

To: All Members of the Authority



The Protocol and Procedure for visitors attending meetings of Merseyside Fire and Rescue Authority can be found by clicking [here](#) or on the Authority's website: <http://www.merseyfire.gov.uk> - About Us > Fire Authority.

J. Henshaw
LLB (Hons)
Clerk to the Authority

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref:

Our ref HP/NP

Date: 24 September 2014

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on **THURSDAY, 2ND OCTOBER, 2014** in the at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

Clerk to the Authority

Encl.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

AUTHORITY

2 OCTOBER 2014

AGENDA

1. Preliminary Matters

The Authority is requested to consider the identification of:

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

2. Minutes of the Previous Meeting (Pages 7 - 10)

The Minutes of the previous meeting of the Authority, held on 24th July 2014, are submitted for approval as a correct record and signature by the Chair.

3. Minutes of the Additional Urgent Meeting (Pages 11 - 12)

The Minutes of the Additional Urgent meeting of the Authority, held on 1st August 2014, are submitted for approval as a correct record and for signature by the Chair.

**4. Change of Appointment to The Authority (Pages 13 - 16)
(CFO/100/14)**

To consider Report CFO/100/14 of the Clerk to the Authority, concerning the change of appointment by Knowsley Borough Council to Merseyside Fire & Rescue Authority, with effect from 1st October 2014.

**5. OPERATION SABRE – AID TO ROMANIA 2014 (Pages 17 - 18)
(CFO/099/14)**

To consider Report CFO/099/14 of the Deputy Chief Fire Officer, concerning the Fire Aid provided by the Authority to Romania, via Operation Sabre.

A Presentation support of this report will be delivered as a “Learning

Lunch” for Members, prior to this meeting.

6. **Health, Safety & Welfare Annual Report** (Pages 19 - 70)
(CFO/092/14)
To consider Report CFO/092/14 of the Deputy Chief Fire Officer, concerning the performance of the Authority with regard to Health, Safety and Welfare outcomes for 2013/14.
7. **JCC OFFICIAL OPENING** (Pages 71 - 72)
(CFO/103/14)
To consider Report CFO/103/14 of the Chief Fire Officer, concerning arrangements for the official opening of the Joint Control Centre.
8. **Knowsley Station Mergers Consultation Outcomes** (Pages 73 - 152)
(CFO/094/14)
To consider Report CFO/094/14 of the Chief Fire Officer, concerning the outcomes of the twelve week public consultation regarding the proposed Station Merger in Knowsley; and the next steps.
9. **Proposed Station Merger of Huyton and Whiston** (Pages 153 - 164)
(CFO/095/14)
To consider Report CFO/095/14 of the Chief Fire Officer, concerning the merger of Huyton and Whiston fire stations at Prescott, having considered the outcomes of the public consultation as detailed in report number CFO/094/14.
10. **Proposals For Upton And West Kirby Fire Stations** (Pages 165 - 210)
(CFO/101/14)
To consider Report CFO/101/14 of the Chief Fire Officer, concerning the proposal to either merge Upton and West Kirby fire stations at a new site on Frankby Road, Greasby, or close West Kirby fire station, subject to a 12 week period of public consultation to commence with effect from 3rd October 2014.
11. **Operational Response Saving Options 2015/16 - Liverpool District**
(Pages 211 - 250)
(CFO/102/14)
To consider Report CFO/102/14 of the Chief Fire Officer, concerning operational response savings options for 2015/16 from the Liverpool District.

12. Results of the Employee Engagement Survey (Pages 251 - 306)

To consider Report CFO/104/14 of the Deputy Chief Fire Officer, concerning the results of the MFRA staff engagement survey.

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

Refreshments

Any Members attending on Authority business straight from work or for long periods of time, and require a sandwich, please contact Democratic Services, prior to your arrival, for arrangements to be made.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

24 JULY 2014

MINUTES

Present: Cllr Dave Hanratty (Chair) Councillors Les Byrom, Linda Maloney, Peter Brennan, Ted Grannell, John Kelly, Barbara Murray, Steve Niblock, Lesley Rennie, Denise Roberts, James Roberts, Tony Robertson, Jean Stapleton and Sharon Sullivan

Also Present:

Apologies of absence were received from: Cllr Robbie Ayres, Cllr Roy Gladden, Cllr Jimmy Mahon and Cllr Tony Newman

8. Attendance note

It was requested that Cllr Gladdens apologies for absence, due to representing the Authority at the North West Employers Annual meeting, be noted.

Cllr Niblock arrived during discussion of item 5.

1. Preliminary Matters

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

Resolved that:

- a) no declarations of interest were made by individual Members in relation to any item of business on the Agenda
- b) Item 7. Industrial Action Impact and Cover Arrangements report CFO/084/14, be determined by the Chair to be considered as a matter of urgency, to update Members of the current impact on the Authority following recent periods of National Industrial Action.
- c) Item 3 Part Two Exempt Minutes of the last meeting, 26th June 2014, *containing exempt information by virtue of paragraphs 1,2 & 3 of Part 1 of Schedule 12A to the Local Government Act 1972*; and,

Item 6 JCC Update Report CFO/080/14 *containing exempt information by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972*, required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

Item 3 and 6 be considered after item 7.

2. Minutes of the Previous Meeting

Members considered the Minutes of the Annual General Meeting held on 26th June 2014.

Item 12 Appointments to Outside Organisations, Page 10 Councillor Lesley Rennie requested confirmation that she has now been appointed to the North West Fire and Rescue Forum.

Resolved that:

- a) The Minutes be amended to include the appointment of Councillor Lesley Rennie to the North West Fire and Rescue Forum.
- b) With the inclusion of the above amendment, The Minutes of the previous meeting of the Authority, held on 26th June 2014, be approved as a correct record and signed accordingly by the Chair.

4. Revenue & Capital Outturn 2013/14

Members considered report CFO/079/14 of the Deputy Chief Executive Officer regarding the Authority's year-end financial position for 2013/14.

Resolved that:

- a) The actual financial performance against the approved budget and the achievement of a net revenue saving in 2013/14 of £1.352million be noted; and
- b) The proposal to utilise the one-off saving of £1.352m to fund an increase in the Capital Investment Reserve in light of the planned station merger and investment strategy be approved.

5. Equality and Diversity Annual Report 2013/14

Members considered Report CFO/081/14 of the Deputy Chief Fire Officer regarding an update on the progress made, to date, against the Equality and Diversity Action Plan 2013/16

Members welcomed the report and expressed their appreciation to Wendy Kenyon Equality and Diversity Manager, and all Staff working for the Authority, and youth engagement teams, for their dedication to Equality and Diversity.

Praise was extended to all individuals who have been involved in youth engagement programmes, for the difference such courses as Princes Trust and Beacon courses has made to young people's lives.

Suggestions were also made by Members, for Officers to:

- work closely with other organisations to increase safety and awareness for cyclists,

- consider the Authority applying to become an Alzheimer’s Friendly Authority,
- check alternative language formats of the document to ensure correct before publishing

Resolved that:

With final language checks made, and professional design work completed, the Equality and Diversity Annual Report be published.

7. Industrial Action Impact And Cover Arrangements

(CFO/084/14)

Members considered Report CFO/084/14 of the Chief Fire Officer relating to the financial impact of the most recent episode of industrial action by the Fire Brigades Union, in support of the ongoing national dispute over pensions,

Resolved that:

- a) The report be noted and;
- b) An additional urgent meeting of the Authority be called following the announcement of any further episodes of Industrial Action, to consider any changes in relation to operational cover arrangements during industrial action and whether the Authority would continue to accept part performance .

3. EXEMPT Minutes of the Previous Meeting

Containing exempt information by virtue of paragraphs 1, 2 & 3 of Part 1 of Schedule 12A to the Local Government Act 1972

Members considered Part 2 Exempt Minutes of the last meeting held on 26th June 2014

Resolved that:

Part 2 Exempt Minutes of the previous meeting of The Authority, held on 26th June 2014, be approved as a correct record and signed accordingly by the Chair.

6. JCC Update

This report contains exempt information by virtue of paragraph 3, of Part 1 of Schedule 12A to the Local Government Act 1972

Member considered Report CFO/080/14 of the Deputy Chief Executive Officer providing an update in relation to the works on the Joint Command and Control Centre (JCC).

Resolved that:

The contents of the report be noted.

Close

Date of next meeting Friday, 1 August 2014

Signed: _____

Date: _____

MERSEYSIDE FIRE AND RESCUE AUTHORITY

ADDITIONAL URGENT MEETING

1 AUGUST 2014

MINUTES

Present: Cllr Dave Hanratty (Chair) Councillors Les Byrom, Linda Maloney, Robbie Ayres, Peter Brennan, Jimmy Mahon, Barbara Murray, Tony Newman, Lesley Rennie, Denise Roberts, James Roberts, Tony Robertson, Jean Stapleton and Sharon Sullivan

Also Present:

Apologies of absence were received from: Cllr Roy Gladden, Cllr Ted Grannell, Cllr John Kelly and Cllr Steve Niblock

1. Preliminary Matters

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

Resolved that:

- a) no declarations of interest were made by individual Members in relation to any item of business on the Agenda
- b) Agenda item 3 be determined by the Chair as a matters of urgency, and reason for calling this additional meeting, to consider Industrial Action Cover Arrangements following the release of additional dates of action by the Fire Brigades Union received 31st July 2014.
- c) no items of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting

The Minutes of the previous meeting of the Authority, held on 24th July 2014, were approved as a correct record and signed accordingly by the Chair.

3. Industrial Action Cover Arrangements

Members considered report CFO/086/14 of the Chief Fire Officer regarding industrial action cover arrangements, and the estimated financial and health, safety and welfare impact of the announced episodes of industrial action by the Fire Brigades Union in the ongoing national dispute over pensions, and considered the three options open to the Authority in relation to operational cover arrangements:

- i. Continue to deploy the maximum number of appliances possible based on the availability of resilience staff.
- ii. Reduce the numbers of appliances available during each of period of industrial action.
- iii. Refuse to accept partial performance of a shift

The Chief Fire Officer advised Members of his professional opinion and preference for option i.

Members stated that the Authority is doing everything in its power to maintain the safety of their staff and the community of Merseyside, during the ongoing national industrial dispute over pensions, which is having financial burden upon this Authority.

It was questioned why the Authority had been urgently called to meet, if continuing with the same procedures for cover as the previous period of industrial action. The Chair confirmed that the Authority had requested to be fully updated at each stage of industrial action to consider each period on its own merits

Resolved that:

- a) Option i. Continue to deploy the maximum number of appliances possible based on the availability of resilience staff, be approved
- b) This meeting be adjourned, and reconvene at short notice, if and when required, subject to further announcements in relation to the national industrial dispute regarding pensions.

Date of next meeting Thursday, 2 October 2014

Signed: _____

Date: _____

Agenda Item 4

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	2 OCTOBER 2014	REPORT NO:	CFO/100/14
PRESENTING OFFICER	CLERK TO THE AUTHORITY		
RESPONSIBLE OFFICER:	JANET HENSHAW, CLERK TO THE AUTHORITY	REPORT AUTHOR:	HELEN PEEK, DEMOCRATIC SERVICES MANAGER
OFFICERS CONSULTED:			
TITLE OF REPORT:	CHANGE OF APPOINTMENT TO THE AUTHORITY		

APPENDICES:	NONE
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Purpose of Report

1. To inform Members of the change of appointment by Knowsley Council to Merseyside Fire and Rescue Authority with effect from 1st October 2014.

Recommendation

2. That the Authority;
 - a. Note Councillor Tony Newman's resignation from and final date of appointment to, Merseyside Fire and Rescue Authority as of midnight 30th September 2014.
 - b. Note the appointment of Councillor Ray Halpin (Labour), as Knowsley Council's representative to Merseyside Fire and Rescue Authority, with effect from 1st October 2014.
 - c. Nominates a Member appointed by Knowsley Council, to replace Councillor Newman, as the Member responsible for answering questions on the discharge of the functions of Merseyside Fire & Rescue Authority, within their own Council.
 - d. Nominate a Labour Member to Policy and Resources Committee.

Introduction and Background

3. Councillor Tony Newman has been appointed to the Authority since May 1994, by Knowsley Council, where he represents Whiston South Ward. He is a Member of the Labour Group and to date has held responsibility within

Knowsley Council for answering questions on the discharge of functions of the Authority.

4. Councillor Newman has been a key Member for Merseyside Fire and Rescue Authority, being the Leader of the Labour Group and appointed Chair of the Authority from 2004 to 2012.
5. Councillor Newman has taken the decision to resign from his appointment to Merseyside Fire and Rescue Authority, and wrote to the Chair and the Clerk of the Authority to tender his resignation on 28th August 2014.
6. In compliance with the Local Government Act 1985
 - a. Councillor Newman has given a 28 day notice period, therefore his final day of service on this Authority will be 30th September 2014; and
 - b. Knowsley Council have written to confirm that Councillor Ray Halpin, Labour Party, who represents Shevington ward, will be the Member appointed to Merseyside Fire and Rescue Authority to replace Councillor Newman, commencing 1st October 2014.
7. The resignation of Councillor Newman will leave a position on the Policy and Resources Committee to be filled by a Labour Member.
8. There is a requirement under Section 41 of the Local Government Act 1985 for the Authority to nominate Members of the Authority from each constituent Council to answer questions within their Council on the discharge of the functions of the Fire & Rescue Authority.
9. It is at the discretion of the Authority who it appoints in each case for this purpose and there is no requirement that the nominee should be from the main political group either on the Authority or within the constituent Council.
10. The Members nominated at the Annual Meeting 2014 under Section 41 were:-

Knowsley	-	Councillor Tony Newman
Liverpool	-	Councillor Dave Hanratty
Sefton	-	Councillor Les Byrom
St. Helens	-	Councillor Linda Maloney
Wirral	-	Councillor Denise Roberts
11. The Authority are now required to appoint a Knowsley Councillor to answer questions within their Council on the discharge of functions of Mersey Fire and Rescue Authority.

Equality and Diversity Implications

12. None arising directly out of this report.

Staff Implications

13. There are no staff implications arising from this report.

Legal Implications

14. Compliance with the Local Government Act 1985 section 32 regarding a Member's resignation from a Joint Authority to which they are appointed by their Council, has been met and appropriate notice period adhered to.
15. The Authority is required under the provisions of the Local Government Act 1972 to have a political balance and to allocate seats accordingly.
16. By appointing Authority Members from each district council to answer questions on the discharge of functions, the Authority will be meeting their duties under Section 41 of the Local Government Act 1985.

Financial Implications & Value for Money

17. None arising directly out of this report.

Risk Management, Health & Safety, and Environmental Implications

18. None arising directly out of this report.

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

19. The Authority is constituted by Members appointed by Merseyside's five District Councils. The District Councils appoint Members to the Authority to reflect and represent the constituency of each district of Merseyside. Those appointed to the Authority consider business and make decisions in the best interest of the community which the Authority serves.

BACKGROUND PAPERS

CFO/065/14 CHANGE OF APPOINTMENT TO THE AUTHORITY
CFO/070/14 CHANGE OF APPOINTMENT TO THE AUTHORITY

GLOSSARY OF TERMS

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	2 OCTOBER 2014	REPORT NO:	CFO/099/14
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	PHIL GARRIGAN	REPORT AUTHOR:	SIMON RYAN
OFFICERS CONSULTED:	DEPUTY CHIEF FIRE OFFICER		
TITLE OF REPORT:	OPERATION SABRE – AID TO ROMANIA 2014		

APPENDICES:	
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Purpose of Report

1. To inform Members of the Fire Aid provided by the Authority to Romania via Operation Sabre and to provide the background to the presentation which will be delivered in support of this report.

Recommendation

2. That Members; note the Authority's contribution to Operation Sabre through the provision of a Fire Appliance to Romania.

Introduction and Background

3. Members may be aware that MFRA is one of 7 European organisations participating in a European wide initiative to preserve Heritage buildings and their contents from damage, especially by fire and water. The programme is known as HERITPROT.
4. One of the parties involved is Mures County in Transylvania, Romania which covers an area of some 2,600 sq. miles and has a population of over ½ million people. Economically deprived, it's mainly volunteer fire and rescue service has few resources and one of its appliances was until 2014 still horse drawn
5. Following initial contact as part of the HERITPROT in a joint initiative Shropshire and Wrekin F&RS and MFRA both agreed to provide a fire appliance which was surplus to requirements to be donated for use in Mures County whose area includes a UNESCO World heritage site at Sighisoara.
6. Three MFRA Firefighters volunteered their time to drive the MFRA appliance out to Romania, spend time training the local volunteers in its use and also carry out community work in an older person's home and in an orphanage. An identical programme was run at the same time by Shropshire
7. The team recently returned to the UK after a highly successful trip, and the 3 MFRA Firefighters Shaun Turner, Denise McKinney and Brian Grimley will deliver a

presentation of their experiences and the hugely beneficial community outcomes during a working lunch before the Authority meeting.

8. Members of Shropshire's team will also be present and all are available to answer any questions which Members may have.

Equality and Diversity Implications

9. There are no Equality and Diversity implications arising from this report.

Staff Implications

10. Time and Resource Management were able to release the Firefighters from duty without affecting appliance availability.

Legal Implications

11. MFRA Legal Department provided all appropriate documentation, legal and insurance advice in preparation for and during the trip.

Financial Implications & Value for Money

12. The vehicle was at its end of life and would have generated some limited financial income for the Authority if sold or scrapped as per the Authority's asset refresh programme. However it was felt that this income potential was offset by the benefits that donating the appliance to Romania would have in protecting the people and heritage of Romania. Travel costs and any additional funding was met from existing budgets.

Risk Management, Health & Safety, and Environmental Implications

13. A series of Risk Assessments were carried out before and during the trip.

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

14. Providing equipment and associated training which aids some of the poorest and most socially deprived communities within the EU enhances the already excellent reputation of MFRA

BACKGROUND PAPERS

NIL

GLOSSARY OF TERMS

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	02 OCTOBER 2014	REPORT NO:	CFO/092/14
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	AM MOTTRAM	REPORT AUTHOR:	GM MCNEIL
OFFICERS CONSULTED:	GM MCNEIL (HEALTH & SAFETY MANAGER) MR BLANCHARD FLETT (OCCUPATIONAL HEALTH MANAGER)		
TITLE OF REPORT:	HEALTH, SAFETY & WELFARE ANNUAL REPORT		

APPENDICES:	APPENDIX A: HEALTH, SAFETY & WELFARE (HS&W) ANNUAL REPORT
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Purpose of Report

1. To request that Members review the content of the Annual Health, Safety & Welfare Report and consider the performance of the Authority with regard to Health Safety and Welfare outcomes for 2013/14.

Recommendation

2. That Members;
 - a) Note the content of the Annual Health, Safety & Welfare Report for the period April 2013 to March 2014.
 - b) Consider performance in relation to Health Safety & Welfare across the Authority for the period April 2013 to March 2014.
 - c)

Introduction and Background

3. The Annual Health, Safety & Welfare (HS&W) Report updates Members on Health, Safety & Welfare performance across the Authority for 2013/14.
4. This report ensures that the Authority is informed of its HS&W performance in order that it can verify that it continues to comply with its corporate policy, legal and performance requirements.
5. The report identifies reactive and proactive measures that must be monitored and reviewed, to ensure that effective health and safety management is maintained across the Authority.

6. As in previous reports, it has been prepared using data from the HS&W Management Systems.
7. The report also sets out the Authority's strategic HS&W objectives for the next year.

Equality and Diversity Implications

8. This report informs on the Authority's performance under its Health, Safety & Welfare Policy and supporting procedures, all of which are subject to current Equality Impact Assessments.

Staff Implications

9. Health, Safety & Welfare is integral to the management of all members of staff.

Legal Implications

10. The Health, Safety & Welfare Report provides evidence of compliance with the Health and Safety at Work Act 1974 and Regulations made pursuant to that Act.

Financial Implications & Value for Money

11. None identified within this report.

Risk Management, Health & Safety, and Environmental Implications

12. Implicit throughout the report.

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

13. This report details improved Health, Safety & Welfare performance which is at the core of the Authority's mission.

BACKGROUND PAPERS

GLOSSARY OF TERMS

HS&W Health Safety & Welfare



Health
Safety &
Welfare
Report
2013/14

Merseyside Fire & Rescue Service – Health Safety & Welfare Report 2013/14

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Appendix 1 Detailed analysis of Accident & Injury statistics

Appendix 2 Plan – Do – Check – Act Analysis

Appendix 3 National Framework Gap Analysis

Appendix 4 Changes to Health & Safety legislation, approved codes of practice and guidance

Merseyside Fire & Rescue Service – Health Safety & Welfare Report 2013/14

1 Deputy Chief Fire Officer's Foreword

Welcome to Merseyside Fire & Rescue Service's annual Health and Safety performance report for 2013-2014. This report sees the introduction of a revised reporting methodology which aligns the reporting of Health Safety & Welfare performance with the performance outcomes detailed in the Authority's service plan. This is considered to be a positive change as it emphasises the Authority's commitment to Health Safety & Welfare of its employees and others as being at the core of all its activities and not to be seen as a standalone activity. The report also sees the identification of both proactive and reactive monitoring systems: Proactive systems provide information on performance and the adequacy of operational management arrangements, risk control systems and workplace precautions and concentrate on leading indicators of performance. Reactive systems are triggered after a safety critical event to monitor health, safety and welfare performance, reactive systems look for lagging indicators of performance.

2 Introduction

- 2.1 The Health and Safety at Work etc... Act 1974 applies to all the activities undertaken by Merseyside Fire and Rescue Authority staff. The Act requires that we ensure the health, safety and welfare at work of our employees and that their activities do not adversely affect their health and safety or that of other people.
- 2.2 These health and safety duties are not absolute and each is qualified by the test of what is reasonably practicable. During the past authorities arrangements for complying with these duties has taken place and a range of measures have been introduced which demonstrates a commitment to continually develop its existing policies.
- 2.3 Following the publication of the Lofsted review in 2011 the government and HSE along with relevant stakeholders continue the process of putting in place many of its recommendations, The H&S team are monitoring this activity closely and continue to review internal arrangements as legislative change is announced which impacts on the Authorities service delivery, compliance with legislative requirement and perceived best practice. This work continues to inform our guiding principles for Health and Safety management. An overview of the changes that have been introduced during this period are at appendix 4.
- 2.4 One significant change is to HSE's guidance 'Successful Health and Safety Management', widely known as HSG 65. A revised on-line version of this document was published 1st August 2013. This revised guide moves away from the previous model known as POPIMAR (policy, organising, planning, measuring performance, auditing and review) to a 'plan, do, check act' approach. The current Authority policies are based on the POPIMAR model.
- 2.5 At the same time as this change in HSE guidance, the Department for Communities and Local Government (DCLG) also published a guidance document for Fire and Rescue Authorities, called 'Health, Safety and Welfare Framework for the Operational Environment'. This DCLG guidance is based on the POPIMAR model and makes the statement:

"Many health and safety management systems use an approach based on the Plan- Do-Check-Act cycle for continual improvement. This simplified approach is recognised as one that is accessible to businesses in general. It is also accepted and recognised that the POPIMAR model remains valid, especially for larger and more complex organisations such as Fire and Rescue Authorities."

Based on this guidance the Health Safety & Welfare Committee took the decision to retain the current POPIMAR based management system. An analysis of the current Health & safety Management system against the PDCA model has been carried out; the results can be seen at Appendix 2.

3 Health Safety & Welfare Performance

3.1 A total of 61 injuries were recorded in 2013/14 an identical number to those recorded the previous year. Of the 61 reported injuries the largest single injury type, was “Injured while handling, lifting or carrying” of which there were 19 reported injuries this is an increase of five on the previous year however of these 6 were attributable to Manual Handling activities, compared to 7 the previous year and 24 the year prior to that. The second most frequent accident type was “Slips trips & falls of which there were 15 recorded events, a reduction of 5 on the previous year. Fig 1. Below provides an overview of accident and injury performance against activity and it can be seen that increases were recorded in four areas and a detailed breakdown of all the injury statistics can be found at Appendix 1.

FIG 1. Injury statistics by activity type

Activity type	2012/13	2013/14	Variance
Operational Incident	13	14	+1
Other	8	4	-4
Responding	3	2	-1
Routine Activity	25	29	+4
Special Services	3	1	-2
Training (Operational)	8	7	-1
Training (Physical)	1	3	+2
Training (Other)	0	1	+1
Grand Total	61	61	0

3.2 In this reporting period the HS&W Committee has commenced monitoring of accident and injury by age group the intention being to identify whether changes to working arrangements and Firefighters normal pension age potentially being increased to sixty has an impact on the prevalence and type on injury being recorded.

Age Group	% staff	incidents	% incidents
20 - 24	0.3	0	0
25 - 29	2.9	1	2.3
30 - 34	5.1	0	0
35 - 39	10.2	6	13.7
40 - 44	20.7	15	34.1
45 - 49	40.6	17	38.5
50 - 54	18.3	5	11.4
55 - 60	1.9	0	0
Grand Total	100	44	100

4 Performance against last year's objectives

4.1 The 2012/13 H&S report detailed a set of performance objectives which it was anticipated would be achieved during the forthcoming year, the following section reports on the actual achievement.

<u>Objective</u>	<u>Current Situation</u>	
To embed Safe Person Assessment (SPA) for all core Firefighting roles	<p>Core Safe Person assessments are now routinely carried out for all front line operational personnel.</p> <p>Consultation has taken place with the representative bodies and protocols for ensuring that individuals returning from extended periods of absence are assessed as competent in all core skills are now in place.</p> <p>The SPA process is performance managed by the Operational Performance team.</p>	Fully Met
To develop a suite of SPA criteria for specialist firefighting roles and incident command at supervisory level	A suite of SPA criteria for specialist roles such as Driver, Hook Lift Operator and CPL cage operator have been developed.	Partially Met
To reduce the number of Slip, trip, fall type injuries by 25%	A programme of awareness raising by the Opps assurance team and added emphasis on workplace inspection, coupled with training in Analytical Risk Assessment and the control measures to be introduced has resulted in a decrease of Slip, Trip, Fall type injury reports of exactly 25%	Fully Met
To increase the number of near hit / miss reports by 20%	The number of near miss reports in 2013/14 decreased by 14 compared to the previous year (43 as opposed to 57).	Not Met
To develop the skills and knowledge within the H&S team to take ownership of H&S E-Learning modules.	In Liaison with the Training & Development Academy and the e-learning platform providers this development has taken place	Fully Met
Introduce station Fire fighter fitness strategy to be developed and implemented	The implementation of the new work routine has seen FF Fitness embedded as a core activity during every shift.	Fully Met

based upon the findings of last year's review and the new firefighter fitness policy	The recruitment of the service fitness and Health advisor has provided quality assurance of all activities carried out during implementation of the strategy.	
To achieve OHSAS 18001 and 5 star accreditation for the Vesty Road site (Engineering Centre of Excellence)	The British Safety Council has carried out a series of surveillance visits and is satisfied that all requirements of this award have been met. Accreditation has been achieved.	Fully Met
To carry out full risk assessment on all pieces of equipment carried used by employees of Merseyside Fire & Rescue Service.	The risk assessment has been incorporated into a technical note which, one of which will be produced for every piece of equipment. The template has been agreed and the process of producing the notes has been begun jointly between Health & Safety and Operational equipment departments. Due to the number of notes requiring production this work is on-going.	Partially Met
To ensure, on behalf of the Authority that the "Client responsibilities under the CDM Regulations are fully met.	The Health and Safety manager through membership of the JCC project team has been able to ensure compliance requirements have been met.	Fully Met
To deliver a comprehensive training programme in the theory of and rationale for de-brief and to familiarize all operational manager with the De-Brief module within OSHENS	The new de-brief module went live during the reporting period and a full training package was developed and delivered to coincide with the launch. The package was jointly delivered by Opps assurance team and the TDA	Fully Met

5 Planning for next year

Following the publication of the health Safety & Welfare Framework a detailed Gap analysis against its requirements has been carried out (appendix 3) The findings of this analysis has been used to influence the Authority's Health & Safety Objectives for the coming year.

<u>Work stream</u>	<u>Objective</u>	<u>Descriptor</u>	<u>Completion</u>	<u>Update Apr 2015</u>
Formulating health and safety policy for the operational environment	All current SOP's and relevant SI's are linked to appropriate Risk Assessment	The creation of SOP's through the operational procedure review must always have as the starting point an analysis of Hazard and Risk This must ensure that all SI's that link to operational procedure are underpinned by Suitable & Sufficient Risk Assessment		
Organising for the safe delivery of operational activities	To establish the role of "representative of Employee safety" within MFRS	The organisation does not currently have an individual who holds the position of "Representative of employee safety" H&S Manager to address. This is a requirement under the Health and Safety (Consultation with Employees) Regulations 1996		
	To increase all employees' awareness of the processes by which safety information flows through the organisation.	Whilst the process is in place, an information campaign needs to be delivered to ensure all members of staff are fully aware of the ways in which information flows in the organisation. H&S Manager to devise and implement an awareness campaign		
	Ensuring the competence of operational personnel in the areas of role specific specialisms, <ul style="list-style-type: none"> • Driving • CPL Cage Operator • Hook Lift Operator • Bulk Foam • Hazmats 	Further embed the Safe Person Principles by ensuring that individuals who may be called upon to carry out tasks which form part of a specialist skill set are competent to do so.		

<u>Work stream</u>	<u>Objective</u>	<u>Descriptor</u>	<u>Completion</u>	<u>Update Apr 2015</u>
Organising for the safe delivery of operational activities (Cotd)	To assure Command competence through workplace assessment	The formation of a Task and Finish group reporting the Operations Improvement Group which will create a plan to develop the training, and quality assurance of the command competence of all individuals required to fulfill a command role at any level.		
Planning and implementing operational policy	To incorporate The “four Pillars approach into the Operational Policy review as the template for the way in which operational policy (SOP’s) are produced using Generic Hazard & Risk statements and national produced documentation.	Strategic and dynamic risk assessment and control assessments are in place – currently being reviewed as part of the Opps Response project. Further staff training on individual Risk Assessment (Pillar 4) required.		
	Develop a Risk Information gathering protocol for premises identified as posing a risk but not having a full SSRI attached	Operational assurance has identified that premises which do not necessarily have a full SSRI can still present a serious risk to FF safety therefore a process of identifying such premises and capturing the appropriate risk information to be developed. This to be done via <ul style="list-style-type: none"> • Operational Intelligence • Date sharing with partner agencies • Environmental Impact assessment 		
	Decision making to be an area for assurance through active monitoring.	Develop and implement a protocol whereby the risk critical decision making of incident commanders is monitored		

<u>Work stream</u>	<u>Objective</u>	<u>Descriptor</u>	<u>Completion</u>	<u>Update Apr 2015</u>
	To carry out a review of the current analytical risk assessment process to ensure that it fully meets the requirements of the Framework document and that it can be fully cross mapped to the outcomes of the Opps Procedure review.	Develop the Analytical Risk assessment to ensure that the control measures emanating from high level RA are assured and that deviations and the rationale for them are captured and to develop an electronic recording methodology for this activity.		
The safe person principles	Develop command training both internally and for Level 2, 3 & 4 commanders and externally to include the personal competencies required for adherence to safe person principles	Whilst initial development programmes are in place there is a need for a framework that ensures maintenance of competence and CPD in the role.		
Welfare at Incidents	Develop and implement a comprehensive Fatigue Risk management System (FRMS)	Following the realignment of shift times and the review of the work routines, the Authority is duty bound to ensure that arrangements are in place to manage the risk presented to operational Firefighters of fatigue in the workplace. This risk manifests itself most acutely in the operational environment; however the management of fatigue in all areas of the role must be taken into accounts including rest periods and time away from the workplace.		
	Develop and implement a policy for managing the welfare of staff at operational incidents.	As the number of resources available for front line firefighting decrease the possibility for firefighters to remain for longer periods on the incident ground increases. It is therefore essential that appropriate policy		

<u>Work stream</u>	<u>Objective</u>	<u>Descriptor</u>	<u>Completion</u>	<u>Update Apr 2015</u>
		procedure and resources are in place to manage the welfare of staff engaged in Firefighting operations for prolonged [periods of time.		

6 Conclusion

- 6.1 The Annual Health and Safety Report 2013-2014 details the Service's health and safety performance and identifies areas which will bring about continued improvement. The revisions in reporting methodology will facilitate the monitoring of performance in the key areas of Health and Safety and will also embed Welfare considerations into the management process.
- 6.2 The report describes a successful year in terms of reduction in certain targeted injury types such as Slip Trip & Fall type injuries. However it is disappointing to note that certain objectives notably the desire to increase the number of near miss reports were not achieved and planning is already underway to address this in the forthcoming year.
- 6.3 The Service recognises the changes and challenges which are ahead, especially as the Authorities plans to meet its budgetary constraints are implemented; however the continued commitment of personnel and the continued development of a positive safety culture we will ensure that the standards in health and safety will continue to improve.

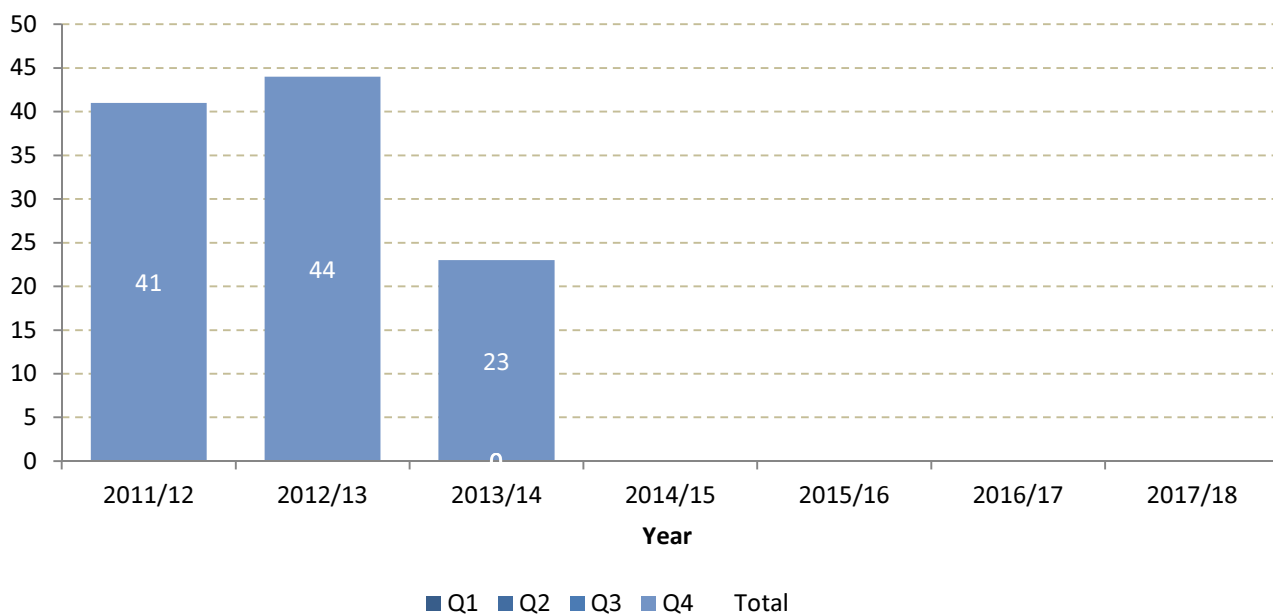
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Health Safety and Welfare Reporting

Introduction Fire The Authority has in place appropriate arrangements for monitoring and measuring health, safety and welfare performance against predetermined plans and standards, including learning from incidents and using the information to improve operational performance. Measurement is essential to maintain and improve health, safety and welfare performance, both leading and lagging indicators are used.

KPI 98a		
Number of Operational staff injuries at incidents / risk critical training	monitoring and trend analysis of statistical data such as accident and incident reports, provides the opportunity to identify training needs and target resources. This lagging indicator gives an over view of the numbers of incidents which are directly attributable to operational activity either in the incident or training environment.	<p><u>Lagging indicator</u></p> <p>A lagging indicator is a reactive measure of weakness, such as information from monitoring or accident data. A lagging indicator shows when an important safety outcome has failed, or not been achieved.</p>
Previous Year Performance	2014/15 Service Plan Target	Q4 2013/14
Not recorded in this format	Quality Assurance	

Number of Operational staff injuries at incidents / risk critical training



Commentary

As for the previous year numbers of operational staff injuries in 2013/14 were below the LPI set however this year also saw an increase in reported injuries from 41 to 44. The revised reporting methodology introduced this year has introduced the separation between injuries / accidents occurring at incidents and training and those occurring as a result of routine workplace activity. It is envisaged that this will enable more detailed root cause analysis of the causal factors for adverse events.

The reporting period has seen the implementation of the IRMP action to reduce the number of front line Fire Appliances to 28 this has resulted in a reduction of staff but a potential increase in the number of operational incidents attended by individual Firefighters.

KPI 98b

Number of operational staff injuries conducting other routine duties

monitoring and trend analysis of statistical data such as accident and incident reports, provides the opportunity to identify training needs and target resources. This lagging indicator gives an over view of the numbers of incident which are occur as a result of routine activity in the workplace.

Lagging indicator

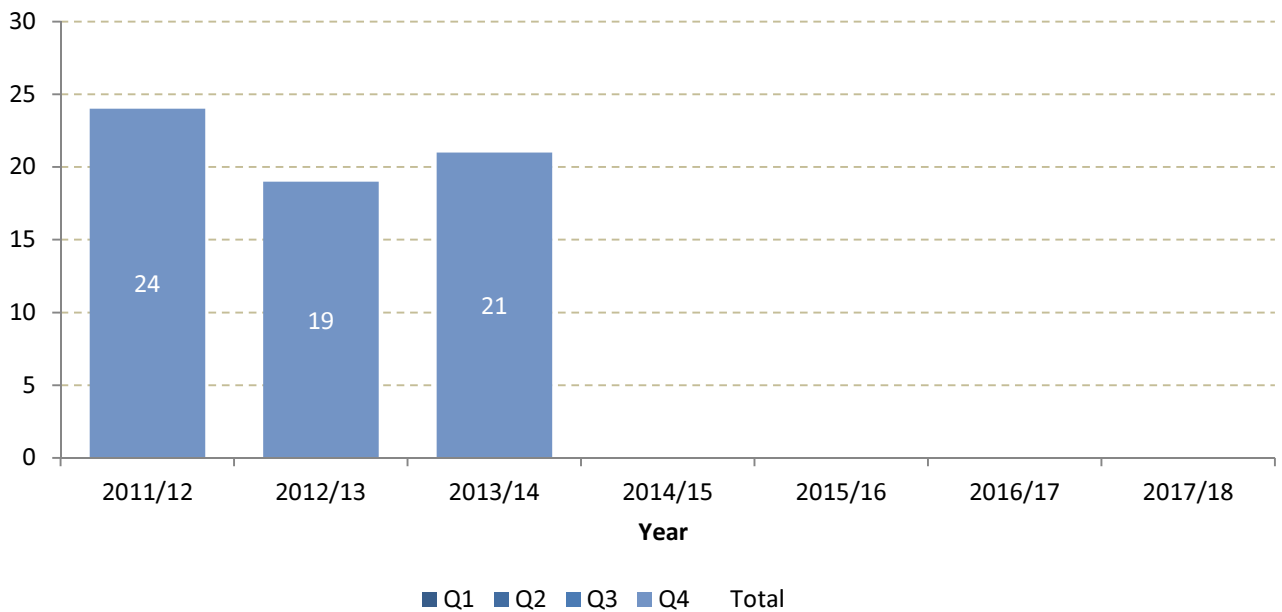
A lagging indicator is a reactive measure of weakness, such as information from monitoring or accident data. A lagging indicator shows when an important safety outcome has failed, or not been achieved.

Previous Year Performance

2014/15 Service Plan Target

Q4 2013/14

Number of operational staff injuries conducting other routine duties



Commentary

As for the previous year numbers of operational staff injuries in 2013/14 were below the LPI set however this year also saw an increase in reported injuries from 41 to 44. The revised reporting methodology introduced this year has introduced the separation between injuries / accidents occurring at incidents and training and those occurring as a result of routine workplace activity. It is envisaged that this will enable more detailed root cause analysis of the causal factors for adverse events.

The reporting period has seen the implementation of the IRMP action to reduce the number of front line Fire Appliances to 28 however, the alteration in the work routine has seen an increase in both role based and physical training activity and the amount of time spent carrying out routine activities such as community safety and preparedness tasks. Keeping people at work and helping them get back to work as soon as possible can help maintain an employee’s health and wellbeing and improve organisational effectiveness.

KPI 112

The number of working days/shifts lost to sickness absence per head, all personnel.

Organisationally the financial impact and the benefit of keeping absenteeism low is a primary consideration however this indicator should also be seen as welfare issue - For most employees work generally good for health and prolonged sickness absence can produce its own set of problems: isolation, de-skilling, loss of confidence, mental health issues and social exclusion. means a lot more than just their wage. Studies show that work is Keeping people at work and helping them get back to work as soon as possible can help maintain an employee's health and wellbeing and improve organisational effectiveness.

Lagging indicator

A lagging indicator is a reactive measure of weakness, such as information from monitoring or accident data. A lagging indicator shows when an important safety outcome has failed, or not been achieved.

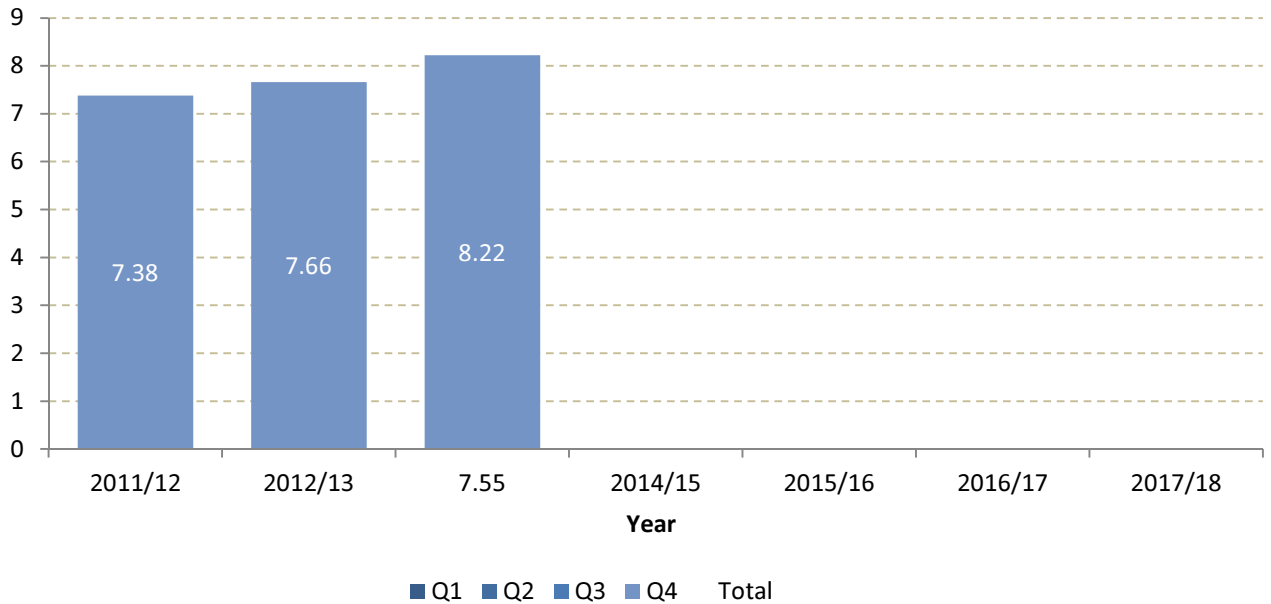
Previous Year Performance

2014/15 Service Plan Target

Q4 2013/14

7.54

The number of working days/shifts lost to sickness absence per head, all personnel.



Commentary

This indicator is now included as part of the amalgamation of the delivery of Health & Safety with staff welfare and is seen as an important reactive indicator in this area. An overall rise in absence of 0.56% has been recorded on the previous year however it should be noted that this figure is a percentage of the workforce which has reduced in numbers on the previous year.

LPI 106

Number of non operational staff injuries – on duty

monitoring and trend analysis of statistical data such as accident and incident reports, provides the opportunity to identify training needs and target resources. This lagging indicator gives an over view of the numbers of incident which are occur as a result of activity in the workplace.

Lagging indicator

A lagging indicator is a reactive measure of weakness, such as information from monitoring or accident data. A lagging indicator shows when an important safety outcome has failed, or not been achieved.

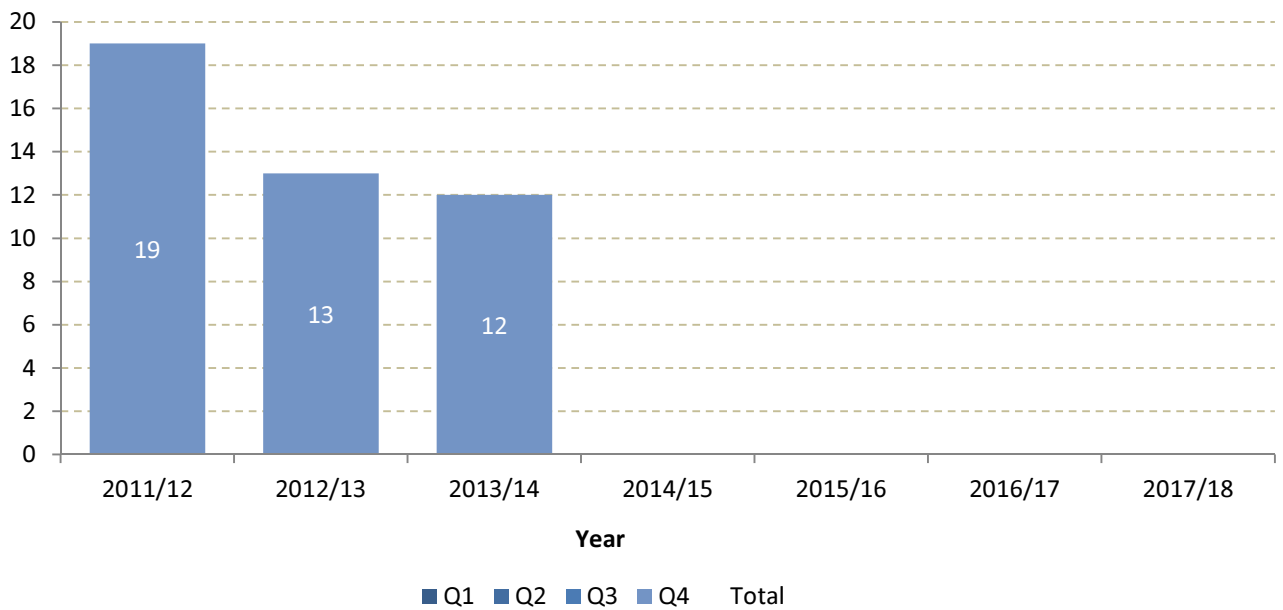
Previous Year Performance

2014/15 Service Plan Target

Q4 2013/14

Quality Assurance

Number of non operational staff injuries – on duty



Commentary

A continued reduction in injuries to non-uniformed staff was recorded during the reporting period. Two injuries were as a result of slips trips and falls, compared to five the previous year. The most prevalent injury type was struck by moving, falling or flying object with four reports – two at workshops one at the TDA and one a member of the prevention team. Of the 19 injuries reported in 2011/12, 61% were manual Handling injuries this was highlighted as being an area of concern and a strategy for reduction was implemented. This reporting period has seen no manual handling injuries reported.

LPI 111A

Number of working days/shifts lost to sickness per Whole-time Equivalent GREY book (operational) personnel.

This indicator builds on the outcomes required by KPI 112 and allow analysis of the data particularly relating to individuals employed in a firefighting role.

Lagging indicator

A lagging indicator is a reactive measure of weakness, such as information from monitoring or accident data. A lagging indicator shows when an important safety outcome has failed, or not been achieved.

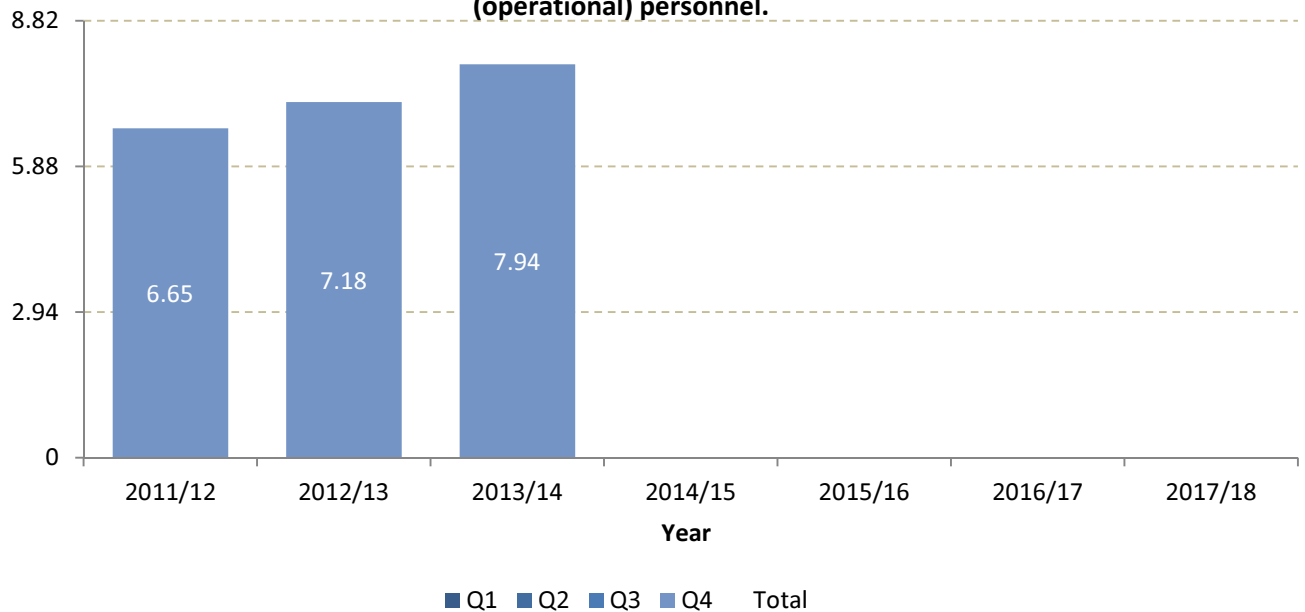
Previous Year Performance

2014/15 Service Plan Target

Q4 2013/14

7.54

Number of working days/shifts lost to sickness per Whole-time Equivalent GREY book (operational) personnel.



Commentary

An increase of 0.76 percent on the previous year.

LPI 111B

Number of working days/shifts lost to sickness per Whole-time Equivalent GREEN & RED book (non uniformed) personnel.

This indicator builds on the outcomes required by KPI 112 and allow analysis of the data particularly relating to individuals employed in support roles.

Lagging indicator

A lagging indicator is a reactive measure of weakness, such as information from monitoring or accident data. A lagging indicator shows when an important safety outcome has failed, or not been achieved.

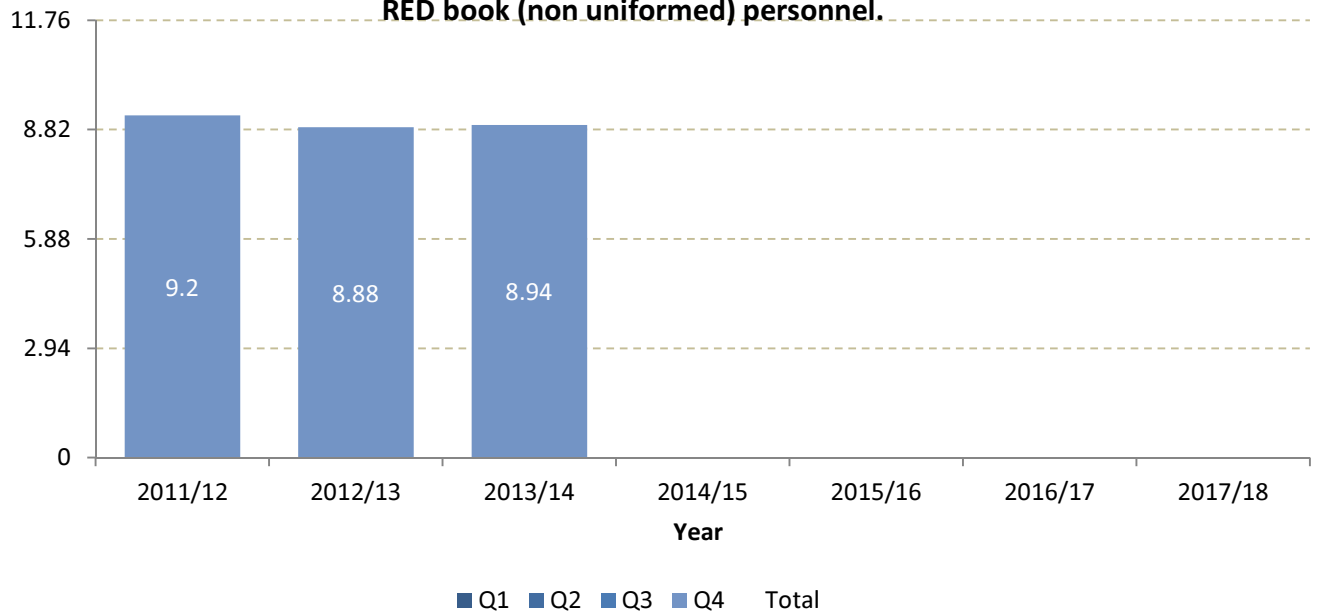
Previous Year Performance

2014/15 Service Plan Target

Q4 2013/14

7.54

Number of working days/shifts lost to sickness per Whole-time Equivalent GREEN & RED book (non uniformed) personnel.



Commentary

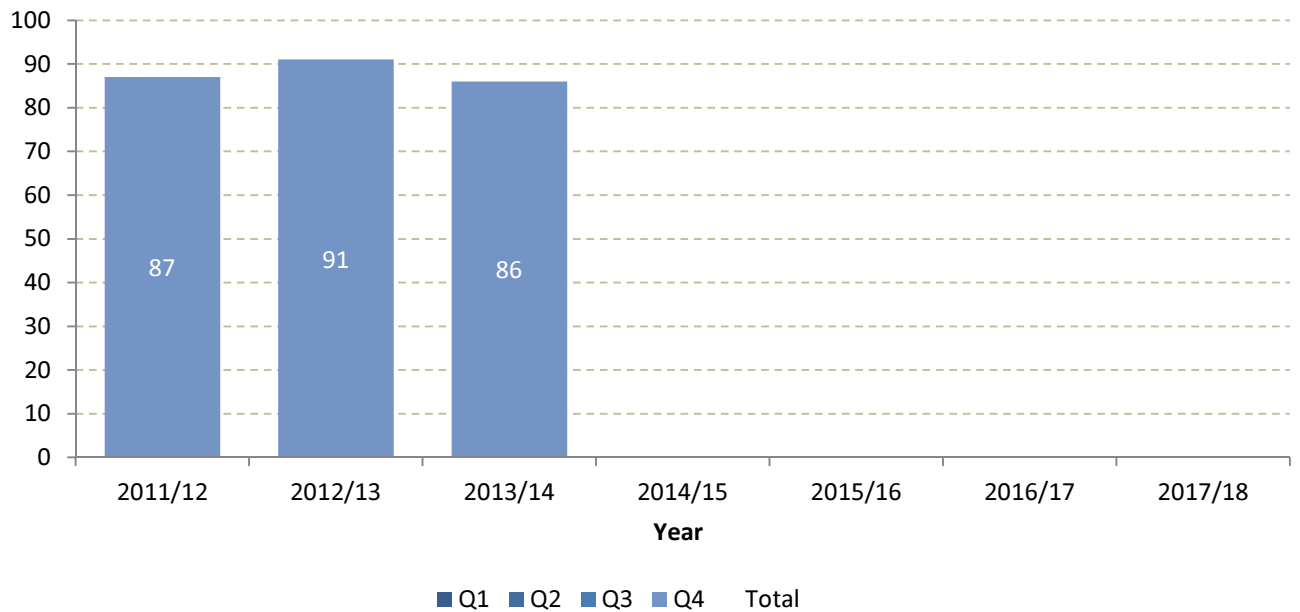
An increase of 0.06 percent on the previous year.

LPI 120

<p>RTC's involving fire service vehicles</p>	<p>Damage is acknowledged to be an indicator of the likelihood of accident and injury occurrence. Damage involving Fire Service vehicles is the most widely reported form of damage within the Service. This indicator forms one of the core elements of the Authority's Road Risk Reduction activity.</p>	<p><u>Lagging indicator</u></p> <p>A lagging indicator is a reactive measure of weakness, such as information from monitoring or accident data. A lagging indicator shows when an important safety outcome has failed, or not been achieved.</p>
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<p>Previous Year Performance</p>	<p>2014/15 Service Plan Target</p>	<p>Q4 2013/14</p>
<p>Quality Assurance</p>		

RTC's involving fire service vehicles



Commentary

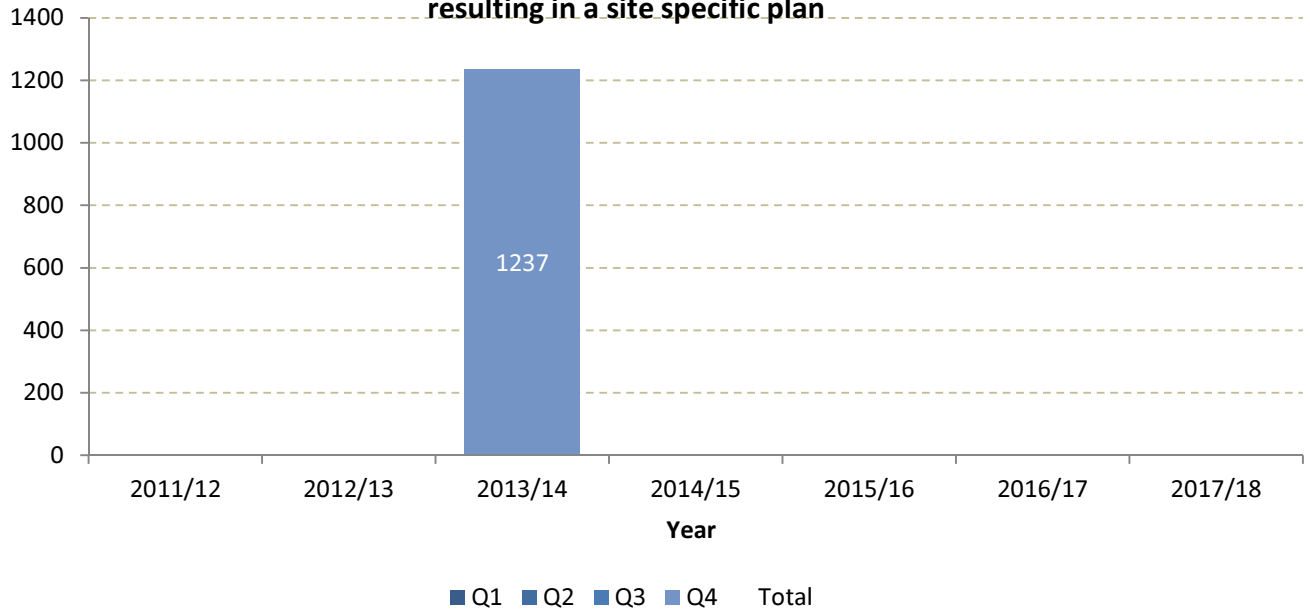
This Indicator has seen a small reduction in the number of Vehicle damage incidents on the previous year however, the figure is still considered to be unacceptable and further reduction strategies are already planned for the coming year.

