	4,737,179	4,878,316	141,137
Wirral	8,506,022	8,759,446	253,424
	<b>34,542,489</b>	<b>35,571,630</b>	<b>1,029,141</b>

For 2024/2025 the **Band D Council Tax is £91.25, which equates to an increase of £2.64 or 5p per week on the 2023/2024 figure.** As most people in Merseyside will pay **Band A Council Tax of £60.83, the increase is £1.76 or 3p per week on the 2023/2024 figure.**

For 2024/2025 the estimated income from the precept (council tax) is £35.571m. There has also been an additional £0.294m from the collection fund surplus.

Summary of **Budget Requirement, £74.191m**, funding; **£000**

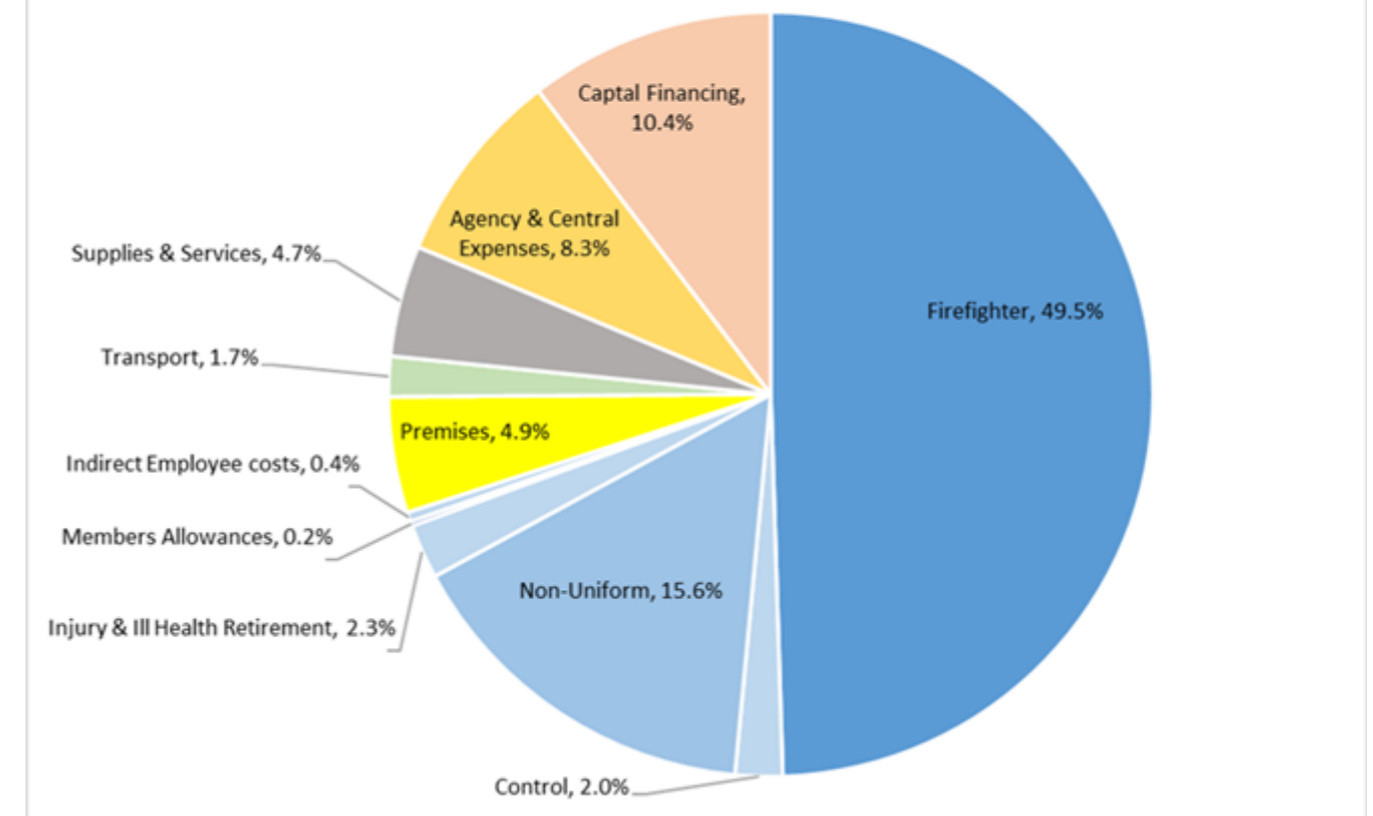
## Government Funding

Revenue Support Grant	-16,629
Baseline Funding (less local business rates adjustment)	<u>-21,697</u>
	-38,326

