

**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](http://www.merseyfire.gov.uk) or on the Authority's website:  
<http://www.merseyfire.gov.uk> - About Us > Fire Authority.

**J. Henshaw**  
**LLB (Hons)**  
**Clerk to the Authority**

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Your ref:

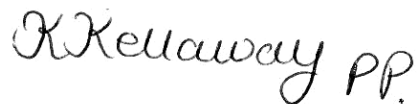
Our ref HP/NP

Date: 17 May 2017

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on **THURSDAY, 25TH MAY, 2017** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,



Clerk to the Authority

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# **MERSEYSIDE FIRE AND RESCUE AUTHORITY**

## **AUTHORITY**

**25 MAY 2017**

## **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 5 - 22)**

The Minutes of the previous meeting of the Budget Authority, held on 23<sup>rd</sup> February 2017, are submitted for approval as a correct record and for signature by the Chair.

### **3. Lead Member/ Ambassador Feedback 2016/17 (Pages 23 - 46)**

To consider Report CFO/029/17 of the Monitoring Officer, concerning feedback on the work undertaken by the appointed Lead Members and Member Ambassadors during 2016/17.

*A short film around "Blue Light Mental Health" will be shown in support of this report, in relation to the Ambassador for Health & Wellbeing Role.*

### **4. Home Safety Strategy Update 2016/17 (Pages 47 - 52)**

To consider report CFO/025/17 of the Deputy Chief Fire Officer, informing Members of progress made against the Home Safety Strategy 2015 – 2018 which was approved in November 2015.

### **5. SERVICE DELIVERY PLAN END OF YEAR REPORT 2016-17 (Pages 53 - 96)**

To consider report CFO/022/17 of the Deputy Chief Fire Officer, requesting that Members scrutinise performance against the objectives and the performance targets/outcomes, as set out in the Service Delivery Plan 2016/17, for the period April 2016 to March 2017.

*A presentation will be delivered in support of this report.*

**6. New Equality And Diversity Policy (Pages 97 - 120)**

To consider report CFO/024/17 of the Deputy Chief Fire Officer, informing the Authority of the refreshed and updated Equality and Diversity policy.

**7. Approved exemptions to Contract Standing Orders 2016/17 (Pages 121 - 142)**

To consider report CFO/026/17 of the Monitoring Officer, advising Members of approved exemptions to Contract Standing Orders for the period 2016/17.

**8. Station Mergers Project - Progress Report (Pages 143 - 148)**

To consider report CFO/023/17 of the Deputy Chief Fire Officer, providing a progress report to Members on the Station Mergers project up to the end of April 2017.

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

**Refreshments**

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

## **MERSEYSIDE FIRE AND RESCUE AUTHORITY**

**23 FEBRUARY 2017**

### **MINUTES**

**Present:** **Cllr Dave Hanratty (Chair)** Councillors Sharon Connor, Joe De'Asha, Janet Grace, Brian Kenny, Veronica McNeill, Chris Meaden, Les Byrom, Linda Maloney, Peter Brennan, Barbara Murray, Lesley Rennie, James Roberts, Jean Stapleton, Sharon Sullivan and Paul Tweed

**Apologies of absence were received from:** Councillors Denise Allen and Marianne Welsh

#### **10. CHAIR'S ANNOUNCEMENTS**

Information regarding general housekeeping was provided by the Chair to all in attendance.

The Chair confirmed to all present that the proceedings of the meeting would be recorded and requested that any members of the public present who objected to being filmed, make themselves known.

No members of the public voiced any objection therefore the meeting was declared open and recording commenced.

The Chair welcomed all present and informed them of the sad passing of Cllr Denise Roberts, Wirral Councillor and a previous Member of MFRA for several years.

The Chair paid tribute to Cllr Denise Roberts; and all present stood to join him in a one minute silence.

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

**2. Minutes of the Previous Meeting**

The Minutes of the previous meeting of the Authority, held on 26<sup>th</sup> January 2017, were approved as a correct record and signed accordingly by the Chair.

**3. arrangements for appointing external auditors**

Members considered report CFO/009/17 of the Treasurer requiring that Members of an Authority meeting, as a whole, approve the decision for a sector led arrangement for the appointment of external audit for the financial years 2018/19 onwards.

Members were provided with an overview of the report, with their attention drawn to the fact that current arrangements for external audit services ends on 31<sup>st</sup> March 2018, therefore a local auditor must be appointed by 31<sup>st</sup> December 2017.

Members were informed of the options available for appointing an auditor under the Local Audit and Accountability Act 2014. They were advised that the recommended option was to enter into a 'sector led body' arrangement and the benefits associated with this option were outlined.