LPI 121

<p>Site Specific Risk Information (SSRI) - Firefighter Safety - number of successfully completed Survey and Primary forms following SSRI inspections</p>	<p>Accurate, easy to interpret and accessible operational risk information is one of the key components of a strategic Risk Assessment The Authority has a duty to obtain information for extinguishing fires and protecting life and property in the event of a fire occurring and for dealing with road accidents and other emergencies. The provision of risk-critical information on the fire ground is an essential part of the planning process for ensuring safe operations</p>	<p>Leading indicator</p> <p>A leading indicator requires a routine systematic check that specific actions or activities are undertaken as intended, the expected outcome being that safety performance will be enhanced as a result.</p>
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Previous Year Performance	2014/15 Service Plan Target	Q4 2013/14
Quality Assurance		

Site Specific Risk Information (SSRI) - Firefighter Safety - number of sites visited resulting in a site specific plan



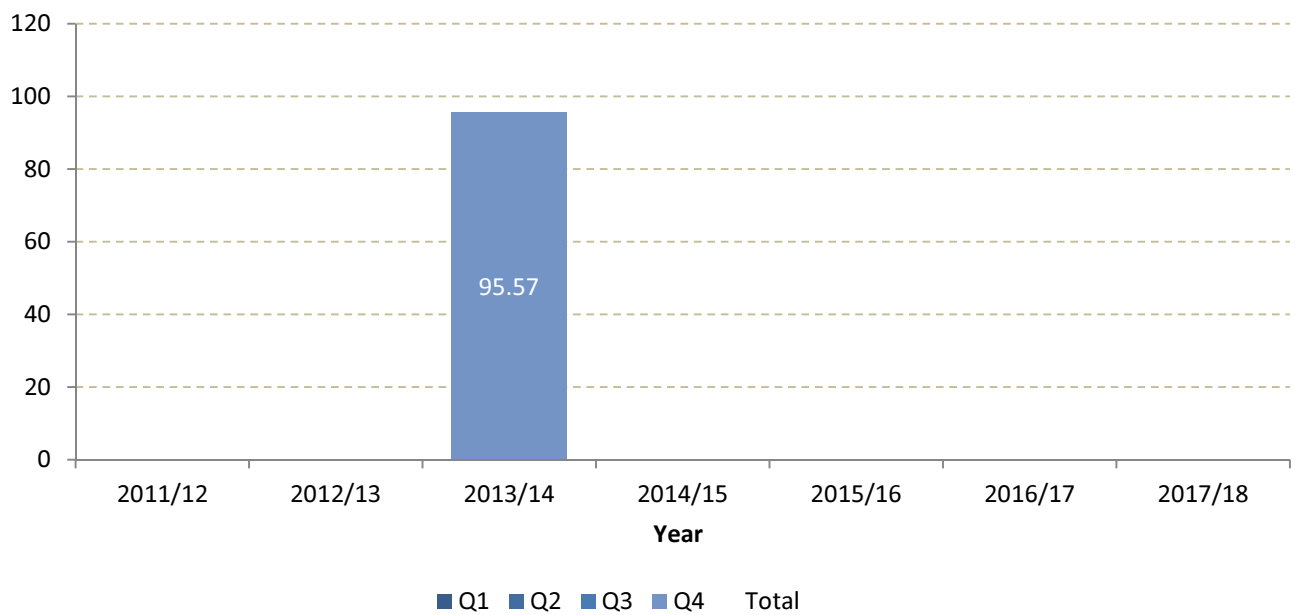
Commentary

This indicator is a new addition to the Health Safety & Welfare performance management system therefore previous years data has not been captured.

LPI 130

<p>% of operational personnel who have completed on-line assessments</p>	<p>Provision of high quality training to ensure all personnel are competent to perform their roles and to make appropriate operational decisions is one of the guiding principles of the authority's health Safety and welfare policy and a key component of the "safe person principles", These assessments ensure that the knowledge and understanding which underpins many areas of competence is current and as required.</p>	<p><u>Leading indicator</u></p> <p>A leading indicator requires a routine systematic check that specific actions or activities are undertaken as intended, the expected outcome being that safety performance will be enhanced as a result.</p>
<p>Previous Year Performance</p>	<p>2014/15 Service Plan Target</p>	<p>Q4 2013/14</p>
	<p>100%</p>	

% of operational personnel who have completed on-line assessments



Commentary

This indicator is a new addition to the Health Safety & Welfare performance management system therefore previous years data has not been captured.

LPI 131

% of operational personnel who have attended all risk critical training courses.

Provision of high quality training to ensure all personnel are competent to perform their roles and to make appropriate operational decisions is one of the guiding principles of the authority's health Safety and welfare policy and a key component of the "safe person principles", risk critical training courses ensure through assessment that the skills and understanding required to demonstrate competence are demonstrated by all attendees.

Leading indicator

A leading indicator requires a routine systematic check that specific actions or activities are undertaken as intended, the expected outcome being that safety performance will be enhanced as a result.

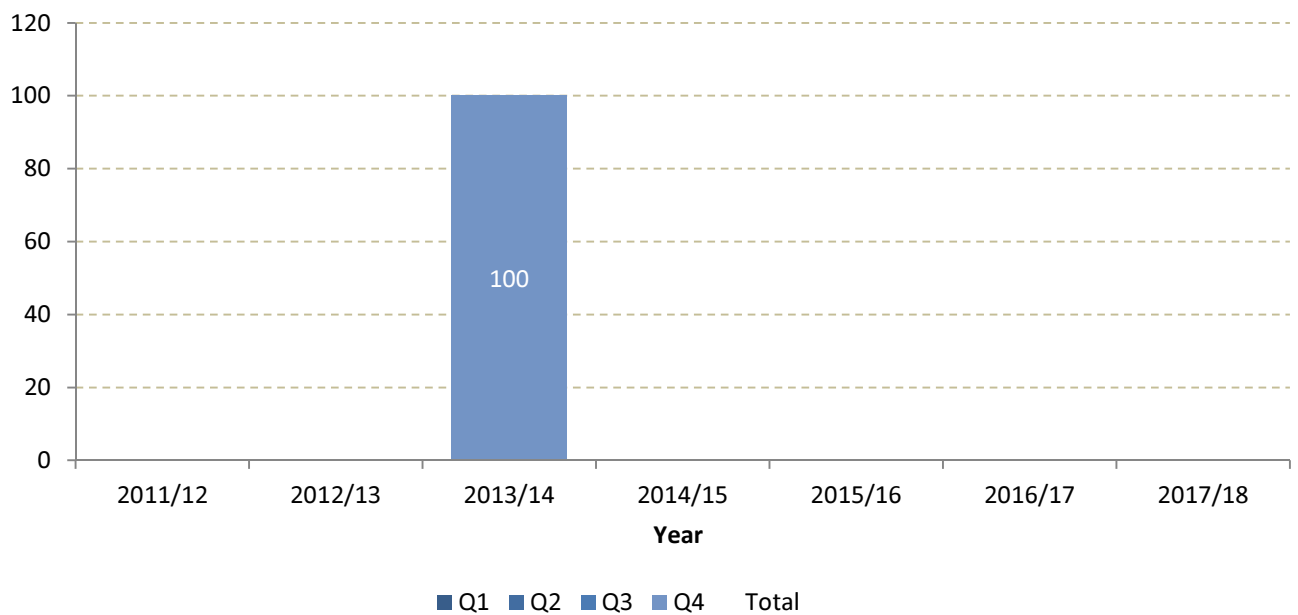
Previous Year Performance

2014/15 Service Plan Target

Q4 2013/14

100%

% of operational personnel who have attended all risk critical training courses



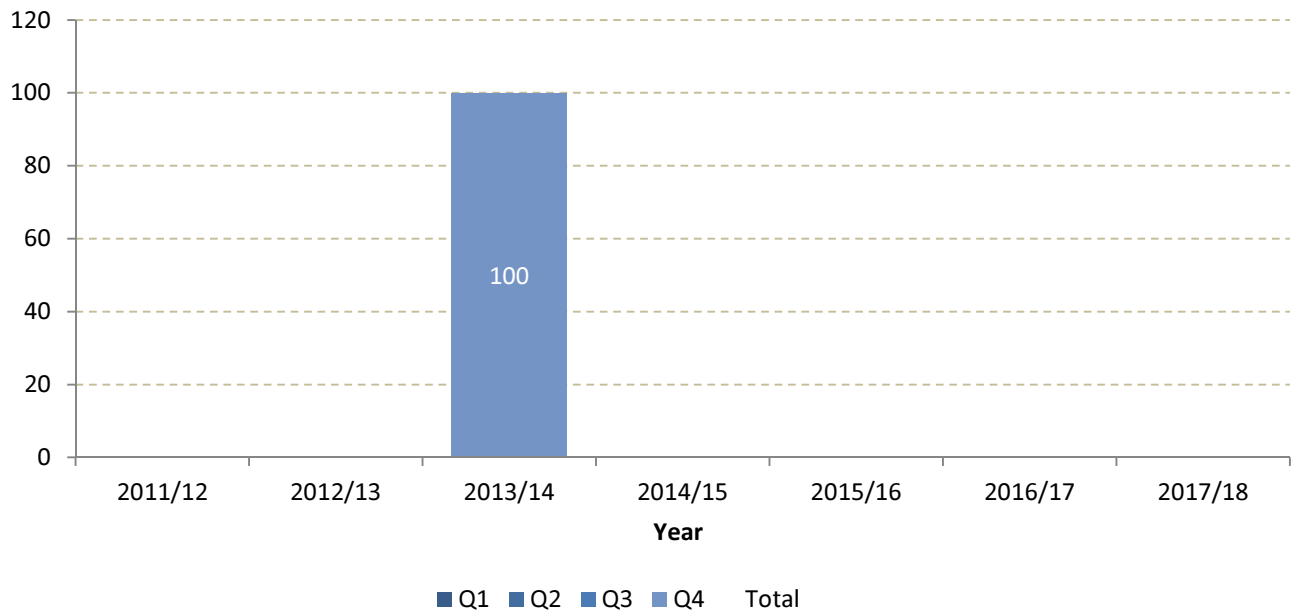
Commentary

This indicator is a new addition to the Health Safety & Welfare performance management system therefore previous years data has not been captured.

LPI 132

<p>% of Senior Officers who have completed an assessment of operational competence</p>	<p>Ensuring Well-established management and incident command arrangements are in place for controlling the operational risks to firefighters is one of the guiding principles of the authority's health Safety and welfare policy and a key component of the "safe person principles" This indicator will enable the monitoring of workplace assessment in this area for all personnel with a command role.</p>	<p>Leading indicator</p> <p>A leading indicator requires a routine systematic check that specific actions or activities are undertaken as intended, the expected outcome being that safety performance will be enhanced as a result.</p>
<p>Previous Year Performance</p>	<p>2014/15 Service Plan Target</p>	<p>Q4 2013/14</p>
	<p>100%</p>	

% of Senior Officers who have completed an assessment of operational competence



Commentary

This indicator is a new addition to the Health Safety & Welfare performance management system therefore previous years data has not been captured.

LPI 133

% of operational personnel who have successfully completed Safe Person Assessments (SPA)

All operational firefighters must have the basic equipment handling skills to underpin competent performance in the role. This indicator will demonstrate that the assessment of these core skills is being carried out.

Leading indicator

A leading indicator requires a routine systematic check that specific actions or activities are undertaken as intended, the expected outcome being that safety performance will be enhanced as a result.

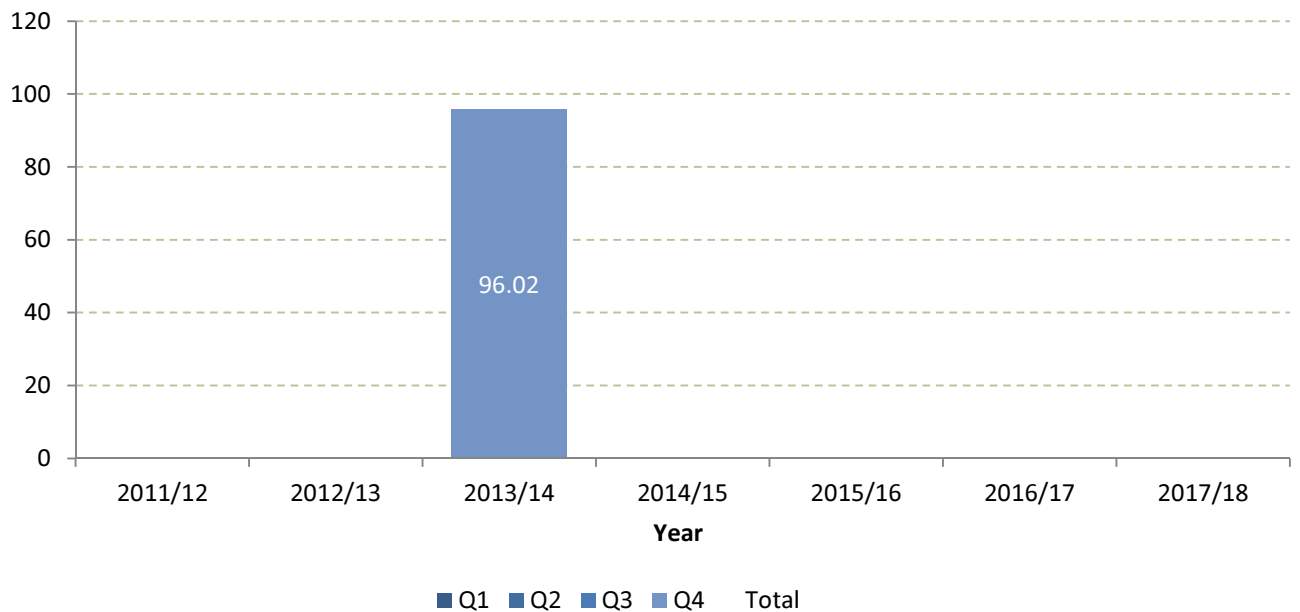
Previous Year Performance

2014/15 Service Plan Target

Q4 2013/14

100%

% of operational personnel who have completed Safe Person Assessments (SPA)



Commentary

This indicator is a new addition to the Health Safety & Welfare performance management system therefore previous years data has not been captured.

LPI 139

Reporting of the levels of Near Miss reports recorded by the service

It is widely accepted that Near misses are an accurate indicator of the likelihood of accident & injury occurring, therefore the more near misses that are identified and resultant remedial measures implemented the reduction in the likelihood of accidents.

Leading indicator

A leading indicator requires a routine systematic check that specific actions or activities are undertaken as intended, the expected outcome being that safety performance will be enhanced as a result.

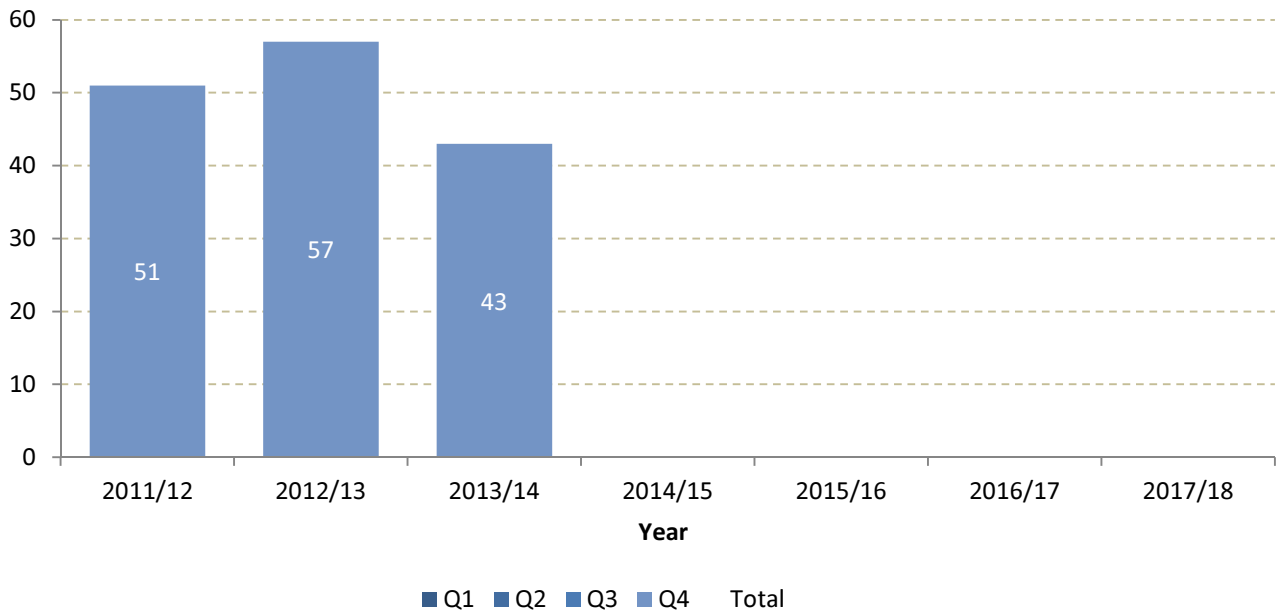
Previous Year Performance

2014/15 Service Plan Target

Q4 2013/14

Quality Assurance

Reporting of the levels of Near Miss reports recorded by the service



Commentary

The H&S team set an objective at the start of the reporting period of increasing near miss reports by 20% this objective has not been met. This will be treated as a priority in the forthcoming year.

Quarter under Review Q4
 Year Under Review 2013/14

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
98a Number of Operational staff injuries at incidents	Q1			0				
	Q2			0				
	Q3			0				
	Q4	41	44	23				
	Target							
	Total	41	44	23	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
98b Number of operational staff injuries conducting	Q1							
	Q2							
	Q3							
	Q4	24	19	21				
	Target							
	Total	24	19	21	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
112 The number of working days/shifts lost to sickness	Q1			7.55				
	Q2							
	Q3							
	Q4	7.38	7.66	8.22				
	Target							
	Total	7.38	7.66	8.22	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
106 Number of non operational staff injuries – on duty	Q1							
	Q2							
	Q3							
	Q4	19	13	12				
	Target							
	Total	19	13	12	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
111A Number of working days/shifts lost to sickness per Whole-	Q1							
	Q2							
	Q3							
	Q4	6.65	7.18	7.94				
	Target							
	Total	6.65	7.18	7.94	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
111B Number of working days/shifts lost to sickness per Whole-	Q1							
	Q2							
	Q3							
	Q4	9.2	8.88	8.94				
	Target							

	Target							
	Total	9.2	8.88	8.94	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
120 RTC's involving fire service vehicles	Q1							
	Q2							
	Q3							
	Q4	87	91	86				
	Target							
	Total	87	91	86	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
121 Site Specific Risk Information (SSRI) - Firefighter Safety -	Q1							
	Q2							
	Q3							
	Q4			1237				
	Target							
	Total	0	0	1237	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
130 % of operational personnel who have completed on-	Q1							
	Q2							
	Q3							
	Q4			95.57				
	Target							
	Total	0	0	95.57	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
131 % of operational personnel who have attended all	Q1							
	Q2							
	Q3							
	Q4			100				
	Target							
	Total	0	0	100	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
132 % of Senior Officers who have completed an	Q1							
	Q2							
	Q3							
	Q4			100				
	Target							
	Total	0	0	100	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
133 % of operational personnel who have successfully	Q1							
	Q2							
	Q3							
	Q4			96.02				
	Target							
	Total	0	0	96.02	0	0	0	0

Year	Quarter	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
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139 Reporting of the levels of Near Miss reports recorded	Q1							
	Q2							
	Q3							
	Q4	51	57	43				
	Target							
	Total	51	57	43	0	0	0	0

Merseyside Fire and Rescue Service

On Duty Injuries - April 2013 to March 2014

Role/Position	Total
Admin, Professional, Technical & Clerical	12
Contractor	2
FF	40
SM	1
WM	3
Visitor	2
Volunteer	1
Grand Total	61

Work Pattern	Total
Contractor	2
N/A	1
Non uniformed	12
Visitor	2
Wholetime	44
Grand Total	61

Service Premises	Total
Off	22
On	39
Grand Total	61

Activity Type	Total
Operational Incident	14
Other	4
Responding	2
Special Service	1
Routine Activity	29
Training (Operational)	7
Training (Other)	1
Training (Physical)	3
Grand Total	61

Station / Location	Total
Allerton	1
Belle Vale	1
Birkenhead	4
Crosby	1
Croxteth	1
Heswall	3
Huyton	2
Kensington	3
Kirkby	1
Kirkdale	3
Newton Le Willows	2
N/A	1
Old Swan	4
Prevention & Protection Liverpool South	2
Prevention & Protection Sefton	1
Prevention & Protection St Helens	1
Prevention & Protection Wirral	1
SHQ	3
Southport	3
St Helens	3
TDA	5
Toxteth	1
Upton	2
Vesty	5
Wallasey	4
West Kirby	1
Whiston	2
Grand Total	61

Type of Injury	Total
Abrasion/graze	3
Break/fracture	1
Bruising	9
Concussion	1
Crush Injury	1
Cut/Laceration	12
Dislocation	1
Eye Irritation	1
Hot burn/scald	2
Multiple Injuries	1
Pain	2
Shock/trauma	2
Skin Irritation	1
Puncture/Penetration injury	1
Sprain or strain injury	23
Grand Total	61

Cause	Total
Exposure to fire	1
Effects of heat or cold	1
Fall from height	1
Harmful substance - exposure to or contact with	1
Injured by animal	2
Injured while handling, lifting or carrying	19
Road Traffic Incident	1
Slip trip or fall on same level	1
Struck against something fixed or stationary	1
Struck by moving, falling or flying object	1
Trapped in, under or between objects	1
Grand Total	61

Body Part	Total
Ankle	7
Arm	1
Back/Spine	10
Elbow	4
Eye	1
Finger	4
Foot	2
Hand	5
Head	7
Hip	1
Knee	3
Leg	4
Mouth	2
Multiple Injuries	2
Neck	1
Nose	1
Shoulder	1
Thumb	2
Wrist	3
Grand Total	61

Watch	Total
Alt pattern	1
Blue	6
Green	3
LLAR	7
N/A	21
Red	11
Self Rostering	2
White	10
Grand Total	61

Activity	Total
Community Safety Activities	1
Contractor working on Fire Service Premises	2
Fire - Gaining Entry	2
Fire - Other	3
Fire - Working with Hose	9
Mounting/Dismounting Appliance at Emergency Incident	1
Mounting/Dismounting Appliance - Non Emergency	1
Non uniformed staff - Normal work related activity	12
Normal work related activity OFF Station	2
Normal work related activity ON Station	12
Responding to Emergency call on Station	1
Other	1
Special Service	1
Training at TDA (Other than P.T.)	3
Training OFF Station - Using other Equipment	1
Training OFF Station - Firefighting	2
Training On Station - Using Ladders	1
Training ON Station - Physical Training	1
Training - Other	1
Training (Physical)	2
Visitor to Brigade Premises	2
Grand Total	61

Injuries caused by Manual Handling	Total
	6

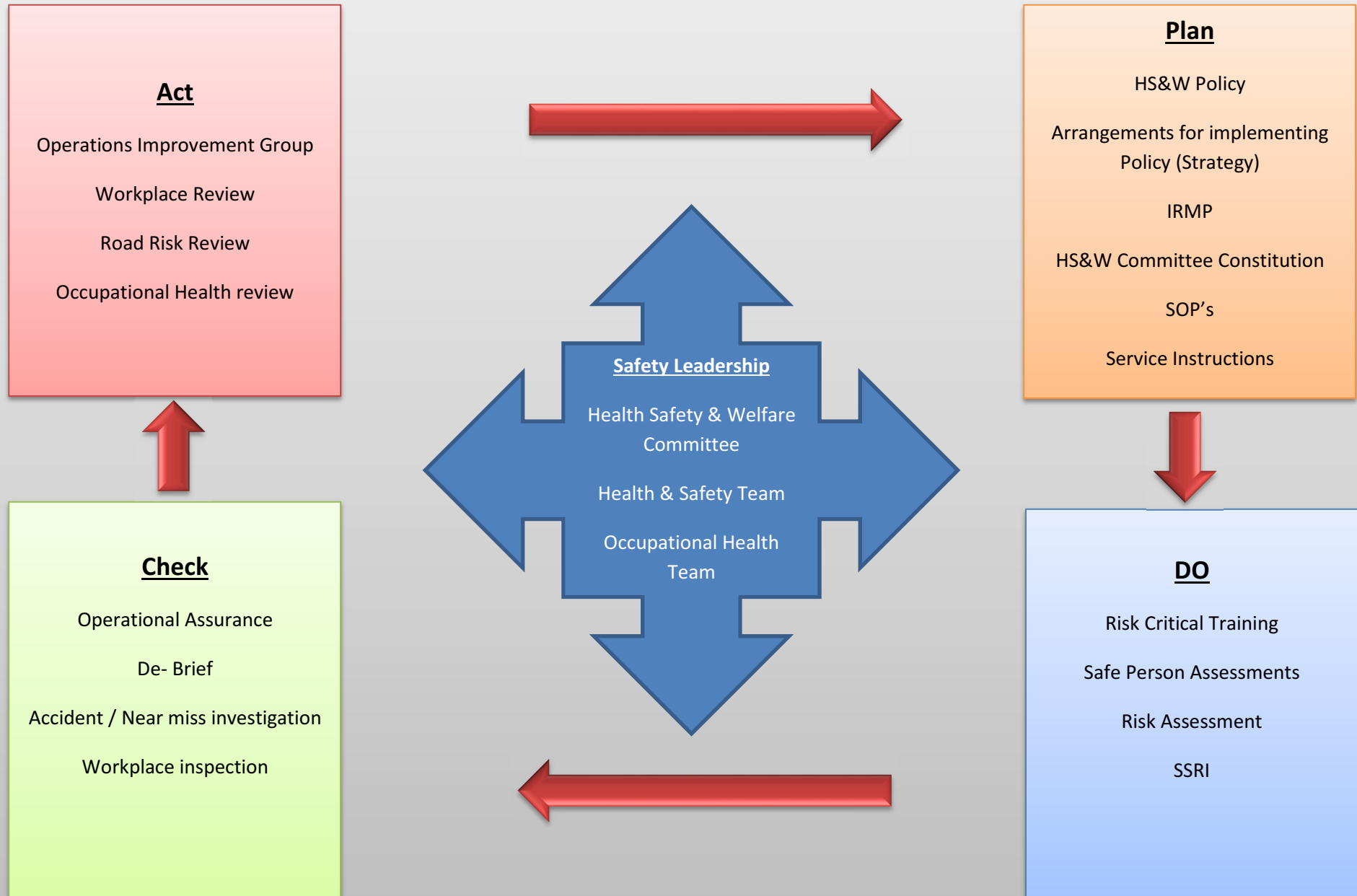
Days Lost for 2013/2014	Total
Total illness days	370
Duty Days	241

Days Lost for 2012/2013	Total
Total illness days	332
Duty days	231

Category	Total
Accident	
Injury	
RIDDOR	

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Appendix 2: Analysis of current MFRS Health & Safety System against the Plan. Do, Check, Act model



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	Framework Requirement	Current situation	Actions required to achieve compliance	Status
<u>1</u>	<u>Formulating health and safety policy for the operational environment</u>			
	The overarching policy and other specific policies should cross-reference to appropriate Fire and Rescue Authority procedures. These policies should be concise and provide clarity. There are nine key elements of a health, safety and welfare policy	MFRA have an overarching H&S policy in place this is underpinned by guidance for implementation. This has been cross referenced with the requirements of the Framework and all are covered	None	Review Annually
	Specific policies for operational activities should have the important principles of health, safety and welfare enshrined within them	All current SOP's and relevant SI's are linked to appropriate Risk Assessment	The creation of SOP's through the operational procedure review must always have as the starting point an analysis of Hazard and Risk Ensure that all SI's that link to operational procedure are underpinned by Suitable & Sufficient Risk Assessment	H&S manager currently in the process of developing with the lead officer for the operational procedure review All SI's require the Risk Assessment – currently reviewing to ascertain how many are actually linked.
<u>2</u>	<u>Organising for the safe delivery of operational activities</u>			
	Establishing and maintaining management control	Management Control is achieved through the governance structures in place within the HSWMS. This is owned at Strategic level by the DCFO with the administration being the responsibility of the H&S Manager and the OCC Health Manager.	None	Ongoing scrutiny via the HS&W Committee and the lead member for H&S

	Framework Requirement	Current situation	Actions required to achieve compliance	Status
	Promoting co-operation between individuals, safety representatives and staff groups so that health, safety and welfare become a collaborative effort.	The health safety welfare committee's role includes, as part of their normal agenda, planning and preparation for health safety and welfare issues that arise from The Authority's operational activities.	The organisation does not currently have an individual who holds the position of "Representative of employee safety" H&S Manager to address.	In Progress
	Ensuring the communication of safety critical information and other health, safety and welfare information throughout the organisation.	Information about hazards and risks to safety is disseminated via written and e-mail communication which is prioritised according to criticality. If amendments to preventative measures and safe systems of work are required they are provided in an appropriate and timely manner to relevant personnel, formal and informal means are in place to guarantee an adequate flow of information up, down and across the organisation.	Whilst the process is in place, an information campaign needs to be delivered to ensure all members of staff are fully aware of the ways in which information flows in the organisation. H&S Manager to devise and implement an awareness campaign	In Progress
	Ensuring the competence of operational personnel.	<p>The TDA risk critical assessment modules are now embedded into the annual training planning process.</p> <p>SPA underpinned by workplace assessment ensures competence in the core skills.</p> <p>Competent performance in the workplace (Incident ground) is assured via active monitoring (Operational assurance team)</p>	<p>SPA's have been developed for driving, Banks person, POD, operator and CPL cage operator.</p> <p>SPA process further developed to include the support functions for specialist resource (Eg Bulk Foam, Hazmat unit etc)</p>	Work on-going to allow for the allocation of specialist skill sets to individuals / groups within the recording system. Once achieved specialist SPA will be allocated.

	Framework Requirement	Current situation	Actions required to achieve compliance	Status
	Command competence and workplace assessment	<p>Point of entry competence is demonstrated via the Technical command assessment process. Ongoing maintenance is assured via the active monitoring process and tactical exercises and CBTX.</p> <p>Monthly Command seminars as a CPD activity.</p> <p>Process needs to be introduced whereby assessment of all incident commanders is carried and skills are kept current</p>	<p>Develop scenario based command maintenance of competence assessments at all levels of command. This to be tied into a review of command functions to mirror national command levels 1 - 4</p>	<p>A Command development group has been formed under the auspices of the Operational Improvement Group.</p>
<u>3</u>	<u>Planning and implementing operational policy</u>			
	Integrated risk management plan The four pillars of operational risk assessment	<p>The "four Pillars approach has been adopted by the Operational Policy review as the template for the way in which operational policy (SOP's) is produced. Generic Hazard & Risk statements in place via national produced documentation.</p>	<p>Strategic and dynamic risk assessment and control assessments are in place – currently being reviewed as part of the Opps Response project. Further staff training on individual Risk Assessment (Pillar 4) required.</p>	<p>Project ongoing with progress being reported to OIG</p>
	Risk critical information	<p>Risk critical Health & Safety information is disseminated through well-established communications process. Site Specific Risk Information is made available to responding crews via MDT includes – SRRI Plans, RN 1 information.</p>	<p>Develop a Risk Information gathering protocol for premises identified as posing a risk but not having a full SSRI attached.</p>	<p>Worstream with Opps Intelligence reporting to OIG</p>
	Operational decision making	<p>Current training in incident command utilises the Decision making model as per the incident Command manual</p>	<p>All incident commanders – at all levels to receive training on the JESIP joint Agency Decision making model. Decision making to be an area for assurance through active monitoring.</p>	<p>Part of the Command group workstream</p>

	Framework Requirement	Current situation	Actions required to achieve compliance	Status
	Communication	Incident Communication protocols in place however a review is required	Review of Incident ground communication protocols	To be commenced
	Recording the incident risk assessment	Dynamic Risk assessment recorded electronically via the declaration of tactical mode on the incident log. Analytical Risk Assessment recorded in hard copy at the incident.	Develop the Analytical Risk assessment to ensure that the control measures emanating from high level RA are assured and that deviations and the rationale for them are captured. Develop an electronic recording methodology for this activity.	On-going – project being overseen by AM response and H&S Manager
<u>4</u>	<u>The safe person principles</u>			
	The safe person organisational responsibilities	The organisation has developed and recognises a Safe Organisation model which encompasses the Safe Person Principles and has been adopted by the authority as a key component of the HS&W management system.	None	Annual Review
	The safe person individual responsibilities	Information and training given to all operational staff however reactive monitoring of accident and injury investigations reveal that further information and instruction is required.	Continue to develop individual awareness of safe person responsibilities through: H&S Communication Tool Box Talks	Awareness programme to be devised and implemented
	Leadership and supervision	Command training both internally and for Level 2, 3 & 4 commanders externally include the personal competencies required for safe	Point of entry assessments and initial development programmes in place Need for formalised maintenance and CPD activities.	Command group own this workstream - ongoing

	Framework Requirement	Current situation	Actions required to achieve compliance	Status
5	<u>Monitoring and measuring performance</u>			
	Performance indicators	<p>Performance Indicators are the foundation of the performance management systems used by the operational response directorate. Managers at all levels are accountable for performance against the indicators.</p> <p>Individual performance is managed through the SPA and performance appraisal processes.</p>	None	Annual Review
	Operational assurance at incidents	The Operational Assurance team is well established and form an integral part of the wider assurance process.	None	Annual Review
	Post incident/event learning and support	Incident de-brief process has undergone a major review with a new methodology	Outcomes of trend analysis of de-brief reports to be fed into Opps Improvement group and actioned appropriately	On-going review by Opps Improvement Group
6	<u>Auditing</u>			
	Audit objectives	The operational Response directorate undertake a range of audits covering all areas of Operational response. The objectives are detailed by the various templates contained on the OSHENS system.	None	On-going review via OIG
	Audit procedure	The procedures are widely understood and carried out by the Operational assurance team who report to the Ops response manager	None	On-going review via OIG

	Framework Requirement	Current situation	Actions required to achieve compliance	Status
<u>7</u>	<u>Performance review</u>			
	Incident debrief	Newly created OSHENS de-brief module now in use and underpinned by a full training programme.	None	On-going review via OIG
	Incident monitoring	Active monitoring processes fully embedded via the operational performance team.	None	Annual Review
	Incident/event investigation	Policy and Procedure in place to full investigate all adverse safety events.	CPD for officers potentially tasked with carrying out investigations is required	To be implemented
	Closing the loop – managing the outcomes of learning	Outcomes of all active and reactive monitoring processes and audits are fed into the appropriate review group who report the HS&W Committee.	None	On-going review via OIG
<u>8</u>	<u>Human factors</u>			
	The organisation	The organisation strives to maintain a positive Health & Safety culture through consultation and collaboration with all areas of the workforce	None	On-going review via OIG
	The task	All foreseeable tasks are risk assessed and should it be required individual risk assessments will be carried out.	None	On-going review via OIG
	The individual	The organisation provides opportunity for individuals to develop within certain specialisms and has identified areas where	None	On-going review via OIG
	Contributing/causal factors to accidents	There is an ongoing workstream with Liverpool University and the Command Dept at TDA to develop understanding in this area.	None	On-going review via OIG

	Framework Requirement	Current situation	Actions required to achieve compliance	Status
<u>9</u>	<u>Welfare at incidents</u>			
	Planning for welfare and well-being at incidents	Welfare strategy requires development	Fatigue Risk Management System requires development (FRMS)	H&S Manager responsible for development of FRMS
	Stress in the workplace	Stress management policy in place a part of the wider Mental Health and wellbeing policy. Stress Risk assessment carried out by H&S team on referral from the Occupational Health Physician.	None	
	Managing traumatic events at incidents	Critical incident de- brief and incident defusing systems developed in collaboration with rep bodies and now fully implemented	None	
	Fitness to work	FF Fitness strategy in place and being implemented	Further development of rehabilitation programmes for "Other duties" Firefighters Further development of fitness monitoring and maintenance programmes	
	Health surveillance	Full Health surveillance arrangements in place via the Occupational Health team.	None	

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Appendix 4 Changes to Health & Safety legislation, approved codes of practice and guidance

Background:

In 2010, the government pledged to reduce the burden of health and safety bureaucracy and red tape. It commissioned two independent reviews of the operation of the UK's health and safety legal framework. The outcome of those two reviews (by Lord Young in 2010 and Professor Ragnar Lofstedt in 2011) was a set of recommendations for improving the perception of health and safety, and consolidating, simplifying and reducing health and safety laws and guidance.

This appendix is to advise of recent legislative changes and planned changes to Approved Codes of Practice (ACOPs) and Guidance. The following is a summary of those changes and proposed changes to date, which impact on MFRS. Health and Safety at Work Act 1974 – Removal of Strict Liability

On 1st October 2013, Section 69 of the Enterprise and Regulatory Reform Act 2013 amended Section 47 of the Health and Safety at Work etc. Act 1974, and removed the right for employees to bring a claim for damages against their employer for breaches of statutory duties. This means that in pursuing damages for injury or ill-health, employees will have to prove that their employer was negligent. Employees, who are pregnant, have recently given birth or are breast-feeding, are exempt from this change.

Regulations

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)

RIDDOR 2013 came into effect on 1st October 2013, replacing RIDDOR 1995. The main changes are:

- The existing schedule of 47 types of industrial disease has been replaced with Eight categories of reportable work-related illness.
- The classification of “major injuries” has been replaced with a shorter list of “specified injuries”
- Fewer types of “dangerous occurrence” require reporting.

The outcome for MFRS is likely to be a reduction in the number of RIDDOR reportable injuries and dangerous occurrences.

Health and Safety (First Aid) Regulations 1981

These Regulations have been amended to remove the requirement for HSE to approve first aid training and qualifications. The outcome for MFRS is that we are no longer required to use an “HSE approved centre” for the delivery and awarding of first aid qualifications.

Approved Codes of Practice

The purpose of ACOPs is to help employers understand and comply with their duties under health and safety law. ACOPs have a special legal status, meaning that if the employer follows the ACOP in the relevant circumstances, they can be confident that they are complying with the law.

In 2012, HSE consulted on proposals to revise, consolidate or withdraw 15 ACOPs by the end of 2013, and make minor revisions or no changes to 15 others by the end of 2014.

Progress on ACOPs to Date

Following consultation, HSE are going forward with their proposed changes. It was decided however that the length of ACOPs should be decided on a case by case basis rather than limit to 32 pages as originally planned. According to HSE, the changes, which include simplifying the language and removing out of date requirements, are designed to make it easier for employers to understand and meet their legal obligations (note that the Regulations themselves have not changed).

The following ACOPs are being significantly revised and updated

- Work with asbestos materials
- Control of substances hazardous to health (COSHH)
- Workplace (health safety and welfare)
- Control of Legionnaires' disease
- Dangerous substances and explosive atmospheres
- Installation and use of gas systems and appliances

The following ACOPs are being subject to minor revisions (by end of 2014)

- Safe use of work equipment
- Safe use of lifting equipment
- Work in confined spaces
- Safety of pressure systems

The following ACOP has been withdrawn (July 2013)

- Management of Health and Safety at Work

This ACOP has been replaced by a new suite of guidance, available on HSE's website.

The outcome of these ACOP revisions for MFRS is that all of the associated policies and procedures will need to be reviewed.

Guidance

One significant change is to HSE's guidance 'Successful Health and Safety Management', widely known as HSG 65. A revised on-line version of this document was published on 1st August. 2013. This revised guide moves away from the previous model known as POPIMAR (policy, organising, planning, measuring performance, auditing and review) to a 'plan, do, check act' approach. Health and Safety Department policies are based on the POPIMAR model. The outcome of this revision is that the Health and Safety Department will review its policies against the new model when they are due for routine review. At the same time as this change in HSE guidance, the Department for Communities and Local Government (DCLG) also published a guidance document for Fire and Rescue Authorities, called 'Health, Safety and Welfare Framework for the Operational Environment'. This DCLG guidance is based on the POPIMAR model. The following four guidance documents have been superseded by 'the framework' and are now withdrawn:

1. Volume 1 A guide for Senior Officers
2. Volume 2 A guide for Managers Modules 1-17
3. Volume 2 A guide for Managers Module 18 Health and Safety Audit
4. Dynamic management of risk at operational incidents – a fire service guide.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	2 OCTOBER 2014	REPORT NO:	CFO/103/14
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DAN STEPHENS	REPORT AUTHOR:	S RYAN
OFFICERS CONSULTED:	CHIEF FIRE OFFICER / DEPUTY CHIEF FIRE OFFICER		
TITLE OF REPORT:	JCC OFFICIAL OPENING		

APPENDICES:	NIL
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Purpose of Report

1. To advise members of the arrangements for the official opening of the Joint Control Centre.

Recommendation

2. That Members note the contents of the report.

Introduction and Background

3. The official opening of the Merseyside Joint Control Centre will be undertaken by a member of the Royal Family on Tuesday 16th December 2014. It is recognised this is also the date of a full Authority meeting but it is the only available date offered in the Royal engagement diary.
4. The visit, due to the requirement for the member of the Royal Family to attend a number of events on the same day will be relatively short, probably around an hour and a half. The visit will therefore be focused, after a formal welcome, on meeting the team involved in overseeing, and managing the JCC and those now working in Fire Control, Force Control and the Force Contact Centre.

Equality and Diversity Implications

5. There are no Equality &/or Diversity implications in relation to this report.

Staff Implications

6. No major staff implications however the Royalty Protection Team will impose some restrictions on the day for security reasons on movement.

Legal Implications

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

Financial Implications & Value for Money

8. Minor costs can be met from within existing Budgets.

Risk Management, Health & Safety, and Environmental Implications

9. A joint Police / MFRA Project Team will oversee the planning of the opening of the Joint Control Centre.
10. A full Health & Safety Risk Assessment will be prepared.
11. There are no Environmental Implications contained within this report.

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

12. The formal opening of the Merseyside Joint Control Centre marks the end of the first stage of a major joint system of working with Merseyside Police and will enhance interoperability and the reputation of MFRA.

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	2 OCTOBER 2014	REPORT NO:	CFO/094/14
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:	COLIN SCHOFIELD, PETER RUSHTON, GARY OAKFORD, WENDY KENYON		
TITLE OF REPORT:	KNOWSLEY STATION MERGERS CONSULTATION OUTCOMES		

APPENDICES:	APPENDIX A: KNOWSLEY CONSULTATION NEWSLETTER APPENDIX B: PUBLIC MEETINGS REPORT APPENDIX C: KNOWSLEY SURVEY OUTCOMES REPORT APPENDIX D: KNOWSLEY FOCUS GROUP AND FORUM REPORT APPENDIX E: EQUALITY IMPACT ASSESSMENT
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Purpose of Report

1. To inform Members of the outcomes of the twelve week public consultation regarding the proposed station merger in Knowsley and the next steps.

Recommendation

2. That Members note the outcomes from the Knowsley public consultation

Introduction and Background

3. On 6th May 2014 the Authority approved (subject to consultation) a proposal to merge (close) Huyton and Whiston community fire stations and build a new station on Manchester Road in Prescot. As part of that report (CFO/044/14), the Authority approved the consultation plan. The Authority subsequently carried out a twelve week period of public consultation between 6th May and 28th July. The plan set out that the Authority would run an online survey, three externally facilitated deliberative focus groups and one forum, three open public meetings, a stakeholder meeting and several staff consultation meetings. The outcomes of the consultation are set out below.

Promoting and marketing the consultation

4. Following the Authority's decision, a newsletter (Appendix A) that detailed the proposals for Knowsley was published on the Merseyfire website. This included details of the three public meetings to be held in Prescott, Huyton and Whiston. As well as being published on the website, paper copies were distributed widely by the Knowsley District team to shops and other businesses and agencies in the Knowsley area including major supermarkets, Health Centres, One-Stop Shops, Libraries and Local Authority Leisure Centres.
5. The Corporate Communications team used Facebook and Twitter regularly throughout the consultation period to introduce the proposals, direct readers to the online survey and to promote the meetings. The consultation was publicised in local newspapers, including the Liverpool Echo, St. Helens Star and Knowsley Challenge and the Chief Fire Officer also took part in a radio interview promoting the consultation events. When the consultation period closed, this was communicated on Twitter and the Merseyfire website.
6. Information about the proposed merger and the consultation meetings was distributed by Knowsley Metropolitan Borough Council through their communication channels (including community messaging) to staff, partners and members of the public.
7. The District Manager for Knowsley consulted with staff in the Knowsley district to explain the proposals and seek feedback. He also distributed information to his partnership contacts including the Chamber of Commerce and encouraged them to attend the stakeholder meeting.
8. More information on the marketing and promotion of the consultation, the public meetings and stakeholder meeting can be found at Appendix B.

The consultation events

9. The consultation events that took place are detailed below. The focus groups and public meetings took place in the evening.
 - Tuesday 3rd June – Knowsley Park Centre for Learning – Focus Group
 - Wednesday 4th June – Whiston Town Hall – Focus Group
 - Thursday 5th June – Lord Derby Academy – Focus Group
 - Tuesday 10th June – Rainhill High School – Public Meeting
 - Thursday 12th June – Lord Derby Academy – Public Meeting
 - Monday 16th June – Huyton Civic Suite - Breakfast Meeting
 - Tuesday 17th June – St Edmund Arrowsmith School – Public meeting
 - Wednesday 18th June – Belle Vale Community Fire Station – Forum
10. The focus groups and forum were deliberative meetings, facilitated by Opinion Research Services (ORS), the provider of MFRA's IRMP Forums. Participants were randomly selected from the Knowsley area and invited to attend.

11. The stakeholders' breakfast meeting was promoted amongst public and private sector partners in Knowsley.
12. The public meetings were entirely open and anyone could attend. No one was recruited or specifically invited. They were however widely publicised as detailed above.
13. The breakfast meeting and open public meetings were organised, promoted and delivered by MFRA staff. MFRA staff were also heavily involved in the organisation of the ORS facilitated focus groups and several uniformed and non-uniformed staff attended each meeting to provide advice and organisational support.
14. In addition, the Chief Fire Officer met with the Leader and Chief Executive of Knowsley Council during this period and the District Manager met with Members of Cronton Parish Council.

Outcomes from the consultation

On line survey

15. Analysis of the online survey results can be found at Appendix C, the following is an overview.
16. The online survey was designed to be concise and easy to use. Members of the public accessing it through the website were first directed to read the newsletter referred to above and then answer one question:
 - *"Do you think the proposed merger of Huyton and Whiston fire stations at a new community fire and rescue station in Prescott is **reasonable** given the financial challenges faced by the Authority?"*
17. Respondents were then asked a supplementary question:
 - *"If you answered "No", please use the box below to explain why you do not think the proposal is reasonable"*
18. Finally, respondents had an opportunity to add any further comments.
19. Below is a summary of the findings.
 - In total there were 93 responses to the survey
 - The majority of respondents (79.6%, 74 from 93) to the survey felt that proposals put forward by the Authority were reasonable, 17.2% (16 from 93) felt proposals were unreasonable and 3.2% (3 from 93) were undecided.
 - Concerning comments submitted, many local partners were broadly in favour of the merger proposals. Though there were some members of the public who were in favour, there were comments about the impact of

government cuts as well as concerns about the proposed location on Manchester Road given its proximity to the Cables Retail Park.

- Based on the postcode submitted by 50 respondents, the vast majority of people that responded to the consultation survey lived within the station grounds affected by the mergers; specifically the L34, L35 and L36 areas.
20. In the free text section, there were several comments looking favourably at the proposed site and concept of the mergers, especially by partners and some of the members of the public. There was some concern expressed regarding the proposed location identifying the nearby Cables Retail Park as an area of possible conflict. This was also picked up at the Prescott Focus Group and Knowsley Forum and is addressed in more detail within a separate report on this agenda. Other comments range from merging the Fire and Rescue and Ambulance Services to criticising the national government regarding the level of public sector cuts.
21. One respondent commented on what they considered to be inconsistencies in the way the budget cuts were represented in a graph at the focus group and forum presentation. This is picked up in detail in paragraphs 47 and 48 of Appendix D. The point made was that the axis of the graph did not start at zero. As this was not incorrect, it was felt important to continue to show the same presentation to all the meetings. However, this will be considered in future presentations.

Focus groups and forum

22. Full information about the focus groups and forums can be found at Appendix D, the following is an overview:
23. As Members will recall, the four consultation meetings reported here followed an earlier all-Merseyside 'listening and engagement' process that considered a wide range of options for MFRA in the context of its reduced budget due to public expenditure reductions. Having taken account of those earlier meetings and all the other available evidence, MFRA formulated the current proposals for Knowsley.
24. The four consultation meetings used a 'deliberative' approach to encourage members of the public to reflect in depth about the Fire and Rescue Service, while both receiving and questioning background information and discussing the proposals in detail. The meetings lasted for at least two-and-a-half hours and in total there were 48 diverse participants.
25. The attendance at the focus groups and forum was very good with at least the expected number of people attending and in some cases, more than were expected.

Location	Type of meeting and number attending
Prescot	Focus Group -11
Whiston	Focus Group - 11
Huyton	Focus Group - 8
All Knowsley	Forum - 18

26. Although, like all other forms of qualitative consultation, deliberative forums cannot be certified as statistically representative samples of public opinion, the four meetings that took place gave diverse groups of people from Knowsley the opportunity to comment in detail on MFRA’s proposals for the District’s fire stations. As a result, ORS are satisfied that the outcomes of the meeting (as summarised below) are broadly indicative of how informed opinion would incline on the basis of similar discussions.

27. The key overall findings were that:

- i. The three station-area-based focus groups and the all-Knowsley forum were all prepared to accept and even support the proposals as reasonable, feasible and safe in the circumstances.
- ii. Some people emphasised that their acceptance of the proposals was primarily or only due to the financial challenges MFRA faces: the implication was clearly that in other circumstances they would oppose the proposals
- iii. A very small number opposed the proposals in both principle and practice, and wanted MFRA to pursue other courses of action, including continuing to lobby the government
- iv. Overall, there was overwhelming majority support for the proposals across all four meetings. In fact, some people stressed that in their opinion the proposals are not at all undesirable, but the proper outcome of sensibly reviewing of resources against declining risk
- v. The discussions revealed some reservations about the choice of the Manchester Road site, but this was not a major issue and these concerns have been considered in the recommendations being made to Authority in the separate report on this Agenda.
- vi. Very few respondents rejected the “merger” proposals in their entirety or thought that MFRA should not even be considering such courses of action. There was general agreement that MFRA’s proposals are a reasonable and responsible reaction to the budget reductions it is facing – and indeed could be introduced safely and sustainably.
- vii. None of the meetings felt that the proposals raised any specific concerns relating to vulnerable people or groups with protected characteristics, but some observed that it is important to ensure the elderly get appropriate prevention work in the form of home fire safety checks and other precautions.

Stakeholder meeting and open public meetings

28. The format for the public meetings and stakeholder meetings was a formal presentation giving the reasons for the changes being proposed and details of the actual merger process and its likely impact on MFRA operational activities.
29. This was followed by an invitation for people to ask questions of the MFRA managers who attended the event.
30. The stakeholders meeting was attended by 14 people and generated a significant number of questions (see Appendix B for details)
31. The public meetings were less well attended – five people at Prescott, none at Huyton and one at Whiston. The question and answers sessions are also captured in Appendix B.
32. Despite the low numbers attending, there was general agreement that the merger proposals were reasonable in the circumstances, in the context of the cuts to Government funding for MFRA.
33. It is difficult to be sure why so few people attended the public meetings which were held in the heart of the communities. “Austerity fatigue” may be a factor. Leafleting was carried out in key locations, local newspapers were used to advertise the events; the Council assisted with promotion, the Chief Fire Officer took part in a radio interview and MFRA Tweeted and posted on Facebook regularly during this period. Another option in the future would be to leaflet individual homes in the areas affected. This could cost in the region of £4,000 for non-personalised leaflets to £35,000 for letters addressed to residents and business owners. Neither approach would guarantee an improved attendance.

Staff consultation

34. The Knowsley District Management Team consulted extensively with staff in the District at the start and end of the consultation period. This included setting up a section of the Intranet Portal where relevant documents and information was posted for staff to access, meetings between managers on the district and each watch at Huyton and Whiston fire stations and a number of email messages reminding staff that the consultation was open and encouraging them to complete the on-line survey. The outcomes of this consultation were that there were no formal objections to the merger and it was recognised this merger forms part of the wider service changes as covered in the Principal Officer Briefings. The only questions raised were the staffing model at the proposed site and what criteria would be used to select staff.

Conclusion

35. The overall outcome of the consultation was that a significant majority of those participating thought that the proposal to close Huyton and Whiston fire stations and build a new station at Prescott were reasonable in the circumstances. A few concerns were expressed about the Manchester Road site, which would be addressed as the project developed should the Authority decide to proceed.
36. It was definitely the case that inviting people to deliberative consultation events, such as the focus groups and forum, was much more effective than open public meetings and this has provided the Authority with important information to consider when making their decision. However, it is considered that open public meetings should still be carried out as part of any future similar consultation exercises to ensure that anyone who wants to can still have their say.

Equality and Diversity Implications

37. The only opportunity MFRA had to ensure a representative group of people were consulted with was in relation to the invited participants at the deliberative **focus groups and forum**. Efforts are always made to recruit a representative sample of Merseyside residents for each meeting, but as not everyone who is recruited actually attends the meeting, this can have an effect.
 - 60% (29) of the 48 focus group and forum attendees were male and 40% (19) were female.
 - 31% (15) were aged 16-34, 33.5% (16) were 35-54 and 35.5% (17) were over 54.
 - 16% (8) were of non-white British origin.

The **on-line survey** results showed the following in relation the diversity of those responding:

- 86 valid responses were analysed with 45 (52.3%) male respondents with 41 female (47.7%). Concerning age there was a wide distribution of ages with the 40-49 and 50-59 age groups being most represented, with 20 responses each.
- Of the 85 valid responses to the question concerning **disability**, 10 of the 85 (11.8%) declared they were disabled.
- In combination, 95.4% (82 from 86) of respondents were White with 2.4% being from a BME background

38. British Sign Language Interpreters were available at each open public meeting (they were not required for any of the deliberative forums) and a portable hearing loop system was also available for all meetings.
39. With regards to the outcomes of the consultation; Equality and Diversity considerations were raised at an early stage in each meeting and none of the focus groups or forum meetings felt that the proposals raised any specific concerns relating to vulnerable people or groups with protected characteristics, but some observed that it is important to ensure the elderly get appropriate prevention work in the form of home fire safety checks and other precautions.
40. The Equality Impact Assessment has been updated to reflect the consultation outcomes and this can be found at Appendix E.

Staff Implications

41. There are no staff implications arising from this report.

Legal Implications

42. It is considered that in carrying out the extensive twelve week consultation in the manner that it has, MFRA has fully complied with legal requirements and best practice guidelines.

Financial Implications & Value for Money

43. The total costs associated with the consultation were as follows:

Room hire and refreshments - £947
British Sign Language interpreters - £270
Hearing loop hire - £600
Focus group and forum facilitation - £10,670

Total - £12,487

All costs were met from existing budgets and there was no additional cost arising from staff attendance at evening meetings.

44. As detailed above, it is considered that the deliberative forums offer value for money as it is considered that relying solely on open public meetings and the survey would not have provided Members with sufficient information about the views of the public of Knowsley to enable them to make an informed decision about how to proceed.

Risk Management, Health & Safety, and Environmental Implications

45. It is considered that MFRA has reduced corporate risk by carrying out extensive consultation and considering the outcomes of that consultation before making any final decisions on the merger proposals. There are no health and safety or environmental implications.

46. Entering into a period of twelve weeks meaningful consultation in Knowsley has allowed the public and other stakeholders to carefully consider the implications of budget cuts on the Authority and contribute valuable opinions that will be considered by the Authority when it makes its final decision.

BACKGROUND PAPERS

GLOSSARY OF TERMS

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Merseyside Fire and Rescue Authority (MFRA) are responsible for providing fire and rescue services for Merseyside's 1.4 million people. This currently includes delivering fire and rescue services from three community stations in Knowsley located at Kirkby, Huyton and Whiston.

Over the last four years MFRA has had to make savings of £20 million as a result of Government cuts. MFRA is required to make a further £6.3 million savings in 2015/16. It is possible that future savings required as a result of ongoing Government cuts might reach £9.1 million in 2016/17 and up to £20 million in total by 2020. We now need to make more changes to meet this new financial challenge.

MFRA has already had to make significant reductions in its support services and back office staff and the number of firefighters it employs has reduced from 1,400 to 764 with fire appliances reducing from 42 to 28. All but two stations have only one appliance. What has not changed in more than 20 years is the number of community fire stations (26) and this cannot continue in the future.

Mergers

To save £6.3 million the Authority has assumed it will be able to deliver £2.9 million from support services such as Finance, Human Resources and Estates management as well as technical areas such as debt financing. The remaining £3.4 million will have to come from our emergency response and this will require at least four station mergers or outright closures.

Three proposed mergers have been identified which offer an opportunity to replace old buildings with new facilities in locations which offer better incident coverage : 1. Huyton/Whiston at Prescot; 2.Upton/West Kirby at Greasby; 3. Eccleston/St Helens at St Helens Town Centre. The fourth merger would be in Liverpool but hasn't been identified yet.

In Knowsley, the proposal is to close Huyton and Whiston fire stations and build a new station at a site on Manchester Road, Prescot.

Over the last ten years, incidents across Merseyside have been reduced by 55% (18,428 incidents). Huyton has seen a fall of 76.7% (from 1,764 incidents attended during 2004/05 to 411 during 2013/14) and Whiston a reduction of 55.9% (from 891 incidents attended during 2004/05 to 393 during 2013/14).

Prescot would have two fire appliances, one crewed by wholetime firefighters (24) and the second by wholetime retained. The station design would be based on the seven new stations built on Merseyside over the last two years through a Private Finance Initiative scheme.

The new station would have training facilities, rooms which local community groups can use and may also provide facilities for Merseyside Police.

The cost of building a new station is estimated at £2.8 million, £1.77 million of which would come from a Government capital grant and the rest from Authority Reserves. If we move to one new station and close two old stations there will be £863,000 saved every year by the reduction in 22 firefighter posts. The reduction will be achieved through not replacing retiring firefighters.



MFRA has already carried out engagement with the public in Knowsley. Public meetings were held in Huyton and Whiston and a forum of Knowsley residents also considered alternative ways of making the cuts necessary to meet our grant reduction.



Existing Station design similar to proposed Prescot Site

The forum considered the options of station mergers, station closures, crewing stations only during the daytime or using people from local communities to be trained as community retained firefighters. The overwhelming preference, as staying the same was not an option,

was for station mergers.

If the merger takes place, the average response time from Prescot would be five minutes nine seconds compared to five minutes 25 seconds currently for incidents occurring within the Huyton area and five minutes two seconds currently for incidents occurring within the Whiston area.

The Authority is interested in how reasonable the public and other stakeholders think our plans for Knowsley are given the major cuts we continue to face. We are now embarking on an extensive consultation programme in Knowsley before any final decisions are made. This will involve public meetings at Rainhill High School, Prescot, 7:30pm, 10th June; The Lord Derby Academy, Huyton, 6:00pm, 12th June; St Edmund Arrowsmith, Whiston 6:00pm, 17th June; focus groups, a stakeholders' meeting and an on-line survey on www.merseyfire.gov.uk/surveys/knowsleymerger.htm. The public meetings in June will be publicised on our website and in the local media. Or write to Peter Rushton, Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle, L30 4Yd or phone me on 0151-296-4557.

Knowsley Consultation

Public meetings and Stakeholders meeting

Promotion:

Three evening public meetings and a breakfast stakeholders meeting were held as part of the Knowsley consultation process.

The public meetings were held Tuesday 10th June at Rainhill High School, Prescot; Thursday 12th June at the Lord Derby Academy, Huyton; Tuesday, 17th June at St Edmund Arrowsmith School, Whiston.

The stakeholders breakfast took place at Huyton Civic Suites, Huyton, on the 16th June.