## Council Tax

2024/2025 Precept	-35,571
Collection Fund	<u>-294</u>
	<b><u>-74,191</u></b>

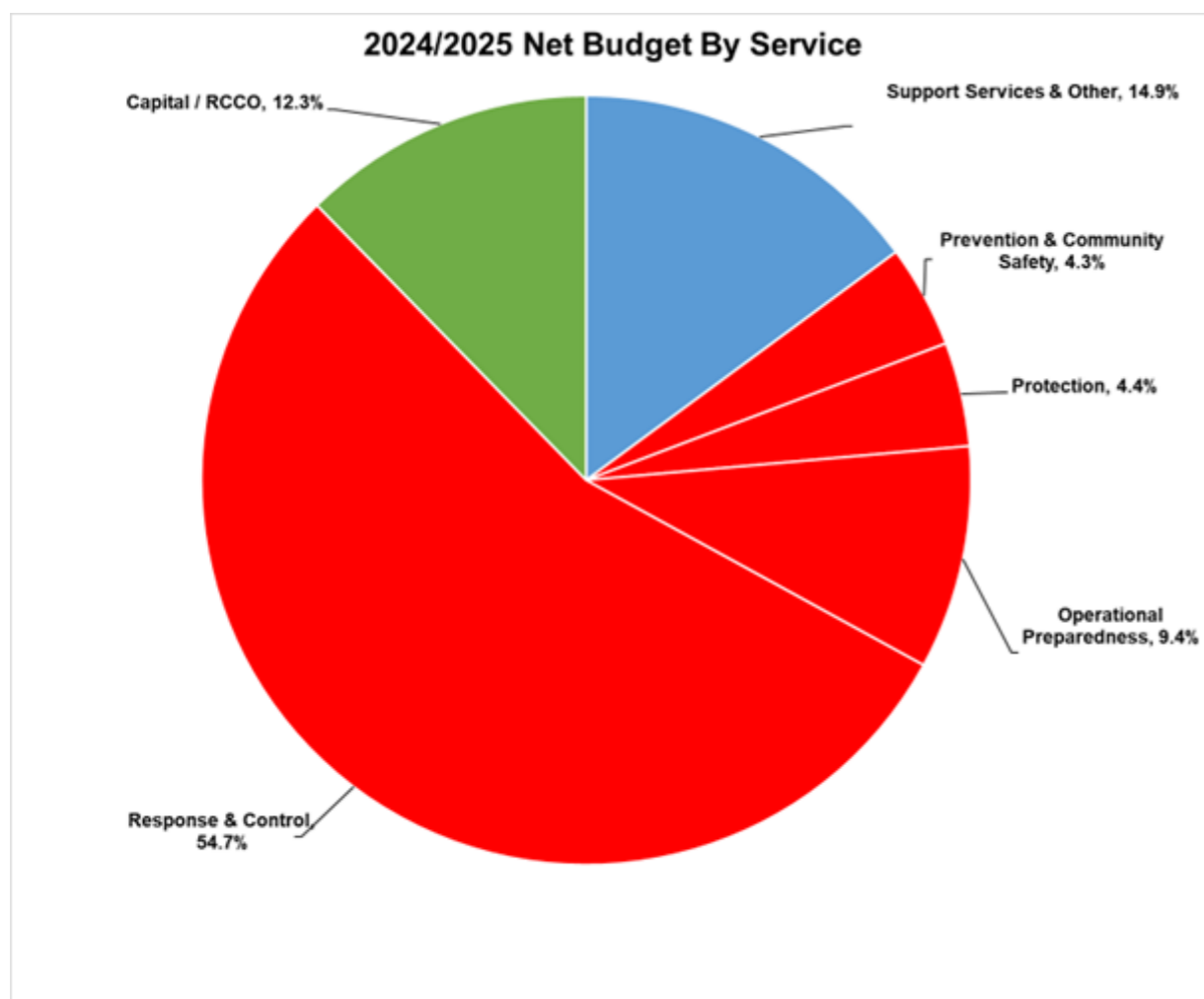
**Analysis of 2024/2025 Gross Revenue Budget (excl. National Resilience Spend)**



The pie chart above outlines that the majority of expenditure, 70%, goes on staffing related costs. In addition, 4.9% relates to Premises expenditure, 1.7% on Transport costs, 4.7% across Supplies and Services and 8.3% for Agency and Central expenses. The remaining 10.4% is on capital financing.

## Analysis of 2024/25 Net Revenue Budget

The Authority has an excellent track record of investing in line with its corporate priorities. The pie chart below outlines that most expenditure, 54.7%, goes on emergency and specialist response. In addition, 9.4% goes on Operational Preparedness and 8.7% on Protection, Prevention & Community Safety. Therefore 72.8% of expenditure is on the “front line” services. The 12.3% on capital costs relates mostly to previous investment in front line assets, fire stations, vehicles and equipment. The remaining 14.9% is on support and operational enabling services.