**Members resolved:**

- a) That the change to the arrangements for appointing external auditors for financial year 2018/19 onwards, be noted.
- b) That the options in relation to the appointment of external auditors from 1<sup>st</sup> April 2018, be noted.
- c) To Sign-up to a sector led arrangement for the appointment of external auditors as advocated by the Local Government Association (LGA), be agreed.
- d) To Sign-up to the LGA's Public Sector Audit Appointments Limited (PSAA) as the Authority's "appointing person" for the external audit appointment for 2018/19 and future years, be agreed.

**4. FINANCIAL REVIEW 2016/17 - APRIL TO DECEMBER 2015**

Members considered report CFO/013/17 of the Treasurer, concerning a review of the financial position, revenue and capital for the Authority for 2016/17.

Members were provided with an update on the Authority's financial position for the period April to December 2016, which highlighted the revenue position, including budget movements and budget savings that have been implemented.

It also highlighted the Authority's position in terms of its capital programme, reserves and balances and its treasury management activities.

Members resolved that:

- a) The potential £0.450m favourable revenue position identified within this report, be noted.
- b) The utilisation of the £0.450m favourable revenue position to increase the firefighter recruitment reserve in light of the expected firefighter retirement profile and the need to recruit trainees before the establishment falls below the approved staffing level, be approved.
- c) The Treasurer be instructed to continue to work with budget managers to maximise savings in 2016/17.

## **5. Asset Management Plans 2017/18**

Members considered report CFO/016/17 of the Deputy Chief Fire Officer, concerning how the Authority plans to align its physical asset base with its corporate aims and objectives over the next 5 years (2017/18 – 2021/22).

Members were provided with an overview of the report which highlights how the Authority will use its physical assets in an efficient and effective manner over the various life cycles of the assets. The Authority's three key asset management plans cover ICT, transport/vehicle fleet, and buildings, land and contents.

In terms of the Authority's buildings, Members were informed of the significant developments made over the last 5 years, including the building of a number of PFI stations and the refurbishments of its Headquarters building.

The key objectives of each of the Asset Management Plans were also highlighted and Members were informed that the plans cover a 5 year period.

Members resolved that:

The revised Asset Management Plans, be approved.

## **6. MERSEYSIDE FIRE AND RESCUE AUTHORITY BUDGET AND FINANCIAL PLAN**

Members considered report CFO/015/17 of the Treasurer, concerning the setting of a medium term capital and revenue financial plan that allocates resources in line with the Authority's strategic aims and ensures that the Authority delivers an efficient, value for money service. This will also allow the Authority to determine a budget for 2017/18 and a precept level, in line with statutory requirements.

The Chair confirmed that all members had been provided with a copy of the Labour Group Proposed Budget Resolution in line with statutory requirements and confirmed that no amendments had been received.

Members were provided with an overview of the report, which provides the necessary financial information to set a balanced budget and precept level subject to a number of assumptions.

The report details the 5 year capital programme, including the capital expenditure & financing available up to 2021/22.

Members were advised that the assumed £11m savings requirement identified within last year's plan remains consistent and were advised of potential new cost pressures up to 2021/22.

Members were informed of the proposed increase in Council Tax precept and possible options to deliver the required savings.

The Chief Fire Officer informed Members that officers have managed to reduce the amount of savings required from operational response from £4m to £1.9m, to ensure that the Authority can continue to maintain its response standard. However he advised that this would still require a reduction of 49 fire fighter posts and conversion of 5 appliances to 12 hour day crewing which would inevitably have an impact on operational response. He stated the importance of understanding the structural changes which will be required, arising as a result of delivering these savings.

Members commented on the need to continue lobbying the Government and promoting the excellent work of the Fire and Rescue Service. These comments were fully supported by Cllr Rennie, who confirmed that she will continue to do all she can within her party.

Members confirmed that the Authority will continue to do all that it can to avoid compulsory redundancies, however noting that in the current climate it is difficult to give any assurance.

The Budget Resolution was then formally moved by Cllr Hanratty and seconded by Cllr Byrom.

The Chair of the Authority commented that he was moving the Budget Resolution with a heavy heart, as no-one comes into politics to make cuts. He explained that the perception of the public is that they expect a response as quickly as possible when required and all the Authority can do is try to ensure that this continues to occur, despite continuing cuts.

Members then voted on the motion:

15 Members voted in favour of the motion (all Members in attendance)

0 Members voted against the motion

0 Members abstained.

The Budget Resolution for 2016/17 was therefore unanimously approved.