These meetings were widely promoted through the local media, internet, social media, Knowsley Council community messaging service, our own staff meetings and leaflet distribution to public buildings and local supermarkets.

The Liverpool Echo and Knowsley Challenge carried news features and Radio Merseyside ran an interview with the Chief Fire Officer on the morning of one of the public meetings. MFRS Facebook page carried information from the beginning of the process as did the MFRS website and information about the meetings was tweeted in advance of all the events.

Knowsley Council distributed information regarding the consultation process through its community messaging service which is sent to 9,000 people and through their business newsletter which goes to 3,000 people.

The MFRS Consultation newsletter was given out at 14 locations, including Whiston Hospital, health and leisure centres and the Asda and Tesco supermarkets.

Meetings took place with all our Knowsley staff who had the proposed mergers explained and were also made aware of the public meetings.

The Knowsley Chamber of Commerce promoted the events in their newsletter and encouraged their members to attend the stakeholders breakfast meeting.

Signers were engaged for all the public meetings and a hearing loop was available to ensure any attendees with hearing impairments could participate. Neither were required.

Feedback

The format for the public meetings and stakeholder meetings was a formal presentation giving the reasons for the changes being proposed and details of the actual merger process and its likely impact on MFRS operational activities.

This was followed by an invitation for people to ask questions of the MFRS senior management who attended.

The stakeholders meeting was attended by 14 people and generated a significant number of questions (See appendix A).

The public meetings were less well attended – five people at Prescot, none at Huyton and one at Whiston. The question and answers sessions are captured in appendix B.

It is difficult to be sure why so few people attended the public meetings which were held in the heart of the communities. Leafleting was done through key locations and the only other option in the future would be to leaflet individual homes in the areas affected. This would have cost in the region of £10,000(to be checked).

Appendix A

Stakeholders Breakfast Meeting (16th June)

Q: When you talk about sharing facilities with partners, how do you link in with them?

A: There are two examples. One is at Croxteth with the Ambulance Service's Hazardous Area Response Team (HART). They share the same station, messing facilities and they train together. We are not interchangeable services because we do different jobs but they train together because they turn out to very specific incidents. We act as landlords and they pay to be there.

The other example is at Heswall, the Police Community Support Officers (PCSOs) work out of the station because it is an appropriate base for them to have a small office and carry out their administration work. There is not a large amount of operational interaction but it gives them a base.

Q: The decision to go down the PFI (Private Finance Initiative) route, taking into account the long term issues I'm assuming you will take into account the lessons learned.

A: We wouldn't be using the PFI route for this station and that programme is concluded. The stations we are talking about building would be funded through grant, capital receipt and reserves. We are looking to be debt free.

Q: How long will the consultations last? What timescale will a decision be made by?

A: The consultation process started in May and lasts for 12 weeks. At the most recent public meeting in the Lord Derby Academy nobody came along. We had a public consultation last week and five people attended. We are trying to encourage people to come along to consultations. We seem to be in the grip of austerity fatigue. We will persist and we have held forums, where a market research company has recruited people to attend and paid them expenses on our behalf, that is much more successful. We will collate all of that together, what people have said and information from the online survey and the Authority will take a view of whether there is anything substantive that says the plans are unreasonable.

Q: Has there been anything done specifically with the Council?

A: On three occasions we have met with the full Council.

Q: The public may have an opinion but may prefer to go through their local councillors.

A: The first thing we did was contact local councillors and on three occasions we have addressed the full Council on it.

Q: When it comes to consultation there are two aspects; one is what we are able to do and the other is options if you don't do this. However there are no other options here are there?

A: I'm not going to say there aren't any other options because there are, however, this is the option that I would take.

Q: You can ask people but you're still going to make the cuts.

Another guest added: Yes but it's how you make them and it's to give people the opportunity to be consulted. It is your business and you know the safe way to run it and it's about being able to support the service. There will be thousands of people who say they didn't know about it despite significant attempts to consult people.

Q: You said there weren't people attending, it could be that the word consultation puts people off.

A: We called it engagement initially and we got slightly less people interested. We haven't finished yet so anything you suggest we are happy to pick up on that.

Q: Thank you for coming along and I'm disappointed that there isn't the turnout you hoped for. As a business owner I have complete faith in you guys and that comes from the relationship I have developed with yourselves over the years. I think you have convinced us that you have given it a huge amount of thought. I personally have huge faith in your decision. I like the idea of a state of the art station.

A: Sometimes it feels like the austerity measures have been going on forever. The perspective that I have is that at some point we will get through this and when we do I want us to have the best possible infrastructure and the best trained workforce we can have at that time.

If this plan looks reasonable to well informed people then I can report that back to the Authority which would give them a degree of reassurance.

Q: My view is it seems a sensible solution. You've got to save money and this is a merger instead of closing the stations and this will also be a state of the art facility. However is it future proof? In Liverpool the Council invested in a facility that was built and 17 months down the line it was cut.

A: Prescot would be one of the 10 key stations, it would always be there, with South Knowsley covered by Prescot and North Knowsley covered by Kirkby.

Also, with the PFI stations jobs were created locally in the construction industry and the Authority policy was that it would employ local firms. This merger would create eight Knowsley jobs if it goes ahead.

Appendix B

Whiston Public Meeting (17th June)

Q: When would building start?

A: The consultation process has to conclude and a report to go back to the Authority for a final decision. We then have to go through the whole planning process before the build work begins.

Q: Does the hospital have any issues with the proposals?

A: We used to have issues with automatic fire alarms (AFAs) going off at Whiston hospital but we have worked very closely with them over the last few years and they have put new processes in place. In 2013-14 there were no AFAs. Because it is a building that is always heavily occupied it is less likely that a fire would occur and that nobody would see it very quickly.

Q: Are the ambulance service coming in with us at Prescott?

A: Not at this stage.

Q: How much space do the police want?

A: We are not sure yet but it may be just office space.

Prescot Public Meeting (10th June)

Q: [Following a discussion about Council Tax] How much would a referendum cost?

A: £2 million for referenda in all five districts as we are pan-Merseyside. We may not win a referendum so that cost would need to be found on top of the £6.3 million of savings.

Q: What's the establishment (regarding number of firefighters)?

A: The current staffing levels are around 790 but would reduce further to 764.

Q: What's been the highest (number of firefighters there has been)?

A: In the past 1,500 firefighters.

Comment (during presentation) – Response times would be delaying by seconds (comment made during the Prescott Proposed Station slide mentioning current average response times for Huyton and Whiston to fires).

A: Yes it would be seconds. For some it could be longer than the average but we would get there as quickly as we can.

Q: If there was a big fire in Huyton would you send two appliances?

A: It depends on the circumstances. If it was a fire in a high rise building we would send four.

Q: It would be from across Merseyside (the appliances sent to the fire)?

A: Yes. It is the nearest appliance that responds. We have 10 key stations to help with our mobilisation system operation to meet the ten minute response time.

Q: Do you have any collaboration with Cheshire (in regards to responding to incidents)?

A: Yes we do. Arrangements are in place for Cheshire appliances to come into Merseyside and vice versa but the Cheshire deployments into Merseyside do not happen very often but may happen more often in the future. There are similar arrangements with Manchester and Lancashire.

Q: If there was a large chemical fire in Runcorn would Merseyside respond and help?

A: As with the above answer it was explained Merseyside would respond.

Q: The average response times are based on wholetime and wholetime retained. There's a good chance wholetime retained will not come to fruition so it may be community retained. Have you looked at response times in the light of that?

A: The wholetime retained appliance, the second pump would be at a Prescot station, but it would not be a "response" appliance but a "resilience" one with firefighters responding into the station and onto the pump within 30 minutes. It would then be available as support cover.

Q: Then the times are based on having two – the old figures are based on two machines – one at Huyton one at Whiston?

A: The current average response time figures for the current stations, Huyton and Whiston, are based on the first responding appliance – as soon as they book on scene that is when the clock stopped. It was the average time for first appliance attendance at the incident.

Q: I thought that was based on the average for two machines?

A: No, but it is an important point. There will be more of an impact on the time of the second appliance attending.

Q: It will be interesting to see the change in a few years. A few years ago it was first machine in 5 minutes, second in 8 minutes. It is worrying. I come here as a member of the public. You see the rise in firefighter fatalities since 2001 especially with high rise fires.

A: Firefighter safety is paramount for us as a Service. It was explained that wholetime and wholetime retained was considered to be the “gold standard” and is where senior officers would like to place the Service. The Service would like to go back to 42 appliances but not necessarily go back to 26 stations as it is the fire appliances and firefighters that save lives not stations.

Q: How many fire appliances do they have now (Whiston and Huyton)?

A: There are two between the stations.

Q: So we (will) have the same number of fire appliances?

A: There would be the same number of appliances but they would be staffed differently as mentioned before – wholetime and wholetime retained on the second appliance.

Q: Would they (the firefighters) get overtime for that (the wholetime retained element)?

A: They would get paid additionally for something like a 48 hour retained cover period covering day/night/weekend.

Q: For me living in Rainhill the response would be a couple of seconds – but what about for those on the other side of Huyton?

A: The average response time from the Prescot station would be 5 minutes and 9 seconds, but, due to the nature of an average it may take

a little longer for some people depending on the distance the fire appliances were travelling but it is within the 10-minute response which was better than a lot of the rest of the country. However, people living closer to the new Prescott station would get an even quicker response. It really depends where the incident is.

Q: What would be the difference (in response time between Rainhill response and other side of Huyton)?

A: It is a travel distance of around two miles or so which could be an additional minute or so but there may be a delayed response that could be 6 minutes instead of five minutes.

Q: The LLAR stations – are they being looked at to go wholetime in the future?

A: LLAR stands for Low Levels of Activity and Risk where they have retained firefighters on site/in accommodation near the fire station during the night and consideration is being given to certain LLAR stations returning to wholetime operations e.g. Newton le Willows, but no decision has yet been taken.

Q: Is it true you will not respond to Automatic Fire Alarms? In our golf club we've been told we need to call if there is a fire and we are getting something called a "double knock" alarm.

A: AFAs are not responded to unless a fire is confirmed or suspected but if a double knock system activates that would be considered as confirmation a fire was at the site and a response would be sent. In other cases a back-up call needs to be made.

Q: This is the thin end of a wedge – you just wonder where it is going to stop. Is there a time when all the Chiefs are going to get together and say "enough is enough" (when it comes to reducing funding for FRSs further)?

A: Lobbying had taken place since 2010 and that resulted in providing some funding protection for Merseyside FRS but it was clear that those who control the funding have the aspiration to reduce the deficit at least up to 2020, as pointed out on an earlier Powerpoint slide. The Authority and officers are rising to the challenge responding to providing the best possible service with funding resources that were available.

Q: Are you confident that the 840 average calls can be responded to by one station (the Prescott one responding to the fire calls across their area)?

A: Yes. There may be some delay and it may be quicker for some than the average and slower for others.

Q: If there are 840 incidents next year you can get there (in all those call-out cases)?

A: Yes, those calls would be got to and covered with a station built in the Manchester Road area of Prescott.



Knowsley Consultation concerning Station Mergers – results from Feedback Surveys

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STRATEGY & PERFORMANCE

Date work received: 17/07/2014

Date work completed: 05/08/2014

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Document Control

Amendment History

Version / Issue No.	Date	Author	Remarks / Reason for Change
1.0	05/08/2014	J Fielding	
1.1	05/08/2014	J Fielding	Amends as per D Appleton

Sign-Off List

Name	Position
Deb Appleton	Director of Strategy & Performance
Wendy Kenyon	Equality & Diversity Manager
Paul Terry	Corporate Information & Systems Manager

Distribution List

Name	Position	I / R

Related Documents

Reference No.	Title	Author	Version & Date

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1. Agreement

For the purpose of this report the following agreement was made between the client and the Strategy & Performance Function.

This work was requested by Deb Appleton, Director of Strategy & Performance and received on 17/07/2014.

The Manager¹ has approved this report/ piece of work can be undertaken by the Strategy & Performance Function.

If the scope of the work changes, authorisation must be again obtained and would be noted within the version control document sheet.

It was agreed that this report would be produced in draft format by 08/08/2014, and would be sent electronically to the Director of Strategy & Performance and Client for comment.

The Manager / Client agreed that their comments would be received back by 08/08/2014.

The final report, which will always be in PDF format, would be produced by August 2014, subject to receiving comments.

¹ Deb Appleton

2. Summary

The purpose of this report is to provide high level analysis of feedback following community consultation within Knowsley regarding the potential mergers of the Whiston and Huyton stations.

In summary the report presents the following high level findings:

- In total there were 93 responses to the survey
- The majority of respondents (79.6%, 74 from 93) to the survey felt of that proposals put forward by Merseyside Fire & Rescue Authority (MFRA) were reasonable, 17.2% (16 from 93) felt proposals were unreasonable and 3.2% (3 from 93) were undecided.
- Concerning comments submitted, many local partners were broadly in favour of the merger proposals. Though there were some members of the public who were in favour, there were comments about the impact of Governmental cuts as well as concerns about the proposed location on Manchester Road given its proximity to the Cables Retail Park.
- Based on the postcode submitted by 50 respondents, the vast majority of people that responded to the consultation survey were from the areas which will be most affected by the mergers; specifically the L34, L35 and L36 areas.
- Concerning **age** and **gender** 86 valid responses were analysed with 45 (52.3%) male respondents with 41 female (47.7%). Concerning age there was a wide distribution of ages to have responded to the survey with the 40-49 and 50-59 age groups being most common with 20 responses each.
- Of the 85 valid responses to the question concerning **disability**, 10 of the 85 (11.8%) declared they were disabled.
- Concerning ethnicity in combination 95.4% (82 from 86) of respondents were White with 2.4% being from a BME background.

3. Introduction

Background²

Merseyside Fire and Rescue Authority (MFRA) are responsible for providing fire and rescue services for Merseyside's 1.4 million people. This currently includes delivering fire and rescue services from three community stations in Knowsley located at Kirkby, Huyton and Whiston.

Over the last four years MFRA has had to make savings of £20 million as a result of Government cuts. MFRA is required to make a further £6.3 million savings in 2015/16. It is possible that future savings required as a result of ongoing Government cuts might reach £9.1 million in 2016/17 and up to £20 million in total by 2020. We now need to make more changes to meet this new financial challenge.

² Taken from the MF&RS website:

<http://www.merseyfire.gov.uk/aspix/pages/LatestNews/NewsDetail.aspx?id=624>

MFRA has already had to make significant reductions in its support services and back office staff and the number of firefighters it employs has reduced from 1,400 to 764 with fire appliances reducing from 42 to 28. What has not changed in more than 20 years is the number of community fire stations (26) and this cannot continue in the future.

Mergers

To save £6.3 million the Authority has assumed it will be able to deliver £2.9 million from support services such as Finance, Human Resources and Estates management as well as technical areas such as debt financing. The remaining £3.4 million will have to come from our emergency response and this will require at least four station mergers or outright closures.

Three proposed mergers have been identified which offer an opportunity to replace old buildings with new facilities in locations which offer better incident coverage: 1. Huyton/Whiston at Prescot; 2. Upton/West Kirby at Greasby; 3. Eccleston/St Helens at St Helens Town Centre. The fourth merger would be in Liverpool but hasn't been identified yet.

In Knowsley, the proposal is to close Huyton and Whiston fire stations and build a new station at a site on Manchester Road, Prescot.

As part of this consideration twelve weeks public consultation took place from 6th May to the end of July 2014. From 9th May to 31st July a survey was available on the Merseyfire website and also in paper format at consultation events³. This report analyses feedback to provide an understanding of any issues identified by members of the public as well as a demographical analysis of who responded as a means of diversity monitoring.

The survey closed with a total of 93 responses.

4. Methodology

For the purpose of analysing the public's feedback and opinions on the merger of the Huyton and Whiston Station Grounds the following method was applied:

- An electronic survey was created using Snap 10 Survey Software which can be viewed in Appendix A
- The online survey was live: between the 9th May 2014 to 31st July 2014.
- Microsoft Excel 2010 was used to interpret results
- MapInfo 10.5 was used to provide an understanding of where respondents reside – based on postcodes submitted when the survey was completed.

³ <http://www.merseyfire.gov.uk/surveys/knowsleymerger.htm>

- Concerning comments, minor changes to spelling and grammar have been used for the sake of legibility. Otherwise comments are verbatim.
- Only valid (complete) responses are analysed within this report.

5. Results

5.1 Responding to the Survey

Question 1: Do you think the proposed merger of Huyton and Whiston fire stations at a new community fire and rescue station in Prescot is reasonable given the financial challenges faced by the Authority?

Table 1: Response to whether the planned merger is reasonable or not

Response	Count	%
Yes	74	79.6%
No	16	17.2%
Don't Know	3	3.2%
Grand Total	93	

Table 1 identifies that the vast majority of respondents (79.6% or 74 from 93) felt that it was reasonable for Merseyside Fire and Rescue Authority to merge the stations of Huyton and Whiston.

Question 2: If you answered "No", please use the box below to explain why you do not think the proposal is reasonable?

The following comments have been submitted by respondents who stated "No" in the previous question. The comments have been grouped by organisation i.e.: members of the public, MFRA staff, and external partners. Though 16 respondents stated "No" in the previous question, only 13 actual comments were submitted.

Table 2: Comments submitted by respondents

Comments from MFRA Staff
Because you will cut the number of fire engines in half
Response times will be greater especially with the other 2 stations merging as well, if it had 2 machines at each station then yes it would probably be better due to them being new stations

Comments from members of the public
Because it will probably slow down responses on the long run
Every second counts when fire breaks out - says it all really stupid idea who ever thought of that life's more important than cash
I do not believe that there should be a reduction in the number of firefighters and a loss of jobs albeit by not replacing retiring staff. I also do not agree with the loss of stations in the Whiston area as this fire station has provided a vital service to the community over the years. How can the average response time be less if the fire station is further away and has more areas to cover? This does not make sense.
I do not think this proposal is reasonable in view of the way other cuts are being made and then money being found to build a Town Hall, expenses of local MP's etc. The money is in the budget but it is being unwisely spent.
Much too big an area to cover with one fire appliance. It is plainly obvious to anyone that the standard of fire cover will be a lot worse than present. The fire cover in Merseyside has already been drastically reduced; this plan will make matters worse for the residents of this area of Knowsley. Maybe alternative ways of saving money could be considered, such as a review of the management structure of the fire brigade. We are paying for fire engines, not managers.
People will be put out of work if the stations merge and that is not a good thing in this current climate. I am sure the decisions have already been made anyway. And people's opinions won't make any difference just like everything else.

Prescot is the forgotten town anyway everything gets closed here baths leisure centre etc etc
The more stations the better
The additional ATTENDANCE TIME is a dangerous prelude which can NOT be ignored. The mere fact that Whiston has a MAJOR HOSPITAL with a four figure sum of people at that location (More of in daytime with clinics), will have potential consequences should ALL of these mergers take effect. There will be a perceived increase in risk to life & property from the additional time because of the extra distance involved, which would also be further increased if either appliance is already in attendance elsewhere.
There will be costs involved in the building of new facilities and also cost for the loss of jobs which make me wonder how cost effective the proposals are. Whiston fire station has served the people well and I see no reason to justify the proposals.
We need more engines not less
We pay tax for proper fire cover. I do not agree with these cuts.
Why spend money on a new building when you're proposing "cutbacks" - I do believe this is an exercise to generate money profit from the sale because of the property location of the present station. The present fire station also has excellent main road links - unlike the speed humps/traffic calming at the proposed site at Manchester Road. With the present station near to the Ambulance Station at Whiston Hospital, emergency vehicles can be used in "Tandem" to manoeuvre through stationary traffic easier - instead of possibly all arriving in the same place in different directions.
I do not think that the proposal is reasonable in trying to save money due to the health and safety aspect in moving a few miles away will impede on travelling to any incidents will result in lives being lost. Closing two fire stations to open one station and the increases in additional housing being built in Huyton, Prescot and Whiston. I do not agree with Huyton or Whiston fire stations being closed.

Question 3: If you would like to give us any more information:

The comments have been grouped by organisation i.e.: Members of the public, MFRA staff, and external partners. In total there were 30 additional comments made by respondents.

Table 3: Comments submitted by respondents

Comments from Partner Organisations
in light of the financial position the Authority is working under, I believe we are getting a better service than we have today
Informative Clear Presentation - Thank you!
Sounds sensible solution as it retains adequate provision and response times. Merged stations provide opportunities for co-location/joint working. Against joint closing a station. Invest now into state of the art facilities for long term sustainability! Future proofing the system, essential
The Consultation attendance levels are irrelevant, given the comprehensive media coverage
Think it's acceptable regarding the cuts

Comments from members of the public
I don't think you can run two sites with only a few miles apart it is not cost effective!
I think the proposal will be an advantage, as long as we see the same level of response from the fire service. The "Merge" should be reviewed after a few years to make sure it was the best option for our community
I think this was very helpful and I learnt a lot
Makes sense to merge and have a central location in Prescot. Glad there are no compulsory redundancies for the well valued and appreciated service. This is definitely the best option under the circumstances. Important to keep the preventative side going.
Nice to see cuts sensibly made
Obviously the best option. Merseyside has a lot of stations within close vicinity. It makes sense to merger instead of just closing stations. MFRS should also make more use of cross border services. The government have messed about with the emergency services enough now time to stop.
Proposed merger beneficial due to current buildings at Whiston & Huyton - Whiston no room to redevelop but priority is protecting lives
Seems like a fair and reasonable proposal under prevailing circumstances. Would also suggest that nearby Cables Way would be a better location rather than the busy Hall Lane/Manchester Road junction.
Just that if incident rates would either stabilise or continue to decrease through one station compared to two and whether risk would be greater to have just one station
The site is perfect and the whole idea of the merge is an excellent idea, the roads of the proposal site will not be a problem with the response times.
The location of the station would disrupt local traffic too much. It is already busy, especially the police station end of Manchester Road.

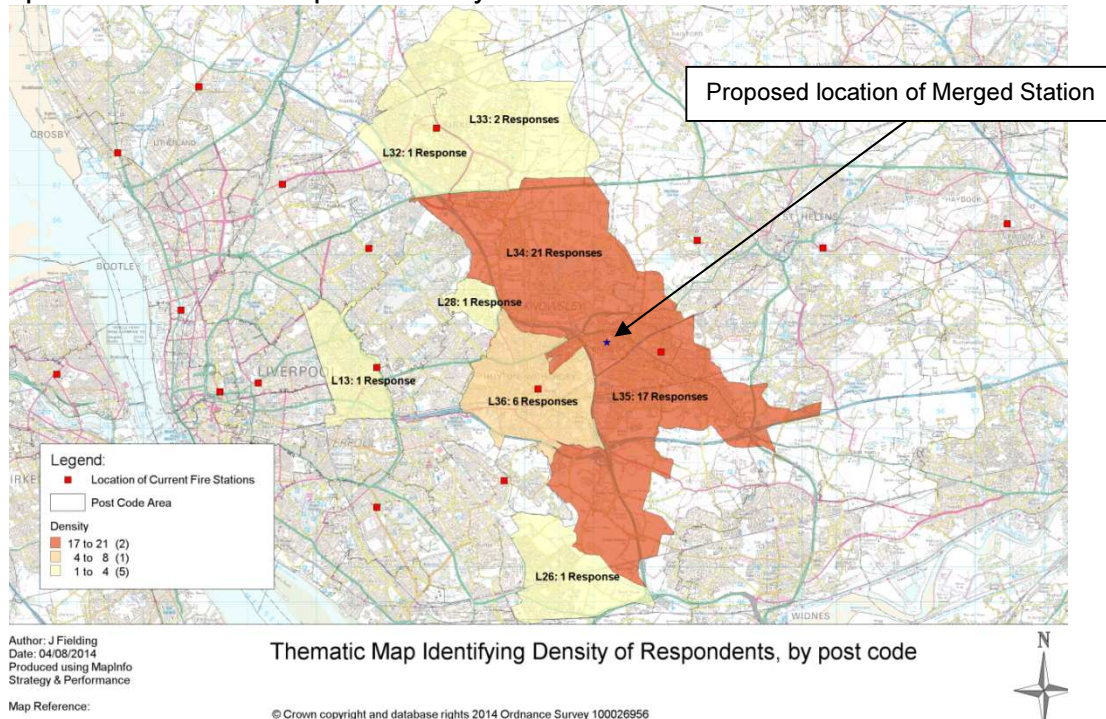
Other Sites should be considered
Location of proposed site is a concern. Emergency response from station is close to retail park and future proposal developments i.e. Home Bargains.
Assuming after the completion of the mergers has taken place; Both the Full time and retained appliance from 'PRESCOT' are attending an incident on the M57 in the early hours and St.Helen's also already attending a shout in the town (Not major incidents), should there be a 'PERSON'S REPORTED CALL' anywhere in the borough of St.Helen's or the south part of Knowsley (L34 & L35), we are looking at woefully inadequate RESPONSE TIMES with the limited resources available from the adjacent stations, namely OLD SWAN, KIRKBY, BELLE VALE & NEWTON LE WILLOWS. They are quite simply TOO FAR AWAY.
I am concerned about the impact of road alterations in connection with a new fire station on cyclists and pedestrians. The roundabout near to the Tesco petrol station is a nightmare to negotiate on a cycle and not easy for pedestrians and I would not like to see more cases of road layouts unfavourable to cyclists and pedestrians.
Unsure of the proposal of the second engine at Prescott being of a retained service. Would it give the same service that is given today?
Typing error should be number 2 not 3. Will the new fire station have also a police station?
Would like to come to St Helens event as postcode is Rainhill not Knowsley District
Fire and ambulance services should be merged like in the USA
Safety must come first
Paperwork that has been sent out had wrong information about percentages on it. I myself have seen no widespread correction of those misleading percentages. A disgraceful and underhand tactic.
How will this benefit anyone? We need businesses to boost Prescott not fire stations. Leave them where they are
Yet another vital Public Sector Service being attacked by the Coalition with its crazy cuts to the public Sector. I think under the huge financial struggle the service faces what alternative does the area have.
I would want the presentation [prevention] side of the fire service to be as protected as possible, due to the clear decrease in the number of incidents. I am worried also what action would be/could be taken if the number of incidents increases (in regards to property damage and RTC).
Unattached Comments
Site is wrong

In summary there are several comments looking favourably at the proposed site and concept of the mergers, especially External Partners and some of the comments made by the public. There does appear to be some concern regarding the proposed location identifying the nearby Cables Retail Park as an area of possible conflict. Other comments range from merging the fire and ambulance services to criticising the national government regarding the level of public sector cuts.

5.2 Monitoring Information

Locality of Respondents

Map 1: Locations of respondents by Post Code area



Map 1 identifies where respondents to the consultation survey live. The map identifies that of the 50 people to have responded to this question the majority live in the neighbouring postcodes of L34 (21 responses) and L35 (17 responses) as well as L36 (6 responses). Therefore 44 of the 50 responses (88%) to this question hail from the areas primarily affected by the station mergers.

Disability and Age

Table 4: Disability against age

Age Grouping	Yes	No	Prefer not to Say	Grand Total
19 or younger		5		5
20 - 29		13		13
30 - 39	2	11		13
40 - 49		16	2	18
50 - 59	2	17		19
60 - 69	4	8		12
70 - 79	2	2		4
Greater than 80		1		1
Grand Total	10	73	2	85

Table 4 contrasts the age of a respondent to whether they classified themselves as being disabled. The table identifies that of the 85 valid responses to this question; 10 (11.8%) considered themselves to be disabled with 73 (85.9%) not being disabled.

When broken down further it is apparent that the majority of respondents (8 of the 10) who consider themselves disabled are above the age 50. There were 2 respondents who recorded themselves as being disabled within the 30-39 age group.

When disability and gender are taken into consideration: 8 were male, 1 female and 1 where the respondent did not respond to the gender question.

Age and Gender

Chart 1: Respondents by Age and Gender

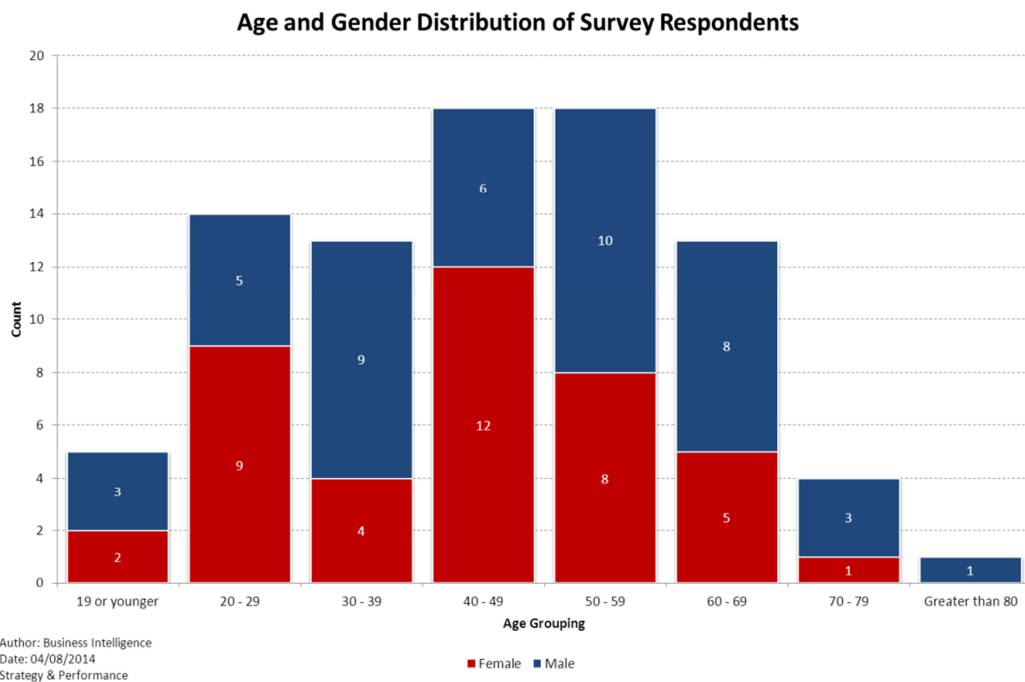


Chart 1 provides a breakdown of the ages and genders of people to have responded to the consultation Survey. Taking the responses into account there were 45 male responses and 41 female responses' equating to 52.3% of responses being from males and 47.7% being female.

When analysed by age group the most populous groups are the 40-49 and 50-59 age groups; with the 40-49 group having the highest single count of any gender with 12 female responses. In general the trend is that above the age group of 50-59 males tend to respond more, while the opposite is true for females.

In the case of the gender and age group questions there were a total of 86 valid responses this equates to 92.5% of the total potential responses to the survey.

Ethnic Background

Table 5: Ethnicity of respondents

Ethnicity	Count	%
White: English	79	91.9%
White: Other White Background	2	2.3%
White: Welsh	1	1.2%
Asian or Asian British: Chinese	1	1.2%
Asian or Asian British: Other Asian Background	1	1.2%
Prefer not to say	2	2.3%
Grand Total	86	

Table 5 identifies that the majority of people who responded to the survey were from a white background with 95.4% (82 from 86 valid responses).

6. Appendices

Appendix A: Copy of the Survey Published on the Merseyside Fire & Rescue Service website

Huyton & Whiston Station Merger Public Consultation Questions

Our consultation newsletter outlines Merseyside Fire and Rescue Authority's proposals to close Huyton and Whiston fire stations and replace them with a new community fire station at Prescot. The newsletter explains why we are proposing this change and how we would do it.

We are planning public meetings and other events during the twelve week consultation beginning on 7th May in order to fully understand the views of the public, stakeholders and other interested parties.

There is an opportunity for you to comment on the proposed changes online.

The Fire and Rescue Authority will consider all the comments it receives before it makes any final decisions.

Please note this survey should take no longer than 5 minutes to complete.

1. Do you think the proposed merger of Huyton and Whiston fire stations at a new community fire and rescue station in Prescot is reasonable given the financial challenges faced by the Authority?
 Yes
 No
 Don't Know
2. If you answered "No", please use the box below to explain why you do not think the proposal is reasonable:

3. If you would like to give us any more information, please use the box below:

Monitoring Information

Please note that information collected within this section is for monitoring purposes - no personal identifiable information will be collated.

Are you a member of: Please tick the appropriate box

- Public
- Merseyside Fire & Rescue Service Staff
- Partner Organisation

What is the first part of your post code: (for example L34)

Your Gender:

- Male
- Female

Your Age: Please tick the appropriate box

- 19 or younger
- 20 - 29
- 30 - 39
- 40 - 49
- 50 - 59
- 60 - 69
- 70 - 79
- Greater than 80

Do you consider yourself to have a disability? Please tick the appropriate box

- Yes
- No
- Prefer not to Say

How would you describe your ethnic origin?

Please tick the appropriate box

- | | |
|---|---|
| <input type="checkbox"/> White: English | <input type="checkbox"/> Mixed / Multiple Ethnic Background: Other Mixed / multiple background |
| <input type="checkbox"/> White: Welsh | <input type="checkbox"/> Asian or Asian British: Indian |
| <input type="checkbox"/> White: Scottish | <input type="checkbox"/> Asian or Asian British: Pakistani |
| <input type="checkbox"/> White: Northern Irish | <input type="checkbox"/> Asian or Asian British: Bangladeshi |
| <input type="checkbox"/> White: Irish | <input type="checkbox"/> Asian or Asian British: Chinese |
| <input type="checkbox"/> White: Gypsy or Traveller | <input type="checkbox"/> Asian or Asian British: Other Asian Background |
| <input type="checkbox"/> White: Other White Background | <input type="checkbox"/> Black or Black British: Caribbean |
| <input type="checkbox"/> Mixed / Multiple Ethnic Background: White & Black Caribbean | <input type="checkbox"/> Black or Black British: African |
| <input type="checkbox"/> Mixed / Multiple Ethnic Background: White & Black African | <input type="checkbox"/> Black or Black British: Other Black Background |
| <input type="checkbox"/> Mixed / Multiple Ethnic Background: White & Asian | <input type="checkbox"/> Prefer not to say |

Other ethnic group (please state)

Thank you for Comments, please click submit to continue

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Fire Station Merger Proposals for Knowsley

**Report of Consultation by
Focus Groups and a Forum
with members of the public**

Opinion Research Services
Spin-out company of Swansea University



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

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

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Acknowledgements

Opinion Research Services (ORS) is pleased to have worked with Merseyside Fire and Rescue Authority (MFRA) on the public consultation meetings reported here. The forum and focus group participants engaged with the issues under consideration and discussed their ideas readily, so we trust the report will contribute to service planning by MFRA at a time of serious financial constraints.

We thank MFRA for commissioning the project as part of its on-going programme of public and stakeholder engagement and consultation about its risk management planning. We particularly thank the senior officers and Fire Authority members who attended the sessions to listen to the public's views. Such meetings benefit considerably from the readiness of fire officers and other staff to answer participants' questions fully and frankly; and the public was pleased that elected members took such an interest.

We are grateful to all the members of the public who took part in the four interesting meetings and shared their views readily with us. They were patient in listening to background information before entering positively into the spirit of open discussions about challenging and complex topics.

At all stages of the project, ORS's status as an independent organisation consulting the public as objectively as possible was recognised and respected. We are grateful for the trust, and we hope this report will contribute usefully to thinking about MFRA's development in difficult times. We hope also that ORS has been instrumental in continuing to strengthen MFRA's public engagement.

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Project Overview

The Commission

1. ORS was commissioned by Merseyside Fire and Rescue Authority (MFRA) to convene and facilitate four consultation meetings with local residents across Knowsley.
2. ORS's role was to recruit and facilitate the meetings and to report their opinions of MFRA's draft proposals to reduce the fire stations in Knowsley by providing a new community fire station at Prescott and then closing the existing Whiston and Huyton stations, a process described by MFRA as merging the two stations. To conduct the meetings based on the fullest possible information for participants, ORS worked with MFRA to prepare informative stimulus material for the meetings before facilitating the discussions and preparing this independent report of findings.

Consultation Framework

3. The context and status of the meetings is important. MFRA has had an extensive 'engagement' with residents for a number of years and, in this context, ORS has facilitated both district-based and all-Merseyside forums regularly. Within this on-going framework, MFRA conducts both 'listening and engagement' and 'formal consultation' meetings on a regular cycle.
4. The four consultation meetings reported here followed an earlier all-Merseyside 'listening and engagement' process that considered hypothetically a wide range of policies and options for the MFRA in the context of its reduced budget due to public expenditure reductions. Having taken account of those earlier meetings and all the other available evidence, the MFRA has formulated the current draft proposals for Knowsley.

Deliberative Research: Focus Groups and Forums

5. The four consultation meetings reported here used a 'deliberative' approach to encourage members of the public to reflect in depth about the fire and rescue service, while both receiving and questioning background information and discussing the proposals in detail. The meetings lasted for at least two-and-a-half hours and in total there were 48 diverse participants. The dates of the meetings and attendance levels by members of the public at each forum were as shown on the next page.

AREA OF KNOWSLEY	TIME AND DATE (2014)	TYPE OF MEETING AND NUMBER OF ATTENDEES
Prescot	18.00 – 20.50 June 3	Focus Group 11
Whiston	18:00 – 20.45 June 4	Focus Group 11
Huyton	18.00 – 20.45 June 5	Focus Group 8
All-Knowsley	18.00 – 20.45 June 18	Forum 18

6. The attendance target for each of the focus group meeting was between 7 and 10 people, and for the forums it was between 15 and 20 – so the recruitment programme was successful everywhere and exceeded expectations in Prescot and Whiston.
7. In the three focus groups none of the participants had attended a previous similar meeting: they were new recruits; whereas in the forum about half had attended a previous ‘listening and engagement’ meeting and half were new recruits. In both cases, the new participants were recruited by random-digit telephone dialling from the ORS Social Research Call Centre. Having been initially contacted by phone, they were written to – to confirm the invitation and the arrangements; and those who agreed to come then received telephone or written reminders shortly before each meeting. Such recruitment by telephone is the most effective way of ensuring that all the participants are independently recruited.
8. In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors, and the venues at which the forums met were readily accessible. People’s special needs were all taken into account in the recruitment and at the venues. The random telephone recruitment process was monitored to ensure social diversity in terms of a wide range of criteria – including, for example: local authority area of residence; gender; age; ethnicity; social grade; and disability/long-term limiting illness (LLTI).
9. In all the meetings (as shown in the table below) participants were a broad cross-section of residents from the local areas and, as standard good practice, were recompensed for their time and efforts in travelling and taking part.

CRITERIA	PRESCOT FG	WHISTON FG	HUYTON FG	ALL-KNOWSLEY FORUM	OVERALL
Gender	Male: 6 Female: 5	Male: 6 Female: 5	Male: 5 Female: 3	Male: 12 Female: 6	Male: 29 Female: 19
Age	16-34: 3 35-54: 5 55+: 3	16-34: 3 35-54: 3 55+: 5	16-34: 3 35-54: 3 55+: 2	16-34: 6 35-54: 5 55+: 7	16-34: 15 35-54: 16 55+: 17
Social Grade	AB: 3 C1: 4 C2: 1 DE: 3	AB: 3 C1: 4 C2: 2 DE: 2	AB: 2 C1: 2 C2: 1 DE: 3	AB: 4 C1: 3 C2: 3 DE: 8	AB: 12 C1: 13 C2: 7 DE: 16
Ethnicity	0 Non-White British	1 Non-White British	0 Non-White British	2 Non-White British	3 Non-White British
Limiting Long-term Illness	1	2	1	4	8

10. Although, like all other forms of qualitative consultation, deliberative forums cannot be certified as statistically representative samples of public opinion, the four meetings reported here gave diverse groups of people from Knowsley the opportunity to comment in detail on MFRA' proposals for the district's fire stations.
11. Because the recruitment was inclusive and participants were diverse, we are satisfied that the outcomes of the meeting (as reported below) are broadly indicative of how informed opinion would incline on the basis of similar discussions. In summary, the outcomes reported here are reliable as examples of the reflections and opinions of diverse informed people reacting to the important and diverse issues discussed in the meetings.

Background Information and Discussion Agenda

Previous Forums

12. ORS worked in collaboration with MFRA to agree a suitable agenda and informative stimulus material for the meetings. The first part of each meeting began, for the sake of continuity and context, with a short review of the background issues, including the:

Importance of prevention and risk-management policies

Impact of public spending reductions on MFRA – including the reduction of fire engines from 42 to 28, and the corresponding reduction of 180 fire fighter and 90 support staff posts

Introduction of an overall Merseyside-wide response time standard – based on the first fire engine attending critical incidents within 10 minutes on at least 90% of occasions

Use of more productive and flexible crewing systems – including the introduction of 12 hour day and night shifts

2% increase in the MFRA council tax precept for 2013-14.

13. The four meetings were also informed or reminded briefly of the wide range of options considered by MFRA in order to reduce its expenditure, including the introduction of:

More low-level-activity-and-risk (LLAR) fire stations

Day-crewed fire stations

Community retained (RDS) fire stations

Closing some fire stations

Merging some fire stations.

14. In passing, it is worth noting that the (several months) earlier ‘listening and engagement’ meetings had demonstrated that, when faced with a broad choice between *either* keeping all stations and changing to cheaper duty systems *or* reducing stations while protecting current wholetime duty systems, the participants clearly favoured the latter option. That is, they made at least an implicit choice in favour of reducing stations rather than changing the way Merseyside is crewed. These ‘conclusions’ of the earlier meetings were not repeated to participants in the meetings reported here, but it is interesting to note that the opinions reviewed below are certainly compatible with the outcomes of the previous ‘listening and engagement’ meetings.

Financial Constraints

15. Following the short review of the many options considered, the second part of each meeting briefly reviewed the implications of funding reductions that MFRA faces, including the:

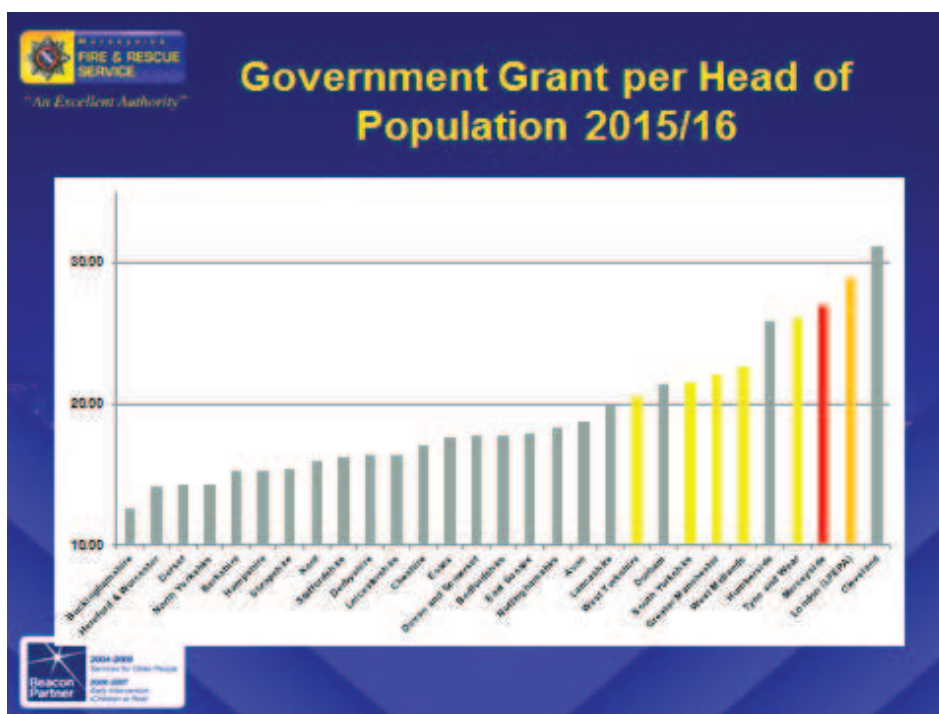
Projected budget deficit of £6.3 million by the end of 2015/16, based on projections of current expenditure levels and known financial information

Projected deficit of £9.1 million by the end of 2017/18, based on projections of current expenditure levels and plausible financial assumptions.

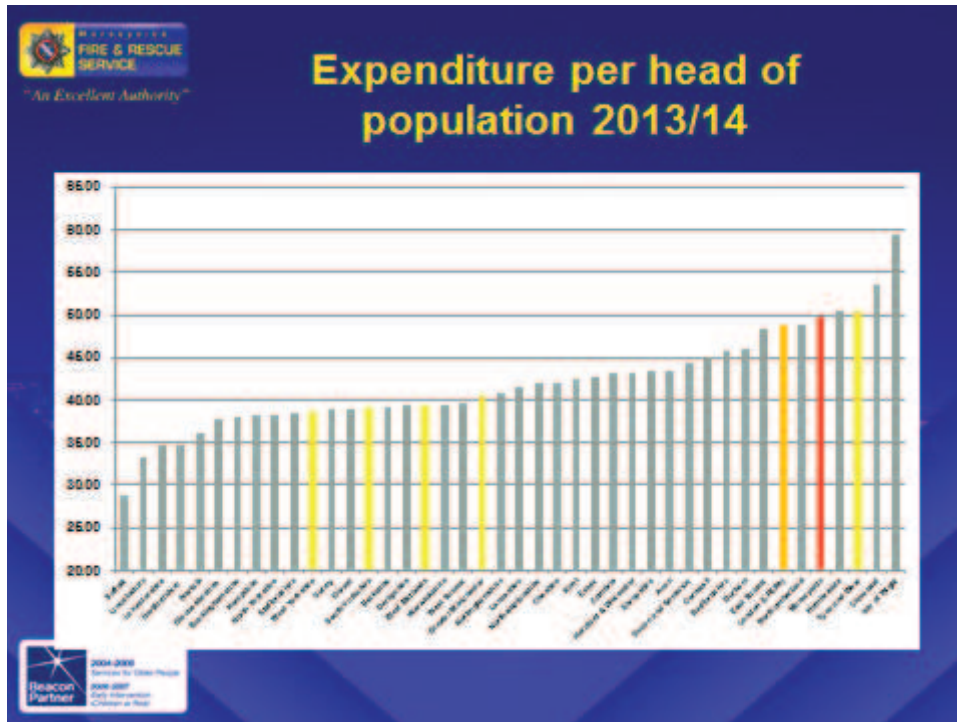
16. These financial challenges were explained neutrally as constraints requiring substantial reductions in spending to be made on a progressive basis. In order to encourage free discussion, the financial position was not used as a repeated justification of the draft proposals: participants were invited to assess the proposals on their general merits, albeit within a generally constrained position.

Taking Stock

17. The introduction to each meeting also tried to ‘take stock’ of MFRA in terms of its much reduced risk levels (with incidents having reduced by 53% over the last nine years), strategic roles and allocation of resources. Participants were shown comparative data on the (still relatively high) levels of government funding and the emergency cover resources that MFRA (and the other metropolitan fire and rescue services) have enjoyed over the last half century.
18. For example, the following graphics were explained briefly – with Merseyside highlighted in red and the other big metropolitan authorities in yellow.
19. The chart below shows that, relative to most other fire authorities, Merseyside still receives a high proportion of its total funding from the government and raises a relatively small proportion through council tax.

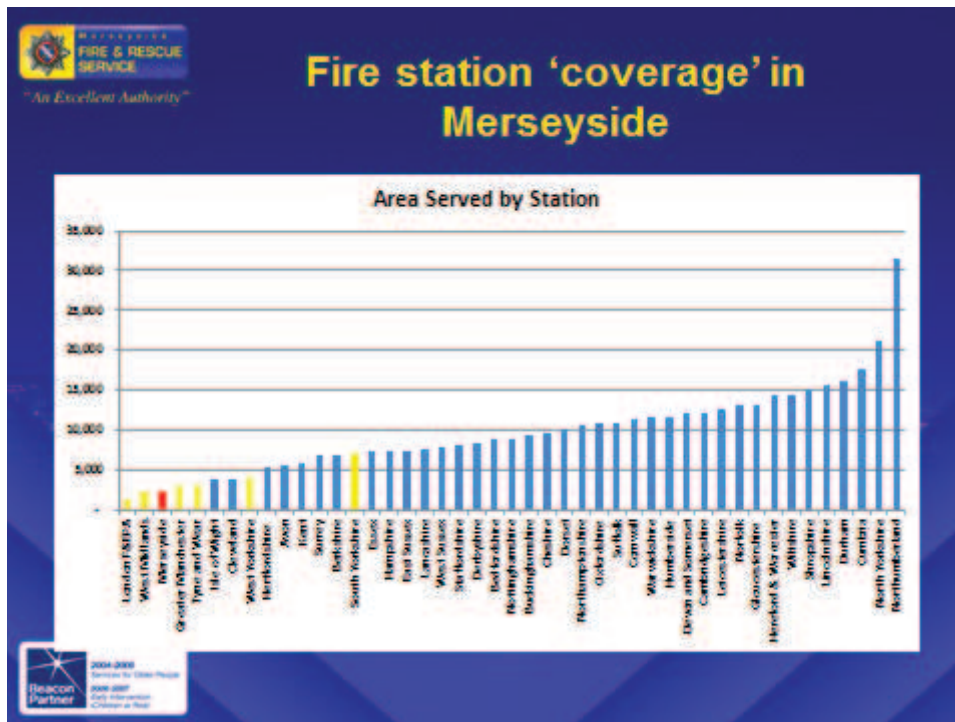


20. Therefore, even in recent years, MFRA has been able to maintain a relatively high level of expenditure per head of population – as the chart on the next page shows.

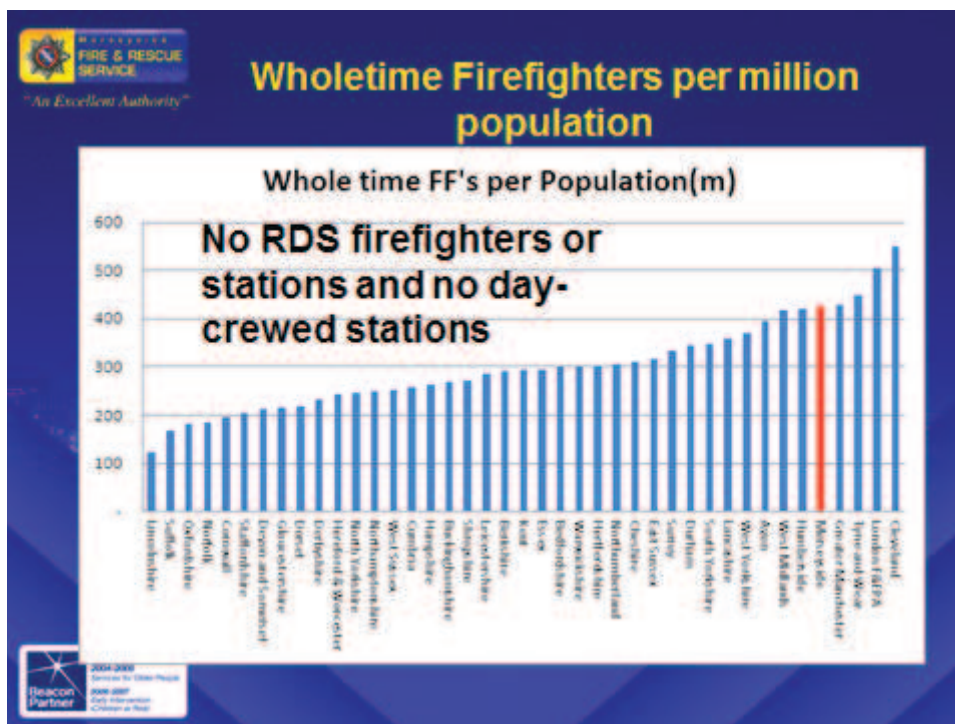


21. Due to its funding, and due to historical assessments of risk deriving from intensive bombing in WW2, Merseyside has had a large number of closely located fire stations (especially in Liverpool and the Wirral) in order to meet the statutory response time standards that prevailed from the 1950s to 2004 –as the two charts below illustrate.

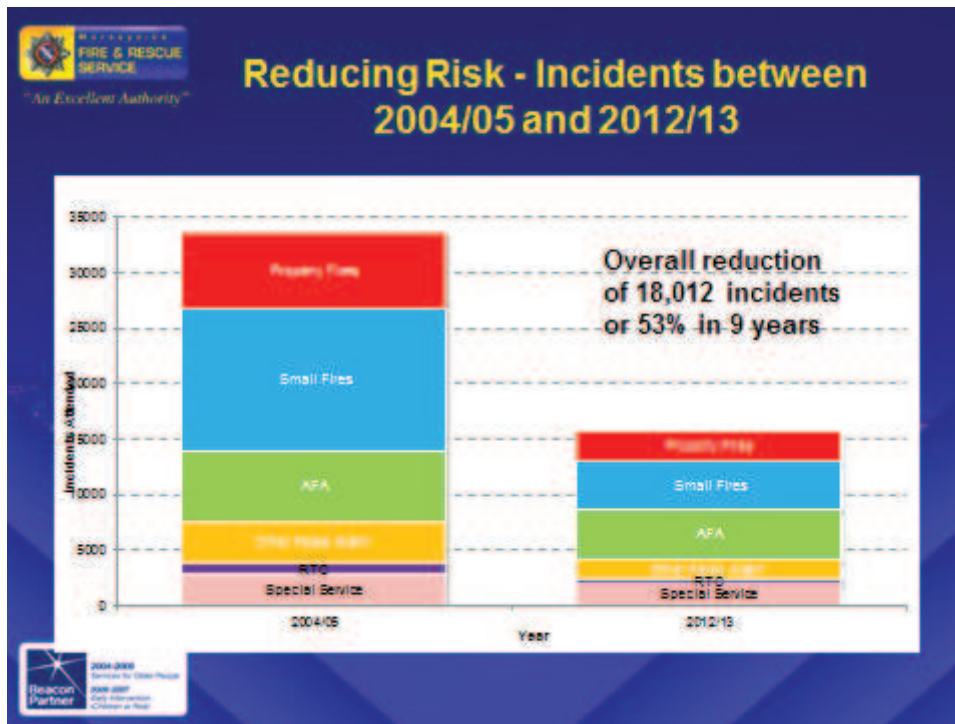




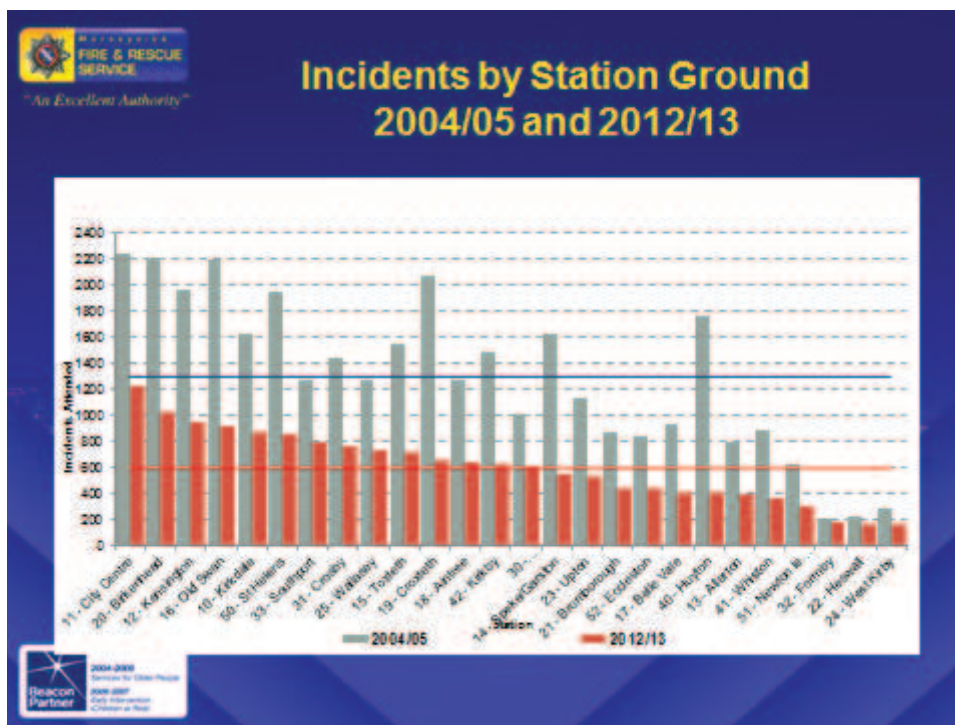
- 22. Indeed, on the basis of its population of about 1.4 million people, MFRA has more wholtime fire stations than any other area of the country, including London – and so, as the chart above shows, each of its 26 current stations covers a relatively small area.
- 23. Given its high levels of fire stations and fire engines, MFRA has maintained a relatively large number of wholtime firefighters compared with most other authority areas – as the next chart shows.



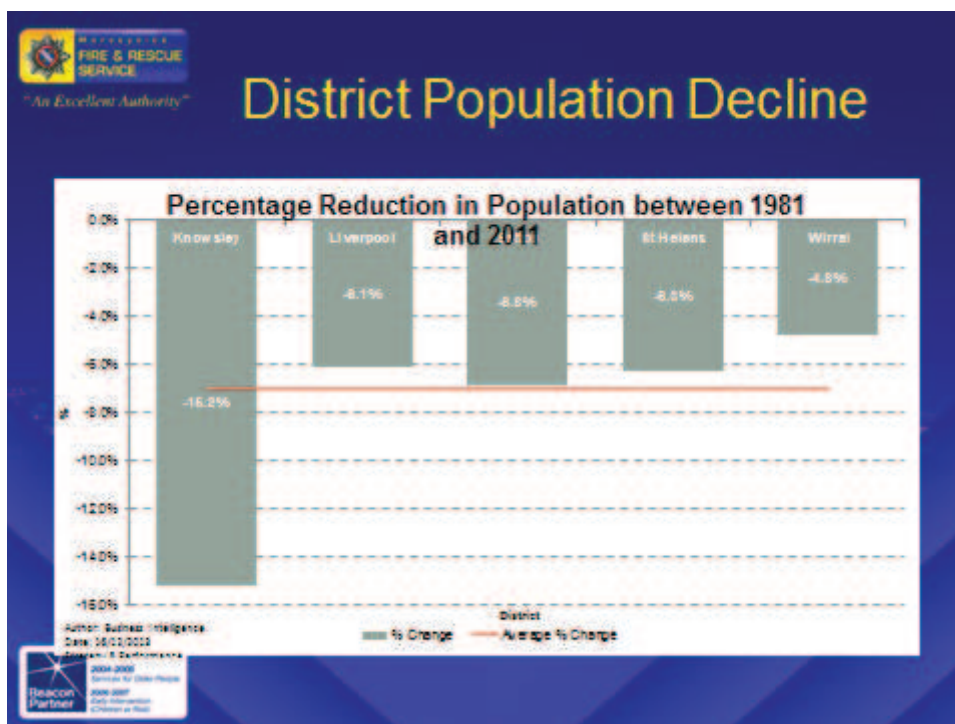
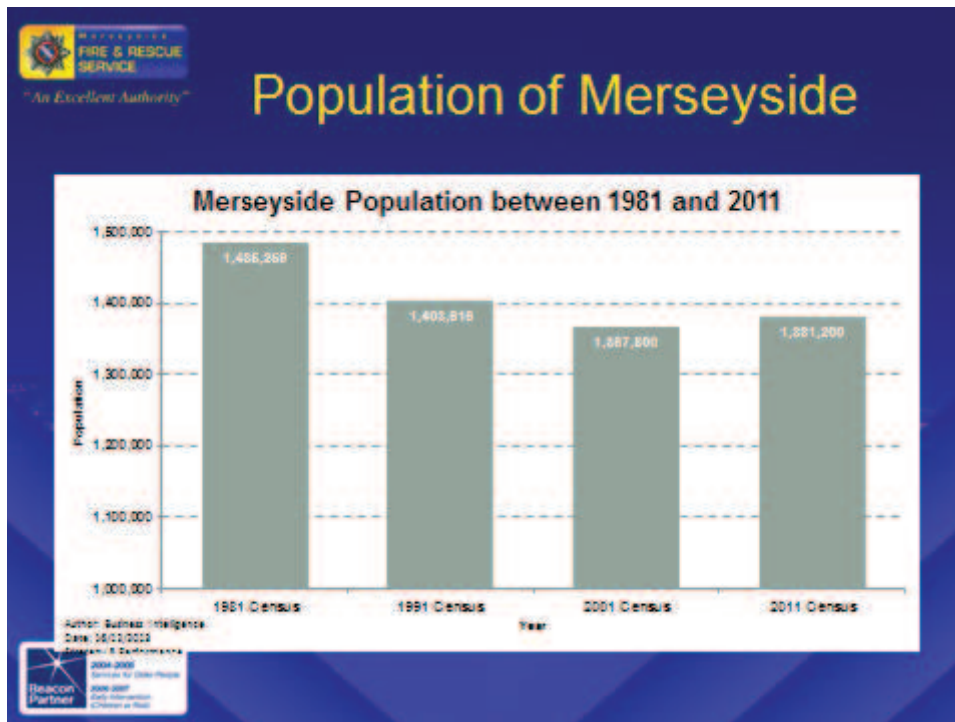
- 24. Partly as a result of MFRA’s very active preventative and educational work, all categories of incidents have reduced very significantly in Merseyside over the last nine years, as the chart below shows.