## Medium Term Financial Plan (MTFP) 2024/25 to 2028/29

If any organisation wants to be successful, its budget setting and MTFP must allocate resources to support its key strategic aims and priorities. This is a vital consideration when organisations face periods of severe financial challenges. The Authority has maintained a comprehensive rolling five-year MTFP and capital programme for many years.

The 2024/2025 – 2028/2029 full MTFP can be found on the Authority’s website: <https://www.merseyfire.gov.uk/about/fire-and-rescue-authority>

The MTFP is a rolling 5-year plan that includes not just the annual revenue budget and the details of how any required revenue savings/efficiencies are to be delivered, but it also includes all the necessary financial information in a single report to enable a comprehensive financial strategy to be considered and approved by the Authority. The MTFP:

- Includes a 5-year Capital Investment Programme and funding requirements that ensure the investment decisions are embedded within the 5-year Revenue Budget forecast,
- Ensures the MTFP takes into account the asks around the borrowing freedoms available under the Prudential Code and associated Prudential Indicators and the required Minimum Revenue Provision Policy (MRP),
- Outlines the proposed management of the Authority’s investments and cash flows, its banking, money market and capital market transactions (Treasury Management Strategy),
- Includes a Reserves Strategy that defines the level and purposes for which the Authority holds reserves and the planned use of these reserves.



- Considers any financial challenge over the MTFP period, the allocation of resources in line with the Authority's priorities, and options for balancing the financial plan.
- The robustness of the estimates made to determine its Budget Requirement for the forthcoming year, and:
- The legal requirement for the Authority to set a balanced budget and decide its level of precept before 1st March 2024, based on the budget requirement and council tax base.

It is essential to understand the key elements of the MTFP / financial strategy before reviewing the approved efficiency savings within the MTFP.

The MTFP forecasts the revenue position for the new budget year to allow the Authority to approve a legal balanced budget, but it also produces a revenue forecast for a further four years. The five-year revenue forecast enables effective Service planning by producing a comprehensive financial strategy.

The current MTFP has been updated for the 2024/2025 government funding settlement and the Merseyside local authorities' 2024/2025 Council Tax Base, Collection Fund, and Business Rate forecasts. All known pay and price inflation increases have been built into the MTFP, and a review of the key assumptions around future funding and cost pressures has been reviewed.

Significant uncertainty exists over the 5-year forecast, as several key assumptions must be made for unknown future costs and funding.

## Pay

The 2023/2024 MTFP assumed pay awards of 5%, in light of inflation rates, and assumed future pay awards assumptions would remain at 2.5%. In 2023/2024, firefighters' received a 5% increase, and the non-firefighter staff received £1,925 or 3.88% (whichever was the greater). The non-firefighter pay award was £0.140m above the 5% budgeted increase. The proposed MTFP has included a permanent provision to cover the 2023/2024 non-firefighter pay award.

Inflation remains above the Bank of England target of 2%, but there are forecasts that this will be met by the summer of 2024. Members on strategy day agreed to increase the 2024/2025 pay award assumption from 2.5% to 3% in light of the current inflation forecast but keep future pay award assumptions at 2.5%. A 3% assumption for 2024/2025 pay awards requires an increase in the pay provision within the current MTFP of £0.285m in a full year.

## Prices

The current MTFP included a provision for general price and energy increases of 5% based on inflation forecasts in January 2023. The government expected the CPI inflation to fall slowly in the early part of 2023/2024 but then, towards the end of the financial year, drop to 4% - 5% and be closer to 2% in 2024/2025. Twelve-month CPI inflation fell to 4.0% in December 2023, reflecting lower fuel, core goods and services price inflation. Although still elevated, wage growth has eased across a number of measures and is projected to decline further in the coming year. CPI inflation is projected to fall towards the 2% target in 2024, the Bank of England Monetary Policy Committee's latest most likely, or modal, projection conditioned on the lower market-implied path for Bank Rate, CPI inflation is going to around 2¾% by the end of this year.

## Pensions

### The Firefighter Pension Scheme(s) - Reduction in Government discount rate & Firefighter Pension Scheme Actuarial reviews from 2016 and 2020:-

In March 2016, the then Chancellor announced in the Government's 2016 Budget statement a reduction in the discount rate to be used in valuations of unfunded public service pension schemes with effect from 2019/2020. A reduction in the discount rate increases the cost of future benefits and, therefore, increases the total contribution required from employers. This was implemented simultaneously with the 2016 firefighter pension scheme valuation.

The impact on the Firefighter Pension Scheme to MFRA was an overall increase in the employer cost of over £3.210m. To contribute to the increase, the Home Office announced a fixed grant of £3.025m from 2019/2020. The grant distribution has remained the same since 2019/2020, and the Home Office rolled the £3.025m grant into the Revenue Support Grant in 2024/2025.