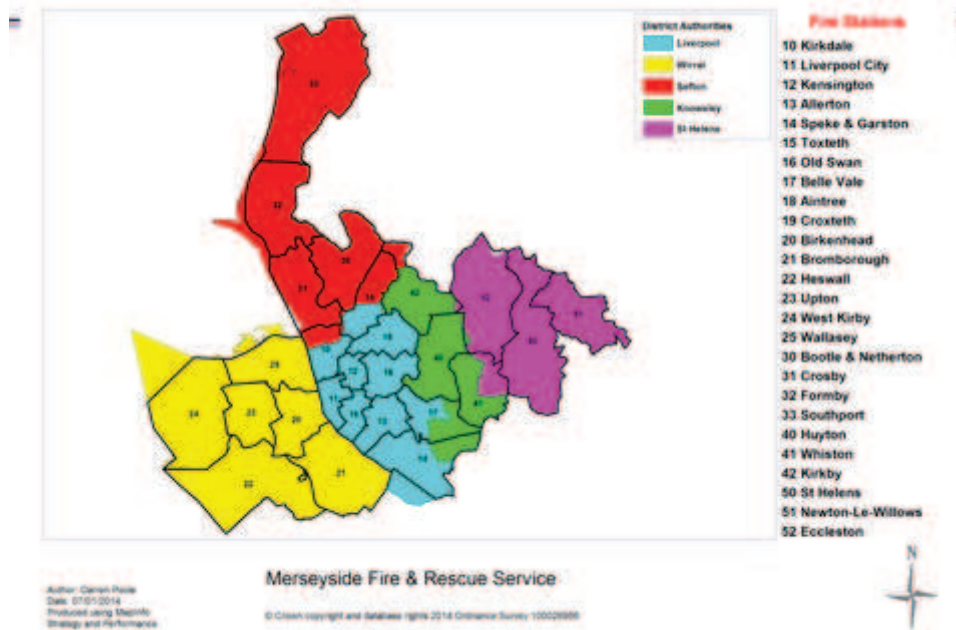
- 25. Not surprisingly, then, all of MFRA’s fire stations deal with many fewer incidents each year than they used recently to do – as shown below.



- 26. In the forum in particular, it was explained that the population of Merseyside and especially Knowsley has declined in the last 30 years or so. The next slide shows the population of all-Merseyside and the following one highlights the trends in each district.




27. In the context of all the above data, the forums were shown the current distribution of MFRA’s fire stations with the following map.



Fire Station and Fire Cover Proposals for Knowsley

28. The final and much the longest part of each meeting was devoted to detailed discussion of the draft Knowsley fire station proposals, which were summarised as follows:
- Building a new community fire station at Prescott (Manchester Road site)
 - Then closing the both one-pump stations at Whiston and Huyton
 - Prescot to have deployed one 24/7 pump and one wholetime retained pump
 - Prescot's second pump to be available through the use of retained contracts for wholetime fire-fighters for support cover duties (such as dealing with spate conditions (including widespread flooding)).
29. In other words, all the participants were informed clearly that the proposals involve closing two fire stations while building a new one (in effect, merging two fire stations into one) *and also* that new fire station will have only one fire engine permanently deployed, with the second to be used only as a resilience vehicle for periods of exceptional demand.
30. The participants were also told that the merger and proposed crewing arrangements would save at least £863,000 per annum by allowing up to 22 fire-fighter posts to be phased out, probably without the need for compulsory redundancies.

31. Finally, the age and relatively poor condition of Whiston and Huyton fire stations were highlighted with pictures; and their high maintenance costs were mentioned.



Huyton and Whiston fire stations → new site in Prescot

- Both stations need extensive updating
- No training facilities at Whiston
- 3.1 miles apart
- Opportunity to share Prescot site with partners

Beacon Partner
2008-2010
Approved by Merseyside Fire & Rescue Authority
2008-2010
Only Approved
Contractor in Merseyside

32. The meetings were also shown an impression of the appearance of the proposed new Prescot station and a plan of the proposed site.



Proposed Prescot Station

- Example of new stations – Belle Vale

BELLE VALE COMMUNITY FIRE STATION



Equality and diversity issues

33. While considering the draft proposals, participants in all the meetings were encouraged to consider whether the proposals have any adverse implications for any vulnerable people and in particular groups with 'protected characteristics': in other words, this question was not a 'footnote' to the main discussion but an intrinsic part of the scrutiny of the draft proposals.

Overall context to the discussions

34. In the context of the financial challenges MFRS faces, it was made clear to the participants that, in addition to the Knowsley proposals, similar proposals are likely to be brought forward over the next two years – involving the closure of other 'paired' stations at Upton and West Kirby (in Wirral) and Eccleston and St Helens (in St Helens).
35. It was clear throughout the discussions that MFRA would not be making its current and future proposals if it was not facing an urgent need to reduce its expenditure in the context of reduced central government grant funding and restrictions on council tax increases. In response to questions, the proposal was described by senior MFRS officers as the '*least worst option*' in the current situation.
36. Nonetheless, the facilitator encouraged participants to consider the proposals *in principle* – on their merits in terms of suitability, sustainability, resilience and acceptability for Merseyside – rather than to just accept them without scrutiny as inevitable. In other words, financial issues were not the primary focus of the discussion: the proposals were examined carefully and at length. Participants were given extensive time for questions and discussion prior to being invited to make up their minds on each discussion topic.

The Report

37. This report concisely reviews the sentiments and judgements of participants about MFRA's merger proposals for Knowsley fire stations. Verbatim quotations are used, in indented italics, not because we agree or disagree with them – but for their vividness in capturing recurrent points of views. ORS does not endorse the opinions in question, but seeks only to portray them accurately and clearly. While quotations are used, the report is obviously not a verbatim transcript of the sessions, but an interpretative summary of the issues raised by participants in free-ranging discussions.

Forum Findings with Commentary

Executive summary

38. The key overall findings were that:

The three station-area-based focus groups and the all-Knowsley forum were all prepared to accept and even support the proposals – as feasible, safe and reasonable in the circumstances

Some people emphasised that their acceptance of the proposals was primarily or only due to the financial challenges MFRA faces: the implication was clearly that in other circumstances they would oppose the proposals

A very small number opposed the proposals in both principle and practice, and wanted MFRA to pursue other courses of action, including continuing to lobby the government

But overall, there was overwhelming majority support for the proposals across all four meetings

Indeed, some people stressed that in their opinion the proposals are not at all undesirable, but the proper outcome of sensibly reviewing resources against declining risk

The discussions revealed some reservations about the choice of the Manchester Road site, but this was not a major issue (and arose mainly in the Prescot focus group).

39. Hardly anyone rejected the fire station proposals in their entirety or thought that MFRA should not even be considering such courses of action. There was general agreement that MFRA's proposals are a reasonable and responsible reaction to the budget reductions it is facing – and indeed could be introduced safely and sustainably.

40. None of the meetings felt that the proposals raised any specific concerns relating to vulnerable people or groups with protected characteristics, but some observed that it is important to ensure the elderly get appropriate prevention work in the form of home fire safety checks and other precautions.

Reasoning about the Proposals

Introduction

41. People's reasons for their views are obviously important – particularly because consultation is not just a 'numbers game' in which majority support or opposition counts for everything: the key issue is not numbers but the cogency of the arguments for or against the various options. Therefore, this section concisely reviews the various opinions, reasons, considerations and attitudes of the participants.
42. Of course, the participants did not accept the proposals 'blindly' or just 'on trust'. Indeed, most would not have reached the conclusions summarised just above without being able to see and consider the evidence provided by MFRA – including all the comparative data on how MFRA fares in funding and resources alongside other fire authorities, and also how much risk and incident levels have been reducing, not only across Merseyside but also in parallel in other parts of the country.

Prior awareness of the proposals

43. Both the forum and focus groups showed that few people were already aware of the proposals for Huyton and Whiston fire stations before attending the meetings reported here. For example, even in the all-Knowsley forum – where at least half of the participants had attended an earlier 'listening and engagement' meeting, and who might therefore be expected to be more aware than average of MFRA issues – only five out of 18 attendees said they had heard of the proposals.
44. In the three focus groups, the prior awareness levels were similar, ranging from none to about a third of the people being aware of the proposals in general terms. In Whiston and Huyton, for example, only one person in each group had heard about the proposals for the local station; and in Whiston it was *because it had been rumoured for a long time in the local paper*.
45. This data does not imply that MFRA has not publicised the issues sufficiently or not been open about its proposals; rather, it shows the difficulty of promoting consideration of complex issues if they do not immediately excite public awareness as seriously controversial.

Awareness of financial issues

46. The all-Knowsley forum was widely aware in general terms that MFRA, like other public bodies, faces serious financial challenges; and the focus groups were also somewhat more aware, in general terms, of the widespread trend towards reduced budgets in the public sector. Financial awareness was probably highest in Prescot, with about two-thirds of the 11 participants being aware of general financial challenges facing MFRA. Nonetheless, even in Prescot, several of those who said they were aware also added that they:

Did not know that the fire and rescue service has been hit as hard as local authorities!

47. Interestingly, in Prescot, at least one participant strongly criticised the graphs used to illustrate MFRA's projected £9.1 million budget deficit on the ground that by not using a base of zero £million on the vertical axis the chart:

...[V]ertically exaggerates the savings to be made in the context of the whole budget – and so makes the position appear more drastic than it actually is.

48. This point was discussed in full and in Prescot and the other following meetings it was emphasised that the projected expenditure levels were based on a 2% per annum increase. While the issues were clarified considerably, the critic felt his original point remained cogent: that is, the income and expenditure projections should be shown with a zero £million base on the vertical axis, in order to give a more proportionate impression respectively of decreases and increases.

Awareness of risk levels

49. About a third of the participants in the all-Knowsley forum were aware that incident levels across Merseyside have been falling markedly over a number of years; but the focus groups are probably a better guide to general public awareness. For example, only a few people in Huyton, and no one in Whiston, was aware that the number of incidents has reduced so much – though when seeing the data on reducing risk one person remarked that:

It's true that you don't hear so many alarms nowadays as before!

Issues raised about the proposals

50. In this section, the comments and questions from the forum and three focus groups have generally been 'combined' without differentiation because (a) they followed broadly similar themes in each case and (b) to avoid repetition of similar points from different meetings; but where necessary any differences of emphasis between the meetings have been highlighted.
51. In the context of the evidence supplied to them in the meetings, the participants raised a wide range of issues – including all the following issues.

Public services are facing 'death by a thousand cuts'

The proposals amount to a reduction in service to the public since

Will these be the final budget and service reductions – and, if not, where will the cut-backs end?

There has been a big reduction already, from 42 to the current 28 fire engines – and these changes mean there will be even fewer

Why has Knowsley been selected when it has many fewer fire stations than Liverpool?

Was Knowsley chosen mainly because land is available for a new station?

How resilient will the service be in Knowsley if the proposals are introduced?

Where will our nearest support come from?

How are average response times calculated?

How will response times be maintained?

Could risk levels increase again in future?

Will risk levels continue to fall, albeit at a lesser rate?

What support cover is available for Knowsley from the other local authority areas within and outside Merseyside?

Under what conditions would the second fire engine at Prescott be mobilised?

The importance of maintaining fire prevention work in Knowsley

Have the fire-fighters been consulted on the proposals and, if so, what was their response?

Will redundancies result from these proposals?

How will the new fire station be funded?

Will the old sites be sold off?

Is there scope for a wider range of (smaller) response vehicles?

52. In the context of resilience and fire cover standards, some concerns were expressed vividly and the following are typical examples of the comments and questions:

When a fire engine is lost, it's gone for ever! It's fire-fighters that put fires out! Have you asked if people would be willing to pay more for the fire service? This could be 'death by a thousand cuts' with progressive reductions in resources!

The fire service is a service that should be properly funded and they are cutting things to the bone

The proposals amount to a reduction in service to the public since we'd lose one of the 24/7 fire engines in the area!

Since Knowsley is the poorest council in England why is the government not helping us more?

The document says the cuts could amount to £20M by 2020! How will we manage that? We are paying for what the banks did!

We should maintain both wholetime fire engines despite not then making the savings

You have cut £20M by getting rid of 14 fire engines; but will you have to do the same again if you have to save another £20M? That would be awful!

18 years ago I had a serious fire in the house and I'm worried that the response times would go up in future – leading to a loss of life! It seems ridiculous that we have only 28 fire engines in this city!

Have you considered the possibility of terrorism? Could you cope with a 9/11 incident?

What would be the response time to a serious incident if the first fire engine was already out?

If you move another fire engine to Prescott when the first engine is out, then the station would be crewed (but not by its 'own' engine)

If you see the risks increasing after these changes, can you go back to the government or will you have to continue to make savings regardless?

Are all the neighbouring fire services reducing their services – and will this lead to increased reciprocity?

Is the proposed new site guaranteed? Other people could try to buy it

People will be losing jobs! Can you guarantee that there will be no redundancies?

Do you have the capacity to lose 100 fire-fighters by natural retirement?

Will the fire prevention work be maintained?

Will you still deliver the Prince's Trust work at the new station in Prescott – can that continue there? Are they mainly Huyton youths who attend there?

Who has the final say on whether the proposals go ahead or not?

Will any of the cost come from the Fire Authority Reserves?

Would you need to borrow money for the building costs?

Does the government grant cover the full cost of the new fire station?

Will you sell the two old sites?

Do you have to sell the two sites before you can build the new one?

The council cuts are leaving a lot of empty buildings which no one wants to buy right now!

Will the FBU take action on this?

53. However, while these issues were raised in full and frank discussions, it should not be assumed that the participants were uniformly and finally negative about the proposals: far from that, they were prepared to raise new ideas themselves and could generally see the point of the proposals.
54. In relation to new ideas, there were suggestions that MFRA could recruit part-time or retained fire-fighters to work alongside wholetime fire-fighters – for example, to crew support vehicles – and also that it might be sensible to use some smaller response vehicles for secondary fires.

Balance of opinion on the proposals

55. The questions and concerns summarised and illustrated above certainly did not lead to the Knowsley proposals being rejected – for having raised their initial concerns and then considered the replies from MFRS officers, the forum and focus groups were able to accept the proposals readily – and as “safe and feasible” rather than just as “financially inevitable”.
56. Overall, **in the all-Knowsley forum, 15 out of 18 participants found the proposals reasonable in the circumstances** on the basis that they are safe, feasible and sustainable ways to make important savings for MFRA.
57. In fact, in the forum, almost a quarter of the participants felt the rationalisation and carefully controlled reduction of fire stations is *positively desirable* in reducing over-provision and so reducing unnecessary costs. While the idea that such proposals are positively desirable was not a general view anywhere, there were many people who, after full discussion were prepared to support the proposals robustly – for example:

Incidents have fallen by more than 50%...The prevention work had done a lot to reduce incidents and can continue to do so

All budget cuts have some level of risk.

58. The last comment above was not intended either to be alarmist or to dismiss risk as unimportant; rather, in the context in which it was said, it meant that risk cannot be completely eliminated and it is an illusion to believe it can. The speaker meant that risk has to be managed and minimised, but small residual risk should not exclude rational changes where appropriate – as in this case.
59. There was **very clear majority support** for the proposals in all three **focus groups**:

Eight out of 11 supported the proposal in Whiston (with only two actually opposing)

In Huyton, the eight participants were unanimously in support

There was also unanimous support in Prescott (11 out of 11).

60. While the issues summarised above show the focus groups’ initial concerns, the indented summary immediately above shows that eventually (after full discussion) there were very high levels of support across all three focus groups, with two being unanimous. In this context, some typical supportive comments in Whiston were:

The proposals reflect the necessary austerity measures

It seems inevitable and it has been thought through –it seems logical to do this – but you want to reduce the crewing of the second engine!

I’m happy with the idea, but it’s important to protect prevention and the Prince’s Trust work.

61. In Huyton, the discussion led one person to observe that:

Other fire and rescue services manage OK with fewer stations and engines.

62. The reduced availability of the second fire engine was clearly an issue in Whiston and Huyton (but less so in Prescot); but in the context of the whole discussion most residents overcame their concerns about this and accepted the proposals overall.
63. Indeed, in Prescot more than two-thirds (8 out of 11) considered the proposals to be *positively desirable* in principle and practice – an even larger proportion than in the all-Knowsley forum (where just less than a quarter were of that opinion). In this context in Prescot, there were some bold statements in support of the proposals:

In principle, the merger to reduce costs is a good thing – it's a sensible way to go forward

Merseyside Fire and Rescue Service is grossly over-spending – so the government has to act to reduce costs.

64. In Huyton, half the groups of eight thought the proposals were sensible within the context of a properly cost-effective service, while the other four accepted them more as a regrettable necessity than a positive contribution to the evolution of the service.
65. In Prescot, there were other references to how money could be saved – for example:

Why do you have the current 2/2/4 shift pattern? It seems very out-of-date now and there could be big savings by changing to 8 hour shifts – that would be more efficient!

We need to consider the shift patterns in the context of a modern service – to have an efficient and cost-effective service!

66. Others did not refer to over-spending, but still favoured the rationalisation of some public services – for example:

Can the new station take an ambulance station as well – the two could combine.

Manchester Road site

67. In Whiston people had no comments to make on the proposed Manchester Road site for the new fire station, but in Huyton the few comments were mainly positive. One person wondered about possible congestion in the vicinity of Whiston Hospital, but the others supported the choice – for example:

Would there be a clash with emergency vehicles from Whiston Hospital?

The site must have been considered carefully and it seems OK

It's right in the middle of the whole area.

68. In the all-Knowsley forum about seven of the 18 participants had doubts about the site – on various grounds. Some people thought the proposed site is too subject to traffic congestion; some wanted to know if other sites had been properly considered; and one objected on the grounds

that it was further from her house than the current station. For example, the main comments were:

Prescot has traffic congestion around Tesco at the junction – it's busy and hard to get off the roundabout

Have you considered other sites properly?

It is further from my house – from 3 minutes' attendance to about 12 – but I know that's not a real objection in principle.

69. In the Prescot focus group only a minority (3 out of 11 people) found the Manchester Road site to be a convincing choice, while almost half (5 out of 11 people) criticised the choice and three were “don't know”. The main criticisms and comments on the proposed site were:

The proposed location is less suitable due to speed bumps, shopping traffic and access to the main road – it seems an impractical position: it's a big retail park and a 24-hour Tesco!

Three of the roads in that immediate area have speed bumps – and there is an increasing amount of traffic there

Why have you chosen this site rather than demolishing and rebuilding Huyton and selling Whiston?

Are there any other sites possible?

70. In other words, local people in Prescot seemed to feel most concerned about possible congestion (as did some in the all-Knowsley forum).

Equality and diversity issues

71. Although the issues of equality and diversity were ‘mainstreamed’ in the sense of being raised early in the discussions, as a context for people’s reflections on the issues, none of the meetings felt that the proposals caused any specific concerns about the impact on groups with protected characteristics; but some observed that it is important to ensure that the vulnerable people get appropriate consideration (through prevention work in the form of home fire safety checks and other precautions).
72. The statement that was most typical overall of the discussions on protected characteristics was made in Whiston:

The elderly people and people with mental illness need to be considered carefully in these changes – and people with disabilities generally.

Merseyside Fire and Rescue Service
Equality Impact Assessment Form

Title of policy/report/project:	Station Mergers , Closures and other Operational Response Options
Department:	Strategy and Performance
Date:	EIA Stage 1 - 19.11.13 EIA Stage 2 – 31.1.14 EIA Stage 3 – 20.8.14 – Knowsley Consultation EIA Stage 3A – From 3/10/14 – Wirral Consultation EIA Stage 3B – Liverpool Consultation
<p><u>Scope of EIA</u></p> <p>The purpose of this EIA is to review information and intelligence available at an early stage in the development of options for station mergers and closures. It is intended that the EIA can be used to help inform decisions as the options progress and will help Principal Officers and Authority Members to understand equality related impacts on the decisions being made in relation to local diverse communities</p> <p>The EIA will be a living document which will developed further during the life cycle of the consultation stages. This initial EIA will provide be an opportunity to plan ahead for various activities such as community and staff consultation and equality data gathering</p> <p>The EIA will be conducted in a number of stages :</p> <p>Stage 1 – Desk Top Assessment by 3/12/13 :To provide Principal Officers with some initial thoughts on equality impacts arising from the Mergers and Closures Authority Report and provide an outline of what further data, research and consultation may be needed to inform the EIA fully in preparation for Community Engagement and Consultation Exercises in the new year (by 19/11/13)</p> <p>Stage 2 – Consultation External and Internal: to gain feedback from those communities and MF&RS Staff groups affected by the mergers and closures options to ensure equality impacts are considered throughout the process and included in the final version of the EIA for review by final decision makers (Dec 2013 onwards)</p>	

Stage 3 – More detailed assessment on the local areas affected by options: for Authority members to take into account at their meeting when they review the EIA in full. (from April 2014)

1: What is the aim or purpose of the policy/report/project

This should identify “the legitimate aim” of the policy/report/project (there may be more than one)

The reports purpose is to provide Authority Members a number of recommendations for approval, subject to public consultation, around station mergers and closures as follows:

Options for mergers

- Two stations on Wirral (West Kirby to merge with Upton at Greasby)
- Two stations in St Helens (Eccleston to merge with St Helens at a site in the St Helens town centre ward)
- Two stations in Knowsley (the merger of Huyton and Whiston which already has Authority approval)

In order to meet the budget cuts faced by the Authority as a result of Comprehensive Spending Review (CSR) 13. These merger options, if approved, will deliver a reduction of 66 whole time equivalent (WTE) posts, reduce the Authority asset base down from 26 stations to 23 and deliver additional savings from a reduction in premises overheads

Options for closures

The incremental move from whole time crewing to day crewing to whole time retained crewing of at least one appliance in Liverpool and/or Sefton, resulting in the closure of one or more station. This change in crewing and station closure, if approved, will deliver a saving of 22 WTE posts deliver additional savings from a reduction in premises overheads

The options for mergers and closures would not affect the local communities which live in and around the closure areas in relation to fire response times, they would remain within a 10 minute response time, and therefore this EIA will not focus on response times but around the following:

- **The impact of the options and any changes (positive and negative) in relation to any particular equality groups of the local communities’ use of MF&RS services and stations**
- **The impact of options and any changes on staff affected by closures**

2: Who will be affected by the policy/report/project?

This should identify the persons/organisations who may need to be consulted about the policy /report/project and its outcomes (There may be more than one)

Communities of Wirral , St Helens, Liverpool, Sefton and Knowsley
MF&RS staff affected by the mergers and closures

3. Monitoring

Summarise the findings of any monitoring data you have considered regarding this policy/report/project. This could include data which shows whether it is having the desired outcomes and also its impact on members of different equality groups.

What monitoring data have you considered?

3.1 Profile of Merseyside and Demographics 2012 report -

[http://intranetportal/sites/smd/equalityanddiversity/Shared%20Documents/Public%20Sector%20Equality%20Data%20-%20Reports%20for%202012/Profile%20of%20Merseyside%20\(Demography,%20Equality%20and%20Diversity\).pdf](http://intranetportal/sites/smd/equalityanddiversity/Shared%20Documents/Public%20Sector%20Equality%20Data%20-%20Reports%20for%202012/Profile%20of%20Merseyside%20(Demography,%20Equality%20and%20Diversity).pdf)

3.2 Ward Demographics from Census 2011 - **Appendix A**

3.2 Profile of MF&RS staff -

<http://intranetportal/sites/smd/equalityanddiversity/Shared%20Documents/Public%20Sector%20Equality%20Data%20-%20Reports%20for%202012/Public%20Sector%20Equality%20Data%20Report%20-%20Published%20version.pdf>

What did it show?

3.1 and 3.2 - The demographics in each of the districts is broadly similar with no significant differences to consider. (Significant being + or- 5% difference). To gain a greater understanding of the make-up of the local communities affected by the impact of the closures and mergers, demographics for the local wards broadly covered by each station have been produced in **Appendix A**

Notable highlights showing differences in relation to the average for each district area are as follows:

Huyton

Age Structure: The Huyton Station ground has a mix of age groups depending on the ward; the wards of Longview and Page Moss have younger populations whilst the wards of Prescott West, Roby and Stockbridge in particular have older populations.

Socio Economic (including Disability): In Page Moss, Longview and Stockbridge wards in particular there are well above average levels of people with disability or long term health problems. Within these same wards there are proportionally high levels of adult unemployment.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". Within the Huyton Station Area, the ward of Longview has above district average counts of BME population particularly "Asian/British Asian" persons.

Whiston

Age Structure: The Whiston Station Ground has a mix of age groups depending on the ward. The wards of Rainhill and Whiston North primarily have older populations whilst the wards of Prescott East and Whiston South have younger populations.

Socio Economic: There are no negative Socio Economic factors in the Whiston station ground.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". However BME populations are more diverse within this station ground with above average populations of "Asian/British Asian" in each ward and above average populations of "Black /African /Caribbean/ Black British" within Prescott East.

St Helens

Age Structure: The St Helens Station Ground has a mix of age groups depending on the ward. The wards of: Parr, Bold, Sutton, Thatto Heath, Town Centre tends to have younger populations - particularly Parr and Thatto Heath. By contrast the wards of: Billinge & Seneley Green and Blackbrook have older populations

Socio Economic: The wards of: Parr, Thatto Heath, Sutton and Moss Bank have higher than average levels of adult unemployment as well as having above average levels of disability / long-term illness in these wards.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". The wards of Town Centre and Thatto Heath (in particular) are the most culturally diverse with well above average counts particularly of "Asian/British Asian" residents. Both Wards also have above average counts of "Black /African /Caribbean/ Black British" people, though this is to a lesser extent to "Asian/British Asian" residents. St Helens has a significant Gypsy and Traveller community.

Eccleston

Age Structure: The Eccleston Station Ground has a mix of age groups depending on the ward. The wards of Eccleston and Rainford (Rainford has one of the highest average population ages in Merseyside) have older populations whilst the wards of West Park and Windle have younger populations.

Socio Economic: The wards of Eccleston and West Park have slightly above average levels of unemployment within the Eccleston station ground. West Park also has slightly above average levels of long term sickness / disability.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White", Rainford and West Park have particularly low levels of BME residents. Within the Station Area the Ward of Eccleston has slightly above average BME population "Asian/British Asian" for and West Park has slightly above average counts "Black /African /Caribbean/ Black British" residents.

Upton

Age Structure: The Upton Station Ground has a mix of age groups depending on the ward. Pensby & Thingwall, Greasby, Frankby - Irby and Claughton have older than

average populations.

Socio Economic: Generally within the Upton Station there are no particularly significant Socio Economic issues, with the Exception of the Bidston & St James ward which primarily rests within the Upton Station Ground. Bidston and St James have well above average adult unemployment and levels of long term health problems / disability.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". Claughton and Bidston & St James have the most diverse populations with above average counts of "Asian/British Asian" residents.

West Kirby

Age Structure: The West Kirby Station Ground has a mix of age groups depending on the ward. The demographic for the wards of Hoylake & Meols and West Kirby & Thurstaston is much older than the Wirral average.

Socio Economic: There are no negative Socio Economic factors in the West Kirby station ground.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White".

Allerton

Age Structure: The Allerton Station Ground has a mix of age groups across different wards, 45-59 age group is the most populous age range. Greenbank has a large population of 20-24 year olds inferring a high population of students. Woolton has particularly high level of population above the age of 65 with 26% of ward population, however the majority of this ward is covered by the Belle Vale station area.

Socio Economic: Majority of area is affluent with small pockets of deprivation (based on IMD 2010) The majority of wards are below the Liverpool average for unemployment and long term health and disabilities.

Racial Profile: Predominantly "White" (at least 90% white). Greenbank however has a more diverse population including above counts of BME populations, BME groups equate to 17% of overall population compared to 5.5% Merseyside population as a whole.

3.3- Staff Demographics for Operational Staff

95% of operational uniformed staff are Male and 5% are Female

65% of operational uniformed staff are aged 41 to 50

5% of Operational staff have declared a Disability or Long term health condition

3% of MF&RS staff are Black Minority Ethnic the remainder are classed as White

4: Research

Summarise the findings of any research you have considered regarding this policy/report/project. This could include quantitative data and qualitative information; anything you have obtained from other sources e.g. CFOA/CLG guidance, other FRSs, etc

<p>What research have you considered?</p> <p>4.1 A review of the Access Audit report - results for the stations affected by options</p> <p>Review of MF&RS Community Profiles for station areas affected by proposals to help understand the type of communities who may be affected by the options and consider their needs.</p> <p>A review of current Partnership agreements for stations affected by proposals to help understand the impact of station closures /mergers on those service users</p>	<p>What did it show?</p> <p>The Equality Act 2010 replaced and enhanced the Disability Discrimination Acts (DDA) 1995 & 2005. It sets out the legislation for Public Bodies to make reasonable adjustments to premises to enable disabled people to access all services and fully participate in public life. MF&RS has conducted access audits for all its stations (except new builds) and is in the process of reporting on the results and recommendations to the Authority in December 2013.</p> <p>The Audits have highlighted significant access issues for the stations identified in the mergers and closures options with a total of £ 267,875 cost for making them more accessible Community Fire Stations. It has been an important factor when considering the options and proposals for station mergers and closures and the building of new stations.</p> <p>Results show no specific Equality and Diversity implications for any of the areas affected as the Ten Minute response times will be still valid for the station areas affected by the merger/closure proposals</p> <p>There appears to be no detrimental impact on any of the partnership arrangements for the Knowsley fire stations currently being affected by station merger proposals , the development of a new station with advanced community facilities will strengthen the opportunities for Knowsley communities to access the station for better community engagement activities</p>
<p>5. Consultation</p> <p><i>Summarise the opinions of any consultation. Who was consulted and how? (This should include reference to people and organisations identified in section 2 above)</i> <i>Outline any plans to inform consultees of the results of the consultation</i></p>	
<p>What Consultation have you undertaken?</p> <p>No Consultation has taken place at Stage 1 of this EIA, however consultation is proposed to take place in two stages to scrutinise the OPTIONS and consider others. As such it is proposed to enter into consultation comprising of a) a more open-ended</p>	

listening and engagement phase on the OPTIONS and b) a Formal consultation process on the eventual PROPOSALS. Part of the consultation process will take into account the needs and experiences of those equality protected groups who have been deemed to be affected by the mergers and closures.

Consultation specifically with Protected Groups (as required by the Equality Act 2010) in relation to this EIA and its assessment of the mergers and closures report /options is currently being planned by the Diversity and Consultation Manager. A number of cost effective options are being considered within the time frame available including :

- The development of a new MF&RS Diversity Consultation Forum ; a public voice for diverse groups across each district
- Using the 2 stage consultation process mentioned above to consult on the EIA with representative groups from those protected groups affected by the Options and subsequent proposals (where representation is available)
- Consultation with Community Groups currently using the Stations identified as potentially being closed and merged – Impact on equality
- Making the EIA accessible via the Staff Portal and MF&RS Webpage to enable staff , stakeholders and the public to make comments and provide feedback easily

What did it say?

Stage 3 – Knowsley Consultation May to July 2014

A 12 week Consultation process on Fire Station merger proposals took place in Knowsley district between the 6th May and 28th July 2014. The consultation included :

- Online survey for staff and public to provide their views
- Three externally facilitated deliberative focus groups (one in each station area)
- One Public Forum
- Three Open public meetings
- One stakeholder breakfast meeting
- Several staff consultation meetings

All consultation events provided the opportunity for staff and public to provide feedback and views on the merger proposals and the impact they may have, positive or negative, in relation to different equality groups and the impact on any of their service needs/outcomes as a result of the proposals. None of the focus groups or forums raised any specific concerns relating to vulnerable people or equality groups, but some observed that it is important to ensure the elderly get appropriate prevention work in the form of Home Fire safety checks and other precautions in those areas where the mergers may have a bigger impact.

The consultation events were well publicised in many different forums from local council promotion, health and wellbeing boards, posters at local supermarkets, Local radio stations and a variety of Websites,

The only opportunity for MFRA to ensure a representative group of people were consulted with was in relation to the invited participants at the deliberative forums.

Efforts are always made to recruit a representative sample of Merseyside residents for each meeting, but as not everyone who is recruited actually attends the meeting this can have an effect.

The breakdown of consultees were as follows:

60% (29) of the 48 attendees were male and 40% (19) were female, 31% (15) were aged 16 -35 and 33.5%(16) were aged 35 to 55 and 35.5% (17) were aged over 55 . These figures are similar to the age profile of Merseyside population. The majority of attendees were white , however 16% were of Non-white British origin , this compares favourably when compared to the Merseyside population figures of 7%

All events were fully inclusive with British Sign Language Interpreters at each open public meeting (they were not required at any of the deliberative forums), the use of a hearing loop was available for all meetings and information was also available in large print. The venues were sourced taking careful consideration of access from car parking for disabled and mobility impaired to easy access to public transport close by and access in and out of the rooms and seating.

The results from the on line survey have been summarised in a report;

Knowsley Consultation concerning Station Mergers – results from Feedback Surveys. This can be accessed on our Website. The results showed :

- No specific issues raised in relation to any negative or positive impacts of the proposals on any particular protected groups.
- No specific detrimental impact in relation to Equality and Diversity issues for staff raised at this stage of the proposals (staff consultation will continue)
- Of the 93 respondents to the Survey, a vast majority were from the areas affected by the proposals, the split was almost 50/50 male to female, 11.8 % declared a disability and 2.4% were from non- white British origin.
- The survey was entirely voluntary for anyone to access and complete and there was very little opportunity to encourage responses from minority groups in any reasonable way.

Stage 2 - Engagement and Consultation January 2014

Stage two of the EIA involved engaging members of the public on the current EIA findings in relation to the Mergers and Closures options ,specifically the 5 options provided to the Public Engagement Forums held in January 2014.The possible options discussed at the for further financial savings :

1. Additional “Low Level Activity and Risk Stations (LLAR)
2. Introduction of “Day Crewing” at some whole time stations
3. Introduction of “Community Retained “ (RDS) stations
4. Merger of pairs of older stations and their replacement by modern community fire stations
5. Closure of some stations without replacement

Five forums were held across each of MFRS District :

- Wirral - Saturday 11th January 2014 – 10.00am -1.30pm
- St Helens - Monday 13th January 2014 – 18.00pm -20.45pm
- Liverpool – Tuesday 14th January 2014 – 18.00pm- 20.45pm
- Knowsley – Wednesday 15th January 2014 - 18.00pm – 20.45pm
- Sefton – Thursday 16th January 2014 – 18.00pm – 20.45pm

Part of the engagement presentation included canvassing views from the forum on the impact of each of the 5 options in relation to protected equality groups. The forums were broadly representative of the current demographic profiles for each district when compared to the demographic reports for each district, with the exception of Ethnicity for Wirral, St Helens and Sefton.

Table 1 – Equality Monitoring breakdown for each District engagement forums

	WIRRAL	ST Helens	LIVERPOOL	KNOWSLEY	SEFTON
Gender	Male: 12	Male: 10	Male: 13	Male: 10	Male: 13
	Female: 11	Female: 11	Female: 12	Female: 6	Female: 9
Age	18-34: 5	18-34: 3	18-34: 7	18-34: 3	18-34: 4
	35-54: 7	35-54: 9	35-54: 10	35-54: 7	35-54: 8
	55+: 11	55+: 9	55+: 8	55+: 6	55+: 10
Social Grade	AB: 6	AB: 4	AB: 6	AB: 2	AB: 6
	C1: 8	C1: 7	C1: 9	C1: 3	C1: 5
	C2: 4	C2: 3	C2: 4	C2: 6	C2: 3
	DE: 5	DE: 7	DE: 6	DE: 5	DE: 8
BME	0	0	2	1	0
Disability	6	6	6	3	0

Members of the Forum were given a summary of the outcomes from the EIA stage one, and asked if there were any specific concerns about those outcomes and indeed any of the 5 options. No concerns about the options were raised in any of the Forums, the general view was that the favoured option chosen by the members; mergers and closures, would provide a positive opportunity for members of the Disabled community and those elderly residents with limited mobility to access new station for community events and activities more easily than some of the current stations. The building of new stations would benefit many minority community groups who may have limited access to community spaces.

Stage 3 of the EIA will now involve consulting with the Public Proposals which will include consultation with specific organisations who support specific Protected Groups through various consultation methods.

Stage 1 – no public consultation at this stage

6. Conclusions

Taking into account the results of the monitoring, research and consultation, set out how the policy/report/project impacts or could impact on people from the following protected groups? (Include positive and/or negative impacts)

(a) Age

The needs of different Age groups, especially those minority age groups, in relation to station mergers and closures options and proposals are difficult to fully assess at this early stage of the EIA. Section 3 and 4 sets out the current age profiles which should be considered when taking into account possible options for closures and mergers. Engagement and consultation will provide more opportunities to assess negative and positive impacts and results will be used to inform Stage 2 and 3 of this EIA.

(b) Disability including mental, physical and sensory conditions)

The building of new stations will be positive for the disabled communities affected by the station mergers as the development of new high functioning stations will enable disabled people to access community services delivered from Fire Stations.

(c) Race (include: nationality, national or ethnic origin and/or colour)

As a) above but in relation to Race and Minority ethnic groups

(d) Religion or Belief

As a) above but in relation to Religion and Belief and minority faith groups

(e) Sex (include gender reassignment, marriage or civil partnership and pregnancy or maternity)

As a) above but in relation to Gender and Gender Reassignment

(f) Sexual Orientation

As a) above but in relation to the needs of minority sexual orientation groups

(g) Socio-economic disadvantage

As a) above but in relation to the needs of those most affected financially (if at all) by any mergers and closures.

7. Decisions

If the policy/report/project will have a negative impact on members of one or more of the protected groups, explain how it will change or why it is to continue in the same way.

If no changes are proposed, the policy/report/project needs to be objectively justified as being an appropriate and necessary means of achieving the legitimate aim set out in 1 above.

EIA stage 3a and 3 b – Wirral and Liverpool (Allerton) Comments (17.9.14)

No consultation has taken place at this stage of the EIA for Wirral and Allerton proposals. A review of current demographics shows no significant equality issues in relation to negative impacts on proposed station mergers and closures for both Wirral and Liverpool (Allerton) for any protected group at higher risk of Fire and Rescue as the response times to attend any call will be within the standards set. Consultation at the next stage will review the impact in more detail with different groups of public and will focus also on any equality issues.

EIA Stage 3 – Decisions (Knowlsey)

On reviewing the data, research and consultation at stage 3 of this EIA there are no significant disproportionate impacts on any of the protected groups. As response times will be maintained within the 10 minute response standard, no particular group will receive a significantly changed service to Fire and Rescue and there will be no major impact on current partnership arrangements at stations, as these can be transferred to the new station at Prescott with newer and more accessible facilities.

EIA Stage 2 – Decisions

The outcomes of the Engagement forums across the 5 Districts has identified no particular negative impacts that need to be considered in any of the 5 Options. The Merger and Closure option appears to be the most positive for a number of minority equality groups in terms of accessibility to community spaces.

EIA Stage 1 – Decisions

On reviewing the research and data available for stage 1 of this EIA, there are no significant equality Impacts established so far with the exception of Disability, where current stations earmarked for mergers are currently not fully accessible for disabled community groups.

It is important to note that the impact of the Mergers and Station Closure Options and subsequent Proposals will not impact on any members of the public disproportionately in relation to the current level of service received by these groups e.g. response times and fire safety , prevention and protection services

8. Equality Improvement Plan

List any changes to our policies or procedures that need to be included in the

Equality Action Plan/Service Plan.

9. Equality & Diversity Sign Off

The completed EIA form must be signed off by the Diversity Manager before it is submitted to Strategic Management Group or Authority.

Signed off

Wendy Kenyon

Date:

19.11.13- EIA Stage 1
 31.1.14 – EIA stage 2
 20.8.14 – EIA stage 3
 19.9.14 – EIA stage 3a and 3b

Action Planned	Responsibility of	Completed by
<p>Actions Identified during EIA stage 1 9.1 Consultation with Staff , Stakeholders and Communities , in relation to the EIA and its assessment of the Mergers and Closures Options and subsequent Proposals ; specifically those Protected groups and the potential impact (both negative and positive) 9.2 Analysis of Community Profiles for station areas affected to understand the types of communities affected by the Mergers and Closures Options and subsequent Proposals (completed) 9.3 Equality analysis of those staff affected by the Options and subsequent Proposals to see if any particular protected group are affected disproportionately.</p>	<p>Diversity and Consultation Manager (DCM) with Support from IRMP Officer Business Intelligence Manager and DCM DCM with support from POD</p>	<p>Completed Completed Completed</p>
<p>Actions Identified during EIA stage 2 Consider ways to engage further with members of different Ethnic communities (in those station areas which are most affected) when proposals are identified for consultation in the future (Completed)</p>	<p>WK</p>	<p>Completed</p>
<p>Actions Identified during EIA Stage 3 Target HFSC for those Vulnerable older people most affected by the future station merger and closures (Knowsley)</p>	<p>DM Gary Oakford</p>	<p>Ongoing</p>

Appendix A – ONS Demographic Equality Data by Station Ward

Please note that Station Areas are not based on the shape of wards, as such for the purposes of this section a ward has been identified to belong to a specific location if more than 50% of that ward rests within the station area.

District	Station Affected	2011 ward	Population	Mean Age	District Mean
Knowsley	Huyton	Longview	8,726	36	39
Knowsley	Huyton	Page Moss	7,076	38	39
Knowsley	Huyton	Prescot West	6,535	44	39
Knowsley	Huyton	Roby	7,254	44	39
Knowsley	Huyton	St Bartholomews	6,565	41	39
Knowsley	Huyton	St Gabriels	6,565	39	39
Knowsley	Huyton	St Michaels	6,920	39	39
Knowsley	Huyton	Stockbridge	6,018	40	39
Knowsley	Huyton	Swanside	6,519	42	39
Knowsley	Whiston	Prescot East	7,604	38	39
Knowsley	Whiston	Whiston North	6,908	41	39
Knowsley	Whiston	Whiston South	7,355	39	39
St Helens	Whiston	Rainhill	10,853	46	41
St Helens	St Helens	Billinge & Seneley Green	11,080	44	41
St Helens	St Helens	Blackbrook	10,639	41	41
St Helens	St Helens	Bold	9,759	38	41
St Helens	St Helens	Moss Bank	10,682	42	41
St Helens	St Helens	Parr	12,199	37	41
St Helens	St Helens	Sutton	12,003	41	41
St Helens	St Helens	Thatto Heath	12,280	38	41
St Helens	St Helens	Town Centre	10,978	39	41
St Helens	Eccleston	Rainford	7,779	47	41
St Helens	Eccleston	Eccleston	11,525	45	41
St Helens	Eccleston	West Park	11,392	40	41
St Helens	Eccleston	Windle	10,690	41	41
Wirral	Upton	Bidston & St James	15,216	36	41
Wirral	Upton	Cloughton	14,705	42	41
Wirral	Upton	Greasby, Frankby & Irby	13,991	45	41
Wirral	Upton	Moreton West & Saughall Massie	13,988	42	41
Wirral	Upton	Pensby & Thingwall	13,007	46	41
Wirral	Upton	Upton	16,130	42	41
Wirral	West Kirby	West Kirby & Thurstaston	12,733	45	41
Wirral	West Kirby	Hoylake & Meols	13,348	44	41
Liverpool	Allerton	Church	13,974	41	38
Liverpool	Allerton	Greenbank	16,132	32	38
Liverpool	Allerton	Mossley Hill	13,816	40	38
Liverpool	Allerton	Wavertree	14,772	39	38

Ethnicity Table:

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian/Asian British: Total	Asian/Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
Knowsley	Huyton	Longview	8,726	8,414	96.4%	140	1.6%	112	1.3%	54	0.6%	6	0.1%
Knowsley	Huyton	Page Moss	7,076	6,947	98.2%	75	1.1%	36	0.5%	12	0.2%	6	0.1%
Knowsley	Huyton	Prescot West	6,535	6,388	97.8%	58	0.9%	61	0.9%	17	0.3%	11	0.2%
Knowsley	Huyton	Roby	7,254	7,148	98.5%	50	0.7%	30	0.4%	16	0.2%	10	0.1%
Knowsley	Huyton	St Bartholomews	7,143	6,972	97.6%	101	1.4%	32	0.4%	19	0.3%	19	0.3%
Knowsley	Huyton	St Gabriels	6,565	6,434	98.0%	49	0.7%	49	0.7%	25	0.4%	8	0.1%
Knowsley	Huyton	St Michaels	6,920	6,768	97.8%	82	1.2%	55	0.8%	7	0.1%	8	0.1%
Knowsley	Huyton	Stockbridge	6,018	5,843	97.1%	90	1.5%	33	0.5%	36	0.6%	16	0.3%
Knowsley	Huyton	Swanside	6,519	6,347	97.4%	94	1.4%	52	0.8%	16	0.2%	10	0.2%
Knowsley	Whiston	Prescot East	7,604	7,300	96.0%	109	1.4%	160	2.1%	25	0.3%	10	0.1%
St Helens	Whiston	Rainhill	10,853	10,498	96.7%	83	0.8%	240	2.2%	7	0.1%	25	0.2%
Knowsley	Whiston	Whiston North	6,908	6,604	95.6%	60	0.9%	203	2.9%	24	0.3%	17	0.2%
Knowsley	Whiston	Whiston South	7,355	7,144	97.1%	113	1.5%	73	1.0%	20	0.3%	5	0.1%
Knowsley Average					97.2%		1.3%		1.0%		0.3%		0.1%

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian/Asian British: Total	Asian/Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
St Helens	St Helens	Billinge & Seneley Green	11,080	10,948	98.8%	67	0.6%	46	0.4%	9	0.1%	10	0.1%
St Helens	St Helens	Blackbrook	10,639	10,474	98.4%	49	0.5%	90	0.8%	4	0.0%	22	0.2%
St Helens	St Helens	Bold	9,759	9,618	98.6%	65	0.7%	50	0.5%	18	0.2%	8	0.1%
St Helens	St Helens	Moss Bank	10,682	10,568	98.9%	46	0.4%	50	0.5%	5	0.0%	13	0.1%
St Helens	St Helens	Parr	12,199	11,972	98.1%	97	0.8%	97	0.8%	22	0.2%	11	0.1%
St Helens	St Helens	Sutton	12,003	11,837	98.6%	87	0.7%	63	0.5%	11	0.1%	5	0.0%
St Helens	St Helens	Thatto Heath	12,280	11,829	96.3%	120	1.0%	270	2.2%	31	0.3%	30	0.2%
St Helens	St Helens	Town Centre	10,978	10,684	97.3%	69	0.6%	191	1.7%	18	0.2%	16	0.1%
St Helens	Eccleston	Eccleston	11,525	11,302	98.1%	76	0.7%	121	1.0%	15	0.1%	11	0.1%
St Helens	Eccleston	Rainford	7,779	7,682	98.8%	34	0.4%	43	0.6%	8	0.1%	12	0.2%
St Helens	Eccleston	West Park	11,392	11,183	98.2%	79	0.7%	88	0.8%	25	0.2%	17	0.1%
St Helens	Eccleston	Windle	10,690	10,564	98.8%	50	0.5%	58	0.5%	8	0.1%	10	0.1%
St Helens Average					98.0%		0.7%		1.0%		0.1%		0.1%

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian / Asian British: Total	Asian / Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
Wirral	Upton	Bidston & St James	15,216	14,659	96.3%	238	1.6%	270	1.8%	37	0.2%	12	0.1%
Wirral	Upton	Claughton	14,705	14,147	96.2%	163	1.1%	344	2.3%	21	0.1%	30	0.2%
Wirral	Upton	Greasby, Frankby & Irby	13,991	13,685	97.8%	112	0.8%	146	1.0%	21	0.2%	27	0.2%
Wirral	Upton	Moreton West & Saughall Massie	13,988	13,722	98.1%	87	0.6%	134	1.0%	25	0.2%	20	0.1%
Wirral	Upton	Pensby & Thingwall	13,007	12,744	98.0%	109	0.8%	132	1.0%	13	0.1%	9	0.1%
Wirral	Upton	Upton	16,130	15,587	96.6%	123	0.8%	352	2.2%	36	0.2%	32	0.2%
Wirral	W Kirby	Hoylake & Meols	13,348	13,019	97.5%	139	1.0%	139	1.0%	19	0.1%	32	0.2%
Wirral	W Kirby	West Kirby & Thurstaston	12,733	12,326	96.8%	170	1.3%	168	1.3%	16	0.1%	53	0.4%
Wirral Average					97.0%		1.0%		1.6%		0.2%		0.2%

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian / Asian British: Total	Asian / Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
Liverpool	Allerton	Church	13,974	12,858	92.0%	367	2.6%	472	3.4%	160	1.1%	117	0.8%
Liverpool	Allerton	Greenbank	16,132	13,400	83.1%	736	4.6%	949	5.9%	630	3.9%	417	2.6%
Liverpool	Allerton	Mossley Hill	13,816	12,889	93.3%	293	2.1%	399	2.9%	130	0.9%	105	0.8%
Liverpool	Allerton	Wavertree	14,772	13,288	90.0%	526	3.6%	552	3.7%	245	1.7%	161	1.1%
Liverpool Average					88.9%		2.5%		4.2%		2.6%		1.8%

Disability Tables

District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
Knowsley	Huyton	Longview	8726	1367	15.7%	904	10.4%	6455	74.0%
Knowsley	Huyton	Page Moss	7076	1239	17.5%	802	11.3%	5035	71.2%
Knowsley	Huyton	Prescot West	6535	1007	15.4%	828	12.7%	4700	71.9%
Knowsley	Huyton	Roby	7254	829	11.4%	722	10.0%	5703	78.6%
Knowsley	Huyton	St Bartholomews	6565	893	13.6%	666	10.1%	5006	76.3%
Knowsley	Huyton	St Gabriels	6920	1042	15.1%	692	10.0%	5186	74.9%
Knowsley	Huyton	St Michaels	7114	642	9.0%	528	7.4%	5944	83.6%
Knowsley	Huyton	Stockbridge	6018	1206	20.0%	730	12.1%	4082	67.8%
Knowsley	Huyton	Swanside	6519	722	11.1%	675	10.4%	5122	78.6%
Knowsley	Whiston	Prescot East	7604	1025	13.5%	817	10.7%	5762	75.8%
Knowsley	Whiston	Whiston North	6908	890	12.9%	701	10.1%	5317	77.0%
Knowsley	Whiston	Whiston South	7355	893	12.1%	739	10.0%	5723	77.8%
St Helens	Whiston	Rainhill	10853	1312	12.1%	1212	11.2%	8329	76.7%
Knowsley Average					14.2%		10.3%		75.5%

District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
St Helens	St Helens	Billinge & Seneley Green	11080	1192	10.8%	1243	11.2%	8645	78.0%
St Helens	St Helens	Blackbrook	10639	1298	12.2%	1146	10.8%	8195	77.0%
St Helens	St Helens	Bold	9759	1176	12.1%	976	10.0%	7607	77.9%
St Helens	St Helens	Moss Bank	10682	1433	13.4%	1235	11.6%	8014	75.0%
St Helens	St Helens	Parr	12199	1864	15.3%	1319	10.8%	9016	73.9%
St Helens	St Helens	Sutton	12003	1569	13.1%	1253	10.4%	9181	76.5%
St Helens	St Helens	Thatto Heath	12280	1658	13.5%	1250	10.2%	9372	76.3%
St Helens	St Helens	Town Centre	10978	1656	15.1%	1252	11.4%	8070	73.5%
St Helens	Eccleston	Eccleston	11525	1201	10.4%	1233	10.7%	9091	78.9%
St Helens	Eccleston	Rainford	7779	850	10.9%	907	11.7%	6022	77.4%
St Helens	Eccleston	West Park	11392	1362	12.0%	1209	10.6%	8821	77.4%
St Helens	Eccleston	Windle	10690	1140	10.7%	1082	10.1%	8468	79.2%
St Helens Average					12.4%		10.6%		77.0%

District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
Wirral	Upton	Bidston & St James	15216	2441	16.0%	1748	11.5%	11027	72.5%
Wirral	Upton	Claughton	14705	1940	13.2%	1556	10.6%	11209	76.2%
Wirral	Upton	Greasby, Frankby & Irby	13991	1233	8.8%	1536	11.0%	11222	80.2%
Wirral	Upton	Moreton West & Saughall Massie	13988	1782	12.7%	1413	10.1%	10793	77.2%
Wirral	Upton	Pensby & Thingwall	13007	1528	11.7%	1539	11.8%	9940	76.4%
Wirral	Upton	Upton	16130	2408	14.9%	1778	11.0%	11944	74.0%
Wirral	W Kirby	Hoylake & Meols	13348	1296	9.7%	1337	10.0%	10715	80.3%
Wirral	W Kirby	West Kirby & Thurstaston	12733	1187	9.3%	1361	10.7%	10185	80.0%
Wirral Average					11.9%		10.7%		77.4%

District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
Liverpool	Allerton	Church	13974	1120	8.0%	1241	8.9%	11613	83.1%
Liverpool	Allerton	Greenbank	16132	1277	7.9%	1047	6.5%	13808	85.6%
Liverpool	Allerton	Mossley Hill	13816	1301	9.4%	1136	8.2%	11379	82.4%
Liverpool	Allerton	Wavertree	14772	1588	10.8%	1336	9.0%	11848	80.2%
Liverpool Average					12.8%		9.7%		77.6%

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	FULL AUTHORITY		
DATE:	2ND OCTOBER 2014	REPORT NO:	CFO/095/14
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	KIERAN TIMMINS	REPORT AUTHOR:	COLIN SCHOFIELD
OFFICERS CONSULTED:	ANANTHA SUBRAMANAYAM, ESTATES DEVELOPMENT MANAGER DEB APPLETON, DIRECTOR OF STRATEGY & PERFORMANCE SARAH BOURNE, DEPUTY CLERK		
TITLE OF REPORT:	PROPOSED STATION MERGER OF HUYTON AND WHISTON		

APPENDICES:	APPENDIX A: ANNUAL REVENUE COSTS OF HUYTON, WHISTON & PRESCOT APPENDIX B: CAPITAL COSTS OF THE NEW PRESCOT STATION – EXEMPT BY VIRTUE OF PARA 3 OF PART 1 OF SCH 12A OF THE LOCAL GOVERNMENT ACT 1972
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Purpose of Report

1. To request that Members approve the merger of Huyton and Whiston fire stations at Prescott having considered the outcomes of the public consultation as detailed in report number CFO/094/14.

Recommendation

2. That Members;
 - a. approve the merger of Huyton and Whiston fire stations at a site in Manchester Road, Prescott;
 - b. approve the change in crewing of the Whiston fire appliance from wholetime to wholetime retained
 - c. amend the capital programme to incorporate the £3.1m Prescott fire station scheme;
 - d. give delegated authority to the Chief Fire Officer to continue discussions with partners, including Merseyside Police, with a view to sharing the new building; and
 - e. give delegated authority to the Chief Fire Officer in consultation with the Deputy Chief Executive, the Clerk and the Chair to the Authority to agree appropriate lease terms with Knowsley Metropolitan Borough Council and to enter into a lease.

Introduction and Background

3. At its meeting on 6th May 2014, the Authority considered report CFO/044/14 which proposed the merger of Huyton and Whiston fire stations at Prescott. The Authority resolved that:
 - a) *the merger of Huyton and Whiston fire stations at a new site on Manchester Road, Prescott, subject to a 12 week period of public consultation to commence with effect from 7th May 2014, be approved*
 - b) *a report be submitted to the Authority detailing the outcomes of this consultation. This report will contain any operational implications of the merger including details of Section 13/16 mutual aid arrangements with Cheshire FRS for the coverage of Cronton.*

Current Situation

4. Report CFO/094/14, elsewhere on today's agenda, provides detailed feedback on the comprehensive 12 week public consultation process undertaken between 7th May and 28th July 2014. A significant majority of those participating in the consultation process thought that the proposal to close Huyton and Whiston fire stations and build a new fire station at Prescott was reasonable given the circumstances. A small number of concerns were expressed about the Manchester Road site which is addressed below.

The Site

5. The comments made during consultation with regard to this site focussed on its proximity to the Cables Retail Park and other new developments nearby, the speed humps/traffic calming measures in Manchester Road, disruption to local traffic and the busy Hall Lane/Manchester Road junction.
6. Members will appreciate that it is rarely possible to identify land in an optimum location which is available, at a reasonable price, and which local residents are happy to see a fire station built upon. Consequently site selection is always going to represent a compromise, to a greater or lesser degree. Report CFO/091/12 on the proposal to build a new fire station at Prescott as part of a combined 'Blue Light Hub', considered by the Authority on 3rd July 2012, identified the Manchester Road site as suitable following a review of location options across the Prescott area in consultation with Knowsley Metropolitan Borough Council (MBC). A detailed review of the predicted impact on operational performance had previously been carried out for this site, using the Fire Incident Response Simulator (FIRS) and the location was agreed as suitable by Merseyside Police and North West Ambulance Service (NWAS) for the proposed 'Blue Light Hub'.
7. It is acknowledged that the nearby Cables Retail Park, and other junctions in the vicinity, can be very busy at times, but so are other areas of Merseyside. Fire appliances have to negotiate traffic congestion and traffic calming measures, throughout Merseyside on a daily basis whilst responding to

emergency incidents and when travelling at normal speed to other activities. As numbers of emergency responses are relatively low (and many occur when the appliance is off station anyway), the Chief Fire Officer does not believe that the Manchester Road site will prove problematic in this regard. Further discussions will be held with highway engineers at Knowsley MBC to identify if alternative solutions to the speed humps in the immediate vicinity of the station can be provided.

8. Since the last report on 6th May 2014, negotiations have continued with Knowsley MBC over the identified land at this site. Officers have agreed that some 1.6 acres at the top of the site will be required for the new facility (of the overall site of 4.1 acres). Draft Heads of Terms have been proposed by Knowsley MBC for the grant of a building licence and agreement for lease of the site. These Heads of Terms are currently the subject of discussions between the parties which are progressing well.
9. Instructions have been issued jointly by the Authority and Knowsley MBC to a firm of independent valuers to undertake a valuation of the site. The valuation will be incorporated into the lease, subject to any negotiations which may be necessary to reflect any issues that are subsequently found on site. The results of this valuation are expected shortly but early indications are that the value of the land will not exceed £300,000.
10. Title searches have been carried out on the land in question. Preliminary enquiries have also been made to establish the location of any electricity, gas, water or telecommunications apparatus that crosses the site. Initial environmental surveys have indicated that there is an environmental risk with the site and further work to assess/remediate contaminated land will be required. The survey work has indicated that coal mining has taken place on this site in the past and there are several in-filled mine shafts present. Further work needs to be carried out to ensure that any potential hazards are eliminated before any building work takes place and a specialist contractor will be appointed shortly to carry out this work.
11. The Chief Fire Officer is confident that this can be achieved in a straightforward manner as neighbouring properties, including businesses and private housing, together with the road network in the area, have all been built on land with the same issues.
12. An initial meeting has been held with Knowsley highways engineers to discuss traffic implications including access and egress arrangements for the site. Further work is required including a Road Safety Audit.

Construction

13. Officers are currently in the process of appointing a contractor to carry out any major building works including the new Prescott fire station (subject to approval at today's meeting), as well as any other station merger proposals that the Authority may approve in the future. This appointment process will take place via the North West Construction Hub (NWCH) and will involve a mini-

competition between the six contractors that are on the NWCH High Value Construction Framework for design and build schemes. It is currently anticipated that the process to appoint the contractor will be concluded by the end of October 2014 with a view to seeking formal approval to the appointment from the Authority in November.

14. Subject to approval by the Authority and assuming the contractor is appointed in the time frame anticipated, design works will start straight away, leading to a planning submission and a start on site date in March 2015. The contractor will be responsible for ensuring that any ground conditions are fully investigated and remediated prior to any building work on site. It is anticipated that the build phase of the project would last around 12 months to complete therefore the new station will not be operational until April 2016.
15. As previously indicated, the new Prescott station will have one appliance staffed on a whole time basis and a second staffed on a whole time retained basis (recall to duty within 30 minutes). However, the Chief Fire Officer intends to incorporate a third bay into the design of this building for resilience purposes.

Partners

16. The Chief Fire Officer has sought to identify potential partners to share the new building and therefore costs. The original proposal for Prescott was that it would be a 'Blue Light Hub' with a significant presence of both Merseyside Police and NWS. However, since that proposal was advanced in 2012, Merseyside Police and NWS have reconsidered their positions.
17. The Police and Crime Commissioner are about to commence a public consultation on the future police Estates strategy. This deals comprehensively with all of the 78 police buildings across all five districts. Until that consultation is complete the police are not in a position to commit to any decision about the options for Prescott but have not ruled out at this stage the option of a joint development on the site. This report is prepared on the assumption that Merseyside Police will not partake in the project.
18. NWS have confirmed that they will not now be co-locating to the new Prescott site.

Mutual Aid Arrangements with Cheshire

19. As required, following the Authority meeting on 6th May 2014, this section of the report covers details of the Section 13/16 mutual aid arrangements with Cheshire FRS for the coverage of Cronton.
20. MFRA has made arrangements under Section 13 and Section 16 of the Fire and Rescue Services Act 2004 with Cheshire FRA to cover the Cronton area of Knowsley. MFRA reciprocate by providing cover to a number of areas of Cheshire including Burton, Burtonwood, Collins Green, Hale, Little Neston, Neston and Parkgate. These Agreements were established and signed on 29th October 2010.

21. A Section 13 Agreement is a reinforcement scheme or to provide mutual assistance in the event of an emergency. Both parties agree to provide reinforcements based upon best endeavours and determined by operational availability at the time of request in the event of an emergency. Section 16 is an Agreement for one Fire & Rescue Authority to discharge their functions by others or cede responsibility of their area of operations to another.
22. Under these Agreements both parties have response arrangements of one appliance to provide an initial response for all property fires, road traffic collisions (persons trapped) and any other persons reported/trapped type incidents. The actual resources mobilised to an incident in either Authority area will be subject to a determination based upon the location and critical nature of an incident and upon the availability and response time of that resource.

Interim crewing arrangements prior to the build completion

23. As stated in paragraph 14 a new station at Prescot would not be operational until April 2016 at the earliest.
24. The Authority has approved using natural turnover rates from Firefighter retirements to deliver the reduction in Firefighter numbers required to deliver a balanced budget. The Authority has committed to use reserves to avoid compulsory Firefighter redundancies as the rate of retirements is not as fast as is required to balance the financial plan in year 2015/16. The rate of retirements does however exceed the time frame anticipated to deliver all of the proposed mergers through to operational conclusion.
25. The impact on appliance availability has previously been highlighted to Members at the Community Safety and Protection Committee on 27th March 2014 within report CFO/038/14. In simple terms as more Firefighters retire and are not replaced in order to meet the savings target for 2015/16 and the structural changes in terms of the conversion of wholetime appliances to wholetime retained are not made it is no longer possible to continue to crew 28 wholetime appliances.
26. The fire appliance at Huyton is always maintained on wholetime availability as Huyton is a key station. Whiston is not a key station therefore the fire appliance is on occasion unavailable for full shifts due to insufficient staffing caused by high numbers of personnel on other duties (as explained within CFO/038/14). This situation will become more acute over time to the point where the appliance would never be crewed on a wholetime basis.
27. In order to maintain the availability of the Whiston appliance prior to the merger and to avoid the situation whereby the personnel at Whiston were detached out on each shift to make up appliance availability elsewhere it is the intention of the Chief Fire Officer to seek expressions of interest from existing staff to undertake wholetime retained working at Whiston.

28. The Chief Fire Officer has previously sought expressions of interest for wholetime retained working on two occasions. On neither occasion were sufficient expressions of interest received to crew even one appliance. In order to ensure the Whiston appliance is crewed on a wholetime retained basis the Chief Fire Officer will again seek expressions of interest from existing staff but will supplement this approach through external transfers in and direct recruitment. The proposals for external transfers in and recruitment will be the subject of a separate Authority report. If in the short term it is not possible to secure sufficient numbers of personnel to crew the appliance on a wholetime retained basis then it will remain available to be crewed on recall to duty. Members should note that whilst recall to duty is a recognised system within the Grey Book it is entirely voluntary and is therefore not as resilient as wholetime retained.

Equality and Diversity Implications

29. The Equality and Diversity implications of the public consultation exercise are addressed in report CFO/094/14 and the Equality Impact Assessment has been updated to reflect the consultation outcomes.
30. Equality and Diversity considerations will be taken into account in the design of the layout of the new community fire station.

Staff Implications

31. A net saving of 22 WTE firefighter posts is anticipated from the merger of Huyton and Whiston and the conversion of the Whiston appliance from wholetime crewing to wholetime retained. This equates to some £864,000 inclusive of employer's National Insurance and pension contributions. This saving is required to deliver one quarter of the operational savings target of £3.4m assumed in the current financial plan. Firefighter posts are being lost by using natural turnover rates – reserves are being used to avoid compulsory Firefighter redundancy. Staff will have the opportunity to earn extra money by taking wholetime retained contracts.
32. Subject to the approval of this proposal by the Authority and at a date to be determined based on the operational requirements of the Service the personnel at Whiston will be posted to surrounding stations and the appliance will convert from wholetime to wholetime retained status.
33. Formal consultation with Representative Bodies has continued throughout the process. If the proposal is approved, staff representatives would be appointed to work on the project team to ensure that any new station is suitable for a modern Fire & Rescue Service. This mirrors the process undertaken on the recent PFI Project with the aim of achieving a similar standard to that provided on the new PFI stations.

Legal Implications

34. Any building licence and eventual lease of the land will be subject to title investigation and the outcome of appropriate searches and ground investigation. In addition satisfactory lease terms and an appropriate premium need to be negotiated and agreed between the parties and approved by Knowsley MBC before a building licence or lease can be entered into.
35. Participation in the scheme by Merseyside Police will require the negotiation and agreement of an appropriate agreement for lease.

Financial Implications & Value for Money

36. The estimated combined operating costs of the current Huyton and Whiston stations total £1.993m. The forecast running costs of a new Prescott station are £1.133m, a saving of £0.860m. As previously stated this is based on a reduction in WTE firefighter posts from 48 to 26, and similar premise operating costs of the new PFI stations. This savings has been assumed in the 2014/15 operational staffing saving target. Details are included in Appendix A. Also included are the potential development agreement/lease costs with Knowsley MBC for building on this land.
37. The estimated costs for the remediation to the land and predicted build costs of the new Prescott community fire station are some £3.1m. However, until a contractor is appointed and detailed prices are received, including any works required on the land, this can only be an estimate. Details of the potential capital costs and income are detailed in Appendix B to this report. This income includes capital receipts from the sale of land at the current Huyton and Whiston sites, together with grant already received from DCLG in the sum of £1.77m.
38. Overall the forecast capital cost net of capital receipts and the Government grant is £0.830m. Members have set aside funds in the capital investment reserve to meet any funding shortfall in the capital build cost of the station mergers initiative. Therefore this cost will be met from capital investment reserve and not by any additional borrowing.

Risk Management, Health & Safety, and Environmental Implications

39. A Risk Register is being created for the Station Mergers project and will be regularly monitored by the Strategic Management Group. The most significant risk for the project as a whole is that delays to the project, particularly building the new stations, will lead to there being insufficient Firefighters to staff the available appliances. This issue is covered in more detail elsewhere in this report.
40. The other major risk at this site is the potential impact on the building costs to remediate the land due to the presence of mine shafts or other environmental hazards.

41. All Health & Safety implications of the new station build will be fully risk assessed and mitigated by the responsible contractors.
42. Any new building will be designed and built to achieve a BREEAM 'Very Good' rating as the absolute minimum.

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

43. Whilst the proposed station merger will not improve operational cover in the Knowsley area, it is the least worst option to adopt in the circumstances and is seen as reasonable given the financial challenge faced by the Authority.
44. A new fire station will however provide an improved working environment for firefighters, including enhanced training facilities. It will also provide much improved community facilities compared to those available at the current Huyton and Whiston stations, which in turn will lead to greater interaction between Firefighters and community groups and hence assist in creating safer communities.

BACKGROUND PAPERS

- CFO/091/12** Revised Duty System at Whiston, Authority, 3rd July 2012
- CFO/136/13** Station Mergers, Authority, 3rd December 2013
- CFO/020/14** Outcomes from Station Merger Engagement, Authority, 27th February 2014
- CFO/044/14** Proposed Station Merger of Huyton and Whiston, Authority, 6th May 2014
- CFO/094/14** Knowsley Station Mergers Consultation Outcomes, today's agenda

GLOSSARY OF TERMS

- BREEAM** Building Research Establishment Environmental Assessment Methodology
- FIRS** Fire Incident Response Simulator
- MBC** Metropolitan Borough Council
- NWAS** North West Ambulance Service
- NWCH** North West Construction Hub
- WTE** Whole-time Equivalent

ANNUAL REVENUE COSTS OF HUYTON, WHISTON & PRESCOT (ESTIMATED)

	CURRENT COSTS		ESTIMATED COSTS PRESCOT £000	VARIATION £000	NOTES
	HUYTON £000	WHISTON £000			
Employees	940	940	1016	-864	
Other employee costs	2	2	2	-2	
Premises -					
Lease rental			15	15	
Maintenance	4	4	6	-2	
Utilities	16	13	24	-5	
Rates	10	9	40	21	
Other	3	1	3	-1	
Cleaning	7	8	10	-5	
Transport -					
Fuel	21	8	15	-14	
Supplies & Services	4	4	4	-4	
Income					
General	-2	-1	-2	1	
Total	1005	988	1133	-860	
		1993	1133	-860	

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	2 OCTOBER 2014	REPORT NO:	CFO/101/14
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	DEB APPLETON, COLIN SCHOFIELD
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	PROPOSALS FOR UPTON AND WEST KIRBY STATIONS		

APPENDICES:	<p>APPENDIX A: ASSESSMENT OF SITE OPTIONS</p> <p>APPENDIX B: PLAN SHOWING LOCATION OF SITE FOR NEW FIRE STATION IN GREASBY</p> <p>APPENDIX C: 10 MINUTE ISOCHRONES FROM WIRRAL STATIONS</p> <p>APPENDIX D: 10 MINUTE ISOCHRONES FROM THE PROPOSED GREASBY STATION</p> <p>APPENDIX E: RISK MAP OF MERSEYSIDE</p> <p>APPENDIX F: CONSULTATION PLAN</p> <p>APPENDIX G: REVENUE COSTS</p> <p>APPENDIX H: CAPITAL COSTS – EXEMPT BY VIRTUE OF PARA 3 OF PART 1 OF SCH 12A OF THE LOCAL GOVERNMENT ACT 1972</p> <p>APPENDIX I: EIA</p> <p>APPENDIX J: 10 MINUTE ISOCRONES FOR WIRRAL MINUS WEST KIRBY</p>
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Purpose of Report

1. To request that Members consider the proposal to merge Upton and West Kirby fire stations at a new station on Frankby Road, Greasby as an alternative to an outright closure of West Kirby fire station, subject to a 12 week period of public consultation to commence with effect from 3rd October 2014.

Recommendation

2. That Members approve a proposal to merge Upton and West Kirby fire stations at a new station on Frankby Road, Greasby as an alternative to an outright closure of West Kirby fire station.,. This is subject to a 12 week period of public consultation to commence with effect from 3rd October 2014.
3. Following the conclusion of the consultation a further report will be submitted to Authority detailing the outcomes and any operational implications. At that point Members will determine which proposal to implement.

Introduction and Background

4. At the meeting on 3rd December 2013 the Authority considered report CFO/136/13 and resolved that:

“in order to meet the budget cuts faced by the Authority as a result of Government announcements which will impact on the financial plan for 2014- 16, approval be given in principle, subject to public consultation;

- a) *The options presented for the merger of two stations on Wirral (West Kirby to merge with Upton at within Greasby), two stations in St Helens (Eccleston to merge with St Helens at a site in the St Helens town centre ward) and two stations in Knowsley (the merger of Huyton and Whiston at Prescott which already has Authority approval). These mergers, if approved, will deliver a reduction of 66 wholetime equivalent (WTE) posts, reduce the Authority asset base down from 26 stations to 23 and deliver additional savings from a reduction in premises overheads.*
- b) *The incremental move from wholetime crewing to day crewing to wholetime retained crewing of at least one appliance in Liverpool and/or Sefton, resulting in the closure of one or more station. This change in crewing and station closure, if approved, will deliver a saving of 22 WTE posts and deliver additional savings from a reduction in premises overheads*

Members resolved to give delegated authority to the Chief Fire Officer (CFO) in consultation with the Chair and Party Spokespersons to;

Identify the most suitable merger sites from which to operate whilst ensuring response standards are maintained

Identify potential partners for joint working

Undertake the necessary preparatory work around the procurement of appropriate sites in order to expedite the mergers option in the event that Authority approval is confirmed after the public consultation process is concluded

Submit a bid for resources to support any scheme as appropriate to any available funding sources

Members approve the associated consultation process

Reports be brought back on each of the individual mergers as soon as practicable.”

5. At the Budget Meeting on 27th February 2014 the Authority considered report CFO/020/14 and noted that all who had attended the stakeholder/public engagement events relating to station mergers and other operational response options, came away fully informed and understood the position that the Authority is faced with. Attendees also felt that the station merger option was the “*least worst*” to adopt in the current circumstances. At this meeting the Authority resolved to:

... consider the outcomes of the stakeholder/public engagement as they make any decisions on proposals relating to their financial plans including station mergers and the other operational response options taking account of the position advanced within paragraph 17 of this report.”

6. Paragraph 17 of the same report stated, inter alia, “The outcomes from the engagement that has taken place indicate that there is general understanding amongst stakeholders of the Authority’s position regarding the challenges it faces and the options it is considering and an agreement that to do nothing is not an option. When discussed, the option for mergers was presented by the public as their preferred choice, a sentiment largely echoed by politicians”.
7. Consequently it is apparent that, following the consultation process undertaken to date, station mergers are the option that should now be pursued. This report deals with the merger of Upton and West Kirby stations at Greasby.
8. At the meeting on 3rd September 2013 the Authority considered report CFO/102/13 “A Strategic Overview of Estates – Identification of Key Priorities”. Whilst the report, and associated recommendations, covered the whole portfolio of building assets, the following parts of the Authority resolution are relevant to this report:-

Members resolved that:

The Authority identify strategic mergers that allow operational response to be maintained, whilst improving community and firefighter facilities and reducing costs.

...two key geographic options where strategic mergers should be considered following consultation are (Wirral and) St. Helens and Knowsley. Members have already approved in principle the working up of a feasibility study for the mergers of Huyton and Whiston fire stations at Prescot. There are a number of merger options to be considered across

St. Helens and Knowsley, including Huyton/Whiston, St. Helens/Eccleston or Whiston/Eccleston.

The Chief Fire Officer report back with detailed proposals on how to take the above recommendations forward.

For all stations, the aim should be to encourage partners to create community hubs and to share costs, reduce wasted space and provide better facilities. Reserves should be used for invest to save schemes which deliver long term revenue streams from partners.

Proposal 1 - Merger

9. Officers have spent considerable time assessing a number of different site options within the locality supported by Wirral MBC. However nearly all have been unacceptable because:-
 - They are not in an optimum response location
 - There are Planning issues
 - Owners were unwilling to sell the land
 - The plot layout was unsuitable
10. Appendix A provides a brief summary of sites considered and discounted.
11. Only one viable site has been identified which is located on Frankby Road in the centre of Greasby (see Appendix B). This site is currently in the ownership of Wirral MBC and contains a library, children's centre and a community hall. The community hall has been transferred into the management of a community trust.
12. Negotiations with Wirral MBC have progressed positively and it is believed that it would be possible to clear the site and rebuild a shared community facility incorporating the fire station, library and flexible community space for the groups operating out of the community hall. It is considered that this would allow the development of better quality, more efficient and flexible building spaces that would provide improved facilities for all the stakeholders in the project. Formal discussions will take place with representatives from the community hall during the consultation period.
13. Work is ongoing to develop some indicative floor plans which it is hoped will be available at the meeting but certainly available for assisting the full public consultation.
14. Wirral MBC has indicated that whilst a full planning process is necessary such a joint development would not be at odds with any policies for the local area development.
15. Negotiations are ongoing with Wirral MBC to acquire this land by way of a development lease. Agreement in principle to this lease has been obtained from Officers at the Council but no further action will be taken until the

outcome of the public consultation exercise is known and reported back to the Authority.

16. As the Chief Fire Officer has made clear in his reports and presentations to District Councils, the merger of two stations into one new station will not improve operational performance. The plan attached at Appendix C shows the 10 minute isochrones (the distance an appliance can cover in ten minutes from its station ground) from the existing Upton and West Kirby stations. The plan attached at Appendix D shows the response isochrone from the proposed Greasby station. As Members will note, there is a marginal reduction in overall coverage from the new location.
17. Both Appendices show the overall operational cover in the area, including by neighbouring stations. Members will note that the vast majority of the area is still covered by the new Greasby station and surrounding stations (Heswall, Wallasey and Birkenhead). It must be noted that that this appertains only to the Wirral District and does not include coverage from any stations in Liverpool or Cheshire.
18. Also attached as Appendix E is the Risk Map of Merseyside. Members will note from comparing Appendices C and D that those areas not covered by the revised 10 minute isochrones from Greasby are low risk. The Chief Fire Officer will implement additional preventative measures in those areas to ensure that any increased risk is mitigated.
19. The new station will have one appliance staffed on a whole time basis and a second staffed on a whole time retained basis (recall to duty within 30 minutes).
20. Converting an appliance to a wholetime retained duty system will have an impact on the way in which the District Community Safety Plan is delivered. However, residents and other stakeholders within the station area can be reassured that the overall Service Risk Based Strategies for delivering Preparedness activity such as Site Specific Risk Inspections and Prevention, Protection and Road Safety activity (which include Home Fire Safety Checks) are flexible enough to deal with changes to the way the appliance is staffed. As a result, steps will be taken to ensure that services continue to target premises, people and places that present the greatest risk to communities and firefighters.
21. As instructed, the Chief Fire Officer has sought to identify potential partners to share the new building and therefore the costs. There is some possibility that North West Ambulance Service (NWAS) may also be interested in sharing the site.
22. If members approve the recommendation to proceed with the merger, a 12 week public consultation process will take place in Upton, West Kirby and Greasby. This consultation will also incorporate staff, representative bodies and station users. A copy of the proposed consultation plan is attached as Appendix F. The consultation plan is similar to that used in Knowsley and is considered a thorough approach to ensure compliance with legislation and good practice. As part of the consultation a newsletter will be produced which will be distributed in

the area around the existing stations and the proposed merger location to explain what is proposed and encouraging people to participate in the consultation process. As detailed in the Knowsley consultation outcomes report, which is also part of the agenda for this meeting, attendance at public meetings in Knowsley was disappointing, but it is still considered important to allow any interested person to participate, so public meetings remain part of the plan for this consultation

23. The Chief Fire Officer will report back to the Authority in early 2015 on the outcome of the consultation process to allow any final decision to be made on the proposed merger.
24. Officers are engaged in a procurement process through the North West Construction Hub to appoint a main contractor to design and build any of the first phase of new stations. If, as a result of considering the outcome of the consultation process, the Authority agrees to proceed with the new Greasby station, it is anticipated the contractor will immediately start work to design the new building and submit the appropriate planning applications to allow a start on site in 2015.
25. It is anticipated that the build process should take about 12 months from start to finish.

Alternative to merger if strong public opposition to proposal

26. To date in the consultations that have taken place mergers have been the preferred “least worst” option for the local community. However if the specific consultation on the merger was strongly opposed by the local community the alternative option to deliver the required savings to ensure a balanced budget would be the outright closure of West Kirby fire station while maintaining the station at Upton.
27. The isochrone map at Appendix J shows that the remaining Wirral stations can achieve the 10 minute attendance standard in the majority of the West Kirby station area.
28. If this proposal was preferred following consultation, the appliance at West Kirby would be converted to Wholetime Retained and relocated to Upton at the most operationally appropriate time to provide cover as detailed in paragraph 17. If the merger proposal was preferred then the appliance at West Kirby would convert to wholetime retained crewing status and be relocated to the new station at Greasby once operational.

Equality and Diversity Implications

29. The Equality Impact Assessment for the overall approach to station mergers and closure is being approached in stages, with the current version attached at Appendix I. in relation to Wirral, stages one and two have been completed and the EIA will be developed further during once the outcomes of consultation are known, as has been the case with Knowsley.

Staff Implications

30. A staff saving of 22 WTE firefighter posts in merging Upton and West Kirby stations is anticipated. This equates to some £864,000 inclusive of employer's National Insurance and pension contributions. This saving is required to deliver one quarter of the operational savings of £3.4m assumed in the current financial plan. These savings are included in the table of revenue expenditure attached as Appendix F to this report. Firefighter posts are being lost by using natural turnover rates – reserves are being used to avoid compulsory redundancy amongst this part of the workforce. Staff will have the opportunity to earn extra money by taking secondary retained contracts.
31. If Members agree the proposal today and following considering the outcomes of public consultation the Chief Fire Officer will move to the new staffing arrangement of one wholetime appliance at Upton and one wholetime retained appliance at West Kirby immediately thereafter. At the point at which the new station became operational both appliances would be moved to Greasby.
32. Formal consultation with Representative Bodies has commenced and will continue throughout the process. In particular, representatives from each station are to be appointed to work on the project team to ensure that the new Greasby station is suitable for a modern Fire & Rescue Service. This mirrors the process undertaken on the recent PFI Project with the aim of achieving a similar standard to that provided on the new PFI stations.

Legal Implications

33. Any lease of the land will be subject to title investigation and satisfactory lease terms being agreed and approved by Wirral MBC and the Authority. The lease and development agreement terms will not be agreed so as to be contractually binding until public consultation has been sought and the Authority has considered the outcomes of this consultation.
34. Wirral MBC and potential lessees and partners are aware that all negotiations with regards to the site are subject to public consultation and Authority consideration of the outcomes of this consultation.
35. The procurement process for a main building contractor referred to at paragraph 24 is at an early stage and expressions of interest are being sought from potential contractors on the basis that the precise number of station builds and the location of any such stations are to be determined.
36. A twelve week public consultation process will be fully reported to and considered by the Authority prior to a decision being made on either outcome. No binding agreements or commitments in relation to land or services in respect of either proposal outlined in this report will be made on behalf of the Authority until such time as the Authority has considered the public consultation.

Financial Implications & Value for Money

37. The estimated operating costs of the current Upton and West Kirby stations currently total £2m. The forecast running costs of a new Greasby station are £1.1m, a saving of £0.9m. This forecast is based upon the operating costs of the new PFI stations. Details are included in Appendix F
38. Negotiations are ongoing with Wirral MBC about the exact structuring of the finances, the lease agreements necessary and other arrangements around land disposals. Members will be advised of the agreed costs and development structure when the Chief Fire Officer reports back on the outcomes of consultation in January 2015.
39. The estimated build costs of the proposed new station are included in Appendix H, together with an estimate of the potential income from the sale of the buildings and land at Upton and West Kirby.
40. Overall the forecast capital cost of a new fire station net of capital receipts is £3.450 million. This is based upon receiving no grant towards the project and does not include the costs and contributions of any partners. . Members will recall that the Authority has bid into the Transformation and Efficiency fund to support the mergers programme – it bid for £4.5m in total of which £1.5m was for this project. The outcome of the bid is expected from CLG towards the end of the year. It is currently anticipated that any net cost will be met from reserves so as to avoid borrowing. A full development plan will be worked up with Wirral and other partners during the consultation period and reported back with the consultation results.

Risk Management, Health & Safety, and Environmental Implications

41. The table below details the reduction in incidents in both station grounds over a 10 year period providing reassurance that the risk in both areas is reducing significantly.

Station	2004/05	2013/14	Difference	% Difference
Upton	1128	592	-536	-47.5%
West Kirby	290	220	-70	-24.1%
Total	1418	812	-606	-42.7%

42. A Risk Register will be created for the Station Mergers project and this will be regularly monitored by the Strategic Management Group. Probably the most significant risk is that delays to the project, particularly building the new stations, will lead to there being insufficient firefighting resources to staff the available appliances. This was highlighted in report CFO/038/14 to Community Safety and Protection Committee on 27th March.
43. All Health & Safety implications of the new station build will be fully risk assessed and mitigated by the responsible contractors.

44. Any new building will be built to achieve a BREEAM 'Very Good' rating as the absolute minimum.





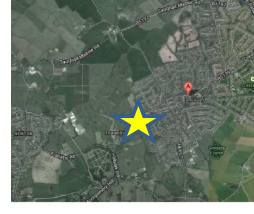

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45. Whilst, as stated above, the proposed station merger will not improve operational cover in the Wirral, it is the least worst option to adopt in the circumstances.
46. A new fire station will however provide an improved working environment for firefighters, including enhanced training facilities. It will also provide much improved community facilities compared to those available at the current Upton and West Kirby stations, which in turn will lead to greater interaction between firefighters and community groups and hence assist in creating safer communities.

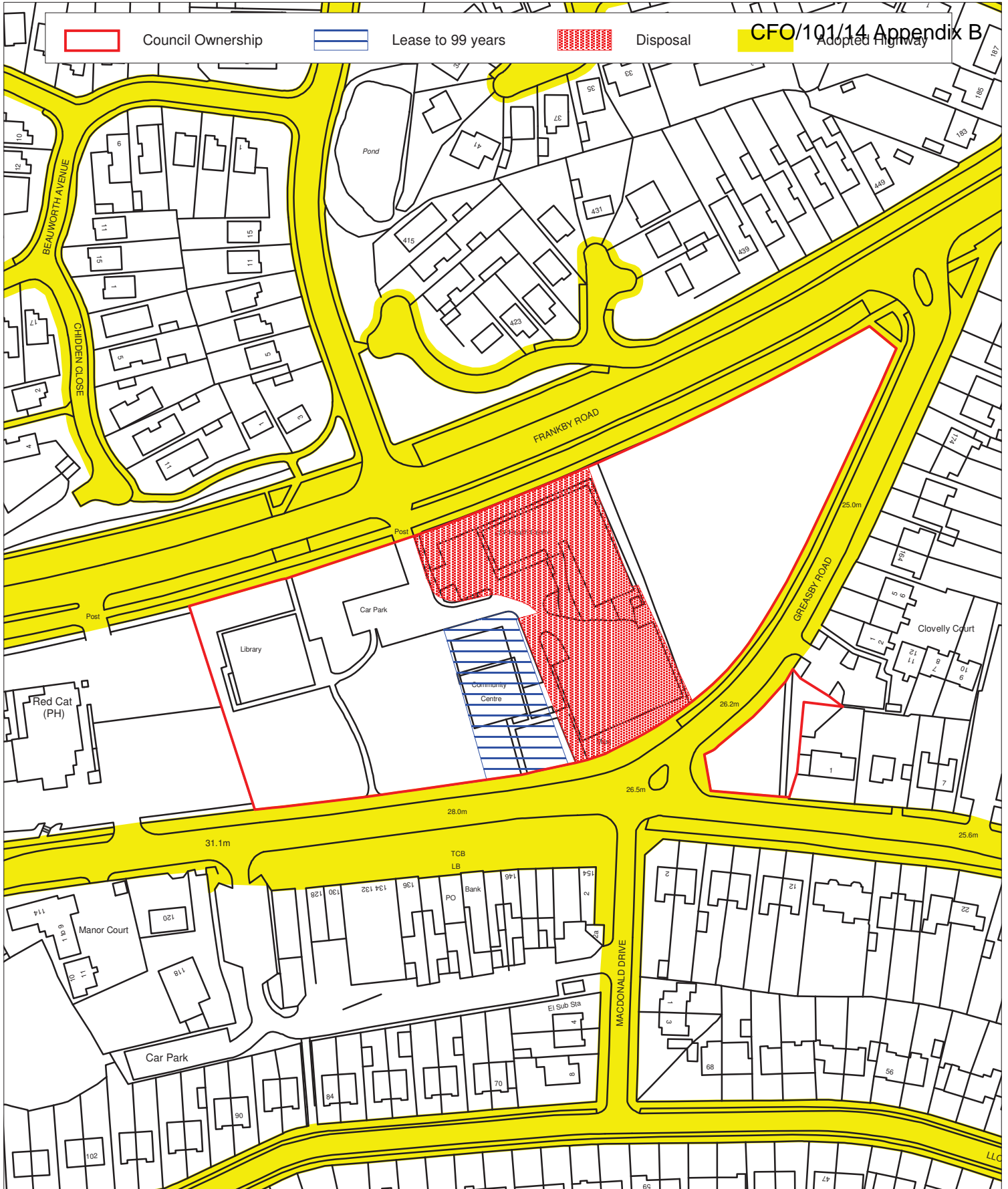
BACKGROUND PAPERS

GLOSSARY OF TERMS

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	Opposite Cricket Club On Roundabout	Next to Cricket Club On Upton By Pass	On Upton By Pass	Shared site with Library/ On Frankby Rd	Opposite Church nearer Frankby	Royden Road/Overchurch park
						
Owned by	Woodland trust	Wirral MBC	Wirral MBC	Wirral MBC	?	Wirral?
Active	x Unwilling to Discuss				x Green Belt	x
Location						
Centrality Between Locations	X	About 1m from Upton	About 1m from upton	Good	X	X
Response	X	Poor shape site and probabaly not big enough.	Long way from Greasby - Perhaps not optimal		X	Long way from Greasby - Perhaps not optimal
Access	X	Onto B road	Onto Main road/Near Motorway	Onto Main road/Near Motorway	X	X
WMBC Turnout Concerns	X	Concerned about access onto upton bypass	Concerned about access onto upton bypass		X	X
Flexibility for ambulance service complications	X	Fair The land to the north of Upton Cricket Club is also subject to access constraints and is currently used for horse grazing. It has been submitted through the Call for Sites exercise for consideration for housing	Good The land at the corner of Saughall Massie Road is a Council-owned densely wooded site with access constraints. It is a designated Urban Greenspace but although highly visible it does not really function as an accessible public open space and Overchurch Park is within 400m to the north, albeit on the other side of the bypass. The visual landscaping impact alongside the bypass could however be retained without retaining the whole of the rest of the site. There may be highways issues but these can be discussed with Wirral.	Too far from Upton Need to negotiate with both Wirral services - Libraries and youth services and the community trust who own/run the community hall. Possibility however of developing a shared service site with these partners. Complicated site assembly and may not be suitable for NWAS	X In terms of Green Belt sites, this type of development would be considered inappropriate and very special circumstances would need to be demonstrated to justify development. The capacity to accommodate fire engines on Frankby Road and the western part of Saughall Massie Road may also act as a constraint to development in Greasby/Saughall Massie.	X Shortage of green space so would need to replace with equivalent elsewhere under Wirral MBC policy. Rear of site is of biological importance and there is an ancient monument (Site of pre-norman and medieval church)

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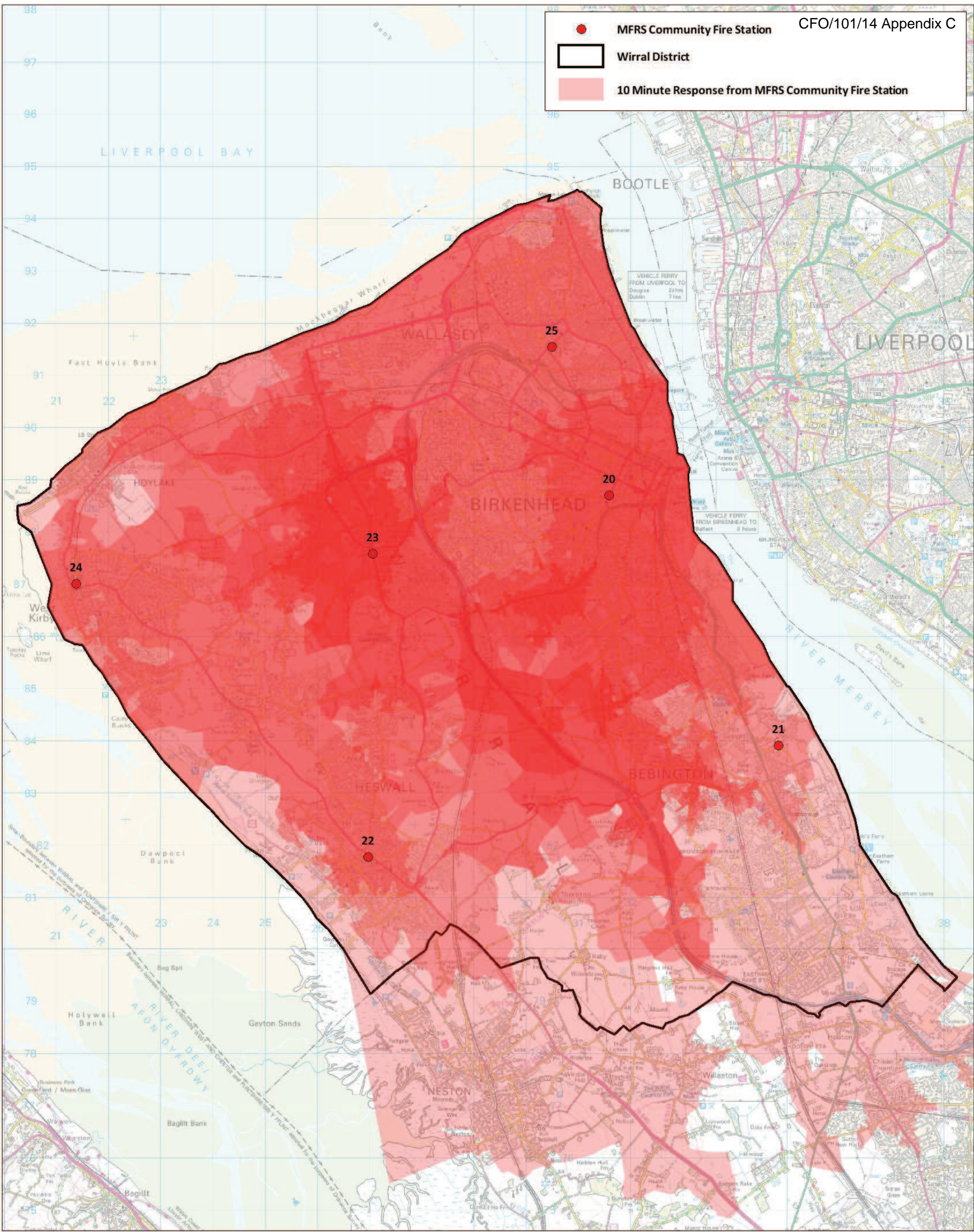
title Land at Greasby Road Greasby	scale 1:1500		
	date 10/9/2014	map ref. 66SE	



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- MFRS Community Fire Station
- Wirral District
- 10 Minute Response from MFRS Community Fire Station



10 Minute Response Coverage Time from Community Fire Stations 20, 21, 22, 23, 24 and 25

Author: Gary Crosbie
 Produced Using: MapInfo Professional v11.0
 Date: 17.09.2014
 Strategy and Performance

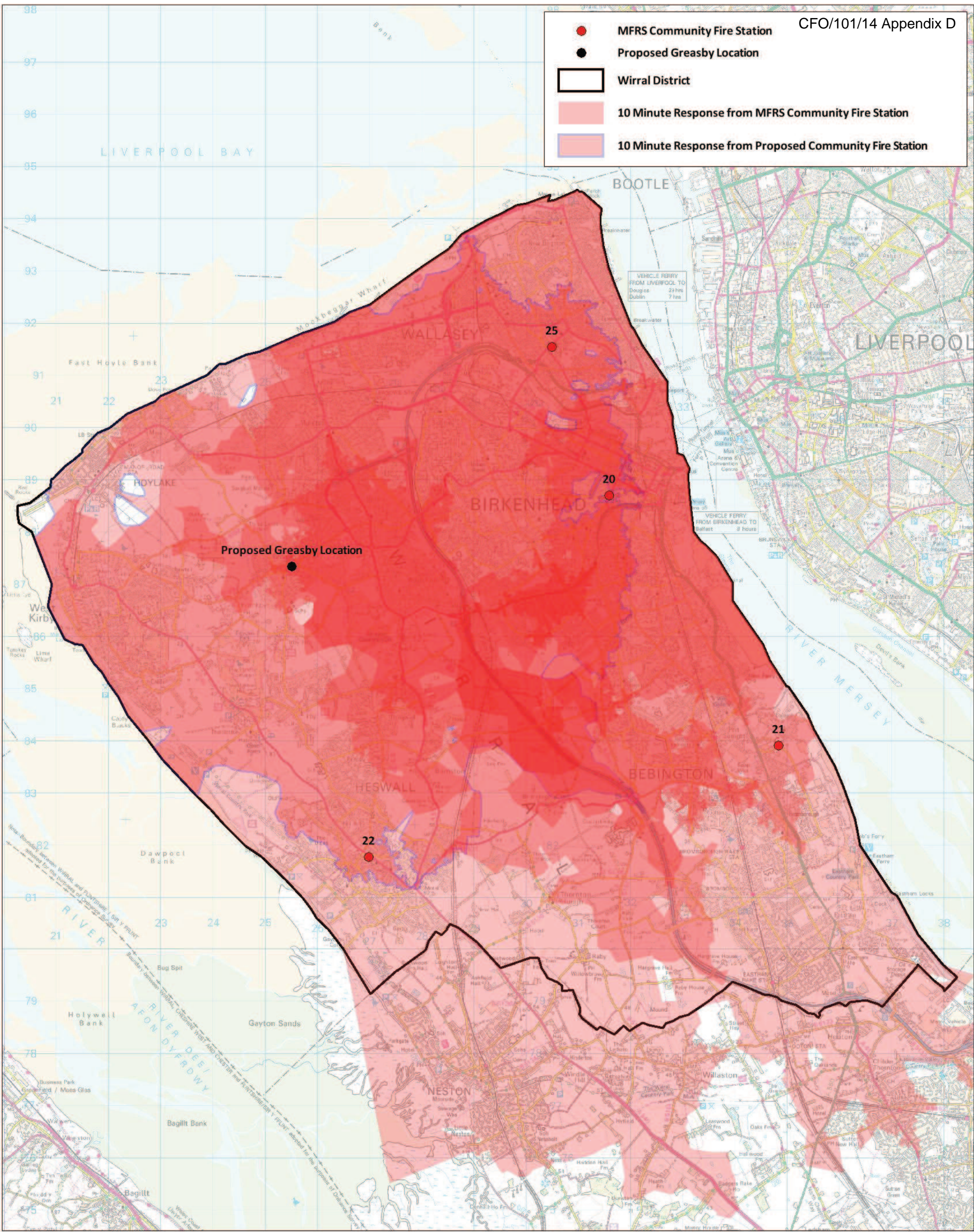
Map Reference:

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 Work Request_20140917\Current Wirral Response.png



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- MFRS Community Fire Station
- Proposed Greasby Location
- Wirral District
- 10 Minute Response from MFRS Community Fire Station
- 10 Minute Response from Proposed Community Fire Station



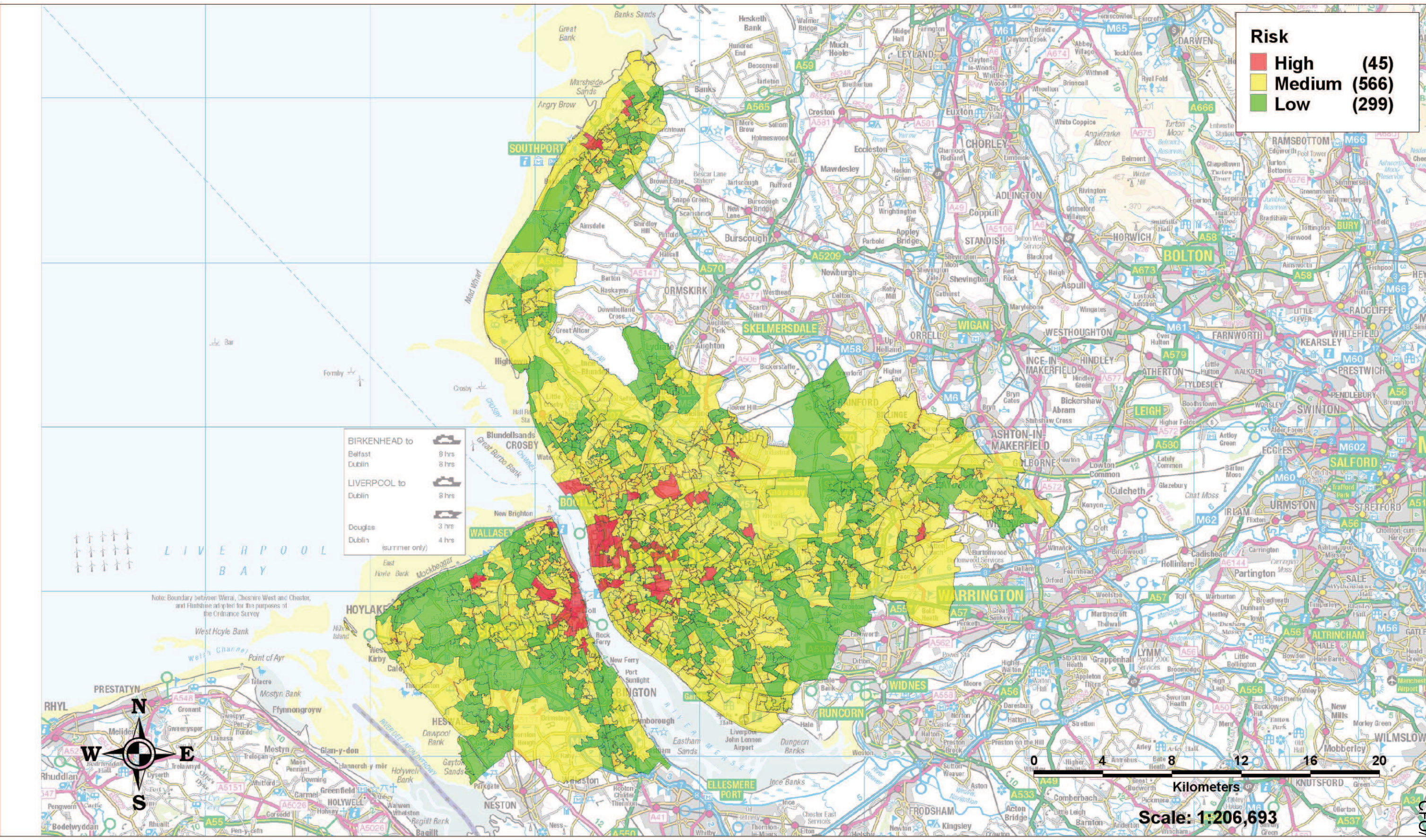
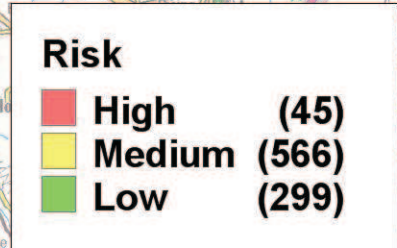
10 Minute Response Coverage Time from Proposed Greasby Location and Community Fire Stations 20, 21, 22 and 25

Author: Gary Crosbie
 Produced Using: MapInfo Professional v11.0
 Date: 17.09.2014
 Strategy and Performance

Map Reference:
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 Work Request_20140917\Proposed Wirral Response.png



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Author: Gary Crosbie
 Date: 24.04.2014
 Produced Using: MapInfo v11.0
 Strategy and Performance

Risk Map 2015

File Reference: KIM:\Systems Support\IRMP Risk Methodology Data\
 Risk Map Data 01042011_31032014\MapInfo\
 RiskMap 2015_Mapbase_Land.png

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Wirral Consultation Plan template

Start of Consultation 3rd October 2014

	Preparation & Marketing	Consultation	Communication				Consultation													Reporting	
Type	Produce documentation for publication. Agree and organise media coverage/advertising.	Present to Council & other politicians	Marketing of consultation events	Staff communication Station 1	Staff communication Station 2	Staff communication - other stations in the council areas	Online surveys	Rep body consultation	Station users consultation	Public Focus Group Station Area 2 - WEST KIRBY	Public Focus Group Station Area 1 - UPTON	Public Focus Group NEW Station Area - GREASBY	Public Meeting Station Area 2 WEST KIRBY	Public Meeting Station Area 1 UPTON	Public Meeting NEW Station Area - GREASBY	Joint Stakeholder Business Breakfast - Town Centre	Joint Forum (using members of the existing IRMP forums)	Staff meeting - Station 1 and Station 2	Staff Meeting - other station in the council area	Reporting	
Plan Date	4 weeks prior to start of consultation	Wk 1	Weeks 1-5	Week 1	Week 1	Week 2-4	Week 1 - 12	Week 1 - 12	Week 1-12	Week 7	Week 7	Week 7	Week 8	Week 8	Week 8	Week 9	Week 9	Week 8	week 9-11		
Actual Date																					
Officer responsible or representing MFRS	Strategy and Performance /Comms	Principal Officer	Strategy and Performance/Comms	District Manager	District Manager	District Manager	Strategy and Performance	Project Manager	District Manager	Principal Officer	Principal Officer	Principal Officer	Principal Officer	Principal Officer	Principal Officer	Principal Officer	Principal Officer	District Manager	District Manager		
External Facility										TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC				
Facilitator										ORS	ORS	ORS	MFRS	MFRS	MFRS	MFRS	ORS				

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ANNUAL REVENUE COSTS OF UPTON, WEST KIRBY & GREASBY (ESTIMATED)

	CURRENT COSTS		ESTIMATED COSTS	VARIATION	NOTES
	UPTON £000	WEST KIRBY £000			
Employees	940	940 *	1016	-864	
Other employee costs	2	2	2	-2	
Premises -					
Maintenance	9	9	6	-12	
Utilities	15	15	24	-6	
Rates	11	13	40	16	
Other	0	1	3	2	
Cleaning	8	10	10	-8	
Transport -					
Fuel	9	11	15	-5	
Supplies & Services	3	6	4	-5	
Income					
General Partners	-2	-1	-2	1	
			tba	tba	
Total	995	1006	1118	-883	
		2001	1118	-883	

*West Kirby staffing based upon Whole Time

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CAPITAL COSTS OF THE NEW GREASBY FIRE STATION

	EXPENDITURE		INCOME
	£000	£000	£000
Land	300		
Build	3700		
Grant			tba*
Partners			tba
Sale of land - Upton			-350
West Kirby			-200
Total	4000		-550
Net		3450	

*Bid for DCLG Transformation Funding made in June 2014. Outcome awaited.

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Merseyside Fire and Rescue Service
Equality Impact Assessment Form

Title of policy/report/project:	Station Mergers , Closures and other Operational Response Options
Department:	Strategy and Performance
Date:	EIA Stage 1 - 19.11.13 EIA Stage 2 – 31.1.14 EIA Stage 3 – 20.8.14 – Knowsley Consultation EIA Stage 3A – From 3/10/14 – Wirral Consultation EIA Stage 3B – Liverpool Consultation
<p><u>Scope of EIA</u></p> <p>The purpose of this EIA is to review information and intelligence available at an early stage in the development of options for station mergers and closures. It is intended that the EIA can be used to help inform decisions as the options progress and will help Principal Officers and Authority Members to understand equality related impacts on the decisions being made in relation to local diverse communities</p> <p>The EIA will be a living document which will developed further during the life cycle of the consultation stages. This initial EIA will provide be an opportunity to plan ahead for various activities such as community and staff consultation and equality data gathering</p> <p>The EIA will be conducted in a number of stages :</p> <p>Stage 1 – Desk Top Assessment by 3/12/13 :To provide Principal Officers with some initial thoughts on equality impacts arising from the Mergers and Closures Authority Report and provide an outline of what further data, research and consultation may be needed to inform the EIA fully in preparation for Community Engagement and Consultation Exercises in the new year (by 19/11/13)</p> <p>Stage 2 – Consultation External and Internal: to gain feedback from those communities and MF&RS Staff groups affected by the mergers and closures options to ensure equality impacts are considered throughout the process and included in the final version of the EIA for review by final decision makers (Dec 2013 onwards)</p>	

Stage 3 – More detailed assessment on the local areas affected by options: for Authority members to take into account at their meeting when they review the EIA in full. (from April 2014)

1: What is the aim or purpose of the policy/report/project

This should identify “the legitimate aim” of the policy/report/project (there may be more than one)

The reports purpose is to provide Authority Members a number of recommendations for approval, subject to public consultation, around station mergers and closures as follows:

Options for mergers

- Two stations on Wirral (West Kirby to merge with Upton at Greasby)
- Two stations in St Helens (Eccleston to merge with St Helens at a site in the St Helens town centre ward)
- Two stations in Knowsley (the merger of Huyton and Whiston which already has Authority approval)

In order to meet the budget cuts faced by the Authority as a result of Comprehensive Spending Review (CSR) 13. These merger options, if approved, will deliver a reduction of 66 whole time equivalent (WTE) posts, reduce the Authority asset base down from 26 stations to 23 and deliver additional savings from a reduction in premises overheads

Options for closures

The incremental move from whole time crewing to day crewing to whole time retained crewing of at least one appliance in Liverpool and/or Sefton, resulting in the closure of one or more station. This change in crewing and station closure, if approved, will deliver a saving of 22 WTE posts deliver additional savings from a reduction in premises overheads

The options for mergers and closures would not affect the local communities which live in and around the closure areas in relation to fire response times, they would remain within a 10 minute response time, and therefore this EIA will not focus on response times but around the following:

- **The impact of the options and any changes (positive and negative) in relation to any particular equality groups of the local communities’ use of MF&RS services and stations**
- **The impact of options and any changes on staff affected by closures**

2: Who will be affected by the policy/report/project?

This should identify the persons/organisations who may need to be consulted about the policy /report/project and its outcomes (There may be more than one)

Communities of Wirral , St Helens, Liverpool, Sefton and Knowsley
MF&RS staff affected by the mergers and closures

3. Monitoring

Summarise the findings of any monitoring data you have considered regarding this policy/report/project. This could include data which shows whether it is having the desired outcomes and also its impact on members of different equality groups.

What monitoring data have you considered?

3.1 Profile of Merseyside and Demographics 2012 report -

[http://intranetportal/sites/smd/equalityanddiversity/Shared%20Documents/Public%20Sector%20Equality%20Data%20-%20Reports%20for%202012/Profile%20of%20Merseyside%20\(Demography,%20Equality%20and%20Diversity\).pdf](http://intranetportal/sites/smd/equalityanddiversity/Shared%20Documents/Public%20Sector%20Equality%20Data%20-%20Reports%20for%202012/Profile%20of%20Merseyside%20(Demography,%20Equality%20and%20Diversity).pdf)

3.2 Ward Demographics from Census 2011 - **Appendix A**

3.2 Profile of MF&RS staff -

<http://intranetportal/sites/smd/equalityanddiversity/Shared%20Documents/Public%20Sector%20Equality%20Data%20-%20Reports%20for%202012/Public%20Sector%20Equality%20Data%20Report%20-%20Published%20version.pdf>

What did it show?

3.1 and 3.2 - The demographics in each of the districts is broadly similar with no significant differences to consider. (Significant being + or- 5% difference). To gain a greater understanding of the make-up of the local communities affected by the impact of the closures and mergers, demographics for the local wards broadly covered by each station have been produced in **Appendix A**

Notable highlights showing differences in relation to the average for each district area are as follows:

Huyton

Age Structure: The Huyton Station ground has a mix of age groups depending on the ward; the wards of Longview and Page Moss have younger populations whilst the wards of Prescott West, Roby and Stockbridge in particular have older populations.

Socio Economic (including Disability): In Page Moss, Longview and Stockbridge wards in particular there are well above average levels of people with disability or long term health problems. Within these same wards there are proportionally high levels of adult unemployment.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". Within the Huyton Station Area, the ward of Longview has above district average counts of BME population particularly "Asian/British Asian" persons.

Whiston

Age Structure: The Whiston Station Ground has a mix of age groups depending on the ward. The wards of Rainhill and Whiston North primarily have older populations whilst the wards of Prescott East and Whiston South have younger populations.

Socio Economic: There are no negative Socio Economic factors in the Whiston station ground.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". However BME populations are more diverse within this station ground with above average populations of "Asian/British Asian" in each ward and above average populations of "Black /African /Caribbean/ Black British" within Prescott East.

St Helens

Age Structure: The St Helens Station Ground has a mix of age groups depending on the ward. The wards of: Parr, Bold, Sutton, Thatto Heath, Town Centre tends to have younger populations - particularly Parr and Thatto Heath. By contrast the wards of: Billinge & Seneley Green and Blackbrook have older populations

Socio Economic: The wards of: Parr, Thatto Heath, Sutton and Moss Bank have higher than average levels of adult unemployment as well as having above average levels of disability / long-term illness in these wards.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". The wards of Town Centre and Thatto Heath (in particular) are the most culturally diverse with well above average counts particularly of "Asian/British Asian" residents. Both Wards also have above average counts of "Black /African /Caribbean/ Black British" people, though this is to a lesser extent to "Asian/British Asian" residents. St Helens has a significant Gypsy and Traveller community.

Eccleston

Age Structure: The Eccleston Station Ground has a mix of age groups depending on the ward. The wards of Eccleston and Rainford (Rainford has one of the highest average population ages in Merseyside) have older populations whilst the wards of West Park and Windle have younger populations.

Socio Economic: The wards of Eccleston and West Park have slightly above average levels of unemployment within the Eccleston station ground. West Park also has slightly above average levels of long term sickness / disability.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White", Rainford and West Park have particularly low levels of BME residents. Within the Station Area the Ward of Eccleston has slightly above average BME population "Asian/British Asian" for and West Park has slightly above average counts "Black /African /Caribbean/ Black British" residents.

Upton

Age Structure: The Upton Station Ground has a mix of age groups depending on the ward. Pensby & Thingwall, Greasby, Frankby - Irby and Claughton have older than

average populations.

Socio Economic: Generally within the Upton Station there are no particularly significant Socio Economic issues, with the Exception of the Bidston & St James ward which primarily rests within the Upton Station Ground. Bidston and St James have well above average adult unemployment and levels of long term health problems / disability.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". Claughton and Bidston & St James have the most diverse populations with above average counts of "Asian/British Asian" residents.

West Kirby

Age Structure: The West Kirby Station Ground has a mix of age groups depending on the ward. The demographic for the wards of Hoylake & Meols and West Kirby & Thurstaston is much older than the Wirral average.

Socio Economic: There are no negative Socio Economic factors in the West Kirby station ground.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White".

Allerton

Age Structure: The Allerton Station Ground has a mix of age groups across different wards, 45-59 age group is the most populous age range. Greenbank has a large population of 20-24 year olds inferring a high population of students. Woolton has particularly high level of population above the age of 65 with 26% of ward population, however the majority of this ward is covered by the Belle Vale station area.

Socio Economic: Majority of area is affluent with small pockets of deprivation (based on IMD 2010) The majority of wards are below the Liverpool average for unemployment and long term health and disabilities.

Racial Profile: Predominantly "White" (at least 90% white). Greenbank however has a more diverse population including above counts of BME populations, BME groups equate to 17% of overall population compared to 5.5% Merseyside population as a whole.

3.3- Staff Demographics for Operational Staff

95% of operational uniformed staff are Male and 5% are Female

65% of operational uniformed staff are aged 41 to 50

5% of Operational staff have declared a Disability or Long term health condition

3% of MF&RS staff are Black Minority Ethnic the remainder are classed as White

4: Research

Summarise the findings of any research you have considered regarding this policy/report/project. This could include quantitative data and qualitative information; anything you have obtained from other sources e.g. CFOA/CLG guidance, other FRSs, etc

<p>What research have you considered?</p> <p>4.1 A review of the Access Audit report - results for the stations affected by options</p> <p>Review of MF&RS Community Profiles for station areas affected by proposals to help understand the type of communities who may be affected by the options and consider their needs.</p> <p>A review of current Partnership agreements for stations affected by proposals to help understand the impact of station closures /mergers on those service users</p>	<p>What did it show?</p> <p>The Equality Act 2010 replaced and enhanced the Disability Discrimination Acts (DDA) 1995 & 2005. It sets out the legislation for Public Bodies to make reasonable adjustments to premises to enable disabled people to access all services and fully participate in public life. MF&RS has conducted access audits for all its stations (except new builds) and is in the process of reporting on the results and recommendations to the Authority in December 2013.</p> <p>The Audits have highlighted significant access issues for the stations identified in the mergers and closures options with a total of £ 267,875 cost for making them more accessible Community Fire Stations. It has been an important factor when considering the options and proposals for station mergers and closures and the building of new stations.</p> <p>Results show no specific Equality and Diversity implications for any of the areas affected as the Ten Minute response times will be still valid for the station areas affected by the merger/closure proposals</p> <p>There appears to be no detrimental impact on any of the partnership arrangements for the Knowsley fire stations currently being affected by station merger proposals , the development of a new station with advanced community facilities will strengthen the opportunities for Knowsley communities to access the station for better community engagement activities</p>
<p>5. Consultation</p> <p><i>Summarise the opinions of any consultation. Who was consulted and how? (This should include reference to people and organisations identified in section 2 above)</i> <i>Outline any plans to inform consultees of the results of the consultation</i></p>	
<p>What Consultation have you undertaken?</p> <p>No Consultation has taken place at Stage 1 of this EIA, however consultation is proposed to take place in two stages to scrutinise the OPTIONS and consider others. As such it is proposed to enter into consultation comprising of a) a more open-ended</p>	

listening and engagement phase on the OPTIONS and b) a Formal consultation process on the eventual PROPOSALS. Part of the consultation process will take into account the needs and experiences of those equality protected groups who have been deemed to be affected by the mergers and closures.

Consultation specifically with Protected Groups (as required by the Equality Act 2010) in relation to this EIA and its assessment of the mergers and closures report /options is currently being planned by the Diversity and Consultation Manager. A number of cost effective options are being considered within the time frame available including :

- The development of a new MF&RS Diversity Consultation Forum ; a public voice for diverse groups across each district
- Using the 2 stage consultation process mentioned above to consult on the EIA with representative groups from those protected groups affected by the Options and subsequent proposals (where representation is available)
- Consultation with Community Groups currently using the Stations identified as potentially being closed and merged – Impact on equality
- Making the EIA accessible via the Staff Portal and MF&RS Webpage to enable staff , stakeholders and the public to make comments and provide feedback easily

What did it say?