Following the 2020 Firefighter Pension Scheme actuarial review, the Home Office has announced that there will be a further 2024/2025 Fire Pension Grant to cover the increase in employer contribution rates from 28.8% to 37.6%. The impact on the Firefighter Pension Scheme to MFRA was an overall increase in the employer cost of over £2.300m. The Home Office announced a fixed grant of £2.183m (calculation is based on a four-year average) for 2024/2025 to cover the increase. The Authority understands that the additional pension grant (as well as other specific grants for fire and rescue services) will be allocated on a one-year basis with future years subject to the Spending Review in the usual way. The current MTFP plan assumed a £1.020m increase in the employer rate in 2025/26 and future years; this has been increased to £1.109m in the proposed MTFP.

The Home Office also confirmed that HM Treasury has agreed to provide a one-off grant for 2024/2025 to contribute towards the administration costs of implementing the pension remedy. The Authority will receive £0.153m

## Future LGPS Employer Rate

The 2020 actuarial review increased the current employer rate from 17.5% to 17.9% from April 2023. However, the review also identified that the fund has a surplus of past service costs that will be repaid to the Authority. The net impact has resulted in an annual saving of £0.200m from 2023/2024 onwards. The current MTFP had assumed this saving, so no changes are required to be made to the MTFP for 2024/2025 to 2028/2029.

## Services Grant

The Government announced a new un-ringfenced "one-off" Services Grant for 2022/2023. The Government stated that this latest grant was a one-off, but the intention was to work closely with local government on how to best distribute this funding from 2023/2024 onwards. The Authority received a Services Grant of £0.814m in 2023/2024 and assumed this would continue in future years in the MTFP. In 2024/2025, the Authority received a Service Grant of £0.141m, a reduction of £0.673m. The proposed MTFP assumes a Services Grant of £0.141m in future years.





# 2024/2025 - 2028/2029 MTFP Revenue Plan - Table

Considering all the information, the MTFP table below summarises the 2024/2025 – 2028/2029 revenue forecast.

	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000
<b>FORECAST NET SPEND IN 2023/24 MTFP</b>	<b>70,645</b>	<b>72,140</b>	<b>73,270</b>	<b>74,870</b>	<b>74,870</b>
<b>2024/25 MTFP Issues to build in future MTFP:</b>					
Impact of 2023/24 Green Book Pay Award (£1,925 or 3.88%)	140	140	140	140	140
Assume 3% Pay Awards in 2024/25 (Increase of 0.5%)	240	285	285	285	285
Annual Pension Grant (Following 2016 Actuarial Review) consolidated into Revenue Support Grant	3,025	3,025	3,025	3,025	3,025
Firefighter Pension Scheme Increase (Following 2020 Actuarial Review) 28.8% to 37.6%	1,280	1,280	1,280	1,280	1,280
Impact of Higher Prices - Inflation	464	464	464	464	464
2028/29 Inflation Provision					1,558
2028/29 MRP/Interest - Additional year and Inflationary Impact on cost of Capital Goods					400
Utilities PFI Stations	220	220	220	220	220
Services Contract - Increase in Living Wage	110	110	110	110	110
Unavoidable Growth	474	448	528	528	528
Learning Management System	42	42	42	42	42
Enhanced Mobilisation	22	22	22	22	22
External Audit Increase	55	55	55	55	55
Contribution to Capital Reserve to fund Capital Programme and additional Inflationary Pressures	974				
Additional Income from Investments	-128	-128	-128	-128	-128
Efficiency Target (Procurement, Interest Payments, Inflation, other)	-332	-332	-332	-332	-332
Reduction in Services Grant (2024/25 £814k - £141k)	673	673	673	673	673
Increase in Bus Rates Multiplier s31 compensation grant	-619	-619	-619	-619	-619
Funding Guarantee Minimum 4% core spending power increase - 2024/25 only	-758				
Annual Pension Grant (Following 2020 Actuarial Review) 28.8% to 37.6% (Confirmed for 2024/25, assume £1.191m from 2025-26)	-2,183	-1,191	-1,191	-1,191	-1,191
Pension Admin Grant (Share of £6m) 2024/25 only	-153	0	0	0	0
<b>TOTAL</b>	<b>3,546</b>	<b>4,495</b>	<b>4,575</b>	<b>4,575</b>	<b>6,533</b>
<b>FORECAST NET SPEND IN PROPOSED MTFP</b>	<b>74,191</b>	<b>76,635</b>	<b>77,845</b>	<b>79,445</b>	<b>81,403</b>
<b>FORECAST FUNDING IN CURRENT MTFP</b>					
<b>Government Funding- Settlement Funding Assessment</b>					
Top Up Grant	-17,203				
Estimate of Local Business Rate Share	-4,638				
Baseline Funding Level	-21,841				
Baseline Funding assume 2% p.a. increase for 2025/26 then 1% from 2026/27		-22,278	-22,501	-22,726	-22,953
Revenue Support Grant	-16,629				
Revenue Support Grant assume 2% p.a. increase for 2025/26 then 1% p.a. from 2026/27		-16,962	-17,132	-17,303	-17,476
Settlement Funding Assessment	-38,470	-39,240	-39,633	-40,029	-40,429
<b>Assumed Government Funding - Settlement Funding Assessment</b>	<b>-38,470</b>	<b>-39,240</b>	<b>-39,633</b>	<b>-40,029</b>	<b>-40,429</b>
<b>Adjustment forecast Business Rates yield based on NNDRI returns</b>					
Adjust for Local Business Rate income forecast from Districts	144	0	0	0	0
Collection Fund (surplus)/deficit	-358				
Adjustment to Local Business Rates income forecast	-214	0	0	0	0
<b>Council Tax</b>					
Base Precept Income	-34,371	-35,571	-36,464	-37,379	-38,317
Council Tax Base increase of 0.5% in 2024/25 then 0.5% p.a.	-171	-178	-182	-187	-192
Precept Increase of 2.98% in 2024/25, then 2% p.a.	-1,029	-715	-733	-751	-770
Council Tax Collection Fund (surplus)/deficit	64				
<b>Forecast Council Tax Income</b>	<b>-35,507</b>	<b>-36,464</b>	<b>-37,379</b>	<b>-38,317</b>	<b>-39,279</b>
<b>TOTAL FUNDING</b>	<b>-74,191</b>	<b>-75,704</b>	<b>-77,012</b>	<b>-78,346</b>	<b>-79,708</b>
<b>Forecast (Surplus) / Deficit</b>	<b>0</b>	<b>931</b>	<b>832</b>	<b>1,099</b>	<b>1,695</b>