Stage 3 – Knowsley Consultation May to July 2014

A 12 week Consultation process on Fire Station merger proposals took place in Knowsley district between the 6th May and 28th July 2014. The consultation included :

- Online survey for staff and public to provide their views
- Three externally facilitated deliberative focus groups (one in each station area)
- One Public Forum
- Three Open public meetings
- One stakeholder breakfast meeting
- Several staff consultation meetings

All consultation events provided the opportunity for staff and public to provide feedback and views on the merger proposals and the impact they may have, positive or negative, in relation to different equality groups and the impact on any of their service needs/outcomes as a result of the proposals. None of the focus groups or forums raised any specific concerns relating to vulnerable people or equality groups, but some observed that it is important to ensure the elderly get appropriate prevention work in the form of Home Fire safety checks and other precautions in those areas where the mergers may have a bigger impact.

The consultation events were well publicised in many different forums from local council promotion, health and wellbeing boards, posters at local supermarkets, Local radio stations and a variety of Websites,

The only opportunity for MFRA to ensure a representative group of people were consulted with was in relation to the invited participants at the deliberative forums.

Efforts are always made to recruit a representative sample of Merseyside residents for each meeting, but as not everyone who is recruited actually attends the meeting this can have an effect.

The breakdown of consultees were as follows:

60% (29) of the 48 attendees were male and 40% (19) were female, 31% (15) were aged 16 -35 and 33.5%(16) were aged 35 to 55 and 35.5% (17) were aged over 55 . These figures are similar to the age profile of Merseyside population. The majority of attendees were white , however 16% were of Non-white British origin , this compares favourably when compared to the Merseyside population figures of 7%

All events were fully inclusive with British Sign Language Interpreters at each open public meeting (they were not required at any of the deliberative forums), the use of a hearing loop was available for all meetings and information was also available in large print. The venues were sourced taking careful consideration of access from car parking for disabled and mobility impaired to easy access to public transport close by and access in and out of the rooms and seating.

The results from the on line survey have been summarised in a report;

Knowsley Consultation concerning Station Mergers – results from Feedback Surveys. This can be accessed on our Website. The results showed :

- No specific issues raised in relation to any negative or positive impacts of the proposals on any particular protected groups.
- No specific detrimental impact in relation to Equality and Diversity issues for staff raised at this stage of the proposals (staff consultation will continue)
- Of the 93 respondents to the Survey, a vast majority were from the areas affected by the proposals, the split was almost 50/50 male to female, 11.8 % declared a disability and 2.4% were from non- white British origin.
- The survey was entirely voluntary for anyone to access and complete and there was very little opportunity to encourage responses from minority groups in any reasonable way.

Stage 2 - Engagement and Consultation January 2014

Stage two of the EIA involved engaging members of the public on the current EIA findings in relation to the Mergers and Closures options ,specifically the 5 options provided to the Public Engagement Forums held in January 2014.The possible options discussed at the for further financial savings :

1. Additional “Low Level Activity and Risk Stations (LLAR)
2. Introduction of “Day Crewing” at some whole time stations
3. Introduction of “Community Retained “ (RDS) stations
4. Merger of pairs of older stations and their replacement by modern community fire stations
5. Closure of some stations without replacement

Five forums were held across each of MFRS District :

- Wirral - Saturday 11th January 2014 – 10.00am -1.30pm
- St Helens - Monday 13th January 2014 – 18.00pm -20.45pm
- Liverpool – Tuesday 14th January 2014 – 18.00pm- 20.45pm
- Knowsley – Wednesday 15th January 2014 - 18.00pm – 20.45pm
- Sefton – Thursday 16th January 2014 – 18.00pm – 20.45pm

Part of the engagement presentation included canvassing views from the forum on the impact of each of the 5 options in relation to protected equality groups. The forums were broadly representative of the current demographic profiles for each district when compared to the demographic reports for each district, with the exception of Ethnicity for Wirral, St Helens and Sefton.

Table 1 – Equality Monitoring breakdown for each District engagement forums

	WIRRAL	ST Helens	LIVERPOOL	KNOWSLEY	SEFTON
Gender	Male: 12	Male: 10	Male: 13	Male: 10	Male: 13
	Female: 11	Female: 11	Female: 12	Female: 6	Female: 9
Age	18-34: 5	18-34: 3	18-34: 7	18-34: 3	18-34: 4
	35-54: 7	35-54: 9	35-54: 10	35-54: 7	35-54: 8
	55+: 11	55+: 9	55+: 8	55+: 6	55+: 10
Social Grade	AB: 6	AB: 4	AB: 6	AB: 2	AB: 6
	C1: 8	C1: 7	C1: 9	C1: 3	C1: 5
	C2: 4	C2: 3	C2: 4	C2: 6	C2: 3
	DE: 5	DE: 7	DE: 6	DE: 5	DE: 8
BME	0	0	2	1	0
Disability	6	6	6	3	0

Members of the Forum were given a summary of the outcomes from the EIA stage one, and asked if there were any specific concerns about those outcomes and indeed any of the 5 options. No concerns about the options were raised in any of the Forums, the general view was that the favoured option chosen by the members; mergers and closures, would provide a positive opportunity for members of the Disabled community and those elderly residents with limited mobility to access new station for community events and activities more easily than some of the current stations. The building of new stations would benefit many minority community groups who may have limited access to community spaces.

Stage 3 of the EIA will now involve consulting with the Public Proposals which will include consultation with specific organisations who support specific Protected Groups through various consultation methods.

Stage 1 – no public consultation at this stage

6. Conclusions

Taking into account the results of the monitoring, research and consultation, set out how the policy/report/project impacts or could impact on people from the following protected groups? (Include positive and/or negative impacts)

(a) Age

The needs of different Age groups, especially those minority age groups, in relation to station mergers and closures options and proposals are difficult to fully assess at this early stage of the EIA. Section 3 and 4 sets out the current age profiles which should be considered when taking into account possible options for closures and mergers. Engagement and consultation will provide more opportunities to assess negative and positive impacts and results will be used to inform Stage 2 and 3 of this EIA.

(b) Disability including mental, physical and sensory conditions)

The building of new stations will be positive for the disabled communities affected by the station mergers as the development of new high functioning stations will enable disabled people to access community services delivered from Fire Stations.

(c) Race (include: nationality, national or ethnic origin and/or colour)

As a) above but in relation to Race and Minority ethnic groups

(d) Religion or Belief

As a) above but in relation to Religion and Belief and minority faith groups

(e) Sex (include gender reassignment, marriage or civil partnership and pregnancy or maternity)

As a) above but in relation to Gender and Gender Reassignment

(f) Sexual Orientation

As a) above but in relation to the needs of minority sexual orientation groups

(g) Socio-economic disadvantage

As a) above but in relation to the needs of those most affected financially (if at all) by any mergers and closures.

7. Decisions

If the policy/report/project will have a negative impact on members of one or more of the protected groups, explain how it will change or why it is to continue in the same way.

If no changes are proposed, the policy/report/project needs to be objectively justified as being an appropriate and necessary means of achieving the legitimate aim set out in 1 above.

EIA stage 3a and 3 b – Wirral and Liverpool (Allerton) Comments (17.9.14)

No consultation has taken place at this stage of the EIA for Wirral and Allerton proposals. A review of current demographics shows no significant equality issues in relation to negative impacts on proposed station mergers and closures for both Wirral and Liverpool (Allerton) for any protected group at higher risk of Fire and Rescue as the response times to attend any call will be within the standards set. Consultation at the next stage will review the impact in more detail with different groups of public and will focus also on any equality issues.

EIA Stage 3 – Decisions (Knowlsey)

On reviewing the data, research and consultation at stage 3 of this EIA there are no significant disproportionate impacts on any of the protected groups. As response times will be maintained within the 10 minute response standard, no particular group will receive a significantly changed service to Fire and Rescue and there will be no major impact on current partnership arrangements at stations, as these can be transferred to the new station at Prescott with newer and more accessible facilities.

EIA Stage 2 – Decisions

The outcomes of the Engagement forums across the 5 Districts has identified no particular negative impacts that need to be considered in any of the 5 Options. The Merger and Closure option appears to be the most positive for a number of minority equality groups in terms of accessibility to community spaces.

EIA Stage 1 – Decisions

On reviewing the research and data available for stage 1 of this EIA, there are no significant equality Impacts established so far with the exception of Disability, where current stations earmarked for mergers are currently not fully accessible for disabled community groups.

It is important to note that the impact of the Mergers and Station Closure Options and subsequent Proposals will not impact on any members of the public disproportionately in relation to the current level of service received by these groups e.g. response times and fire safety , prevention and protection services

8. Equality Improvement Plan

List any changes to our policies or procedures that need to be included in the

Equality Action Plan/Service Plan.

9. Equality & Diversity Sign Off

The completed EIA form must be signed off by the Diversity Manager before it is submitted to Strategic Management Group or Authority.

Signed off

Wendy Kenyon

Date:

19.11.13- EIA Stage 1
 31.1.14 – EIA stage 2
 20.8.14 – EIA stage 3
 19.9.14 – EIA stage 3a and 3b

Action Planned	Responsibility of	Completed by
<p>Actions Identified during EIA stage 1 9.1 Consultation with Staff , Stakeholders and Communities , in relation to the EIA and its assessment of the Mergers and Closures Options and subsequent Proposals ; specifically those Protected groups and the potential impact (both negative and positive) 9.2 Analysis of Community Profiles for station areas affected to understand the types of communities affected by the Mergers and Closures Options and subsequent Proposals (completed) 9.3 Equality analysis of those staff affected by the Options and subsequent Proposals to see if any particular protected group are affected disproportionately.</p>	<p>Diversity and Consultation Manager (DCM) with Support from IRMP Officer Business Intelligence Manager and DCM DCM with support from POD</p>	<p>Completed Completed Completed</p>
<p>Actions Identified during EIA stage 2 Consider ways to engage further with members of different Ethnic communities (in those station areas which are most affected) when proposals are identified for consultation in the future (Completed)</p>	<p>WK</p>	<p>Completed</p>
<p>Actions Identified during EIA Stage 3 Target HFSC for those Vulnerable older people most affected by the future station merger and closures (Knowsley)</p>	<p>DM Gary Oakford</p>	<p>Ongoing</p>

Appendix A – ONS Demographic Equality Data by Station Ward

Please note that Station Areas are not based on the shape of wards, as such for the purposes of this section a ward has been identified to belong to a specific location if more than 50% of that ward rests within the station area.

District	Station Affected	2011 ward	Population	Mean Age	District Mean
Knowsley	Huyton	Longview	8,726	36	39
Knowsley	Huyton	Page Moss	7,076	38	39
Knowsley	Huyton	Prescot West	6,535	44	39
Knowsley	Huyton	Roby	7,254	44	39
Knowsley	Huyton	St Bartholomews	6,565	41	39
Knowsley	Huyton	St Gabriels	6,565	39	39
Knowsley	Huyton	St Michaels	6,920	39	39
Knowsley	Huyton	Stockbridge	6,018	40	39
Knowsley	Huyton	Swanside	6,519	42	39
Knowsley	Whiston	Prescot East	7,604	38	39
Knowsley	Whiston	Whiston North	6,908	41	39
Knowsley	Whiston	Whiston South	7,355	39	39
St Helens	Whiston	Rainhill	10,853	46	41
St Helens	St Helens	Billinge & Seneley Green	11,080	44	41
St Helens	St Helens	Blackbrook	10,639	41	41
St Helens	St Helens	Bold	9,759	38	41
St Helens	St Helens	Moss Bank	10,682	42	41
St Helens	St Helens	Parr	12,199	37	41
St Helens	St Helens	Sutton	12,003	41	41
St Helens	St Helens	Thatto Heath	12,280	38	41
St Helens	St Helens	Town Centre	10,978	39	41
St Helens	Eccleston	Rainford	7,779	47	41
St Helens	Eccleston	Eccleston	11,525	45	41
St Helens	Eccleston	West Park	11,392	40	41
St Helens	Eccleston	Windle	10,690	41	41
Wirral	Upton	Bidston & St James	15,216	36	41
Wirral	Upton	Cloughton	14,705	42	41
Wirral	Upton	Greasby, Frankby & Irby	13,991	45	41
Wirral	Upton	Moreton West & Saughall Massie	13,988	42	41
Wirral	Upton	Pensby & Thingwall	13,007	46	41
Wirral	Upton	Upton	16,130	42	41
Wirral	West Kirby	West Kirby & Thurstaston	12,733	45	41
Wirral	West Kirby	Hoylake & Meols	13,348	44	41
Liverpool	Allerton	Church	13,974	41	38
Liverpool	Allerton	Greenbank	16,132	32	38
Liverpool	Allerton	Mossley Hill	13,816	40	38
Liverpool	Allerton	Wavertree	14,772	39	38

Ethnicity Table:

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian/Asian British: Total	Asian/Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
Knowsley	Huyton	Longview	8,726	8,414	96.4%	140	1.6%	112	1.3%	54	0.6%	6	0.1%
Knowsley	Huyton	Page Moss	7,076	6,947	98.2%	75	1.1%	36	0.5%	12	0.2%	6	0.1%
Knowsley	Huyton	Prescot West	6,535	6,388	97.8%	58	0.9%	61	0.9%	17	0.3%	11	0.2%
Knowsley	Huyton	Roby	7,254	7,148	98.5%	50	0.7%	30	0.4%	16	0.2%	10	0.1%
Knowsley	Huyton	St Bartholomews	7,143	6,972	97.6%	101	1.4%	32	0.4%	19	0.3%	19	0.3%
Knowsley	Huyton	St Gabriels	6,565	6,434	98.0%	49	0.7%	49	0.7%	25	0.4%	8	0.1%
Knowsley	Huyton	St Michaels	6,920	6,768	97.8%	82	1.2%	55	0.8%	7	0.1%	8	0.1%
Knowsley	Huyton	Stockbridge	6,018	5,843	97.1%	90	1.5%	33	0.5%	36	0.6%	16	0.3%
Knowsley	Huyton	Swanside	6,519	6,347	97.4%	94	1.4%	52	0.8%	16	0.2%	10	0.2%
Knowsley	Whiston	Prescot East	7,604	7,300	96.0%	109	1.4%	160	2.1%	25	0.3%	10	0.1%
St Helens	Whiston	Rainhill	10,853	10,498	96.7%	83	0.8%	240	2.2%	7	0.1%	25	0.2%
Knowsley	Whiston	Whiston North	6,908	6,604	95.6%	60	0.9%	203	2.9%	24	0.3%	17	0.2%
Knowsley	Whiston	Whiston South	7,355	7,144	97.1%	113	1.5%	73	1.0%	20	0.3%	5	0.1%
Knowsley Average					97.2%		1.3%		1.0%		0.3%		0.1%

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian/Asian British: Total	Asian/Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
St Helens	St Helens	Billinge & Seneley Green	11,080	10,948	98.8%	67	0.6%	46	0.4%	9	0.1%	10	0.1%
St Helens	St Helens	Blackbrook	10,639	10,474	98.4%	49	0.5%	90	0.8%	4	0.0%	22	0.2%
St Helens	St Helens	Bold	9,759	9,618	98.6%	65	0.7%	50	0.5%	18	0.2%	8	0.1%
St Helens	St Helens	Moss Bank	10,682	10,568	98.9%	46	0.4%	50	0.5%	5	0.0%	13	0.1%
St Helens	St Helens	Parr	12,199	11,972	98.1%	97	0.8%	97	0.8%	22	0.2%	11	0.1%
St Helens	St Helens	Sutton	12,003	11,837	98.6%	87	0.7%	63	0.5%	11	0.1%	5	0.0%
St Helens	St Helens	Thatto Heath	12,280	11,829	96.3%	120	1.0%	270	2.2%	31	0.3%	30	0.2%
St Helens	St Helens	Town Centre	10,978	10,684	97.3%	69	0.6%	191	1.7%	18	0.2%	16	0.1%
St Helens	Eccleston	Eccleston	11,525	11,302	98.1%	76	0.7%	121	1.0%	15	0.1%	11	0.1%
St Helens	Eccleston	Rainford	7,779	7,682	98.8%	34	0.4%	43	0.6%	8	0.1%	12	0.2%
St Helens	Eccleston	West Park	11,392	11,183	98.2%	79	0.7%	88	0.8%	25	0.2%	17	0.1%
St Helens	Eccleston	Windle	10,690	10,564	98.8%	50	0.5%	58	0.5%	8	0.1%	10	0.1%
St Helens Average					98.0%		0.7%		1.0%		0.1%		0.1%

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian / Asian British: Total	Asian / Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
Wirral	Upton	Bidston & St James	15,216	14,659	96.3%	238	1.6%	270	1.8%	37	0.2%	12	0.1%
Wirral	Upton	Claughton	14,705	14,147	96.2%	163	1.1%	344	2.3%	21	0.1%	30	0.2%
Wirral	Upton	Greasby, Frankby & Irby	13,991	13,685	97.8%	112	0.8%	146	1.0%	21	0.2%	27	0.2%
Wirral	Upton	Moreton West & Saughall Massie	13,988	13,722	98.1%	87	0.6%	134	1.0%	25	0.2%	20	0.1%
Wirral	Upton	Pensby & Thingwall	13,007	12,744	98.0%	109	0.8%	132	1.0%	13	0.1%	9	0.1%
Wirral	Upton	Upton	16,130	15,587	96.6%	123	0.8%	352	2.2%	36	0.2%	32	0.2%
Wirral	W Kirby	Hoylake & Meols	13,348	13,019	97.5%	139	1.0%	139	1.0%	19	0.1%	32	0.2%
Wirral	W Kirby	West Kirby & Thurstaston	12,733	12,326	96.8%	170	1.3%	168	1.3%	16	0.1%	53	0.4%
Wirral Average					97.0%		1.0%		1.6%		0.2%		0.2%

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian / Asian British: Total	Asian / Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
Liverpool	Allerton	Church	13,974	12,858	92.0%	367	2.6%	472	3.4%	160	1.1%	117	0.8%
Liverpool	Allerton	Greenbank	16,132	13,400	83.1%	736	4.6%	949	5.9%	630	3.9%	417	2.6%
Liverpool	Allerton	Mossley Hill	13,816	12,889	93.3%	293	2.1%	399	2.9%	130	0.9%	105	0.8%
Liverpool	Allerton	Wavertree	14,772	13,288	90.0%	526	3.6%	552	3.7%	245	1.7%	161	1.1%
Liverpool Average					88.9%		2.5%		4.2%		2.6%		1.8%

Disability Tables

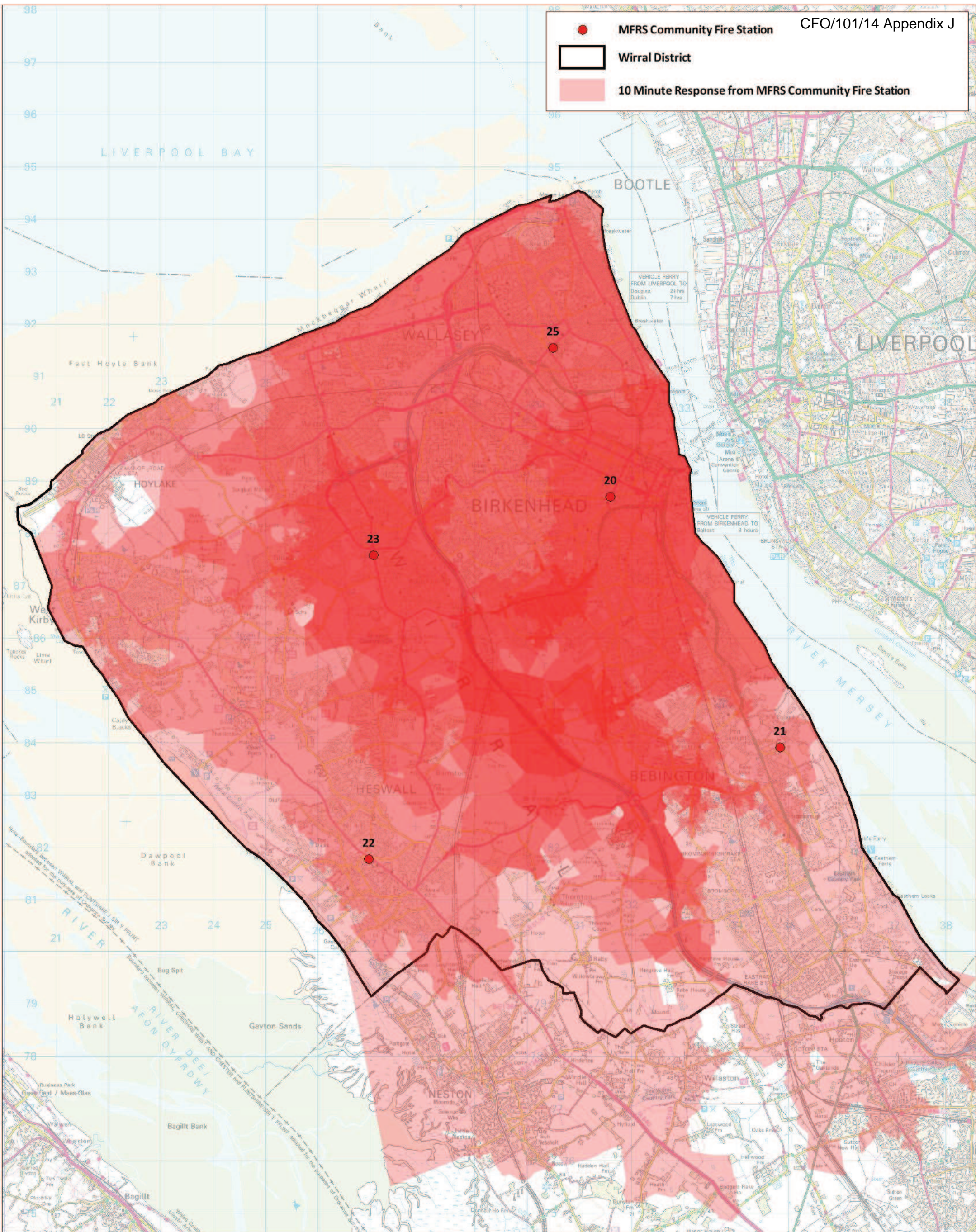
District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
Knowsley	Huyton	Longview	8726	1367	15.7%	904	10.4%	6455	74.0%
Knowsley	Huyton	Page Moss	7076	1239	17.5%	802	11.3%	5035	71.2%
Knowsley	Huyton	Prescot West	6535	1007	15.4%	828	12.7%	4700	71.9%
Knowsley	Huyton	Roby	7254	829	11.4%	722	10.0%	5703	78.6%
Knowsley	Huyton	St Bartholomews	6565	893	13.6%	666	10.1%	5006	76.3%
Knowsley	Huyton	St Gabriels	6920	1042	15.1%	692	10.0%	5186	74.9%
Knowsley	Huyton	St Michaels	7114	642	9.0%	528	7.4%	5944	83.6%
Knowsley	Huyton	Stockbridge	6018	1206	20.0%	730	12.1%	4082	67.8%
Knowsley	Huyton	Swanside	6519	722	11.1%	675	10.4%	5122	78.6%
Knowsley	Whiston	Prescot East	7604	1025	13.5%	817	10.7%	5762	75.8%
Knowsley	Whiston	Whiston North	6908	890	12.9%	701	10.1%	5317	77.0%
Knowsley	Whiston	Whiston South	7355	893	12.1%	739	10.0%	5723	77.8%
St Helens	Whiston	Rainhill	10853	1312	12.1%	1212	11.2%	8329	76.7%
Knowsley Average					14.2%		10.3%		75.5%

District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
St Helens	St Helens	Billinge & Seneley Green	11080	1192	10.8%	1243	11.2%	8645	78.0%
St Helens	St Helens	Blackbrook	10639	1298	12.2%	1146	10.8%	8195	77.0%
St Helens	St Helens	Bold	9759	1176	12.1%	976	10.0%	7607	77.9%
St Helens	St Helens	Moss Bank	10682	1433	13.4%	1235	11.6%	8014	75.0%
St Helens	St Helens	Parr	12199	1864	15.3%	1319	10.8%	9016	73.9%
St Helens	St Helens	Sutton	12003	1569	13.1%	1253	10.4%	9181	76.5%
St Helens	St Helens	Thatto Heath	12280	1658	13.5%	1250	10.2%	9372	76.3%
St Helens	St Helens	Town Centre	10978	1656	15.1%	1252	11.4%	8070	73.5%
St Helens	Eccleston	Eccleston	11525	1201	10.4%	1233	10.7%	9091	78.9%
St Helens	Eccleston	Rainford	7779	850	10.9%	907	11.7%	6022	77.4%
St Helens	Eccleston	West Park	11392	1362	12.0%	1209	10.6%	8821	77.4%
St Helens	Eccleston	Windle	10690	1140	10.7%	1082	10.1%	8468	79.2%
St Helens Average					12.4%		10.6%		77.0%

District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
Wirral	Upton	Bidston & St James	15216	2441	16.0%	1748	11.5%	11027	72.5%
Wirral	Upton	Claughton	14705	1940	13.2%	1556	10.6%	11209	76.2%
Wirral	Upton	Greasby, Frankby & Irby	13991	1233	8.8%	1536	11.0%	11222	80.2%
Wirral	Upton	Moreton West & Saughall Massie	13988	1782	12.7%	1413	10.1%	10793	77.2%
Wirral	Upton	Pensby & Thingwall	13007	1528	11.7%	1539	11.8%	9940	76.4%
Wirral	Upton	Upton	16130	2408	14.9%	1778	11.0%	11944	74.0%
Wirral	W Kirby	Hoylake & Meols	13348	1296	9.7%	1337	10.0%	10715	80.3%
Wirral	W Kirby	West Kirby & Thurstaston	12733	1187	9.3%	1361	10.7%	10185	80.0%
Wirral Average					11.9%		10.7%		77.4%

District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
Liverpool	Allerton	Church	13974	1120	8.0%	1241	8.9%	11613	83.1%
Liverpool	Allerton	Greenbank	16132	1277	7.9%	1047	6.5%	13808	85.6%
Liverpool	Allerton	Mossley Hill	13816	1301	9.4%	1136	8.2%	11379	82.4%
Liverpool	Allerton	Wavertree	14772	1588	10.8%	1336	9.0%	11848	80.2%
Liverpool Average					12.8%		9.7%		77.6%

- MFRS Community Fire Station
- Wirral District
- 10 Minute Response from MFRS Community Fire Station



10 Minute Response Coverage Time from Community Fire Stations 20, 21, 22, 23 and 25

Author: Gary Crosbie
 Produced Using: MapInfo Professional v11.0
 Date: 17.09.2014
 Strategy and Performance

Map Reference:

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 Work Request_20140917\Current Wirral Response_No 24.png



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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	FULL AUTHORITY		
DATE:	2ND OCTOBER 2014	REPORT NO:	CFO/102/14
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	CFO STEPHENS	REPORT AUTHOR:	CFO STEPHENS
OFFICERS CONSULTED:	AM MOTTRAM		
TITLE OF REPORT:	OPERATIONAL RESPONSE SAVINGS OPTIONS 2015/16 - LIVERPOOL DISTRICT		

APPENDICES:	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; padding: 5px;">APPENDIX A</td> <td style="padding: 5px;">10 MINUTE ISOCHRONE MAP FOR LIVERPOOL</td> </tr> <tr> <td style="padding: 5px;">APPENDIX B</td> <td style="padding: 5px;">ANALYSIS OF APPLIANCE OPERATIONAL RESPONSE PERFORMANCE ON THE LIVERPOOL DISTRICT</td> </tr> <tr> <td style="padding: 5px;">APPENDIX B.1 EXEMPT</td> <td style="padding: 5px;">EXEMPT PARAGRAPH – POTENTIAL CAPITAL RECEIPTS</td> </tr> <tr> <td style="padding: 5px;">APPENDIX C</td> <td style="padding: 5px;">CONSULTATION PROCESS TIMETABLE</td> </tr> <tr> <td style="padding: 5px;">APPENDIX D</td> <td style="padding: 5px;">EQUALITY IMPACT ASSESSMENT</td> </tr> </table>	APPENDIX A	10 MINUTE ISOCHRONE MAP FOR LIVERPOOL	APPENDIX B	ANALYSIS OF APPLIANCE OPERATIONAL RESPONSE PERFORMANCE ON THE LIVERPOOL DISTRICT	APPENDIX B.1 EXEMPT	EXEMPT PARAGRAPH – POTENTIAL CAPITAL RECEIPTS	APPENDIX C	CONSULTATION PROCESS TIMETABLE	APPENDIX D	EQUALITY IMPACT ASSESSMENT
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APPENDIX B.1 EXEMPT	EXEMPT PARAGRAPH – POTENTIAL CAPITAL RECEIPTS										
APPENDIX C	CONSULTATION PROCESS TIMETABLE										
APPENDIX D	EQUALITY IMPACT ASSESSMENT										

Purpose of Report

1. To advise Members of the operational response savings options for 2015/16 from the Liverpool district and to recommend, subject to the outcomes of a 12 week public consultation, the closure of Allerton fire station and the relocation of the Allerton fire appliance to Old Swan to be crewed on a wholetime retained basis.

Recommendation

2. That Members approve a 12 week public consultation on the proposed closure of Allerton fire station and the relocation of the Allerton fire appliance to Old Swan to be crewed on a wholetime retained basis.

Introduction and Background

3. At the Budget Meeting 27th February 2014 the Authority resolved the following in relation to Operational Response savings options (CFO/011/14);

The Authority notes that the Chief Fire Officer has examined the options for delivering the operational savings required and mergers of stations are considered to be the "least worst option." This approach has been endorsed through the initial deliberative public consultation.

The Authority therefore assumes that it will be possible to save £3.4m from operational response through at least 4 station mergers including those already considered by the Authority in principle :-

- *Huyton/Whiston at Prescot*
- *Upton/West Kirby at Greasby*
- *Eccleston/St Helens at St Helens town centre*

The Authority requests that the CFO bring back individual reports, including equality impact assessment, as soon as possible on specific business cases for mergers as detailed information and costs become available.

The Authority requests that the CFO prepare bids for any Government capital resources that might be available in support of mergers.

The Authority notes that to deliver any savings in firefighter posts requires a reduction in the number of staff. The Authority is committed to seeking to try and avoid compulsory redundancy. It notes that to deliver the required reduction in firefighter posts will take until 2016/17 based on natural retirement rates. The Authority will therefore commit £6.8m to a cost smoothing reserve of which at least £3.6m is expected to be used to avoid redundancy based on current forecasts.

The Authority notes that the capital programme does not currently include provision for the net costs of any station mergers. Whilst it is hoped that the availability of capital receipts, the possibility of government grant funding and the potential availability of reserves may assist in funding any building schemes it recognises that if this is not sufficient there may be a need to borrow to build which will impact on capital financing costs.

The Authority recognises that the exact timing of both new station delivery and firefighter retirements is difficult to forecast and recognises that the Chief Fire Officer will need to continue to manage appliance availability on a dynamic basis under his delegated powers as the financial plan proceeds to delivery.

The Authority recognises that if suitable sites cannot be identified for mergers that station closures would be the next 'least worst' option.

4. Reports on the proposed Prescot and Greasby mergers appear elsewhere on the agenda. The Chief Fire Officer will give a verbal update on progress with the St Helens merger at the meeting. There are two reports relating to the Prescot merger for Members to consider today; the first report details the outcomes of the public consultation and the second report recommends that the merger be implemented. The report relating to the Wirral merger recommends implementation subject to the outcomes of public consultation over the site identified in Greasby.
5. If members approve the reports today (and public consultation on Greasby proceeds positively) there is still significant work required to deliver the new stations:-
 - A procurement process is underway through the newly released North West Construction Hub framework to appoint a partner for all of the new station builds
 - The procurement would be a design and build method so the station design needs to be developed
 - Full planning permission is still required
 - The build phase is expected to take around 15 months

6. Officers would not therefore expect the new stations being operational until mid-2016 at the earliest.
7. The Authority has approved using natural turnover rates from Firefighter retirements to deliver the reduction in Firefighter numbers required to deliver a balanced budget. The Authority has committed to use reserves to avoid compulsory redundancies as the rate of retirements is not as fast as is required to balance the financial plan in year 2015/16. The rate of retirements does however exceed the time frame anticipated to deliver the mergers through to operational conclusion.
8. The impact on appliance availability has previously been highlighted to Members at the Community Safety and Protection Committee on 27th March 2014 within report CFO/038/14. In simple terms as more Firefighters retire and are not replaced in order to meet the savings target for 2015/16 and the structural changes in terms of the conversion of wholetime appliances to wholetime retained are not made it is no longer possible to continue to crew 28 wholetime appliances.

Options for the Liverpool District

9. Members are already aware that Merseyside has a greater density of fire stations than any other Fire and Rescue Service and this density is most evident in Liverpool which has 10 stations.
10. The Map attached at Appendix A shows the area that can be covered within the 10 minute attendance standard. The deep red across all areas of Liverpool shows the extent of the overlap of the 10 minute isochrones. This means that neighbouring stations effectively cover the same areas twice (or more) because they are so closely located together.
11. There are only two realistic operational response savings options in Liverpool which are a merger of two existing stations and the building of a new station in an optimum location or the outright closure of one station. In either circumstance the crewing of one fire appliance would change from wholetime to wholetime retained as this is the way in which the saving is delivered.
12. It has however been recognised already that the geography of stations in Liverpool and in particular the distribution of newer stations is such that there are no pairs of 'older' stations to merge as has been identified in the other districts. The table below lists the stations in Liverpool in terms of their operational status in the context of the Authority response model and their relative age/condition.

Station	Operational status	Age
Speke/Garston	Key station	New
Old Swan	Key station	New
Croxteth	National Resilience	Refurbished/Shared site with Training and Development Academy
Kirkdale	National Resilience	PFI
Belle Vale	Non key	PFI
Toxteth	Non key	New/Fire Fit Hub
Liverpool City	Non key (CPL)	New
Kensington	Non key	New
Aintree	Non key	Old
Allerton	Non key	Old

13. Members have previously been briefed on the scale of the likely financial challenge post 2015/16 and that in order to meet the likely financial challenge outright station closures in Liverpool would be unavoidable if the cuts continue to be applied in a similar way as they have been to date.
14. There are no merger options in Liverpool which would avoid closing at least one new and one old station or closing two new/relatively new stations.
15. Officers have undertaken some research on sites in South Liverpool to accommodate a merger of Speke/Garston and Allerton. However suitable sites are difficult to find since much of the property is attractive for commercial or residential development and is expensive. No suitable sites have been identified at this point in time. Managerial capacity has been focused on the other mergers (involving pairs of older stations) where site identification is more advanced.
16. As stated above, even if a suitable site could be identified a new station would not be operational until 2016/17 at the earliest by which time the Authority may well have to make further savings as a result of the anticipated continued pressure on public spending. It has also been previously established within this report that there will not be sufficient staff available to crew appliances across Merseyside and in particular in Liverpool due to the savings required by 2015/16.
17. Members will recall that the Authority carried out a series of engagement meetings with the public in January 2014 when first considering the savings options. The main message from those meetings, which were facilitated by Opinion Research Services, was that although the favoured option amongst participants was the merger of stations, it was also recognised that closure of stations was a pragmatic solution that many preferred over wholesale changes to duty systems (such as a move towards community retained crewing).
18. The Chief Fire Officer has, in light of all the issues identified, undertaken a review to identify which station would be closed in Liverpool as an alternative to merger since this does not seem achievable.
19. The closure of Allerton has been identified as having the least impactful outcome on performance (see Appendix B). It would also realise a larger saving in building running costs. Allerton is not a key station therefore the fire appliance is on occasion unavailable for full shifts due to insufficient staffing caused by high numbers of personnel on other duties (as explained within CFO/038/14). This situation will become

more acute over time to the point where the appliance would never be crewed on a wholetime basis.

20. It is the recommendation of the Chief Fire Officer therefore that members approve the closure of Allerton fire station and the relocation of the Allerton fire appliance to Old Swan to be crewed on a wholetime retained basis. From an administrative perspective the station areas of the surrounding stations would be redefined to subsume the current Allerton station area and the District and Station Community Safety plans amended as a result.
21. Officers have previously sought expressions of interest for wholetime retained working on two occasions. On neither occasion were sufficient expressions of interest received to crew even one appliance. In order to ensure the appliance from Allerton to be relocated at Old Swan is crewed on a wholetime retained basis Officers will again seek expressions of interest from existing staff but will supplement this approach through external transfers in and direct recruitment. The proposals for external transfers in and recruitment will be the subject of a separate Authority report. If in the short term it is not possible to secure sufficient numbers of personnel to crew the Allerton appliance on a wholetime retained basis then it will remain available to be crewed on recall to duty. Members should note that whilst recall to duty is a recognised system within the Grey book it is entirely voluntary and is therefore not as resilient as wholetime retained.
22. The consultation on the proposed station closure would commence on 1st November and run for 12 weeks. The selection of this date would allow for the Wirral and Liverpool consultations to run over similar time periods, but would offer a phased approach. An indicative timetable is attached at Appendix C. This timetable reflects the approach already taken in Knowsley, which will also be followed in Wirral.

Equality and Diversity Implications

23. The closure of Allerton is being considered as part of the overall Equality Impact Assessment (EIA) that encompasses the options and proposals for all districts. The EIA is being completed in three stages with stages one (initial research) and two (engagement outcomes) completed for Liverpool. Stage three (consultation outcomes) will be completed as and when consultation takes place in Liverpool. The latest version of the EIA is attached as Appendix D.

Staff Implications

24. Personnel undertaking wholetime retained duties will be required to commit to a 42 hour per week retained contract for which they will receive a retaining fee of 10% of their salary.
25. The outright closure of Allerton will avoid the current situation whereby personnel at the station are continually detached out to balance staff numbers elsewhere across the Service.

Legal Implications

26. If these changes are approved this will mean that savings required for the Authority to deliver a balanced budget will be made however if this report is not approved the Authority will still need to make savings in order to set a balanced budget as required by the Local Government Finance Act 1992 (as amended).

Financial Implications & Value for Money

27. The change in crewing from wholetime to wholetime retained on four appliances is necessary to deliver the savings target of £3.4m from Operational Response required for the financial plan and 2015/16 budget.
28. The specific saving from converting a whole time appliance to wholetime retained is approximately £0.8m (22 WTE posts).
29. The expected savings in running costs are £44,500. In addition day to day repairs and the overall maintenance bill for the station will be avoided.
30. In order to avoid compulsory redundancy the Authority is using natural retirement rates for firefighters to deliver savings. Whilst these retirements will happen ahead of the new merged stations being delivered they will not happen fast enough to deliver the budget savings for 2015/16 therefore the Authority has committed to use £3.6m of reserves to meet the deficit.

Risk Management, Health & Safety, and Environmental Implications

31. The closure of Allerton and the relocation of the Allerton appliance to Old Swan to be crewed on a wholetime retained basis has been identified as having the least impact on performance.

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

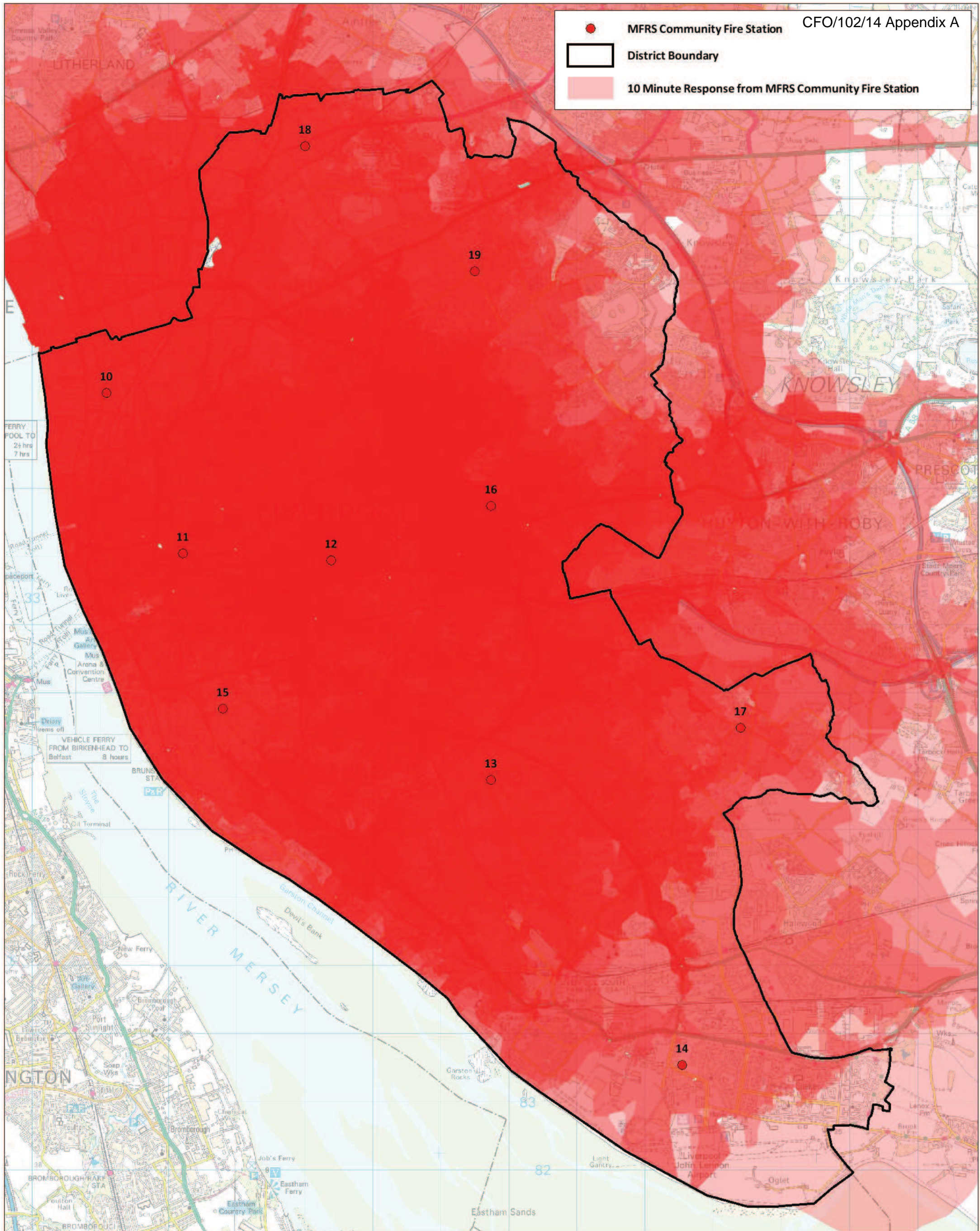
32. The Chief Fire Officer will continue to manage appliance availability in such a way so as to minimise the impact on response times.

BACKGROUND PAPERS

- CFO/011/14 Merseyside Fire and Rescue Authority Budget and Financial Plan 2014/2015 - 2018/2019
- CFO/038/14 Budget Resolution Transitional Response Arrangements - Order Of Appliance Unavailability

GLOSSARY OF TERMS

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10 Minute Response Coverage Time from Community Fire Stations in the Liverpool District

Author: Gary Crosbie
 Produced Using: MapInfo Professional v11.0
 Date: 18.09.2014
 Strategy and Performance

Map Reference:

KIM:\Work Requests\Data and Systems\Useful Maps\Isochrones\
 10 Minute Response District Maps\Liverpool_10 Mins_ER.png



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Identification of the most suitable location for a change in crewing to Whole-time Retained or outright closure in the Liverpool District

The Liverpool district stations have been reviewed in order to determine the most appropriate station to effect a change in crewing from whole-time to whole-time retained or for outright closure.

In order to select the stations a number of levels of criteria have been used.

- Current use and contribution towards IRMP
- Incident use
- The impact of the change on overall performance against attendance standard
- Cost considerations

Current stations and use

Station	Use - IRMP	Considered for WTR
Kirkdale	PFI and National Resilience	No
City	Currently CPL location	Yes
Kensington	Possible	Yes
Allerton	Possible	Yes
Speke	Key location	No
Toxteth	Fire fit hub and IMT	No
Old Swan	Key location	No
Belle Vale	PFI	No
Aintree	Possible	Yes
Croxteth	National Resilience	No

Possible locations

- City (M11P1, M11A2)
- Kensington (M12P1)
- Allerton (M13P1)
- Aintree (M18P1)

Incidents per Station

Each of the stations in question now only has a single pump has after the move to 28 appliances on 9th September 2013. The data sets below also show performance when two appliances were operating out of City and Kensington up to this point (M11P2 and M12P2). City also operates the combined platform ladder (CPL – M11A2) on a complementary crewed basis.

The authorised staffing for each of the 4 stations considered is 5 WMA and 19 FF – the actual staffing varies at individual stations due to long term sickness absence and other duties.

Incident Count by Station Ground

Station Ground	2011/12	2012/13	2013/14	Grand Total
11 - Liverpool City	1483	1221	958	3662
12 - Kensington	1137	946	929	3012
13 - Allerton	513	396	280	1189
18 - Aintree	875	641	569	2085

Appliance Mobilisation Count

Appliance	2011/12	2012/13	2013/14	Grand Total
M11A2	1143	57	16	1216
M11P1	408	544	770	1722
M11P2	56	1195	758	2009
M12P1	429	906	1034	2369
M12P2	1843	200	56	2099
M13P1	611	724	717	2052
M18P1	909	982	1021	2912

Appliance Mobilisation Count excluding Standby

Appliance	2011/12	2012/13	2013/14	Grand Total
M11A2	1054	56	16	1126
M11P1	371	512	709	1592
M11P2	50	1110	694	1854
M12P1	403	860	902	2165
M12P2	1700	180	54	1934
M13P1	535	611	534	1680
M18P1	829	895	766	2490

City has the most incidents within its station ground and also responds on a complimentary crewed basis with the CPL (M11A2). Due to Kensington's proximity to City and similar mobilisation volumes, further more detailed analysis would be needed to determine a straight choice between these two locations based purely on the fire appliance. Due to the City being the CPL station an arbitrary choice has been made between the locations for the purposes of this study and City has not been considered further.

Predicted impact on performance (Information obtained from the FIRS Software)

Locations to be tested

10	Kirkdale	NOT TESTED – PFI/NR
11	City Centre	AERIAL APPLIANCE
12	Kensington	TESTED
13	Allerton	TESTED
14	Speke/Garston	NOT TESTED - KEY STATION
15	Toxteth	NOT TESTED - FIRE FIT
16	Old Swan	NOT TESTED - KEY STATION
17	Belle Vale	NOT TESTED - PFI
18	Aintree	TESTED
19	Croxteth	NOT TESTED - NR

Staffing Model

If the appliance were converted to WT retained it would be used as a strategic reserve, whereby the appliance would be mobilised to duty only when the Service wide level of available resources reaches a predetermined level. If the station were closed outright the appliance would be redeployed to another location but still crewed WT retained.

In order to represent a worst case scenario and to highlight the impact of the proposed changes a decision was taken to model the impact of not having the appliance available.

Other Assumptions

The model used as the base case for comparison already incorporates the mergers proposed at Prescot, Greasby and St Helens, with the loss of 3 whole time appliances. In addition the second pumps at Southport and Kirkdale have also been removed from all scenarios. This analysis therefore considers the impact of this station with all the other proposed changes effected therefore at the services 'leanest response' levels.

Results

The results in all three cases tested are very similar. In all tests, a slight reduction in performance of between 0.9% and 1.5% was the result, with an increase in average attendance time of around 12 seconds.

Scenario	Performance	Average Response Time
BASE CASE	94.6%	6.0
Kensington closed	93.5%	6.2
Allerton Closed	93.1%	6.2
Aintree Closed	93.7%	6.2

This reduced performance is quantified by the following table showing the Service wide total for predicted annual number of additional failures to achieve the Response Standard of ten minutes.

Scenario	Knowsley		Liverpool		Sefton		St. Helens		Wirral	
	Perf	Ave Resp Time	Perf	Ave Resp Time	Perf	Ave Resp Time	Perf	Ave Resp Time	Perf	Ave Resp Time
BASE CASE	94.5%	6.2	96.5%	5.9	93.0%	6.2	92.3%	6.5	93.0%	6.0
Kensington closed	94.0%	6.3	94.3%	6.2	93.2%	6.1	92.6%	6.5	92.3%	6.0
Allerton Closed	94.6%	6.4	93.9%	6.2	92.9%	6.1	91.9%	6.5	91.6%	6.0
Aintree Closed	93.6%	6.4	95.3%	6.1	92.8%	6.3	91.4%	6.5	92.2%	6.1

The impact on the district performance of the proposed changes is also slight. All of the districts are predicted to remain above the 90% target in all scenarios.

Outcome of FIRs test

Based upon the predicted performance of each scenario, the only recommendation is that in this instance the decision where to site the retained appliance should be based upon other factors present at each location which may more readily identify a suitable location. There is no option tested which delivers a distinctly better performance based solution to the other options.

Financial Considerations

a) Revenue Costs

The table below sets out the current budgets for each of the three stations under consideration:-

	Current Budgets £		
	Aintree	Allerton	Kensington
Employees	977,750	964,450	985,150
Premises	33,050	40,750	54,200
Transport	9,400	15,200	16,700
Supplies and Services	1,850	4,250	2,650
Income	(1,300)	(500)	(400)
Total	1,020,750	1,024,150	1,058,300
Non employee/Non Transport Total costs	33,600	44,500	56,450

Members should note that:-

- The majority of costs relate to the staff employed at the building.
- There is little difference between the actual running costs of the building which are predominantly made up of rates and utilities costs
- The costs do not include day to day repairs. These are generally low value and budgets are moved from a central pot when expenditure is actually incurred. Expenditure is slightly higher at Aintree and Allerton on such repairs historically as they are older buildings
- The main reason for a slightly higher cost at Kensington is because it is a newer building with larger community facilities and hence a larger footprint and energy costs as well as a higher rates bill. (Newer buildings tend to have slightly larger rates bills)

b) Capital Investment needs

The Authority operates a medium term capital programme to invest in maintaining buildings. In addition there are further potential investment needs not yet in the capital programme As would be expected Aintree and Allerton are older buildings and there are some short to mid- term investment needs which are detailed below:-

Allerton

Replace appliance bay doors (front and/or rear)	£40-£70k
New fire escape	£15k
Works identified in Access audits	£40k
	£95-125k

Possible further capital building estimated costs of £341k

Aintree

Engine Floor	£25k
Replace roof	£35k
Training tower repairs	£15k
Repairs to appliance bay doors	£10k
Works identified in Access Audits	£27k
	£112k

Possible further capital building estimated costs of £280k

Kensington

Training tower	£80k
Works identified in Access audits	£25k
	£125k

Possible capital investment need of £125k

Whilst older stations need immediate maintenance, the long term capital cost of fire stations is related to the number of stations assets the Authority has.

In overall terms Kensington has more modern, community focused facilities than the other two stations which are amongst the oldest in the stock.

- c) Potential for Capital Receipts ***This section contains EXEMPT information by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972***

Observations

- Kensington is a new building and is the third most expensive station at £56k (although all building costs are similar). Kensington's overall incident count within the station ground has reduced over a three year period by 18% from 1137 to 929 although appliance mobilisations have increased due to the removal of second pumps from neighbouring stations
- Aintree is an aged building with no community facilities. It has seen a slight reduction in calls, excluding standby's, in the last 3 year period from 829 to 766. It has the lowest running costs but will have medium level maintenance costs in the short to medium term.
- Allerton has the smallest amount of incidents within the station area (1189) and for mobilisation of the appliance (1680). Mobilisations over the three year period have stayed fairly even with no major impact from the Service reducing the number of appliances, when standbys are discounted. It has slightly higher running costs and will have medium level maintenance costs in the short to medium term
- FIRS data identify Aintree as marginally the better option but figures shows that overall the difference is 0.6% between the three stations. If any of the stations was nominated it is predicted that there would be no effective difference upon future average attendance times, both calculate at 6.2 minutes. Overall performance figures and attendance times would remain inside the Service target of 10 minutes regardless of which was nominated

Recommendation

Nominate Allerton due to:-

- Least number of fire calls and lowest appliance movements
- Minimal impact on attendance times
- Age of building stock
- Lack of community and staff facilities

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Liverpool Consultation Plan template

Start of Consultation 1st November 2014

	Preparation & Marketing	Consultation	Communication			Consultation								
Type	Produce documentation for publication. Agree and organise media coverage/advertising.	Present to Council & other politicians	Marketing of consultation events	Staff communication Station 2	Staff communication - other stations in the council areas	Online surveys	Rep body consultation	Station users consultation	Public Focus Group Station closure area - Allerton	Public Meeting Station closure area - Allerton	Joint Stakeholder Business Breakfast	Joint Forum (using members of the existing IRMP forums)	Staff meeting	Staff Meeting - other stations in the council area
Plan Date	4 weeks prior to start of consultation	Wk 1	Weeks 1-5	Week 1	Week 2-4	Week 1 - 12	Week 1 - 12	Week 1-12	Week 3	Week 4	Week 5	Week 6	Week 8	week 9-11
Actual Date		02/10/14												
Officer responsible or representing MFRS	Strategy and Performance/Comms	Principal Officer	Strategy and Performance/Comms	District Manager	District Manager	Strategy and Performance	Project Manager	District Manager	Principal Officer	Principal Officer	Principal Officer	Principal Officer	District Manager	District Manager
External Facility									TBC	TBC	TBC	TBC		
Facilitator									ORS	MFRS	MFRS	ORS		

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Merseyside Fire and Rescue Service
Equality Impact Assessment Form

Title of policy/report/project:	Station Mergers , Closures and other Operational Response Options
Department:	Strategy and Performance
Date:	EIA Stage 1 - 19.11.13 EIA Stage 2 – 31.1.14 EIA Stage 3 – 20.8.14 – Knowsley Consultation EIA Stage 3A – From 3/10/14 – Wirral Consultation EIA Stage 3B – Liverpool Consultation
<p><u>Scope of EIA</u></p> <p>The purpose of this EIA is to review information and intelligence available at an early stage in the development of options for station mergers and closures. It is intended that the EIA can be used to help inform decisions as the options progress and will help Principal Officers and Authority Members to understand equality related impacts on the decisions being made in relation to local diverse communities</p> <p>The EIA will be a living document which will developed further during the life cycle of the consultation stages. This initial EIA will provide be an opportunity to plan ahead for various activities such as community and staff consultation and equality data gathering</p> <p>The EIA will be conducted in a number of stages :</p> <p>Stage 1 – Desk Top Assessment by 3/12/13 :To provide Principal Officers with some initial thoughts on equality impacts arising from the Mergers and Closures Authority Report and provide an outline of what further data, research and consultation may be needed to inform the EIA fully in preparation for Community Engagement and Consultation Exercises in the new year (by 19/11/13)</p> <p>Stage 2 – Consultation External and Internal: to gain feedback from those communities and MF&RS Staff groups affected by the mergers and closures options to ensure equality impacts are considered throughout the process and included in the final version of the EIA for review by final decision makers (Dec 2013 onwards)</p>	

Stage 3 – More detailed assessment on the local areas affected by options: for Authority members to take into account at their meeting when they review the EIA in full. (from April 2014)

1: What is the aim or purpose of the policy/report/project

This should identify “the legitimate aim” of the policy/report/project (there may be more than one)

The reports purpose is to provide Authority Members a number of recommendations for approval, subject to public consultation, around station mergers and closures as follows:

Options for mergers

- Two stations on Wirral (West Kirby to merge with Upton at Greasby)
- Two stations in St Helens (Eccleston to merge with St Helens at a site in the St Helens town centre ward)
- Two stations in Knowsley (the merger of Huyton and Whiston which already has Authority approval)

In order to meet the budget cuts faced by the Authority as a result of Comprehensive Spending Review (CSR) 13. These merger options, if approved, will deliver a reduction of 66 whole time equivalent (WTE) posts, reduce the Authority asset base down from 26 stations to 23 and deliver additional savings from a reduction in premises overheads

Options for closures

The incremental move from whole time crewing to day crewing to whole time retained crewing of at least one appliance in Liverpool and/or Sefton, resulting in the closure of one or more station. This change in crewing and station closure, if approved, will deliver a saving of 22 WTE posts deliver additional savings from a reduction in premises overheads

The options for mergers and closures would not affect the local communities which live in and around the closure areas in relation to fire response times, they would remain within a 10 minute response time, and therefore this EIA will not focus on response times but around the following:

- **The impact of the options and any changes (positive and negative) in relation to any particular equality groups of the local communities’ use of MF&RS services and stations**
- **The impact of options and any changes on staff affected by closures**

2: Who will be affected by the policy/report/project?

This should identify the persons/organisations who may need to be consulted about the policy /report/project and its outcomes (There may be more than one)

Communities of Wirral , St Helens, Liverpool, Sefton and Knowsley
MF&RS staff affected by the mergers and closures

3. Monitoring

Summarise the findings of any monitoring data you have considered regarding this policy/report/project. This could include data which shows whether it is having the desired outcomes and also its impact on members of different equality groups.

What monitoring data have you considered?

3.1 Profile of Merseyside and Demographics 2012 report -

[http://intranetportal/sites/smd/equalityanddiversity/Shared%20Documents/Public%20Sector%20Equality%20Data%20-%20Reports%20for%202012/Profile%20of%20Merseyside%20\(Demography,%20Equality%20and%20Diversity\).pdf](http://intranetportal/sites/smd/equalityanddiversity/Shared%20Documents/Public%20Sector%20Equality%20Data%20-%20Reports%20for%202012/Profile%20of%20Merseyside%20(Demography,%20Equality%20and%20Diversity).pdf)

3.2 Ward Demographics from Census 2011 - **Appendix A**

3.2 Profile of MF&RS staff -

<http://intranetportal/sites/smd/equalityanddiversity/Shared%20Documents/Public%20Sector%20Equality%20Data%20-%20Reports%20for%202012/Public%20Sector%20Equality%20Data%20Report%20-%20Published%20version.pdf>

What did it show?

3.1 and 3.2 - The demographics in each of the districts is broadly similar with no significant differences to consider. (Significant being + or- 5% difference). To gain a greater understanding of the make-up of the local communities affected by the impact of the closures and mergers, demographics for the local wards broadly covered by each station have been produced in **Appendix A**

Notable highlights showing differences in relation to the average for each district area are as follows:

Huyton

Age Structure: The Huyton Station ground has a mix of age groups depending on the ward; the wards of Longview and Page Moss have younger populations whilst the wards of Prescott West, Roby and Stockbridge in particular have older populations.

Socio Economic (including Disability): In Page Moss, Longview and Stockbridge wards in particular there are well above average levels of people with disability or long term health problems. Within these same wards there are proportionally high levels of adult unemployment.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". Within the Huyton Station Area, the ward of Longview has above district average counts of BME population particularly "Asian/British Asian" persons.

Whiston

Age Structure: The Whiston Station Ground has a mix of age groups depending on the ward. The wards of Rainhill and Whiston North primarily have older populations whilst the wards of Prescott East and Whiston South have younger populations.

Socio Economic: There are no negative Socio Economic factors in the Whiston station ground.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". However BME populations are more diverse within this station ground with above average populations of "Asian/British Asian" in each ward and above average populations of "Black /African /Caribbean/ Black British" within Prescott East.

St Helens

Age Structure: The St Helens Station Ground has a mix of age groups depending on the ward. The wards of: Parr, Bold, Sutton, Thatto Heath, Town Centre tends to have younger populations - particularly Parr and Thatto Heath. By contrast the wards of: Billinge & Seneley Green and Blackbrook have older populations

Socio Economic: The wards of: Parr, Thatto Heath, Sutton and Moss Bank have higher than average levels of adult unemployment as well as having above average levels of disability / long-term illness in these wards.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". The wards of Town Centre and Thatto Heath (in particular) are the most culturally diverse with well above average counts particularly of "Asian/British Asian" residents. Both Wards also have above average counts of "Black /African /Caribbean/ Black British" people, though this is to a lesser extent to "Asian/British Asian" residents. St Helens has a significant Gypsy and Traveller community.

Eccleston

Age Structure: The Eccleston Station Ground has a mix of age groups depending on the ward. The wards of Eccleston and Rainford (Rainford has one of the highest average population ages in Merseyside) have older populations whilst the wards of West Park and Windle have younger populations.

Socio Economic: The wards of Eccleston and West Park have slightly above average levels of unemployment within the Eccleston station ground. West Park also has slightly above average levels of long term sickness / disability.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White", Rainford and West Park have particularly low levels of BME residents. Within the Station Area the Ward of Eccleston has slightly above average BME population "Asian/British Asian" for and West Park has slightly above average counts "Black /African /Caribbean/ Black British" residents.

Upton

Age Structure: The Upton Station Ground has a mix of age groups depending on the ward. Pensby & Thingwall, Greasby, Frankby - Irby and Claughton have older than

average populations.

Socio Economic: Generally within the Upton Station there are no particularly significant Socio Economic issues, with the Exception of the Bidston & St James ward which primarily rests within the Upton Station Ground. Bidston and St James have well above average adult unemployment and levels of long term health problems / disability.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White". Claughton and Bidston & St James have the most diverse populations with above average counts of "Asian/British Asian" residents.

West Kirby

Age Structure: The West Kirby Station Ground has a mix of age groups depending on the ward. The demographic for the wards of Hoylake & Meols and West Kirby & Thurstaston is much older than the Wirral average.

Socio Economic: There are no negative Socio Economic factors in the West Kirby station ground.

Racial Profile: Within the Station Ground the predominant ethnicity grouping is "White".

Allerton

Age Structure: The Allerton Station Ground has a mix of age groups across different wards, 45-59 age group is the most populous age range. Greenbank has a large population of 20-24 year olds inferring a high population of students. Woolton has particularly high level of population above the age of 65 with 26% of ward population, however the majority of this ward is covered by the Belle Vale station area.

Socio Economic: Majority of area is affluent with small pockets of deprivation (based on IMD 2010) The majority of wards are below the Liverpool average for unemployment and long term health and disabilities.

Racial Profile: Predominantly "White" (at least 90% white). Greenbank however has a more diverse population including above counts of BME populations, BME groups equate to 17% of overall population compared to 5.5% Merseyside population as a whole.

3.3- Staff Demographics for Operational Staff

95% of operational uniformed staff are Male and 5% are Female

65% of operational uniformed staff are aged 41 to 50

5% of Operational staff have declared a Disability or Long term health condition

3% of MF&RS staff are Black Minority Ethnic the remainder are classed as White

4: Research

Summarise the findings of any research you have considered regarding this policy/report/project. This could include quantitative data and qualitative information; anything you have obtained from other sources e.g. CFOA/CLG guidance, other FRSs, etc

<p>What research have you considered?</p> <p>4.1 A review of the Access Audit report - results for the stations affected by options</p> <p>Review of MF&RS Community Profiles for station areas affected by proposals to help understand the type of communities who may be affected by the options and consider their needs.</p> <p>A review of current Partnership agreements for stations affected by proposals to help understand the impact of station closures /mergers on those service users</p>	<p>What did it show?</p> <p>The Equality Act 2010 replaced and enhanced the Disability Discrimination Acts (DDA) 1995 & 2005. It sets out the legislation for Public Bodies to make reasonable adjustments to premises to enable disabled people to access all services and fully participate in public life. MF&RS has conducted access audits for all its stations (except new builds) and is in the process of reporting on the results and recommendations to the Authority in December 2013.</p> <p>The Audits have highlighted significant access issues for the stations identified in the mergers and closures options with a total of £ 267,875 cost for making them more accessible Community Fire Stations. It has been an important factor when considering the options and proposals for station mergers and closures and the building of new stations.</p> <p>Results show no specific Equality and Diversity implications for any of the areas affected as the Ten Minute response times will be still valid for the station areas affected by the merger/closure proposals</p> <p>There appears to be no detrimental impact on any of the partnership arrangements for the Knowsley fire stations currently being affected by station merger proposals , the development of a new station with advanced community facilities will strengthen the opportunities for Knowsley communities to access the station for better community engagement activities</p>
<p>5. Consultation</p> <p><i>Summarise the opinions of any consultation. Who was consulted and how? (This should include reference to people and organisations identified in section 2 above)</i> <i>Outline any plans to inform consultees of the results of the consultation</i></p>	
<p>What Consultation have you undertaken?</p> <p>No Consultation has taken place at Stage 1 of this EIA, however consultation is proposed to take place in two stages to scrutinise the OPTIONS and consider others. As such it is proposed to enter into consultation comprising of a) a more open-ended</p>	

listening and engagement phase on the OPTIONS and b) a Formal consultation process on the eventual PROPOSALS. Part of the consultation process will take into account the needs and experiences of those equality protected groups who have been deemed to be affected by the mergers and closures.

Consultation specifically with Protected Groups (as required by the Equality Act 2010) in relation to this EIA and its assessment of the mergers and closures report /options is currently being planned by the Diversity and Consultation Manager. A number of cost effective options are being considered within the time frame available including :

- The development of a new MF&RS Diversity Consultation Forum ; a public voice for diverse groups across each district
- Using the 2 stage consultation process mentioned above to consult on the EIA with representative groups from those protected groups affected by the Options and subsequent proposals (where representation is available)
- Consultation with Community Groups currently using the Stations identified as potentially being closed and merged – Impact on equality
- Making the EIA accessible via the Staff Portal and MF&RS Webpage to enable staff , stakeholders and the public to make comments and provide feedback easily

What did it say?

Stage 3 – Knowsley Consultation May to July 2014

A 12 week Consultation process on Fire Station merger proposals took place in Knowsley district between the 6th May and 28th July 2014. The consultation included :

- Online survey for staff and public to provide their views
- Three externally facilitated deliberative focus groups (one in each station area)
- One Public Forum
- Three Open public meetings
- One stakeholder breakfast meeting
- Several staff consultation meetings

All consultation events provided the opportunity for staff and public to provide feedback and views on the merger proposals and the impact they may have, positive or negative, in relation to different equality groups and the impact on any of their service needs/outcomes as a result of the proposals. None of the focus groups or forums raised any specific concerns relating to vulnerable people or equality groups, but some observed that it is important to ensure the elderly get appropriate prevention work in the form of Home Fire safety checks and other precautions in those areas where the mergers may have a bigger impact.

The consultation events were well publicised in many different forums from local council promotion, health and wellbeing boards, posters at local supermarkets, Local radio stations and a variety of Websites,

The only opportunity for MFRA to ensure a representative group of people were consulted with was in relation to the invited participants at the deliberative forums.

Efforts are always made to recruit a representative sample of Merseyside residents for each meeting, but as not everyone who is recruited actually attends the meeting this can have an effect.

The breakdown of consultees were as follows:

60% (29) of the 48 attendees were male and 40% (19) were female, 31% (15) were aged 16 -35 and 33.5%(16) were aged 35 to 55 and 35.5% (17) were aged over 55 . These figures are similar to the age profile of Merseyside population. The majority of attendees were white , however 16% were of Non-white British origin , this compares favourably when compared to the Merseyside population figures of 7%

All events were fully inclusive with British Sign Language Interpreters at each open public meeting (they were not required at any of the deliberative forums), the use of a hearing loop was available for all meetings and information was also available in large print. The venues were sourced taking careful consideration of access from car parking for disabled and mobility impaired to easy access to public transport close by and access in and out of the rooms and seating.

The results from the on line survey have been summarised in a report;

Knowsley Consultation concerning Station Mergers – results from Feedback Surveys. This can be accessed on our Website. The results showed :

- No specific issues raised in relation to any negative or positive impacts of the proposals on any particular protected groups.
- No specific detrimental impact in relation to Equality and Diversity issues for staff raised at this stage of the proposals (staff consultation will continue)
- Of the 93 respondents to the Survey, a vast majority were from the areas affected by the proposals, the split was almost 50/50 male to female, 11.8 % declared a disability and 2.4% were from non- white British origin.
- The survey was entirely voluntary for anyone to access and complete and there was very little opportunity to encourage responses from minority groups in any reasonable way.

Stage 2 - Engagement and Consultation January 2014

Stage two of the EIA involved engaging members of the public on the current EIA findings in relation to the Mergers and Closures options ,specifically the 5 options provided to the Public Engagement Forums held in January 2014.The possible options discussed at the for further financial savings :

1. Additional “Low Level Activity and Risk Stations (LLAR)
2. Introduction of “Day Crewing” at some whole time stations
3. Introduction of “Community Retained “ (RDS) stations
4. Merger of pairs of older stations and their replacement by modern community fire stations
5. Closure of some stations without replacement

Five forums were held across each of MFRS District :

- Wirral - Saturday 11th January 2014 – 10.00am -1.30pm
- St Helens - Monday 13th January 2014 – 18.00pm -20.45pm
- Liverpool – Tuesday 14th January 2014 – 18.00pm- 20.45pm
- Knowsley – Wednesday 15th January 2014 - 18.00pm – 20.45pm
- Sefton – Thursday 16th January 2014 – 18.00pm – 20.45pm

Part of the engagement presentation included canvassing views from the forum on the impact of each of the 5 options in relation to protected equality groups. The forums were broadly representative of the current demographic profiles for each district when compared to the demographic reports for each district, with the exception of Ethnicity for Wirral, St Helens and Sefton.

Table 1 – Equality Monitoring breakdown for each District engagement forums

	WIRRAL	ST Helens	LIVERPOOL	KNOWSLEY	SEFTON
Gender	Male: 12	Male: 10	Male: 13	Male: 10	Male: 13
	Female: 11	Female: 11	Female: 12	Female: 6	Female: 9
Age	18-34: 5	18-34: 3	18-34: 7	18-34: 3	18-34: 4
	35-54: 7	35-54: 9	35-54: 10	35-54: 7	35-54: 8
	55+: 11	55+: 9	55+: 8	55+: 6	55+: 10
Social Grade	AB: 6	AB: 4	AB: 6	AB: 2	AB: 6
	C1: 8	C1: 7	C1: 9	C1: 3	C1: 5
	C2: 4	C2: 3	C2: 4	C2: 6	C2: 3
	DE: 5	DE: 7	DE: 6	DE: 5	DE: 8
BME	0	0	2	1	0
Disability	6	6	6	3	0

Members of the Forum were given a summary of the outcomes from the EIA stage one, and asked if there were any specific concerns about those outcomes and indeed any of the 5 options. No concerns about the options were raised in any of the Forums, the general view was that the favoured option chosen by the members; mergers and closures, would provide a positive opportunity for members of the Disabled community and those elderly residents with limited mobility to access new station for community events and activities more easily than some of the current stations. The building of new stations would benefit many minority community groups who may have limited access to community spaces.

Stage 3 of the EIA will now involve consulting with the Public Proposals which will include consultation with specific organisations who support specific Protected Groups through various consultation methods.

Stage 1 – no public consultation at this stage

6. Conclusions

Taking into account the results of the monitoring, research and consultation, set out how the policy/report/project impacts or could impact on people from the following protected groups? (Include positive and/or negative impacts)

(a) Age

The needs of different Age groups, especially those minority age groups, in relation to station mergers and closures options and proposals are difficult to fully assess at this early stage of the EIA. Section 3 and 4 sets out the current age profiles which should be considered when taking into account possible options for closures and mergers. Engagement and consultation will provide more opportunities to assess negative and positive impacts and results will be used to inform Stage 2 and 3 of this EIA.

(b) Disability including mental, physical and sensory conditions)

The building of new stations will be positive for the disabled communities affected by the station mergers as the development of new high functioning stations will enable disabled people to access community services delivered from Fire Stations.

(c) Race (include: nationality, national or ethnic origin and/or colour)

As a) above but in relation to Race and Minority ethnic groups

(d) Religion or Belief

As a) above but in relation to Religion and Belief and minority faith groups

(e) Sex (include gender reassignment, marriage or civil partnership and pregnancy or maternity)

As a) above but in relation to Gender and Gender Reassignment

(f) Sexual Orientation

As a) above but in relation to the needs of minority sexual orientation groups

(g) Socio-economic disadvantage

As a) above but in relation to the needs of those most affected financially (if at all) by any mergers and closures.

7. Decisions

If the policy/report/project will have a negative impact on members of one or more of the protected groups, explain how it will change or why it is to continue in the same way.

If no changes are proposed, the policy/report/project needs to be objectively justified as being an appropriate and necessary means of achieving the legitimate aim set out in 1 above.

EIA stage 3a and 3 b – Wirral and Liverpool (Allerton) Comments (17.9.14)

No consultation has taken place at this stage of the EIA for Wirral and Allerton proposals. A review of current demographics shows no significant equality issues in relation to negative impacts on proposed station mergers and closures for both Wirral and Liverpool (Allerton) for any protected group at higher risk of Fire and Rescue as the response times to attend any call will be within the standards set. Consultation at the next stage will review the impact in more detail with different groups of public and will focus also on any equality issues.

EIA Stage 3 – Decisions (Knowlsey)

On reviewing the data, research and consultation at stage 3 of this EIA there are no significant disproportionate impacts on any of the protected groups. As response times will be maintained within the 10 minute response standard, no particular group will receive a significantly changed service to Fire and Rescue and there will be no major impact on current partnership arrangements at stations, as these can be transferred to the new station at Prescott with newer and more accessible facilities.

EIA Stage 2 – Decisions

The outcomes of the Engagement forums across the 5 Districts has identified no particular negative impacts that need to be considered in any of the 5 Options. The Merger and Closure option appears to be the most positive for a number of minority equality groups in terms of accessibility to community spaces.

EIA Stage 1 – Decisions

On reviewing the research and data available for stage 1 of this EIA, there are no significant equality Impacts established so far with the exception of Disability, where current stations earmarked for mergers are currently not fully accessible for disabled community groups.

It is important to note that the impact of the Mergers and Station Closure Options and subsequent Proposals will not impact on any members of the public disproportionately in relation to the current level of service received by these groups e.g. response times and fire safety , prevention and protection services

8. Equality Improvement Plan

List any changes to our policies or procedures that need to be included in the

Equality Action Plan/Service Plan.

9. Equality & Diversity Sign Off

The completed EIA form must be signed off by the Diversity Manager before it is submitted to Strategic Management Group or Authority.

Signed off

Wendy Kenyon

Date:

19.11.13- EIA Stage 1
 31.1.14 – EIA stage 2
 20.8.14 – EIA stage 3
 19.9.14 – EIA stage 3a and 3b

Action Planned	Responsibility of	Completed by
<p>Actions Identified during EIA stage 1 9.1 Consultation with Staff , Stakeholders and Communities , in relation to the EIA and its assessment of the Mergers and Closures Options and subsequent Proposals ; specifically those Protected groups and the potential impact (both negative and positive) 9.2 Analysis of Community Profiles for station areas affected to understand the types of communities affected by the Mergers and Closures Options and subsequent Proposals (completed) 9.3 Equality analysis of those staff affected by the Options and subsequent Proposals to see if any particular protected group are affected disproportionately.</p>	<p>Diversity and Consultation Manager (DCM) with Support from IRMP Officer Business Intelligence Manager and DCM DCM with support from POD</p>	<p>Completed Completed Completed</p>
<p>Actions Identified during EIA stage 2 Consider ways to engage further with members of different Ethnic communities (in those station areas which are most affected) when proposals are identified for consultation in the future (Completed)</p>	<p>WK</p>	<p>Completed</p>
<p>Actions Identified during EIA Stage 3 Target HFSC for those Vulnerable older people most affected by the future station merger and closures (Knowsley)</p>	<p>DM Gary Oakford</p>	<p>Ongoing</p>

Appendix A – ONS Demographic Equality Data by Station Ward

Please note that Station Areas are not based on the shape of wards, as such for the purposes of this section a ward has been identified to belong to a specific location if more than 50% of that ward rests within the station area.

District	Station Affected	2011 ward	Population	Mean Age	District Mean
Knowsley	Huyton	Longview	8,726	36	39
Knowsley	Huyton	Page Moss	7,076	38	39
Knowsley	Huyton	Prescot West	6,535	44	39
Knowsley	Huyton	Roby	7,254	44	39
Knowsley	Huyton	St Bartholomews	6,565	41	39
Knowsley	Huyton	St Gabriels	6,565	39	39
Knowsley	Huyton	St Michaels	6,920	39	39
Knowsley	Huyton	Stockbridge	6,018	40	39
Knowsley	Huyton	Swanside	6,519	42	39
Knowsley	Whiston	Prescot East	7,604	38	39
Knowsley	Whiston	Whiston North	6,908	41	39
Knowsley	Whiston	Whiston South	7,355	39	39
St Helens	Whiston	Rainhill	10,853	46	41
St Helens	St Helens	Billinge & Seneley Green	11,080	44	41
St Helens	St Helens	Blackbrook	10,639	41	41
St Helens	St Helens	Bold	9,759	38	41
St Helens	St Helens	Moss Bank	10,682	42	41
St Helens	St Helens	Parr	12,199	37	41
St Helens	St Helens	Sutton	12,003	41	41
St Helens	St Helens	Thatto Heath	12,280	38	41
St Helens	St Helens	Town Centre	10,978	39	41
St Helens	Eccleston	Rainford	7,779	47	41
St Helens	Eccleston	Eccleston	11,525	45	41
St Helens	Eccleston	West Park	11,392	40	41
St Helens	Eccleston	Windle	10,690	41	41
Wirral	Upton	Bidston & St James	15,216	36	41
Wirral	Upton	Cloughton	14,705	42	41
Wirral	Upton	Greasby, Frankby & Irby	13,991	45	41
Wirral	Upton	Moreton West & Saughall Massie	13,988	42	41
Wirral	Upton	Pensby & Thingwall	13,007	46	41
Wirral	Upton	Upton	16,130	42	41
Wirral	West Kirby	West Kirby & Thurstaston	12,733	45	41
Wirral	West Kirby	Hoylake & Meols	13,348	44	41
Liverpool	Allerton	Church	13,974	41	38
Liverpool	Allerton	Greenbank	16,132	32	38
Liverpool	Allerton	Mossley Hill	13,816	40	38
Liverpool	Allerton	Wavertree	14,772	39	38

Ethnicity Table:

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian/Asian British: Total	Asian/Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
Knowsley	Huyton	Longview	8,726	8,414	96.4%	140	1.6%	112	1.3%	54	0.6%	6	0.1%
Knowsley	Huyton	Page Moss	7,076	6,947	98.2%	75	1.1%	36	0.5%	12	0.2%	6	0.1%
Knowsley	Huyton	Prescot West	6,535	6,388	97.8%	58	0.9%	61	0.9%	17	0.3%	11	0.2%
Knowsley	Huyton	Roby	7,254	7,148	98.5%	50	0.7%	30	0.4%	16	0.2%	10	0.1%
Knowsley	Huyton	St Bartholomews	7,143	6,972	97.6%	101	1.4%	32	0.4%	19	0.3%	19	0.3%
Knowsley	Huyton	St Gabriels	6,565	6,434	98.0%	49	0.7%	49	0.7%	25	0.4%	8	0.1%
Knowsley	Huyton	St Michaels	6,920	6,768	97.8%	82	1.2%	55	0.8%	7	0.1%	8	0.1%
Knowsley	Huyton	Stockbridge	6,018	5,843	97.1%	90	1.5%	33	0.5%	36	0.6%	16	0.3%
Knowsley	Huyton	Swanside	6,519	6,347	97.4%	94	1.4%	52	0.8%	16	0.2%	10	0.2%
Knowsley	Whiston	Prescot East	7,604	7,300	96.0%	109	1.4%	160	2.1%	25	0.3%	10	0.1%
St Helens	Whiston	Rainhill	10,853	10,498	96.7%	83	0.8%	240	2.2%	7	0.1%	25	0.2%
Knowsley	Whiston	Whiston North	6,908	6,604	95.6%	60	0.9%	203	2.9%	24	0.3%	17	0.2%
Knowsley	Whiston	Whiston South	7,355	7,144	97.1%	113	1.5%	73	1.0%	20	0.3%	5	0.1%
Knowsley Average					97.2%		1.3%		1.0%		0.3%		0.1%

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian/Asian British: Total	Asian/Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
St Helens	St Helens	Billinge & Seneley Green	11,080	10,948	98.8%	67	0.6%	46	0.4%	9	0.1%	10	0.1%
St Helens	St Helens	Blackbrook	10,639	10,474	98.4%	49	0.5%	90	0.8%	4	0.0%	22	0.2%
St Helens	St Helens	Bold	9,759	9,618	98.6%	65	0.7%	50	0.5%	18	0.2%	8	0.1%
St Helens	St Helens	Moss Bank	10,682	10,568	98.9%	46	0.4%	50	0.5%	5	0.0%	13	0.1%
St Helens	St Helens	Parr	12,199	11,972	98.1%	97	0.8%	97	0.8%	22	0.2%	11	0.1%
St Helens	St Helens	Sutton	12,003	11,837	98.6%	87	0.7%	63	0.5%	11	0.1%	5	0.0%
St Helens	St Helens	Thatto Heath	12,280	11,829	96.3%	120	1.0%	270	2.2%	31	0.3%	30	0.2%
St Helens	St Helens	Town Centre	10,978	10,684	97.3%	69	0.6%	191	1.7%	18	0.2%	16	0.1%
St Helens	Eccleston	Eccleston	11,525	11,302	98.1%	76	0.7%	121	1.0%	15	0.1%	11	0.1%
St Helens	Eccleston	Rainford	7,779	7,682	98.8%	34	0.4%	43	0.6%	8	0.1%	12	0.2%
St Helens	Eccleston	West Park	11,392	11,183	98.2%	79	0.7%	88	0.8%	25	0.2%	17	0.1%
St Helens	Eccleston	Windle	10,690	10,564	98.8%	50	0.5%	58	0.5%	8	0.1%	10	0.1%
St Helens Average					98.0%		0.7%		1.0%		0.1%		0.1%

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian / Asian British: Total	Asian / Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
Wirral	Upton	Bidston & St James	15,216	14,659	96.3%	238	1.6%	270	1.8%	37	0.2%	12	0.1%
Wirral	Upton	Claughton	14,705	14,147	96.2%	163	1.1%	344	2.3%	21	0.1%	30	0.2%
Wirral	Upton	Greasby, Frankby & Irby	13,991	13,685	97.8%	112	0.8%	146	1.0%	21	0.2%	27	0.2%
Wirral	Upton	Moreton West & Saughall Massie	13,988	13,722	98.1%	87	0.6%	134	1.0%	25	0.2%	20	0.1%
Wirral	Upton	Pensby & Thingwall	13,007	12,744	98.0%	109	0.8%	132	1.0%	13	0.1%	9	0.1%
Wirral	Upton	Upton	16,130	15,587	96.6%	123	0.8%	352	2.2%	36	0.2%	32	0.2%
Wirral	W Kirby	Hoylake & Meols	13,348	13,019	97.5%	139	1.0%	139	1.0%	19	0.1%	32	0.2%
Wirral	W Kirby	West Kirby & Thurstaston	12,733	12,326	96.8%	170	1.3%	168	1.3%	16	0.1%	53	0.4%
Wirral Average					97.0%		1.0%		1.6%		0.2%		0.2%

District	Station Affected	2011 Ward	Population	White: Total	White: %	Mixed / multiple ethnic group: Total	Mixed / multiple ethnic group: %	Asian / Asian British: Total	Asian / Asian British: %	Black / African / Caribbean / Black British: Total	Black / African / Caribbean / Black British: %	Other ethnic group: Total	Other ethnic group: %
Liverpool	Allerton	Church	13,974	12,858	92.0%	367	2.6%	472	3.4%	160	1.1%	117	0.8%
Liverpool	Allerton	Greenbank	16,132	13,400	83.1%	736	4.6%	949	5.9%	630	3.9%	417	2.6%
Liverpool	Allerton	Mossley Hill	13,816	12,889	93.3%	293	2.1%	399	2.9%	130	0.9%	105	0.8%
Liverpool	Allerton	Wavertree	14,772	13,288	90.0%	526	3.6%	552	3.7%	245	1.7%	161	1.1%
Liverpool Average					88.9%		2.5%		4.2%		2.6%		1.8%

Disability Tables

District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
Knowsley	Huyton	Longview	8726	1367	15.7%	904	10.4%	6455	74.0%
Knowsley	Huyton	Page Moss	7076	1239	17.5%	802	11.3%	5035	71.2%
Knowsley	Huyton	Prescot West	6535	1007	15.4%	828	12.7%	4700	71.9%
Knowsley	Huyton	Roby	7254	829	11.4%	722	10.0%	5703	78.6%
Knowsley	Huyton	St Bartholomews	6565	893	13.6%	666	10.1%	5006	76.3%
Knowsley	Huyton	St Gabriels	6920	1042	15.1%	692	10.0%	5186	74.9%
Knowsley	Huyton	St Michaels	7114	642	9.0%	528	7.4%	5944	83.6%
Knowsley	Huyton	Stockbridge	6018	1206	20.0%	730	12.1%	4082	67.8%
Knowsley	Huyton	Swanside	6519	722	11.1%	675	10.4%	5122	78.6%
Knowsley	Whiston	Prescot East	7604	1025	13.5%	817	10.7%	5762	75.8%
Knowsley	Whiston	Whiston North	6908	890	12.9%	701	10.1%	5317	77.0%
Knowsley	Whiston	Whiston South	7355	893	12.1%	739	10.0%	5723	77.8%
St Helens	Whiston	Rainhill	10853	1312	12.1%	1212	11.2%	8329	76.7%
Knowsley Average					14.2%		10.3%		75.5%

District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
St Helens	St Helens	Billinge & Seneley Green	11080	1192	10.8%	1243	11.2%	8645	78.0%
St Helens	St Helens	Blackbrook	10639	1298	12.2%	1146	10.8%	8195	77.0%
St Helens	St Helens	Bold	9759	1176	12.1%	976	10.0%	7607	77.9%
St Helens	St Helens	Moss Bank	10682	1433	13.4%	1235	11.6%	8014	75.0%
St Helens	St Helens	Parr	12199	1864	15.3%	1319	10.8%	9016	73.9%
St Helens	St Helens	Sutton	12003	1569	13.1%	1253	10.4%	9181	76.5%
St Helens	St Helens	Thatto Heath	12280	1658	13.5%	1250	10.2%	9372	76.3%
St Helens	St Helens	Town Centre	10978	1656	15.1%	1252	11.4%	8070	73.5%
St Helens	Eccleston	Eccleston	11525	1201	10.4%	1233	10.7%	9091	78.9%
St Helens	Eccleston	Rainford	7779	850	10.9%	907	11.7%	6022	77.4%
St Helens	Eccleston	West Park	11392	1362	12.0%	1209	10.6%	8821	77.4%
St Helens	Eccleston	Windle	10690	1140	10.7%	1082	10.1%	8468	79.2%
St Helens Average					12.4%		10.6%		77.0%

District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
Wirral	Upton	Bidston & St James	15216	2441	16.0%	1748	11.5%	11027	72.5%
Wirral	Upton	Claughton	14705	1940	13.2%	1556	10.6%	11209	76.2%
Wirral	Upton	Greasby, Frankby & Irby	13991	1233	8.8%	1536	11.0%	11222	80.2%
Wirral	Upton	Moreton West & Saughall Massie	13988	1782	12.7%	1413	10.1%	10793	77.2%
Wirral	Upton	Pensby & Thingwall	13007	1528	11.7%	1539	11.8%	9940	76.4%
Wirral	Upton	Upton	16130	2408	14.9%	1778	11.0%	11944	74.0%
Wirral	W Kirby	Hoylake & Meols	13348	1296	9.7%	1337	10.0%	10715	80.3%
Wirral	W Kirby	West Kirby & Thurstaston	12733	1187	9.3%	1361	10.7%	10185	80.0%
Wirral Average					11.9%		10.7%		77.4%

District	Station Affected	2011 Ward	Population	Day-to-Day Activities Limited a Lot	Day-to-Day Activities Limited a Lot %	Day-to-Day Activities Limited a Little	Day-to-Day Activities Limited a Little %	Day-to-Day Activities Not Limited	Day-to-Day Activities Not Limited %
Liverpool	Allerton	Church	13974	1120	8.0%	1241	8.9%	11613	83.1%
Liverpool	Allerton	Greenbank	16132	1277	7.9%	1047	6.5%	13808	85.6%
Liverpool	Allerton	Mossley Hill	13816	1301	9.4%	1136	8.2%	11379	82.4%
Liverpool	Allerton	Wavertree	14772	1588	10.8%	1336	9.0%	11848	80.2%
Liverpool Average					12.8%		9.7%		77.6%

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	FULL AUTHORITY		
DATE:	2 OCTOBER 2014	REPORT NO:	CFO/104/14
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	WENDY KENYON
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	RESULTS OF THE EMPLOYEE ENGAGEMENT SURVEY		

APPENDICES:	APPENDIX A:	PEOPLE INSIGHT PRESENTATION TO MFRA SMG “EMPLOYEE SURVEY FEEDBACK AND PLANNING”
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Purpose of Report

1. To inform Members of the results of the MFRA staff engagement survey.

Recommendation

2. That Members;
 - a. Note the content of the report and give their support to the development of an action plan which will be generated in response to the priority actions contained within the report
 - b. Approve the release of the People Insight reports on to the MFRA website on the 3rd October 2014 from 10am.

Introduction and Background

3. Merseyside Fire and Rescue Authority (MFRA) commissioned an external company, People Insight Ltd, to undertake its staff engagement survey. The decision to use an external organisation was compelled by the need to ensure staff confidentiality in order to encourage all staff to express their views fully and openly.
4. The survey was developed using best practice examples from other Fire and Rescue Services, through consultation and feedback from a variety of MFRA staff groups and had full support and approval from all representative bodies, the Strategic Management Group and the Authority.

Survey Methodology

5. The survey was open for a total of six weeks from 16th June to 28th July 2014 and regular communications were targeted at all staff groups to encourage

completion. These included using the Message of the Day on the Intranet Portal, Principal Officer staff briefings, the Hot News staff magazine and local department and team communications. Additional support was provided to staff who needed help to access computers and email accounts to enable them to complete their survey online.

6. The survey questions were designed to measure people's attitudes, beliefs and satisfaction levels concerning nine key employee engagement issues:
 - Goal Clarity
 - My Job
 - Employee Involvement
 - Teamwork
 - Learning and Development
 - Recognition and Reward
 - Management Effectiveness
 - Culture and Values
 - Change Management
 - Overall /MFRS

Organisational Context

7. The Survey was set against a background of in excess of 12 months of national industrial action over pension reform and four years of Government cuts to the Service. These cuts have led to significant reductions in the number of staff working for the Authority, and are expected to continue until 2020.
8. The Service is going through the most radical changes in its history, and whilst Officers understand that this can significantly influence the responses of some staff, it is vitally important that any organisation having to deliver such change doesn't avoid asking certain questions for fear of the answers. Officers are committed to continuing to engage with staff in order to continuously improve performance.
9. Therefore there is the potential for some of the views expressed during the survey to be a direct reaction to some of the necessary changes that have taken place over the last 12 months, notably the equalisation of shifts to 12 hours duration to reduce the period of rest on nights in order to increase productivity.
10. Despite some of the views expressed it should be noted that the Service continues to improve when considering the outcomes achieved for Merseyside. The Service is faster to incidents, undertakes more training, consistently delivers more HFSC's than most if not all other FRS's and as a result has significantly reduced the number of fires and other incidents attended.

Employee Engagement

11. In undertaking this survey the Authority has sought to fully understand the impact that the changes have had on its employees (people insights) and will

use these findings to support the most effective delivery of organisational change. The Authority recognises that engaged staff are the most productive employees.

12. One of the most positive aspects of the survey is that 68% of staff took time to respond (only 32% responded to the previous survey – most of whom were non uniformed staff). There are also many examples in the survey results of different groups of staff who feel very engaged with the organisation, care about its future and understand why the continued delivery of change is needed.
13. However, it is also very evident that large sections of our uniformed workforce based on fire stations have a very low level of engagement with the organisation describing a lack of clarity regarding their role and uncertainty as to the need for change as the reason for their disengagement.
14. This low level of engagement is felt most by uniformed staff working the 12 hour shift whole-time duty system. It is clear from the survey that the most engaged group are uniformed staff working 24 hour shifts on a self-managed duty system which allows for greater flexibility and time sovereignty. They have a very clear view of their role, of the organisation's goals in relation to serving our communities and how and why we are managing change.
15. This contrast exists despite 24 hour shifts having been offered to but rejected twice by the FBU prior to the Resolution Advisory Panel outcome which resulted in the implementation of 12 hour shifts.
16. Uniformed staff working a flexible duty system and non-uniformed staff who work flexitime also score highly on overall engagement, have a strong sense of their role in delivering safer stronger communities and a good understanding of why change is necessary for the organisation to survive.
17. The positive response from non-uniformed staff is particularly pleasing given they are the group who have been most affected by Government cuts, where many jobs have already been lost and more are likely to go in the future.
18. The fact that uniformed staff whose employment has been protected through the use of reserves are producing very low scores in most areas of engagement is of concern. This includes their role in delivering safer stronger communities and their understanding of the culture and values of the organisation. One of the most deeply concerning responses is that only 55% of uniformed staff feel their work contributes to safer, stronger communities, compared to 80% of non-uniformed staff.
19. In addition a high proportion of uniformed staff reported that they felt they have been bullied or harassed in work. Whilst there is no obvious evidence to support this view, this perception clearly needs further investigation.

20. However it is pleasing to note, that uniformed staff had higher levels of satisfaction in relation to their training and equipment and in relation to their confidence in their line manager.
21. The length of time staff have worked for the organisation also makes a significant difference to their engagement.
22. Staff who have been with the Service for less than two years have an overall engagement score of 88% while those with more than 20 years' service have the lowest level of engagement at 49%. This again will require further investigation but may reflect the changing role of the firefighter over that period and suggests recent recruitment has better reflected the requirements of the role.
23. Staff engagement with the Authority records the lowest score of all in the survey with only 7% feeling the MFRA Elected Members engage well with staff. This is particularly surprising given the proactive engagement approach adopted by the Authority more recently however it will be examined further as we consider our response to the survey.
24. The survey is a comprehensive examination of the views of our staff at this time and its messages will be considered in detail and in context before any firm actions are progressed.
25. However the outcomes, whilst concerning in some areas and reassuring in others, are not unexpected.
26. Our staff can be reassured that the survey will form the basis of a detailed action plan and as such it will be responded to in full as the Authority recognises that it cannot face even more extreme challenges in the future with any element of the workforce who are disengaged and do not know how they contribute to the safety of the public.
27. The Authority stated from the outset that irrespective of what was said, by whom and with what intent the outcomes, unaltered and unfettered would be shared. As such the full survey results will be available on the Authority's website (from 3rd October 2014) to allow all personnel the opportunity to reflect on the results.
28. The Authority's Performance and Scrutiny Committee will monitor our action plans and the resulting outcomes. The reports the Committee consider will also be available on the website www.merseyfire.gov.uk.

In Conclusion

29. The report contains details of the areas for action and investigation, and will form the focus of work over the coming months.
30. One outcome is however, that the Authority will need to consider how to extend the levels of engagement displayed by the most engaged staff to those with the

least, as to not do so will seriously challenge the viability of the Authority as a sustainable entity in the future.

Response Rates and Findings

31. People Insight Ltd have analysed the survey results and produced a number of reports which can be accessed on the MFRA website in the About Us section from 3rd October 2014. The reports include analysis of all questions in the survey in relation to the five possible responses; strongly agree, agree, neither agree nor disagree, disagree and strongly disagree. Results for each question have been presented as a percentage that is a combination of strongly agree and agree or strongly disagree and disagree. The reports use a colour code to enable easy prioritisation of each Engagement question and section:



An identified area of strength



An area for development or further investigation



An area of weakness

32. The survey was completed in June and July 2014 and achieved an overall response rate of 68%. 1147 staff were invited to take part in the staff survey and 776 responses were received. This is an excellent response rate and gives a good degree of confidence in the results. Table 1 below shows that uniformed staff were the largest group of staff to respond with 76% of that staff group completing the survey.

Table 1

Response Rate by Staff Grouping	MFRA (Full Survey)	Uniformed Staff	Non Uniformed Staff	Control Staff
Respondents	776	565	189	22
Response Rate (as a % of total staffing group population)	68%	76%	59%	63%

33. Table 2 shows the response rates by function. Strategy and Performance had the highest response rate with 79% of the staff in the department completing the survey. Operational Response had the highest number of responses in total with 460 staff completing a survey. Where there are less than 10 responses in any one department or report, for confidentiality purposes, no reports have been provided by People Insight. This has impacted on Legal, Procurement and Democratic Services specifically, as less than 10 responses were received.

Table 2

Response Rate by Function	Responses	%
Strategy & Performance	26	79%
IT/Assets/Finance	24	38%
Operational Response	460	65%
Operational Preparedness	105	75%
Human Resources *(63%)	19	46%
Prevention & Protection	76	64%
Legal Services	8	53%
No Function Declared	58	-
Total	776	

Table 1 and 2 show that all areas of the organisation engaged with survey, with good levels of response rates across the board.

Engagement Score

34. The staff survey has been designed to measure the extent to which staff at MFRA are engaged with the organisation. People Insight have compared our engagement scores to other organisations and we have a benchmark **engagement score of 55%**. This score is 23 percentage points lower than the average benchmark score of 78% for other (private and public) organisations who have used similar survey questions.
35. The survey measured a wide range of engagement drivers and these have been grouped into themes in **Table 3** below. Results have been calculated as the average score for all engagement driver questions within each theme and benchmarked with other organisation's average engagement scores. The results show that top Engagement themes are:
 - **Goal clarity** - with 65% average engagement score
 - **Learning and Development** -with 58% average engagement score (only 6 percentage below the external benchmark)
 - **Management effectiveness** - with 56% average engagement score (only 5 percentage points below the external benchmark)

Table 3: Results by engagement theme – benchmarked

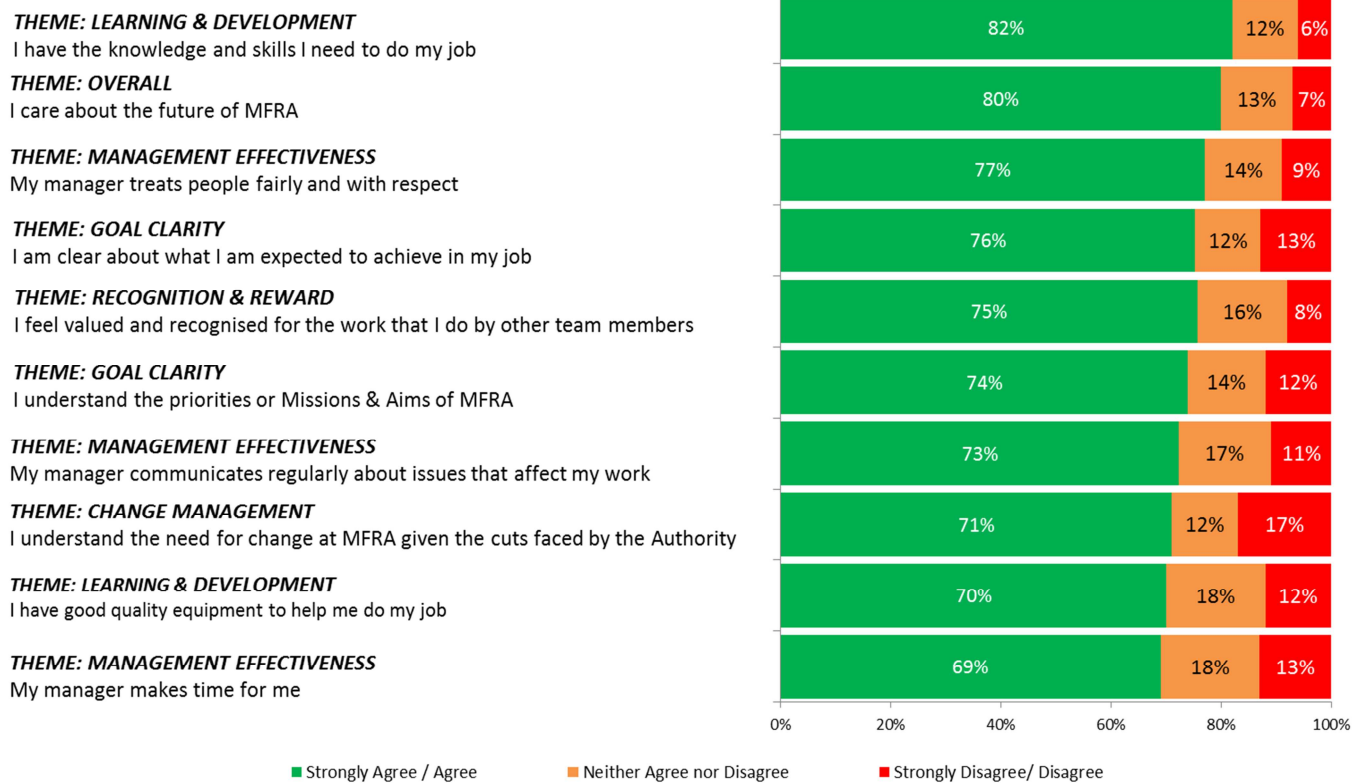
Engagement Theme	Your Score	Variance Actual (% points)	Benchmark Score
Goal Clarity	64%	-13%	77%
My Job	49%	-22%	71%
Employee Involvement	37%	-27%	64%
Teamwork	36%	-21%	57%
Learning & Development	58%	-6%	64%
Recognition & Reward	39%	-16%	55%
Management Effectiveness	56%	-5%	61%
Culture & Values	47%	-29%	76%
Change Management	33%	-11%	44%
Overall	49%	-25%	74%

High and Low scores

36. This section highlights the ten questions that received the most positive responses from staff (Chart 4) and the ten questions that received the most negative responses (Chart 5). It is particularly encouraging to see that the results shown in chart 4 highlight that staff feel they have all the knowledge and skills to enable them to do their job, that staff care about the future of MFRA and that they also feel their manager treats them with respect. It's also encouraging to know that staff have a good understanding of why the organisation needs to make cuts, given the current financial situation faced by the Authority.

Chart 4

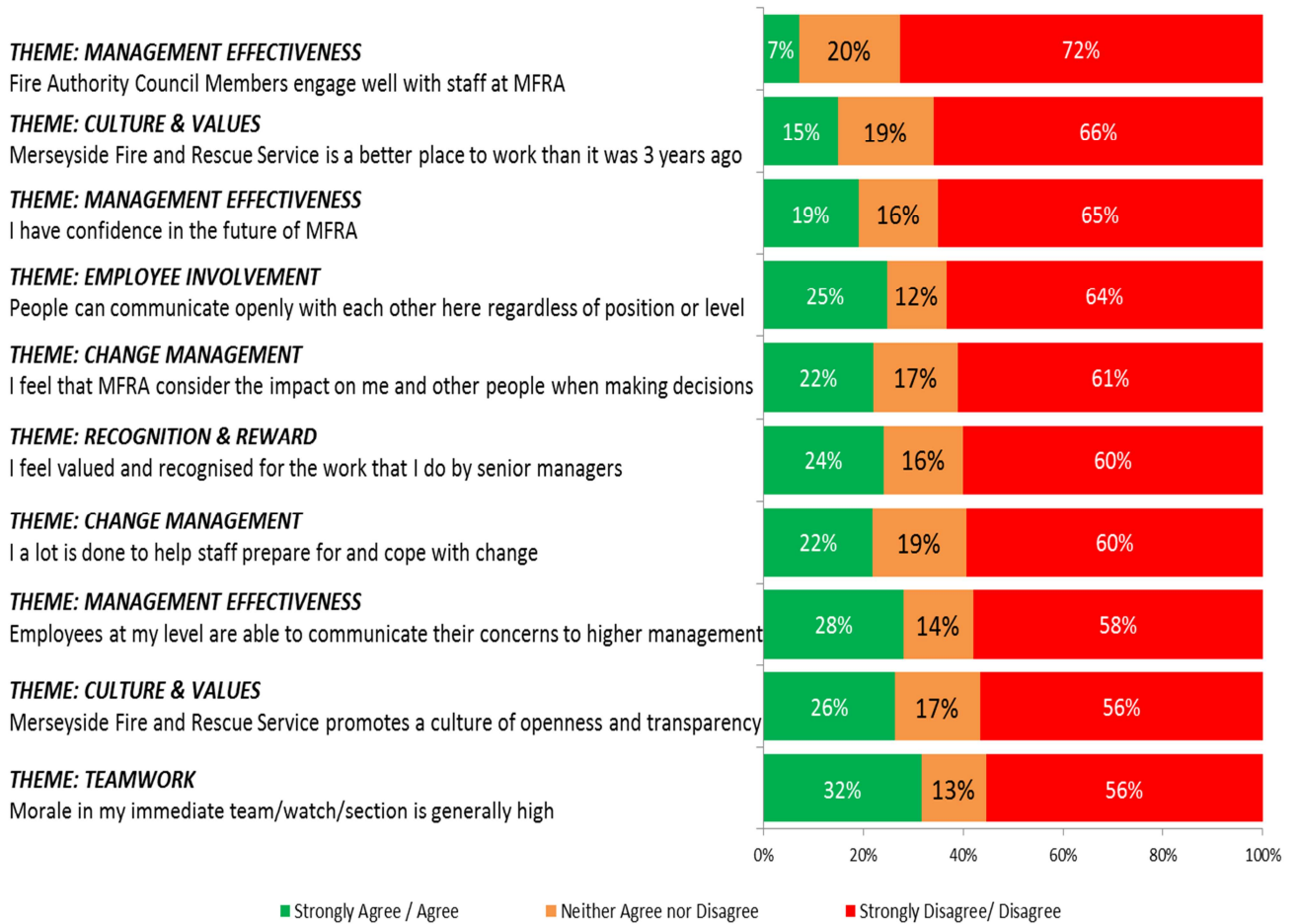
Top 10 results - Themes & Items



37. In contrast, Chart 5 shows the questions with the most negative responses when looking at the overall response rates across the organisation. It is particularly disappointing to see that staff feel Authority Members don't fully engage with staff across the Service. Whilst it is disappointing that staff do not feel MFRA is a better place to work than 3 years ago it is not unsurprising given the extent of the change undergone by all staff.

Chart 5

Bottom 10 results - Themes & Items



38. To see more organisational results for each question of the survey, see the report **Results of the Employee Engagement Survey**. MFRA Senior Managers will be using this information contained in the reports to investigate further areas for review and to plan any actions to address low engagement areas/themes. Emerging priorities have been identified later in this report.

Results by Staff Groupings – Variations

39. The reports have shown a number of variations when comparing results from different staff groups. It's clear from the Table 6 that Non Uniformed staff are much more engaged and more positive about working at MFRA, when compared to staff from the uniformed group. Control staff are somewhere in the middle with their engagement levels, when compared between the two groups.
40. When looking at those differences between staffing groups, there are a number of areas where there are significant differences in responses to the survey. Most surprising results were when comparing uniformed staff with non-uniformed staff results.
41. Table 6 details the most significant differences, including differences in staff perceptions in relation to their contribution to safer stronger communities: 88% non-uniformed staff responding in the survey felt they did contribute to safer stronger communities, compared to only 55% of uniformed staff.
42. Other results that were disappointing were in relation to whether working for MFRA makes staff want to do their best work they can. Non uniformed responses were twice as positive as those from uniformed staff. More work needs to be done to establish why there are significant differences between the two groups given that the non-uniformed staff have faced redundancy and will do so in the future. Therefore, it would be reasonable to have assumed their satisfaction levels would have been lower.
43. Perceptions of bullying and harassment are of concern. The results show only 35% (209) members of uniformed staff feel they have **not** been bullied and harassed in the last 12 months when compared to 84% (158) of non-uniformed staff feeling the same. Results showing support for staff from their managers would point towards a conclusion that that line managers are not contributing to this perception of bullying, so further research into this area will be a priority for MFRA, given also that there was a very low number (2) of bullying and harassment cases formally reported in the 12 months leading up to the end of July 2014.

Table 6

Summary results for Merseyside Fire and Rescue by Staff Grouping	MFRA (Full Survey)	Uniformed Staff	Non Uniformed Staff	Control Staff			
Respondents	776	565	189	22			
Overall Engagement Score	55	↓↓↓	45	↑↑↑	84	↑	58
Goal Clarity	64	↓↓	56	↑↑↑	87	↑↑	73
My Job	48	↓↓↓	38	↑↑↑	77	↑↑↑	62
Employee Involvement	37	↓↓↓	25	↑↑↑	74	↑↑↑	48
Teamwork	36	↓↓	27	↑↑↑	63	-	38
Learning & Development	58	↓↓	53	↑↑↑	72	-	59
Recognition & Reward	48	↓↓	43	↑↑↑	64	↓	44
Management Effectiveness	44	↓↓	39	↑↑↑	58	↓↓	39
Culture & Values	37	↓↓↓	27	↑↑↑	67	↓	33
Change Management	40	↓↓	32	↑↑↑	63	↓↓	33

KEY :

Arrows are used to indicate the relative performance in each section against the average for MFRA

↑↑↑ at least 10% better

↑↑ at least 5% and less than 10% better

↑ at least 3% and less than 5% better

- less than 3% better and less than 3% worse

↓ at least 3% and less than 5% worse

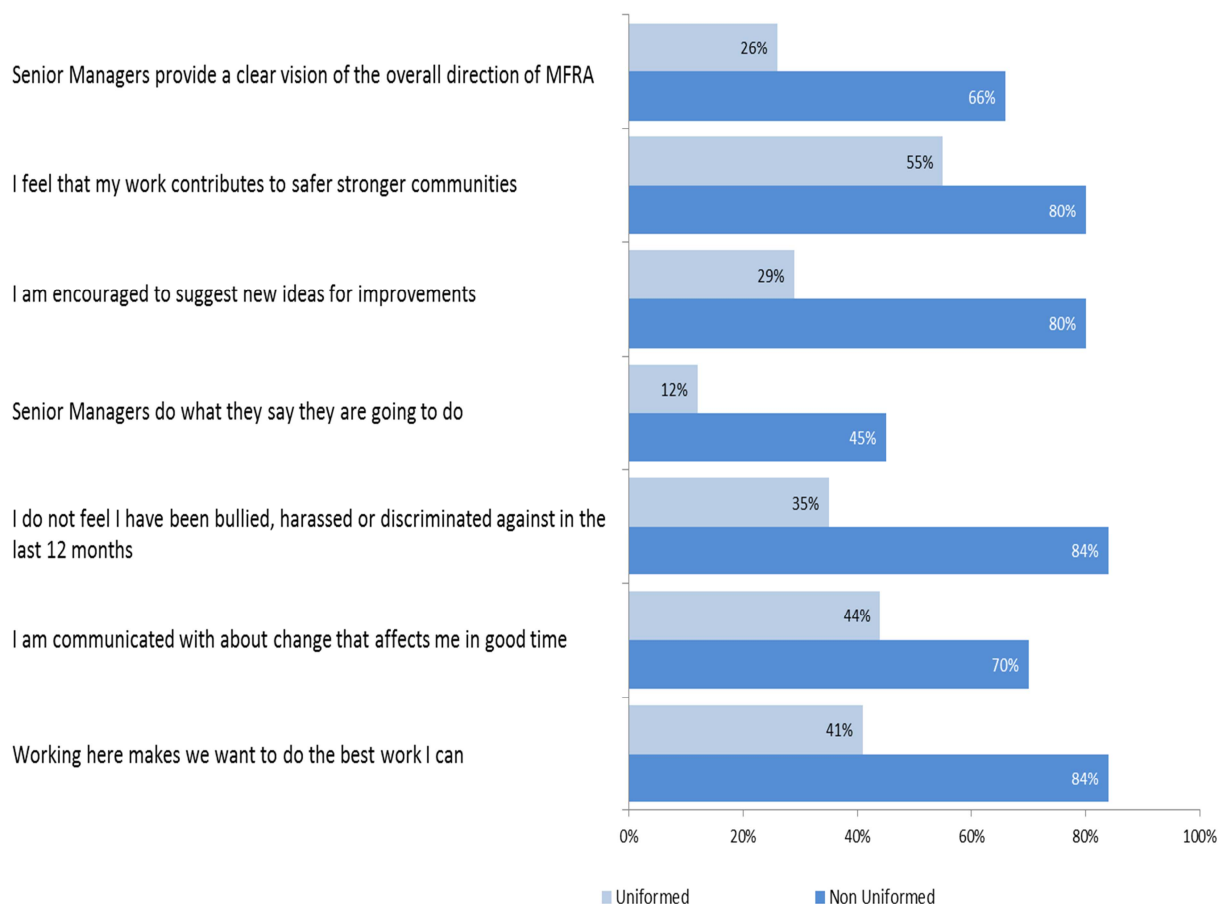
↓↓ at least 5% and less than 10% worse

↓↓↓ at least 10% worse

Chart 7

Uniformed and Non Uniformed Comparison

Questions with differences in positive responses



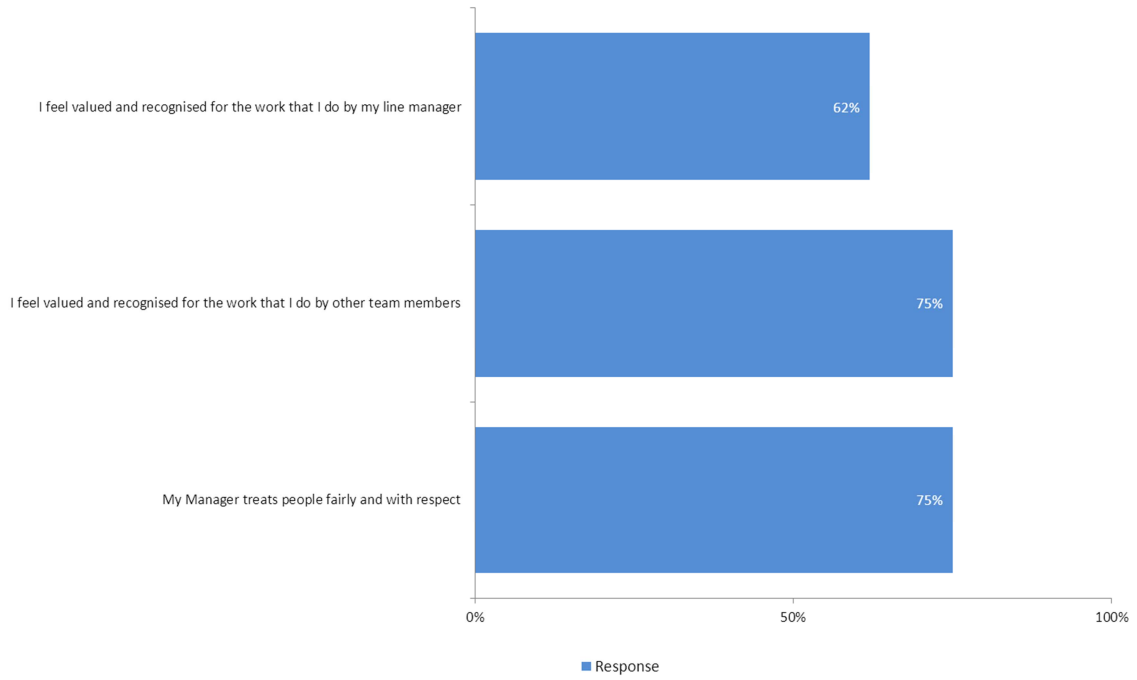
44. Further analysis of the results in relation to variations between staff groups show that uniformed staff are most satisfied in three key areas:

- 75% of uniformed staff responding felt valued and recognised for the work that they do by other team members
- 75% of uniformed staff responding felt their Manager treats people fairly Feeling valued and recognised for the work that they do by their line managers -
- 62% Feel valued and recognised for the work that they do by their Line Manger

Chart 8

Uniformed Staff - Positive Responses

Selected Questions with positive responses



Results by Functions

45. Table 9 shows the average response rates for each of the engagement themes in the survey for each Function, Department or combination of Departments. Strategy and Performance staff were the most engaged with the most positive response rates. The area with the lowest engagement scores overall is from staff identifying themselves as being in the Operational Response function, although the majority of those staff are uniformed staff on stations, not the members of the headquarters Function.
46. MFRA Senior Managers and Function Heads will be sharing the results of the staff survey with their teams over the coming month and identifying key areas to celebrate and areas for further action.

Table 9

Summary results for Merseyside Fire and Rescue by Function / Dept	MFRA (Full Survey)	Assets/ICT/Finance		Operational Preparedness		People & Organisational Development		Operational Response		Strategy & Performance		Prevention & Protection		Other (Function)	
Respondents	776	24		105		19		460		26		76		58	
Overall Engagement Score	55	↑↑↑	86	↑↑↑	67	↑↑↑	89	↓↓↓	43	↑↑↑	93	↑↑↑	77	↑↑	60
Goal Clarity	64	↑↑↑	86	↑↑	72	↑↑↑	87	↓↓↓	53	↑↑↑	94	↑↑↑	84	↑↑	71
My Job	48	↑↑↑	65	↑↑↑	63	↑↑↑	73	↓↓↓	35	↑↑↑	92	↑↑↑	79	-	50
Employee Involvement	37	↑↑↑	72	↑↑↑	56	↑↑↑	72	↓↓↓	21	↑↑↑	85	↑↑↑	64	↑↑	43
Teamwork	36	↑↑↑	62	↑↑↑	49	↑↑↑	58	↓↓↓	25	↑↑↑	77	↑↑↑	56	-	35
Learning & Development	58	↑↑↑	69	↑↑	65	↑↑↑	82	↓↓	51	↑↑	88	↑↑	64	-	60
Recognition & Reward	48	↓↓	43	↑↑↑	58	↑↑↑	68	↓↓	41	↑↑↑	88	↑↑↑	61	↓	45
Management Effectiveness	44	↑↑	53	↑↑	51	↑↑↑	55	↓↓	38	↑↑↑	79	↑↑	51	-	43
Culture & Values	37	↑↑↑	67	↑↑↑	49	↑↑↑	74	↓↓↓	24	↑↑↑	77	↑↑↑	60	-	38
Change Management	40	↑↑↑	61	↑↑	48	↑↑↑	73	↓↓↓	30	↑↑↑	74	↑↑↑	59	-	41

Results by Length of Service

47. Table 10 shows the average engagement theme results by length of service categories. The table shows that people who have been working at MFRA in excess of 10 years have the lowest engagement score across all themes with an overall engagement score of 53% (10yrs + service) and 49% (20yrs +service). Those staff with less than 5 years' service have a much higher engagement score across all themes, but this group only represents 19% of the total staff responding to the survey.

Table 10

Summary results for Merseyside Fire and Rescue by Length of Service	Survey) %	Less than 2 years		2 to less than 5 years		5 to less than 10 years		10 to less than 20 years		20+ years	
Respondents	776	25		32		89		229		401	
Overall Engagement Score	55	↑↑↑	88	↑↑↑	85	↑↑↑	70	-	53	↓↓	49
Goal Clarity	64	↑↑↑	83	↑↑↑	80	↑↑↑	77	↓	60	↓	60
My Job	48	↑↑↑	77	↑↑↑	63	↑↑↑	67	↓	45	↓↓	43
Employee Involvement	37	↑↑↑	73	↑↑↑	60	↑↑↑	59	↓↓	32	↓↓	32
Teamwork	36	↑↑↑	71	↑↑↑	57	↑↑↑	53	↓	33	↓↓	31
Learning & Development	58	↑↑↑	76	↑↑	66	↑↑↑	69	-	57	↓	54
Recognition & Reward	48	↑↑↑	70	↑↑	56	↑↑↑	61	-	46	↓	45
Management Effectiveness	44	↑↑↑	68	↑↑	53	↑↑	53	-	43	↓	40
Culture & Values	37	↑↑↑	71	↑↑↑	68	↑↑↑	55	↓	33	↓↓	31
Change Management	40	↑↑↑	53	↑↑↑	62	↑↑↑	55	↓	36	↓	36

48. Full data tables for each question by length of service category can be accessed on the MFRA Staff survey webpage.

Results by working pattern

49. Table 10 provides a summary breakdown of the overall engagement scores for each theme by different working patterns. The table shows that those staff who work the Self Rostering (or self-managed team) system are most satisfied, with a high engagement score of 92, followed closely by staff working the Flexible Duty System (all uniformed) and Flexi Time (mainly non uniformed). The least satisfied of all the respondents are those uniformed staff working Wholetime (twelve hour shifts). This group has an engagement score of 38, significantly lower than the average engagement score of 55 for MFRA as a whole. This is surprising given that the FBU twice rejected the offer of self rostering on 24 hour shifts prior to the implementation of 12 hour shifts remaining on the Grey Book shift system.