The updated MTFP results in a balanced financial position for 2024/2025. This is subject to the key assumptions, particularly around the 2024/2025 annual pay increases (3% for all staff), remaining robust.

The MTFP indicates a potential financial challenge in future years, currently forecast to be £0.931m in 2025/26 rising to £1.695m by 2028/29. Whilst the MTFP is forecasting a deficit from 2025/2026 onwards, uncertainty over government funding, potential changes to the funding mechanism, and future pay awards means substantial uncertainty exists over these forecasts. The Authority noted the forecast financial challenge at this time, and also noted that the Authority has access to a range of mitigating strategies that could be deployed to close the funding gap without the need for service reductions.

## Reserves

The Authority maintains a level of reserves set aside to manage unmitigated financial risks. Please see the table below for balances:

Reserve	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
General reserve	3.0	3.0	3.0	3.0	3.0
Smoothing reserve	1.4	1.4	1.4	1.4	1.4
Inflation reserve	1.2	1.2	1.2	1.2	1.2
<b>Total reserves available to manage general financial risk</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>

Available balances are sufficient to cover the projected MTFP deficit should the Authority not succeed in closing the gap by other means, in future years.



## Capital Programme

Re-phase/delay the capital programme and look at ways to reduce the revenue cost of borrowing. Extending the life of property, vehicles, and equipment, would allow for the annual revenue contribution to capital to be reduced by £0.250m.

### Non-pay budget inflation

The Authority could cash limit the non pay budget (excluding unavoidable increases), saving £0.286m from the inflation provision.

### Non-pay budget

The Authority could assess the Authority's non pay budgets and look at reducing these between 5 – 10%. This could generate a saving of between of £0.430m and £0.860m.

SLT will explore these strategies, carryout some scenario planning and agree strategic priorities during the 2024/25 financial year.

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## Capital Investment Programme

Each financial year the Authority produces a capital programme to manage major schemes. Owing to the nature of capital expenditure, a large number of schemes span more than one financial year, so the programme is a rolling programme covering five financial years. The Authority's five-year capital investment programme 2024/2025 to 2028/2029 totals £35.871m. The programme includes:

- Spending on fire appliances and operational equipment
- Investment in refurbishment and maintenance of Fire Stations and other buildings
- Investment in Information Technology (IT)

Capital Programme 2024/25 to 2028/29						
Capital Expenditure	Total Cost £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Buildings & Land	10,774,500	5,300,600	1,594,600	2,332,500	813,300	733,500
Fire Safety	3,175,000	635,000	635,000	635,000	635,000	635,000
ICT	5,350,280	1,102,660	1,477,160	1,477,160	680,900	951,900
NRAT Resilience Assets	0	0	0	0	0	0
Operational Equipment & Hydrants	6,745,700	1,297,200	828,500	2,525,000	843,000	1,252,000
Vehicles	9,825,650	2,622,850	3,414,000	200,000	2,928,800	660,000
<b>Expenditure</b>	<b>35,871,130</b>	<b>10,958,310</b>	<b>7,949,260</b>	<b>6,830,160</b>	<b>5,901,000</b>	<b>4,232,400</b>
Financing Available	Total £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Capital Receipts	4,365,000	4,365,000	0	0	0	0
RCCO	1,875,000	375,000	375,000	375,000	375,000	375,000
Total Non Borrowing	6,240,000	4,740,000	375,000	375,000	375,000	375,000
Unsupported Borrowing	29,631,130	6,218,310	7,574,260	6,455,160	5,526,000	3,857,400
<b>Total Funding</b>	<b>35,871,130</b>	<b>10,958,310</b>	<b>7,949,260</b>	<b>6,830,160</b>	<b>5,901,000</b>	<b>4,232,400</b>