Table 10

Summary results for Merseyside Fire and Rescue by Working Pattern	Survey %	Flexible Duty System		Flexi Time		Self Rostering		LLAR		Wholetime (12/12)		Not Applicable (Working Pattern)	
Respondents	776	41		165		23		30		443		44	
Overall Engagement Score	55	↑↑ ↑	86	↑↑ ↑	83	↑↑↑	9 2	↓	51	↓↓ ↓	38	↑↑ ↑	74
Goal Clarity	64	↑↑ ↑	90	↑↑ ↑	86	↑↑↑	9 0	↓↓	58	↓↓ ↓	50	↑↑ ↑	76
My Job	48	↑↑ ↑	83	↑↑ ↑	78	↑↑↑	8 2	↓↓ ↓	37	↓↓ ↓	30	↑↑ ↑	71
Employee Involvement	37	↑↑ ↑	80	↑↑ ↑	73	↑↑↑	7 3	↓↓	29	↓↓ ↓	15	↑↑ ↑	63
Teamwork	36	↑↑ ↑	69	↑↑ ↑	62	↑↑↑	7 1	↓↓	27	↓↓ ↓	20	↑↑ ↑	51
Learning & Development	58	↑↑ ↑	82	↑↑ ↑	72	↑↑↑	8 4	-	60	↓↓ ↓	48	↑↑	63
Recognition & Reward	48	↑↑ ↑	82	↑↑ ↑	64	↑↑	5 7	↓↓ ↓	35	↓↓ ↓	38	↑↑ ↑	58
Management Effectiveness	44	↑↑ ↑	70	↑↑ ↑	58	↑↑↑	5 5	↓↓ ↓	32	↓↓	35	↑↑	49
Culture & Values	37	↑↑ ↑	73	↑↑ ↑	66	↑↑↑	6 8	-	37	↓↓ ↓	19	↑↑ ↑	55
Change Management	40	↑↑ ↑	79	↑↑ ↑	62	↑↑↑	7 4	-	38	↓↓ ↓	24	↑↑ ↑	54

50. Full data tables for each question by working pattern category can be accessed on the MFRA staff survey webpage

Free Text Responses

51. Staff were invited to provide answers to two free text questions. The responses were summarised by People Insight into some key themes/popular answers as follows:

First Free text question: What is the best thing about working for MFRA?

- Being able to help people and make a difference in the community
- Pride in the badge & mission
- The variety of operational work – gives good job satisfaction
- Nothing/Negative (this was used in the context of “there is nothing good about MFRA”)
- The flexibility and work/life balance available through shift work
- Teams, watches & colleagues – great and supportive people to work with
- Good provision of equipment & facilities, e.g. gym
- The range of benefits provided
- Learning & Development opportunities

52. **2nd Free text Question: If you could change one thing about MFRA, what would that be?**

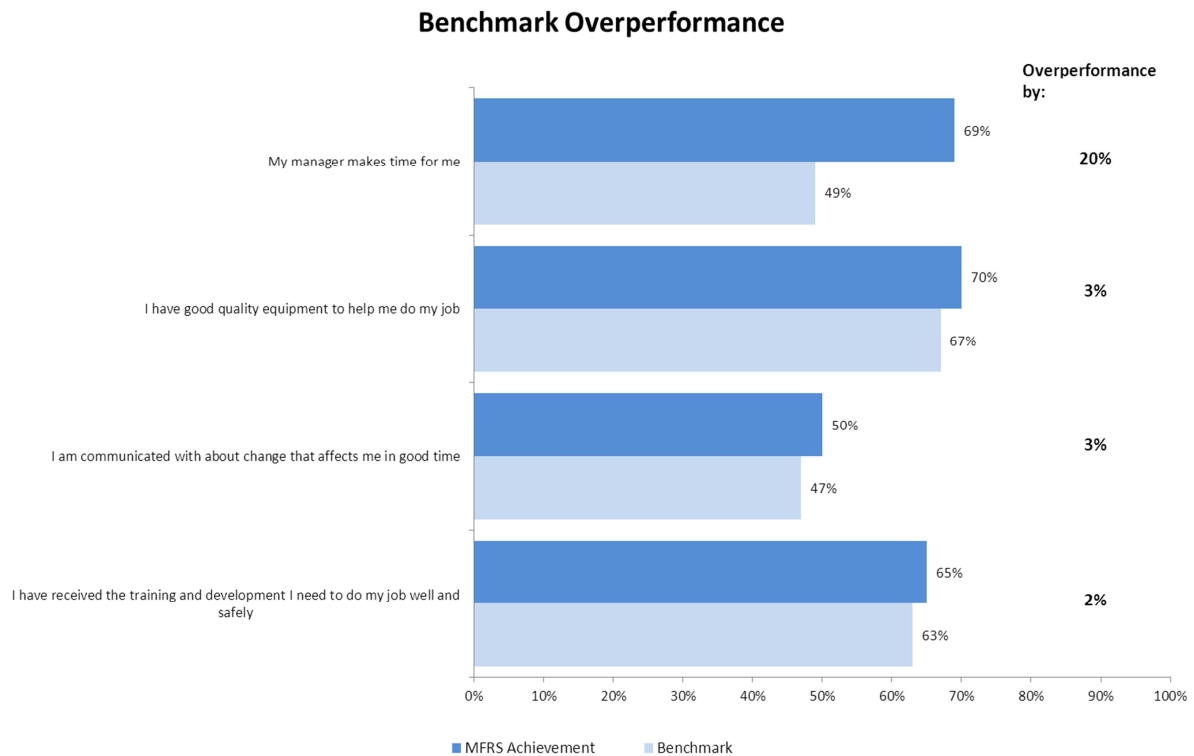
- Improve the relationship between different parts of the service, particularly between senior management and operational staff, and between senior management and the FBU (Fire Brigades Union)
- Fairer and more transparent progression opportunities – a perception that FBU members are kept closed off from promotion
- Fairer treatment of all staff by management - staff feel over-scrutinised, micro-managed and in some cases bullied
- New shift patterns not as family friendly as they could be – improved options for shift work would be appreciated
- Improve management training, to help improve current processes and also to support new managers
- Better change processes that are as consultative as possible

For details of the free text responses please see MFRA website – staff survey page

External Benchmarking

53. Benchmarking helps to put our staff survey results into context, by showing how our results compare with that of other organisations that have run staff surveys using the same questions. This comparison helps us to identify relative strengths and areas to improve.
54. Chart 11, shows where MFRA has performed better than the average scores for external organisations (public and private). We have done particularly well in terms of managers making time for staff where the benchmark externally was 49% and MFRA average score is 69%

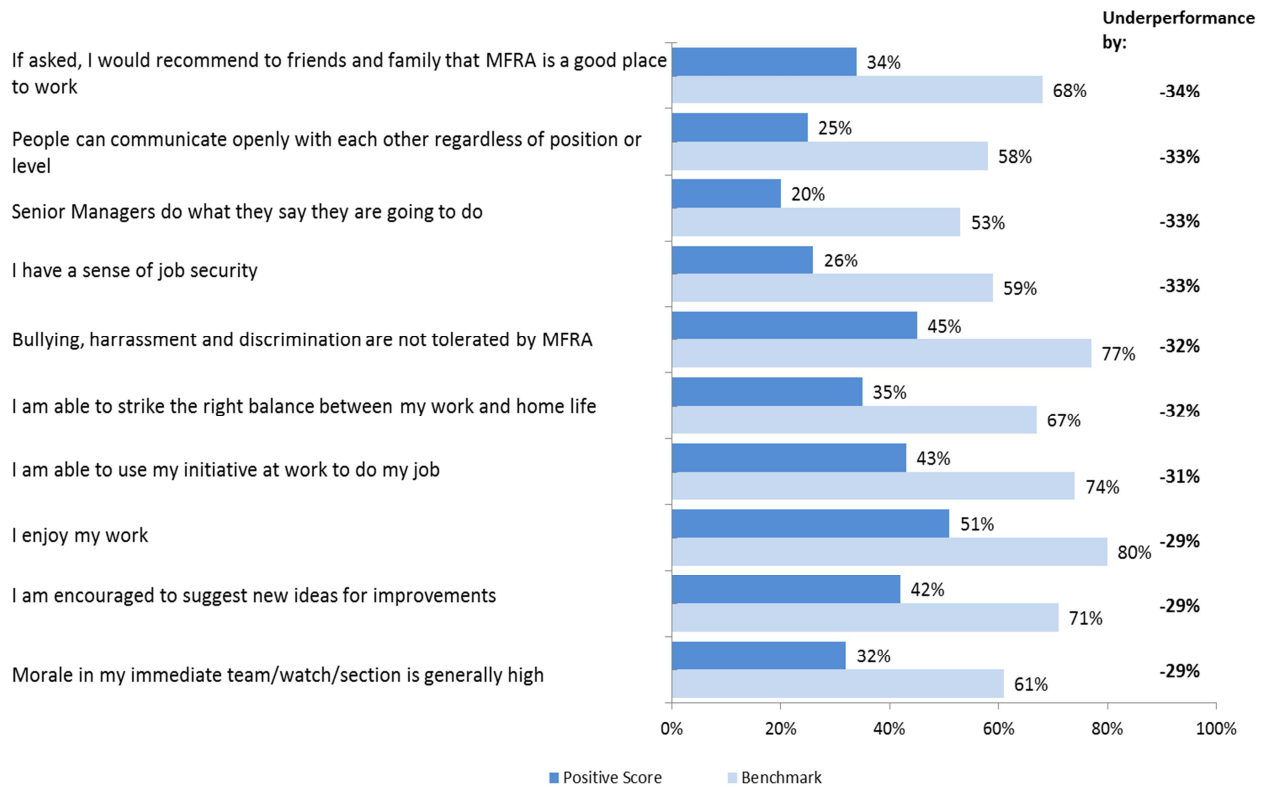
Chart 11



55. Chart 12 shows where MFRA has underperformed when compared to the external benchmarks. For example, staff were asked if they would recommend MFRA to friends and family as a good place to work and our survey results show that we are 34% behind the average benchmark scores held by People Insight for this question

Chart 12

Benchmark Underperformance



Main Actions

56. MFRA want to build on the areas staff felt positively about and take action to investigate and respond to those areas where engagement was lower, or where concerns were expressed by staff. As a result, we have identified some priority areas. The main actions are separated in the diagram 1 below as those areas that MFRA should Celebrate and Maintain (green), areas where there is a need for action (Red) and areas that need further research and investigation to gather more information to help direct further improvement.

Area	Theme	Emerging actions
Celebrate & Maintain	Learning & Development	Staff feel training and development equips them to do the job
Celebrate & Maintain & Investigate	Public Service ethos	Staff in many areas of the service are motivated by feeling they make a contribution to the safety of the community of Merseyside but investigate some of the uniformed responses
Celebrate & Maintain	Team Working	Staff value camaraderie within their teams and watches. Needs to be extended across teams, departments and grades
Investigate	Shift Patterns	There seem to be polarized views on the shift patterns ranging from loathing to loving. Why is it they work for some and not others? Are there any detrimental impacts on performance? Are start and finish times optimized?
Investigate	Bullying & Harassment	Very different perceptions between Uniformed and Non Uniformed around bullying and harassment. Investigate further the differences in responses in relation to these themes between different staff groups given the clear procedures in place and very low numbers of people (2) reporting bullying and harassment.
Investigate	Authority Engagement	Consider the nature and extent of Authority Members' engagement with staff
Prioritise	Valuing people	Feeling valued is a key driver of Engagement for MF&RS. Need to bridge the apparent gap between senior management and operational staff.
Prioritise	Management Culture	Carry out a review to clarify why there are different perceptions of the culture of the organisation.
Prioritise	Relationship with FBU	Examine the perception amongst uniformed operational staff that membership is a bar to progression within the service

Next Steps

57. Communication of the results with, staff and Representative Bodies will take place during October 2014 and Senior Managers will be reviewing their own functions/departmental results with their staff where they will be encouraged to consider any additional actions worthy of inclusion in any action plan.
58. Authority Members, Staff and Representative Bodies will be encouraged to support the development of the Authority's response to the survey through the creation of the engagement action plan.
59. Progress on the engagement action plan will be communicated and scrutinised through the Performance and Scrutiny Committee starting in December 2014 and then frequently throughout 2015 to ensure progress is made with dealing with issues arising from the survey.
60. Staff will also get periodic communications on the progress through a variety of methods including, Hot News, all staff emails and Principal Officer briefings.
61. Further reports will be produced with Equality and Diversity analysis to capture any differences in satisfaction levels in relation to different staff groups. That report will be presented to Service's Strategic Equality Group for review and will be communicated to the Diversity Action Group to help set any further actions for improvement before communicating to staff in due course.
62. If you need any further information about the contents of this report, have views on the content of the report or require assistance in accessing the People Insight reports on the MFRA website please contact
Wendy Kenyon Diversity and Consultation Manager at
Wendykenyon@merseyfire.gov.uk

Equality and Diversity Implications

63. People Insight have provided Equality Reports for the Survey results by Gender, Ethnicity, Age etc. These reports will be analysed separately with a covering report provided to Strategic Equality Group for review at the next meeting on 22nd October 2014. The reports will be then tabled for further scrutiny at the Performance and Scrutiny Committee meeting on the 11th December 2014.

Staff Implications

64. Staff Implications will mainly be around projects and work streams arising out of the Survey action plans and the additional staff time and resources that will be needed to take the project in to implementation phase. Further research and investigation work that may be needed will also impact on staff time in areas such as People and Organisational Development and Strategy and Performance teams.

Legal Implications

65. The staff survey supports work that is underway to prepare for the CGLA Equality Framework. The framework supports MFRA in its achievement to meet and exceed the Equality Act 2010- Public Sector Equality Duties. Being aware of the engagement levels and satisfaction levels of staff groups will help MFRA to target any changes and improvement required.

Financial Implications & Value for Money

66. The cost of actions is unknown at this stage of the project. The Survey has cost MFRA £10,500. This has been met from existing budgets. This represents approximately 0.02% of the overall staffing budget cost.

Risk Management, Health & Safety, and Environmental Implications

67. The staff survey measures engagement levels which has been proven to positively impact on organisational results and performance across all sectors. In particular, a high level of employee engagement/satisfaction has shown to lead to improved productivity, quality, and reducing accidents.

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

68. The staff survey measures engagement levels which has been proven to positively impact organisation results across all sectors. In particular, a high level of employee engagement/satisfaction has shown to lead to improved customer satisfaction through improved service delivery and productivity. The survey allows organisations to measure engagement around areas of community engagement and service delivery and where this is lower than expected, further work can be done to make improvements.
69. The Authority will need to extend the levels of engagement displayed by the most engaged staff to those least engaged as not doing so will seriously impact on the performance of the Authority in the future.

BACKGROUND PAPERS

GLOSSARY OF TERMS

CGLA	Communities Local Government Association
E AND D	Equality and Diversity

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Merseyside Fire & Rescue Authority

Employee Survey Feedback & Planning

5th September 2014

www.peopleinsight.co.uk

Who are People Insight?

- We are a **specialist consultancy** in organisational development & **employee engagement**
- We run **engagement surveys**, develop **insights** and lead clients through **action** to **deliver organisation change**
- **Our approach works:** our clients improve their engagement scores on average by **4%** after working with us, and their employees are **10%** more likely to feel that something will happen as a result of the survey

Some of our clients include...



Agenda

1. Employee engagement
2. Survey methodology
3. Engagement scores
4. Top 10 and bottom 10 results
5. External benchmark comparison
6. Variations
7. Key driver analysis
8. Comments
9. Main action areas
10. Next steps
11. Your reflections

Employee Engagement – some evidence

Organisations with high level engagement compared to those with low level engagement:



2.5x

Greater Revenue
Growth ¹



2x

Annual Net
Income ²



62%

Less
Accidents ³



50%

Less Absence
Days ⁴



40%

Lower Employee
Turnover ⁵



24%

Higher Net
Promoter Score ⁶



18%

Higher
Productivity ⁷



12%

Higher Customer
Advocacy ⁷

*For more data & other resources please visit www.engageforsuccess.org

Methodology

- Survey carried out from June to July 2014
- Responses came directly to People Insight to ensure confidentiality
- Reporting includes:
 - Overall main report
 - Data cuts including by length of service, staff grouping (uniformed/non-uniformed/control), working pattern
 - Function-level and Equality reporting
 - Open text comments report
 - External benchmarking against all organisations
- Each question had five possible responses: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree.
- Results for each question are presented as a % combination of Strongly agree and Agree

SURVEY RESPONSE

68%



776 Responses



Strength



Development area



Weakness

Response Rate Breakdown: Staff Grouping

Response Rate by Staff Grouping	MFRA (Full survey)	Uniformed Staff	Non Uniformed Staff	Control Staff
Respondents	776	565	189	22
Response Rate	68%	76%	59%	63%

Response Rate : Function

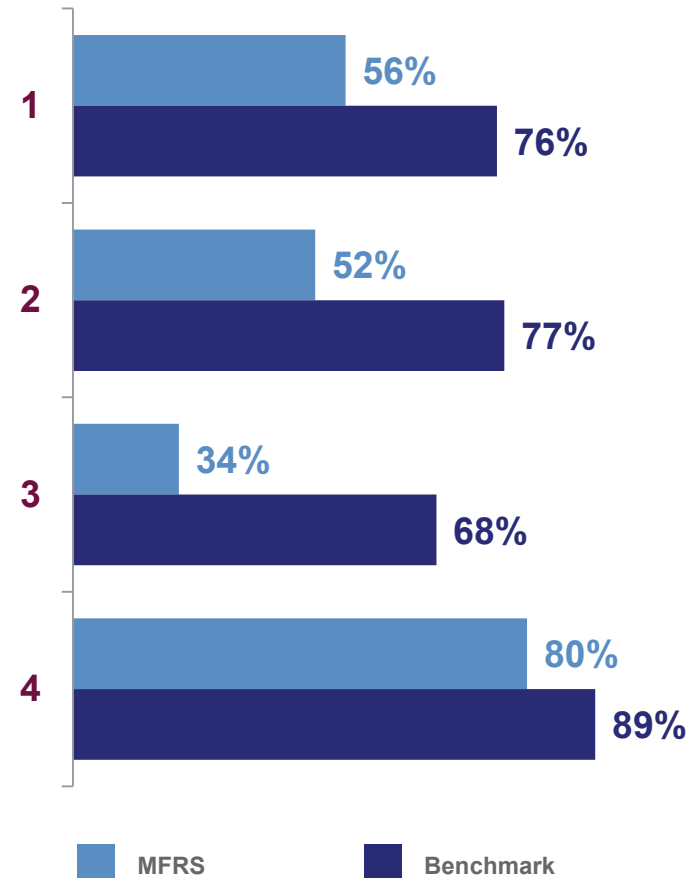
Response Rate by Function	Responses	
		%
Strategy & Performance	26	79
IT/Assets/Finance	24	38
Operational Response	460	65
Operational Preparedness	105	75
Human Resources* (63%)	19	46
Prevention & Protection	76	64
Legal Services	8	53
No Function declared	58	-
Total	776	

Findings

Your overall engagement score

55%

↓ 23% below external benchmark



Top 10 results – themes & items

Questions with the most positive responses

Learning &
Development

Overall

Management
Effectiveness

Goal Clarity

Recognition &
Reward

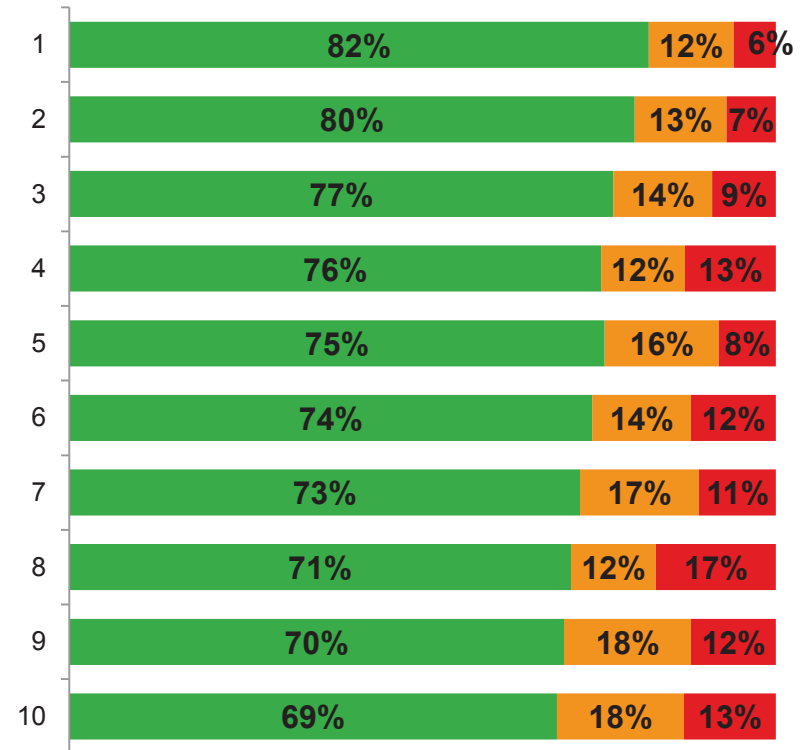
Goal Clarity

Management
Effectiveness

Change
Management

Learning &
Development

Management
Effectiveness

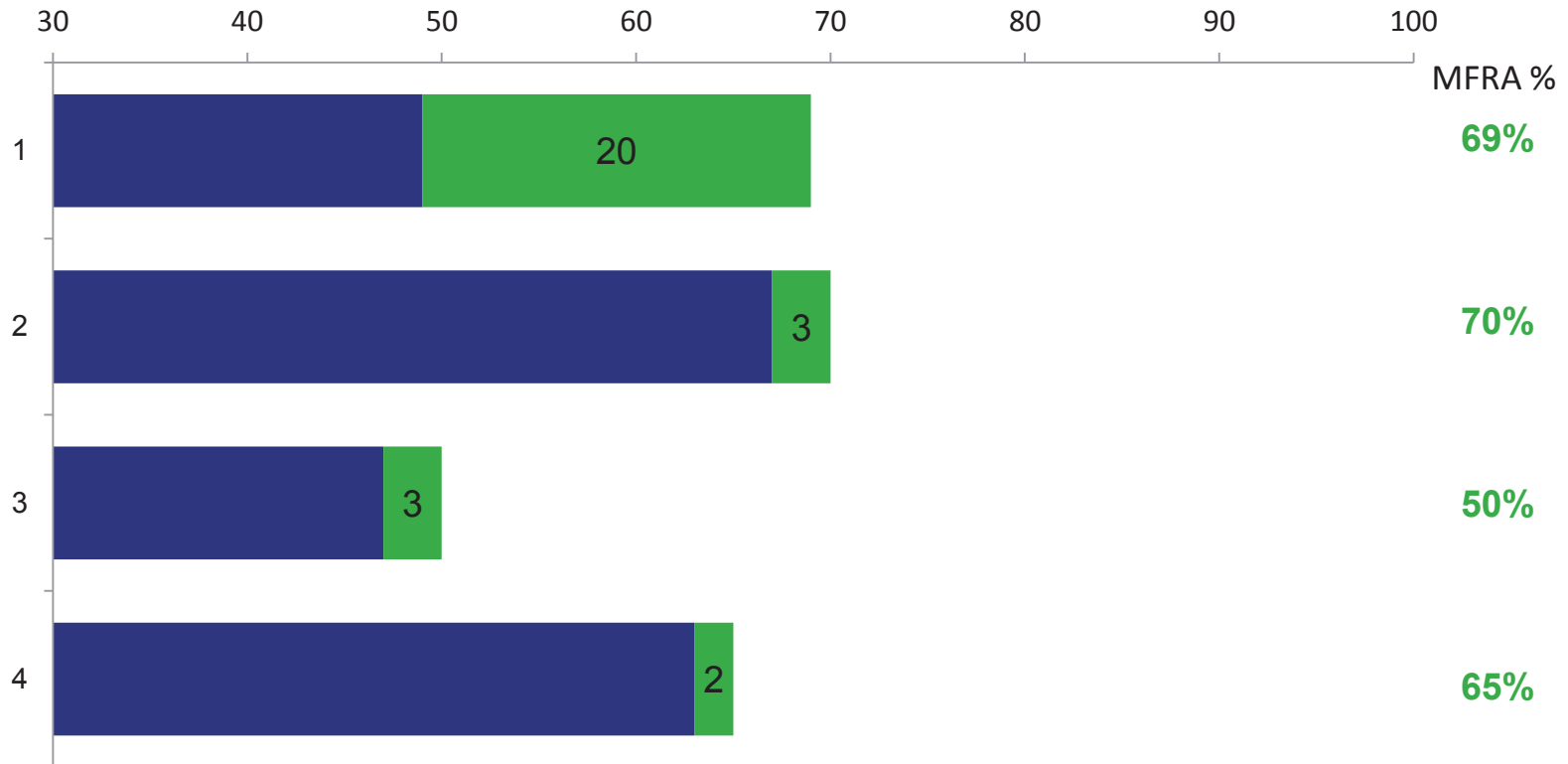


Bottom 10 results – themes & items

Questions with the most negative responses



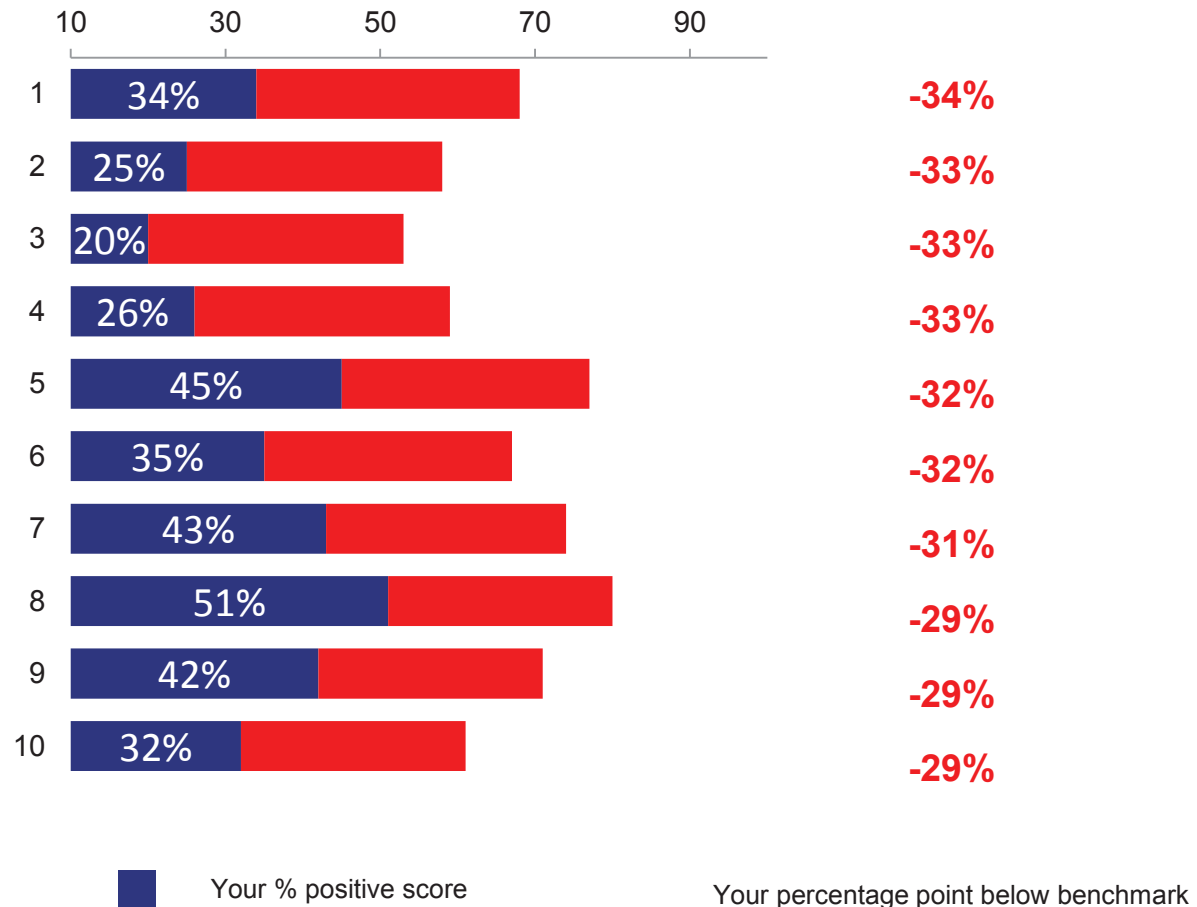
Benchmark overperformance



70% Your % positive score

 Your percentage points above benchmark

Benchmark underperformance



Staff Grouping variations

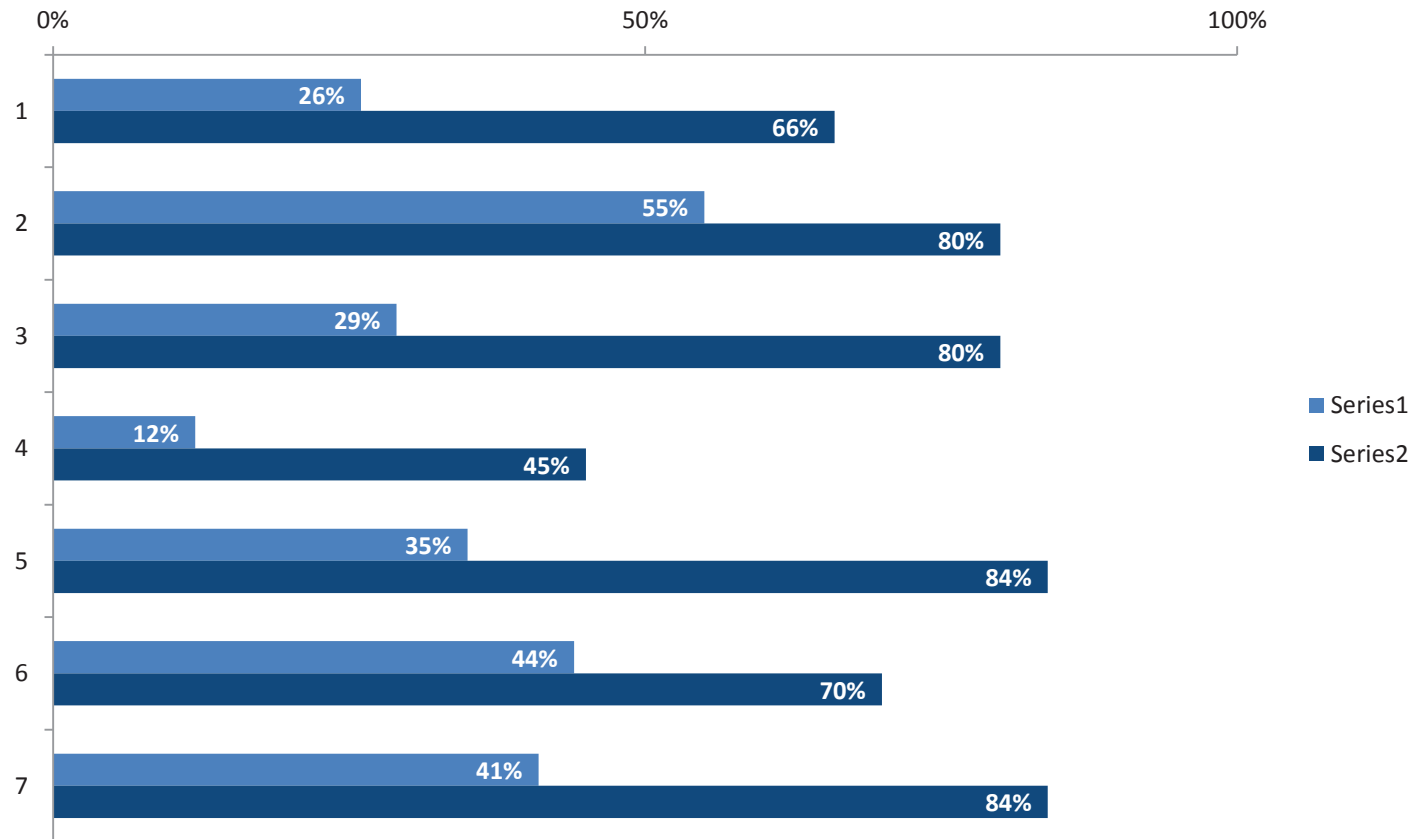
Arrows are used to indicate the relative performance in each Section against the average for MFRA

↑↑↑	at least 10% better
↑↑	at least 5% and less than 10% better
↑	at least 3% and less than 5% better
—	less than 3% better and less than 3% worse
↓	at least 3% and less than 5% worse
↓↓	at least 5% and less than 10% worse
↓↓↓	at least 10% worse

Summary results for Merseyside Fire and Rescue by Staff Grouping	MFRA (Full survey)		Uniformed Staff		Non Uniformed Staff		Control Staff
Respondents	776		565		189		22
Overall Engagement Score	55	↓↓↓	45	↑↑↑	84	↑	58
	⊕		⊕		⊕		⊕
Goal Clarity	64	↓↓	56	↑↑↑	87	↑↑	73
My Job	48	↓↓↓	38	↑↑↑	77	↑↑↑	62
Employee Involvement	37	↓↓↓	25	↑↑↑	74	↑↑↑	48
Teamwork	36	↓↓	27	↑↑↑	63	—	38
Learning & Development	58	↓↓	53	↑↑↑	72	—	59
Recognition & Reward	48	↓↓	43	↑↑↑	64	↓	44
Management Effectiveness	44	↓↓	39	↑↑↑	58	↓↓	39
Culture & Values	37	↓↓↓	27	↑↑↑	67	↓	33
Change Management	40	↓↓	32	↑↑↑	63	↓↓	33

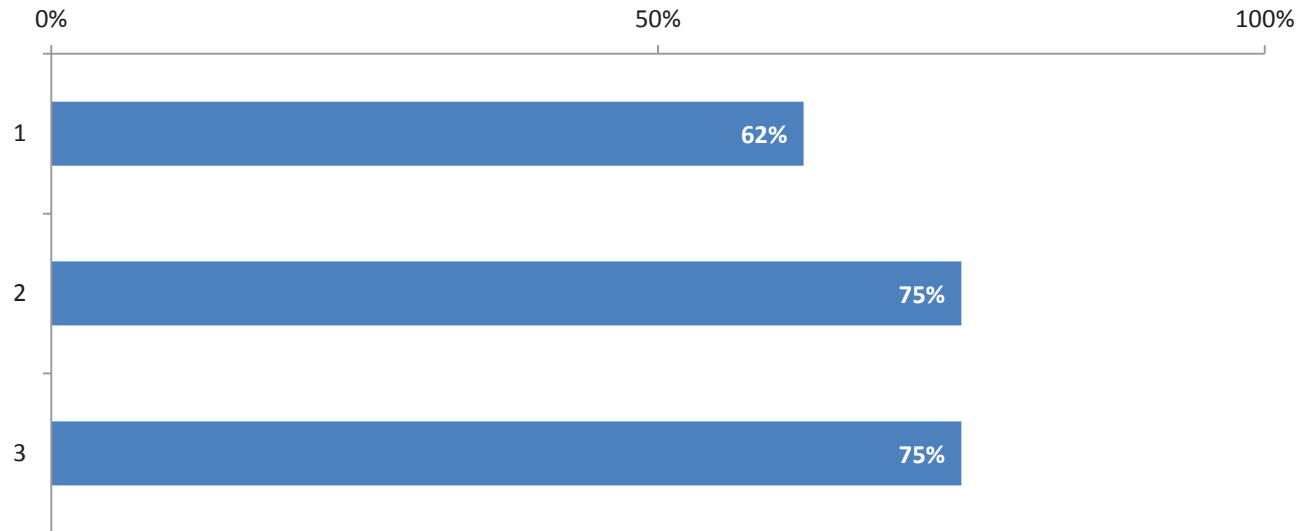
Uniformed vs Non-Uniformed

Questions with differences in positive responses



Uniformed Staff – Positive Responses

Selected questions with positive responses



Function variations

Summary results for Merseyside Fire and Rescue by Function/Dept	MFRA (Full survey)		Assets / ICT / Finance		Operational Preparedness		People and Organisational Development		Operational Response		Strategy & Performance		Prevention and Protection		Other (Function)
Respondents	776		24		105		19		460		26		76		58
Overall Engagement Score	55	↑↑↑	86	↑↑↑	67	↑↑↑	89	↓↓↓	43	↑↑↑	93	↑↑↑	77	↑↑	60
	⊕		⊕		⊕		⊕		⊕		⊕		⊕		⊕
Goal Clarity	64	↑↑↑	86	↑↑	72	↑↑↑	87	↓↓↓	53	↑↑↑	94	↑↑↑	84	↑↑	71
My Job	48	↑↑↑	65	↑↑↑	63	↑↑↑	73	↓↓↓	35	↑↑↑	92	↑↑↑	79	—	50
Employee Involvement	37	↑↑↑	72	↑↑↑	56	↑↑↑	72	↓↓↓	21	↑↑↑	85	↑↑↑	64	↑↑	43
Teamwork	36	↑↑↑	62	↑↑↑	49	↑↑↑	58	↓↓↓	25	↑↑↑	77	↑↑↑	56	—	35
Learning & Development	58	↑↑↑	69	↑↑	65	↑↑↑	82	↓↓	51	↑↑↑	88	↑↑	64	—	60
Recognition & Reward	48	↓↓	43	↑↑↑	58	↑↑↑	68	↓↓	41	↑↑↑	88	↑↑↑	61	↓	45
Management Effectiveness	44	↑↑	53	↑↑	51	↑↑↑	55	↓↓	38	↑↑↑	79	↑↑	51	—	43
Culture & Values	37	↑↑↑	67	↑↑↑	49	↑↑↑	74	↓↓↓	24	↑↑↑	77	↑↑↑	60	—	38
Change Management	40	↑↑↑	61	↑↑	48	↑↑↑	73	↓↓↓	30	↑↑↑	74	↑↑↑	59	—	41

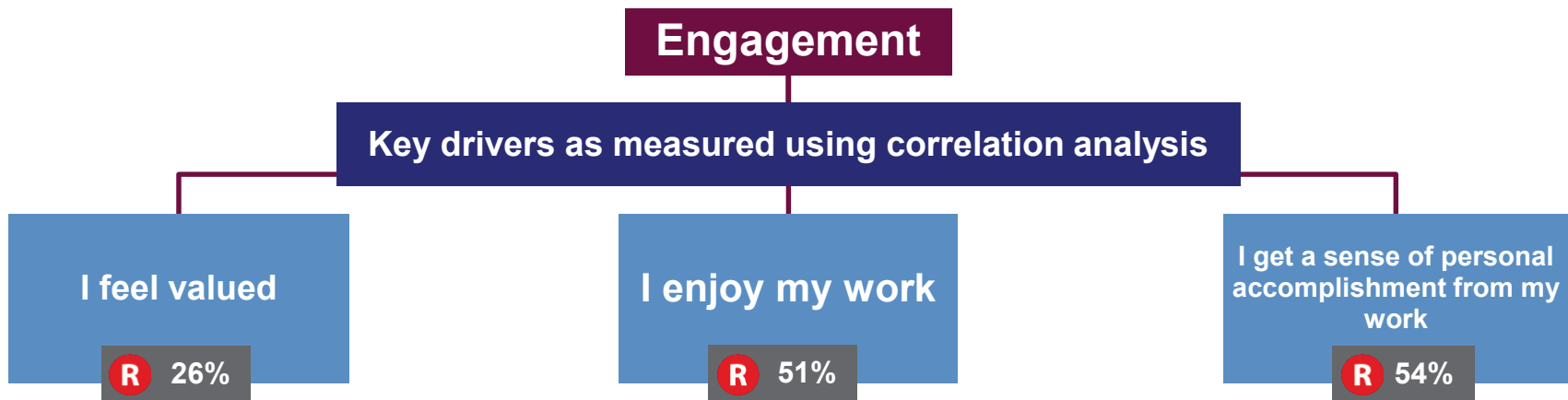
Length of Service variations

Summary results for Merseyside Fire and Rescue by Length of Service	MFRA (Full survey)		Less than 2 years		2 to less than 5 years		5 to less than 10 years		10 to less than 20 years		20+ years
Respondents	776		25		32		89		229		401
Overall Engagement Score	55	↑↑↑	88	↑↑↑	85	↑↑↑	70	-	53	↓↓	49
	+		+		+		+		+		+
Goal Clarity	64	↑↑↑	83	↑↑↑	80	↑↑↑	77	↓	60	↓	60
My Job	48	↑↑↑	77	↑↑↑	63	↑↑↑	67	↓	45	↓↓	43
Employee Involvement	37	↑↑↑	73	↑↑↑	60	↑↑↑	59	↓↓	32	↓↓	32
Teamwork	36	↑↑↑	71	↑↑↑	57	↑↑↑	53	↓	33	↓↓	31
Learning & Development	58	↑↑↑	76	↑↑	66	↑↑↑	69	-	57	↓	54
Recognition & Reward	48	↑↑↑	70	↑↑	56	↑↑↑	61	-	46	↓	45
Management Effectiveness	44	↑↑↑	68	↑↑	53	↑↑	53	-	43	↓	40
Culture & Values	37	↑↑↑	71	↑↑↑	68	↑↑↑	55	↓	33	↓↓	31
Change Management	40	↑↑↑	53	↑↑↑	62	↑↑↑	55	↓	36	↓	36

Working Pattern variations

Summary results for Merseyside Fire and Rescue by Working Pattern	MFRA (Full survey)		Flexible Duty System		Flexi Time		Self Rostering		LLAR		Wholetime (12/12)		Not Applicable (Working Pattern)
Respondents	776		41		165		23		30		443		44
Overall Engagement Score	55	↑↑↑	86	↑↑↑	83	↑↑↑	92	↓	51	↓↓↓	38	↑↑↑	74
	+		+		+		+		+		+		+
Goal Clarity	64	↑↑↑	90	↑↑↑	86	↑↑↑	90	↓↓	58	↓↓↓	50	↑↑↑	76
My Job	48	↑↑↑	83	↑↑↑	78	↑↑↑	82	↓↓↓	37	↓↓↓	30	↑↑↑	71
Employee Involvement	37	↑↑↑	80	↑↑↑	73	↑↑↑	73	↓↓	29	↓↓↓	15	↑↑↑	63
Teamwork	36	↑↑↑	69	↑↑↑	62	↑↑↑	71	↓↓	27	↓↓↓	20	↑↑↑	51
Learning & Development	58	↑↑↑	82	↑↑↑	72	↑↑↑	84	—	60	↓↓↓	48	↑↑	63
Recognition & Reward	48	↑↑↑	82	↑↑↑	64	↑↑	57	↓↓↓	35	↓↓↓	38	↑↑↑	58
Management Effectiveness	44	↑↑↑	70	↑↑↑	58	↑↑↑	55	↓↓↓	32	↓↓	35	↑↑	49
Culture & Values	37	↑↑↑	73	↑↑↑	66	↑↑↑	68	—	37	↓↓↓	19	↑↑↑	55
Change Management	40	↑↑↑	79	↑↑↑	62	↑↑↑	74	—	38	↓↓↓	24	↑↑↑	54

Focusing improvement on your key drivers of engagement will improve your overall score



Each of these drivers are most affected by:

- R** I feel valued and recognised by senior managers
- R** I feel supported in my role
- R** I have confidence in the future of MFRA

- R** I am able to use my own initiative at work to do my job
- R** My job makes the best use of the skills and abilities that I have
- A** I feel that my work contributes to Safer Stronger Communities

- R** I am encouraged to suggest new ideas for improvements
- R** I have the right opportunities to learn and grow at work
- A** I understand how the work I do helps MFRA to achieve its missions & aims

What is the best thing about working for MFRA?

“The knowledge that the work we do has an impact on the community even though this is behind the scenes. We can make a real difference to people's lives, safety, health & well being & I am proud that I can contribute to this even in a small way.”

“Most of the personnel who work for MFRA are hard working, honest and reliable people who I thoroughly enjoy working with. I also enjoy my job as it's so varied with many different references within my department.”

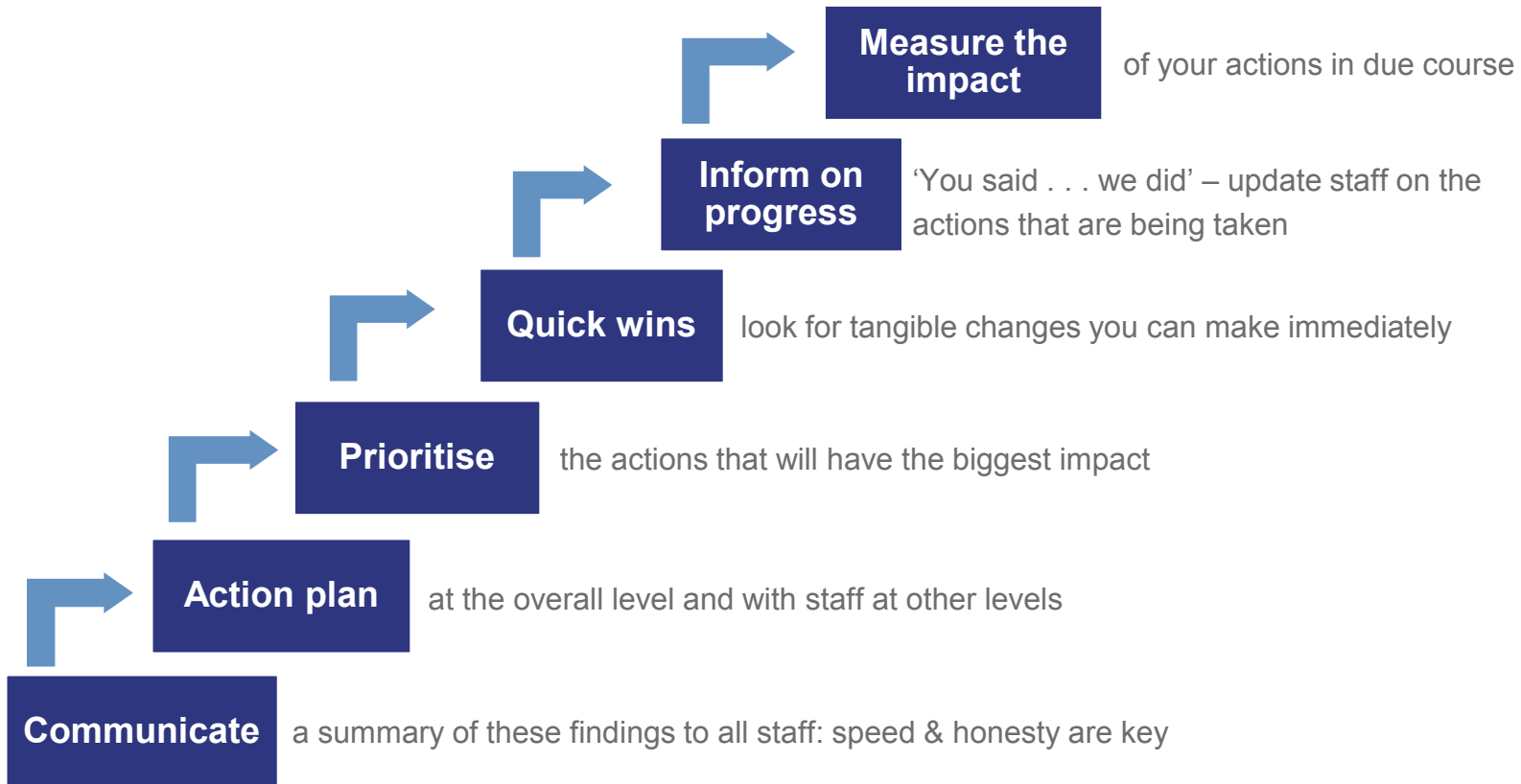
If you could change one thing about MFRA, what would that be?

“Embrace the workforce , listen and communicate better, work with Unions more. Despite changes within the Service at the top nothing has changed for the workforce , a chance to improve industrial relations has been sadly lost.”

“There is a distinct lack of trust from the Senior management down which is evident in the new work routines. A new level of micro management has been introduced which has only lead to a feeling of animosity amongst the work force. I would remove this.”

Celebrate & Maintain	Learning & Development	Staff feel training and development equips them to do the job
Celebrate & Maintain & Investigate	Public Service ethos	Staff in many areas of the service are motivated by feeling they make a contribution to the safety of the community of Merseyside but investigate some of the uniformed responses
Celebrate & Maintain	Team Working	Staff value camaraderie within their teams and watches. Needs to be extended across teams, departments and grades
Prioritise	Valuing people	Feeling valued is a key driver of Engagement for MF&RS. Need to bridge the apparent gap between senior management and operational staff.
Prioritise	Management Culture	Is there a clear understanding of how MF&RS wishes its managers to operate and clear delegation paths at the various levels of management. Clarity is needed to avoid blame culture/micro managing observations . Very different perceptions between Uniformed and Non Uniformed around bullying and harassment
Prioritise	Relationship with FBU	There needs to be an examination of the perception amongst uniformed operational staff that membership is a bar to progression within the service
Investigate	Shift Patterns	There seem to be polarized views on the shift patterns ranging from loathing to loving. Why is it they work for some and not others? Are there any detrimental impacts on performance? Are start and finish times optimized?

Next steps: maintain the engagement momentum

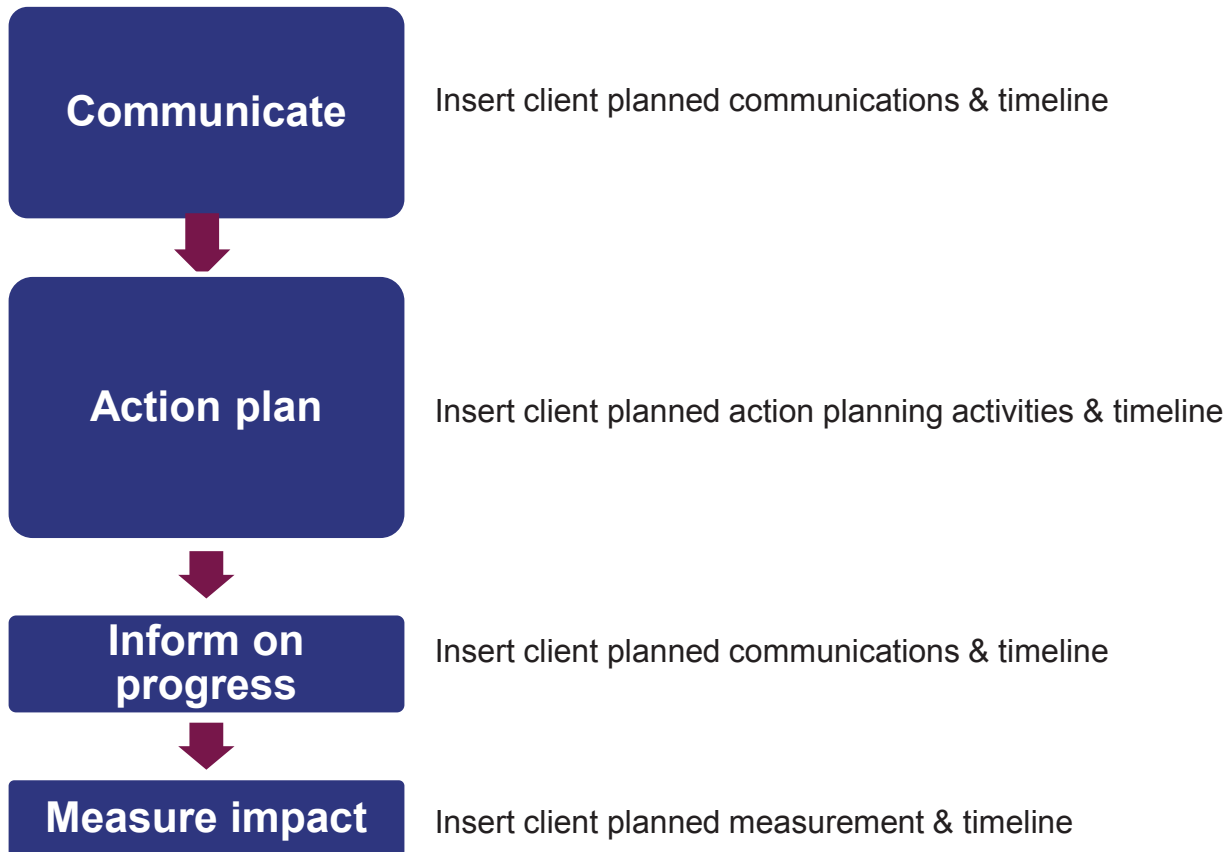


Reflections on what you have heard today

1. What are we most pleased about?
2. What are we most concerned about?
3. What do we care about focusing on in 2014/15?

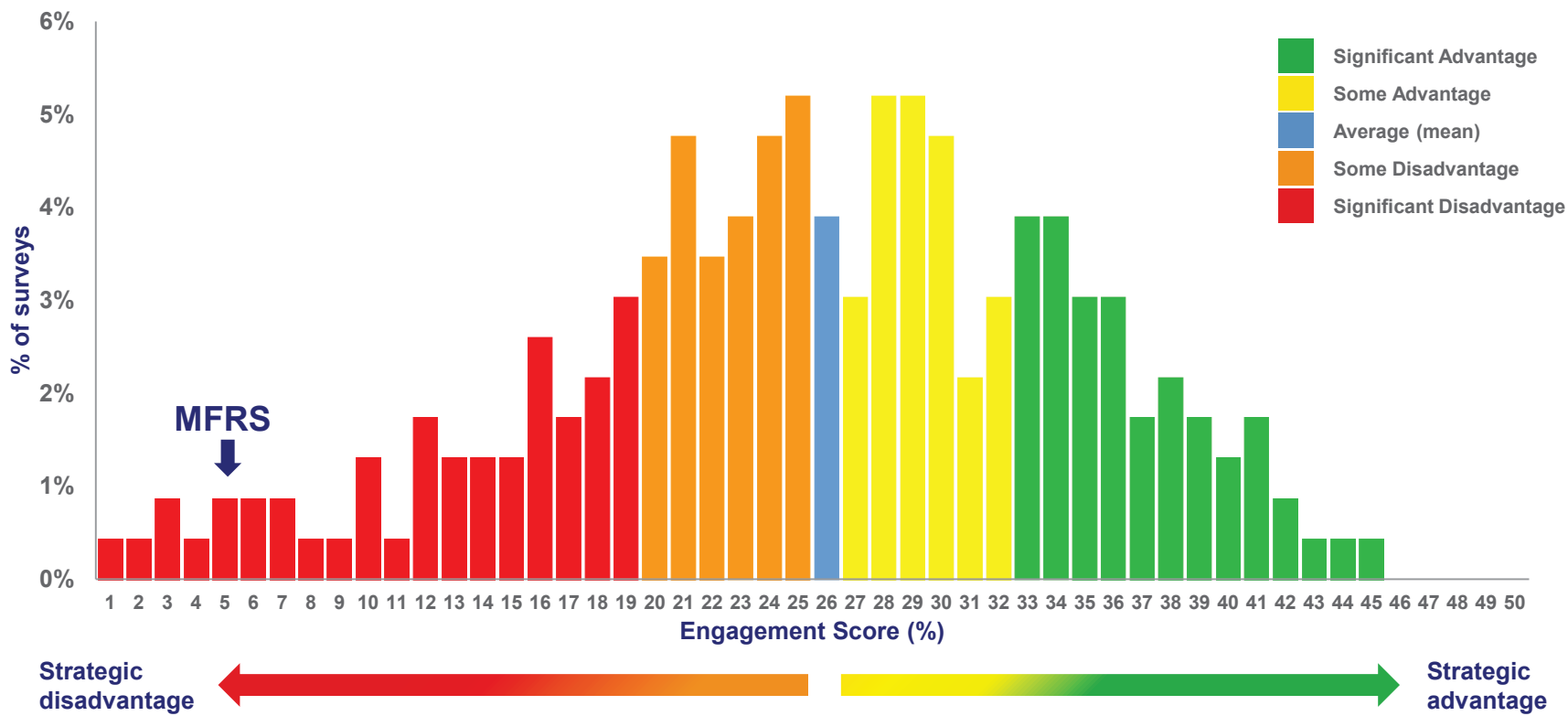
Appendix

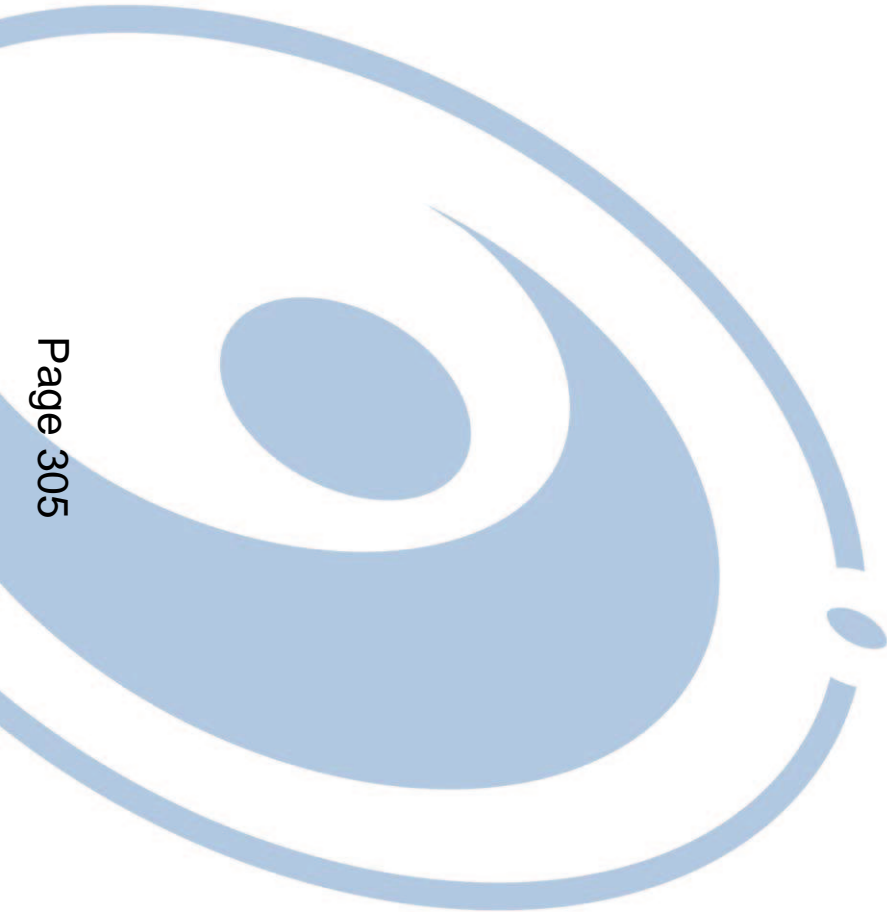
Next steps: maintain the engagement momentum



Your engagement score compared to all other organisations surveyed by People Insight

Page 304





Get in touch to discuss:

- Planning and running an impeccable survey
- Achieving the highest response rate
- Identifying the key issues
- Communicating the findings quickly
- Agreeing what to do as a result
- Providing your managers with the knowledge and tools to drive engagement



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