Most of the capital programme is funded by borrowing, £29.631m, and is in line with the Authority's approved prudential borrowing limits and treasury management strategy. The balance is funded by specific funding; capital receipts £4.365m and revenue contributions of £1.875m.

## **Buildings & Land- Building investment strategy (£10.774m)**

The estate comprises 22 fire stations, a Training and Development Academy (TDA), a Service Headquarters including Fire and Rescue Control, a Marine Rescue Unit, and the Engineering Centre.

The capital programme reflects the funding required to replace, maintain and enhance the current estate stock and, when possible, seeks to attract external funding or specific contributions (capital grants, capital receipts, capital reserves) to reduce the level of borrowing required. The Estates Team maintain and revise a 5-year property asset management plan supported by a 10-year property strategy. The proposed capital programme is consistent with the priority areas contained within the plan.

The programme includes the final payment of the new Training and Development Academy and fire station of £2.129m. The scheme commenced in 2022/23 with a phased build programme over 2022 – 2024, and the planned opening is in April 2024.

Major refurbishment works of £4.977m at fire stations and other property works are planned over the programme period, including major refurbishments of the Bromborough, Kirkby and Wallasey fire stations.

General station upgrade work, £1.184m, is planned over the programme period, including investment in station roofs, disabled access, appliance floor repairs and sanitary accommodation refurbishments.

The balance, £2.484m, relates to other property work on schemes such as energy conservation and furniture replacement.

## **Fire Safety (Community Risk Management) - (£3.175m)**

Smoke alarms and sprinkler systems are being classed as capital expenditure per Government guidance. This follows the awarding of historic capital grants by the (then) Office of the Deputy Prime Minister towards the purchase cost of such items in financial years 2004/05 through to 2007/08. The current policy is to capitalise the installation costs of smoke alarms, estimated at £1.875m over the period. However, this expenditure is not funded through borrowing but financed in the year by a revenue contribution to capital. The Capital Programme includes £1.300m for smoke alarms and deaf alarms.

## **ICT Investing in line with ICT Strategy (£5.350m)**

In line with the increasing use of technology to improve the service, there is a significant investment in ICT within the programme. The most significant investments are;

- Planned replacement of PCs, servers, operational equipment and network £0.984m,
- Software licenses £1.950m,
- ICT Servers & Network replacement £1.057m
- Operational ICT Equipment £0.650m,
- Other applications and ICT schemes £0.709m.



## Operational equipment and hydrants (£6.746m)

Provision is also made to ensure that a modern fire and rescue service can be delivered and firefighters kept safe; in particular, provision is made for investment in specialist rescue equipment and new breathing apparatus such as -

- Hydraulic rescue equipment £1.260m
- BA and communication equipment £2.100m
- Improvements to Fleet £0.350m
- Search and Rescue equipment £0.290m
- Thermal Imaging Cameras £0.191m
- Gas detection Equipment £0.124m
- Water Rescue Equipment £0.158m
- CCTV Equipment £0.203m
- Electrical Equipment £0.111m
- Emerging Technologies £0.250m
- Other Specialist Equipment £0.991m
- Installation of new or replacement hydrants per our water strategy, £0.185m

## Vehicle replacement strategy (£9.826m)

The vehicle asset management plan has identified the vehicle needs of the Authority and the required replacement and procurement strategy. The proposed capital programme reflects the ask within the asset management plan: -

- Fire Appliances;

The Authority has developed an appliance replacement strategy based on the economic life of an appliance. Each appliance has an estimated service life of 10 years on the front line, followed by 2 years as a reserve appliance. The plan provides for 13 new appliances (including an electric fire appliance).

- Specialist Vehicles;

There is a need to make provision for the purchase of specialist vehicles to support the wider range of roles for the fire and rescue service, including:

- Incident Command Unit (ICU)
- Prime Movers (4)
- POD Long Term capability management (1)
- Telehandler (1)
- BA Support Pod (1)
- Crane Lorry (1)
- Wildfire Appliance (2)
- Curtain sided truck (1)
- Ancillary Vehicles;

Provision is included for the phased renewal of the ancillary vehicle fleet.

- Marine Rescue Boats
- Workshop Equipment





## Funding

A mixture of specific funding sources and borrowing will fund the proposed capital spend.

## Capital receipts

Capital receipts are usually the proceeds from the sale of assets. Any such receipts can be applied to reduce an Authority's outstanding debt or reinvest in the capital infrastructure. The Authority has (when available) used capital receipts as a source of funding for new capital investment with little, if any, being used for debt repayment – unless regulations require a proportion of the receipts to be explicitly used to repay debt.

The proposed capital programme anticipates capital receipts from a number of site disposals totalling £4.365m. It assumes this income will be used to reinvest in the capital infrastructure and support the capital programme. It should be noted that the anticipated capital receipt values are based on the best estimates at a point in time.

## Revenue Contribution to Capital Outlay (RCCO)

Capital spending can be funded by a contribution from the approved revenue budget. The proposed capital programme includes an annual RCCO of £0.375m, which comes from the “freed-up” employee budget following the capitalisation of smoke alarm installation costs (salary costs).

## Borrowing

Under the Prudential capital system, local authorities can now determine their borrowing level. However, the Government has retained reserve powers to limit an Authority's borrowing if the Government believes an Authority's proposals to be “unaffordable” or in times of national public spending constraint. After considering any specific funding, the proposed capital programme requires prudential “unsupported” borrowing of £29.631m. The revenue budget and MTFP include adequate provision for this debt's future revenue servicing cost.

When the Authority borrows money, it has to factor the debt repayment and interest costs into its financial plans. The minimum revenue provision (MRP) methodology calculates how much debt repayment is required each year. Following the new Capital Regulations announced in 2008, the Authority must approve an MRP Statement each year that sets out the policy on MRP.



# Reserves and Balances

The Authority has prudently planned to meet its financial challenges over the medium term. The plan the Authority proposes is based upon the key assumptions around changes to grant, pay, tax and pension costs. To protect and safeguard the Authority from unforeseen changes in circumstances, demands or assumptions made in setting the budget the Authority has an established general fund and specific earmarked reserves. The Authority's forecasted reserves as at 31st March 2024 are £12.580m.

## General revenue reserve £3m (approximately 4% of revenue budget)

When the Authority borrows money, it has to factor the debt repayment and interest costs into its financial plans. The minimum revenue provision (MRP) methodology calculates how much debt repayment is required each year. Following the new Capital Regulations announced in 2008, the Authority must approve an MRP Statement each year that sets out the policy on MRP.

## Committed (earmarked) reserves

The Authority has created these reserves for specific purposes and involves funds being set aside to meet known or predicted future liabilities or risks. The Director of Finance and Procurement has carried out a review of current reserves based on the latest financial review and known planned future use of the Authority's forecast reserves. The proposed reserves for 2024/2025 and future years are outlined in the table.

Committed Reserves														
	Balance C/fwd From 2023/24		Revised Balance C/fwd from 2023/24	Estimated 2024/25 Use	Estimated 2025/26 Use	Estimated 2026/27 Use	Estimated 2027/28 Use	Estimated 2028/29 Use	Estimated 2029/30 Use	Estimated 2030/31 Use	Estimated 2031/32 Use	Estimated 2032/33 Use	Estimated 2033/34 Use	Held to Cover Risk
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Emergency Related Reserves</b>														
Bellwin / Emergency Planning Res	222		222											222
Insurance Reserve	534		534											534
<b>Modernisation Challenge</b>														
Smoothing Reserve	1,400		1,400											1,400
Retrospective Holiday Pay	530		530	-530										0
Pensions Reserve	300		300		-200	-100								0
Recruitment Reserve	1,814		1,814		-314	-300	-300	-300	-300	-300				0
Collection Fund Reserve	100		100											100
<b>Capital Investment Reserve</b>														
Capital Investment Reserve	1,167	974	2,141		-1,100	-1,041								0
PFI Annuity Reserve	1,304		1,304	-69	-80	-90	-100	-110	-120	-130	-140	-150	-160	155
<b>Specific Projects</b>														
Community Sponsorship Reserve	55		55		-55									0
Equipment Reserve	217		217		-217									0
Training Reserve	80		80		-80									0
Health and Wellbeing Reserve	30		30		-30									0
Inflation Reserve	1,200		1,200											1,200
Clothing	90		90		-90									0
<b>Ringfenced Reserves</b>														
Community Risk Management Res	221		221		-121	-100								0
Energy Reserve	258	57	315			-105	-105	-105						0
New Dimensions Reserve	58		58		-58									0
Forecast Use of Reserves in the year	9,580	1,031	10,611	-599	-2,345	-1,736	-505	-515	-420	-430	-140	-150	-160	3,611
Total Earmarked Reserves Bal C/fwd	9,580	1,031	10,611	-599	-2,345	-1,736	-505	-515	-420	-430	-140	-150	-160	3,611
General Revenue Reserve	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Reserves</b>	<b>12,580</b>	<b>0</b>	<b>13,611</b>	<b>2,401</b>	<b>655</b>	<b>1,264</b>	<b>2,495</b>	<b>2,485</b>	<b>2,580</b>	<b>2,570</b>	<b>2,860</b>	<b>2,850</b>	<b>2,840</b>	<b>6,611</b>

**Reserves and balances can only be used to finance one-off expenditure. They are not able to fund ongoing revenue expenditure. This is underlined by the Auditor's 'Golden Rule' - that "one-off" revenue reserves should not be used to support 'ongoing' revenue expenditure.**



# Summary

The MTFP prioritises the allocation of resources for the delivery of the Leadership Vision and Purpose, and the achievement of the Service and Functional Plan objectives. The Authority receives quarterly reports on the performance against these key targets during the year. The Service Plan and progress reports are available on the Authority's website.

<https://www.merseyfire.gov.uk/about/fire-and-rescue-authority/>

The Authority also receives quarterly financial review reports to update it on the progress of the MTFP and any variations to the approved plan or deviation from the key assumptions. If needed, the financial review report recommends options for corrective action to keep the Budget and MTFP balanced. The report would also include updates on delivering approved efficiency savings.

## 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:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

On our website we also provide a free speech, reading and translation service using ReciteMe to help people who require online reading support access our documents. This can be located on the front page, top right of our website by clicking the button called "Accessibility". Braille and large print versions are also available on request by emailing our Equality and Diversity team at:

[LeadershipandCulture@merseyfire.gov.uk](mailto:LeadershipandCulture@merseyfire.gov.uk)





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<b>MERSEYSIDE FIRE &amp; RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>AUTHORITY</b>		
<b>DATE:</b>	<b>26 JUNE 2024</b>	<b>REPORT NO:</b>	<b>CFO/46/24</b>
<b>PRESENTING OFFICER</b>	<b>MONITORING OFFICER, RIA GROVES</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>RIA GROVES</b>	<b>REPORT AUTHOR:</b>	<b>RIA GROVES</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>ASSOCIATE MEMBERSHIP OF THE LIVERPOOL CITY REGION COMBINED AUTHORITY</b>		
<b>APPENDICES:</b>	<b>NONE</b>		

### Purpose of Report

1. To inform Members of the invitation to become an Associate Member of the Liverpool City Region Combined Authority.

### Recommendation

2. It is recommended that Members approve the invitation to become an Associate Member of the Liverpool City Region Combined Authority.

### Introduction and Background

3. The Liverpool City Region Combined Authority (LCRCA) approved an amendment to its constitution on the 15<sup>th</sup> March 2024 which extended the circumstances in which organisations can become associate members of the LCRCA.
4. Subsequently, the LCRCA wrote to Merseyside Fire and Rescue Authority ('the Authority') inviting it to become an Associate Member of the LCRCA.
5. As the Authority is not designated as a member of the LCRCA under the relevant legislation the Authority would have no voting rights as an associate member.
6. The proposal will allow the Authority to provide valuable input into regional strategic decisions with the LCRCA.
7. It will also allow both organisations to promote, wherever feasible, joint strategic working and better and more integrated public services including, but not limited to, the functions of transport, economic development and regeneration for the benefit of the LCRCA, the area the Authority serves and the area of the North West region as a whole.

8. Subject to Members approval, a Memorandum of Understanding (“MOU”) would be agreed setting out the understanding of the LCRCA and the Authority and the principles which underlie the proposal for joint strategic working. It is intended to foster genuine and mutually beneficial co-operation.

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### **Equality and Diversity Implications**

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9. There are no implications directly arising from this report.

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### **Staff Implications**

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10. There will be a requirement for a Member to be the designated representative on behalf of the Authority at any meetings attended.

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### **Legal Implications**

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11. Associate membership is an informal arrangement underpinned by an MOU. The MOU does not create any legal relationship between the two organisations and either party on providing one month’s written notice to the other party may withdraw from this informal arrangement whereupon the associate membership will cease.

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

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12. There is no fee payable for becoming an associate member. Any costs proposed to be incurred as a result of joint strategic working or any other reason will be subject to separate agreement.

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### **Risk Management and Health & Implications**

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13. There are no implications arising directly from this report.

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### **Environmental Implications**

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14. There no implications arising directly from this report.

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**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.*

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15. The engagement with other public bodies ensures the Authority can continue to reach all aspects of its community and can be fully informed of strategic plans within the region to understand how this may impact the Authority, its staff and the community.

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**BACKGROUND PAPERS**

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**NONE**

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**GLOSSARY OF TERMS**

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**LCRCA**      **Liverpool City Region Combined Authority**

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