Members resolved that:

- a) The 2017/18 service budgets set out in the report, were noted.
- b) The Treasurer's recommendation on maintaining the current level of general fund balance at £2.000m, and maintaining the reserves as outlined in Paragraph 146 to 148 of this report, be endorsed.
- c) The current plan to increase the precept by just below 2% for 2017/18, raising the Band D Council Tax from £72.89 to £74.34 and confirm the strategy for future precept rises (the plan assumes 2% in each year thereafter), be endorsed.
- d) The assumptions in developing a five year (2017/18 – 2021/22) Financial Plan outlined in the report, be endorsed and the Medium Term Financial Plan in Appendix C and the 2017/18 budget estimate of £59.490m, be approved.
- e) The 2017/18 – 2021/22 amended saving plan, as outlined in the report and summarised in Appendix C, be approved.
- f) The capital strategy and investment strategy as summarised in Appendix B, be approved.
- g) The Minimum Revenue Payment (MRP) strategy for 2017/18 as outlined in Paragraph 76 to 77 of this report, be approved.
- h) The prudential indicators relating to the proposed capital programme, paragraph 88 to 90 of this report, be noted.
- i) The Treasury Management Strategy outlined in Section F, be approved and The Treasury Management indicators set out in paragraph 93 of this report, be agreed for the following:-
  - External Debt
  - Operational Boundary for Debt
  - Upper limits on fixed interest rate exposure
  - Upper limits on variable rate exposure
  - Limits on the maturity structure of debt
  - Limits on investments for more than 364 days
- j) The recommendations above which provide an approved framework within which officers undertake the day to day capital and treasury activities, be agreed.
- k) The proposed Labour Budget Resolution, be approved as follows:

***LABOUR BUDGET RESOLUTION 2017/18***

**Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan Resolution 2017/18 – 2021/22**

1. Merseyside Fire and Rescue Authority (the Authority) suffered one of the largest cuts in Government funding of any Fire and Rescue Service in the country between 2010/11 and 2015/16. The 2015 Government Spending Review announced further significant grant cuts for the Authority from 2016/17 up to 2019/20.
2. Over the 2010/11 to 2019/20 period the Authority faces a 50%, in real terms, reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget will reduce from £73.6m to £59.5m or £14.1m which represents a 19% cash or 40% real reduction.
3. The Authority has set a financial plan that delivers the required savings needed as a result of government cuts up to 2019/20. These drastic cuts from the Government has forced the Authority to make tough choices.
4. The impact of the 2015 Comprehensive Spending Review meant the Authority had to find £11.0m of savings from the forecast planned spend for 2016/17 to 2019/20. The Authority has planned prudently to minimise the impact on frontline services and has identified significant efficiency savings of £9.1m by reducing management, support services costs and other technical amendments. Despite these efficiencies the Authority must approve an unavoidable reduction of £1.9m from the operational front line.
5. The Authority has already seen the number of fire appliances in Merseyside reduce from 42 wholetime pumps down to a budgeted 24 wholetime pumps and 4 retained pumps since 2010, which equates to 33% overall reduction. A further £1.9m operational response is likely to see a loss of up to 49 firefighter posts and result in 5 wholetime pumps converting to wholetime crewing during the day and retained crewing overnight.
6. The Authority is therefore extremely saddened to have to approve a financial plan which is based upon:-
  - (i) The loss of up to a further 49 firefighter posts
  - (ii) The conversion of 5 fire appliances from 24 hour wholetime crewing to 12 hour wholetime crewing during the day and with retained crewing overnight
  - (iii) Further reductions in support services to the detriment of the service
7. In order to minimise the impact on the Fire & Rescue Service the Authority has agreed a council tax increase of 2%.
8. The effect of the budget on the council tax will be a ***Band D Council Tax of £74.34 (which equates to £1.43 per week) an increase of less than 3p per week on the 2016/17 figure.***
9. Most people in Merseyside will pay ***Band A Council Tax of £49.56 or 95p per week towards their Fire & Rescue Service.***
10. The Authority will continue to lobby the Government against the level of cuts being proposed and highlight the consequences that further cuts will have on effectively delivering an emergency service.

11. The Authority recognises that the Fire & Rescue Service is emergency risk based and not demand led. During this period of austerity we urge this Government to reflect on the impact these cuts are having on the Fire & Rescue Service and properly review all risks facing the country in the light of emerging risks (for example a heightened terrorist threat or responding to increased flooding events through climate change) and would hope that resources are allocated in a way that allow Merseyside to continue to respond effectively to local and national threats.

### **The Financial Plan**

12. In order to balance the financial plan the Authority will adopt the following strategy
- Prepare a five year financial plan based on the final Local Government Finance Settlement figures announced on 20<sup>th</sup> February 2017.
  - Set a council tax increases in line with its financial plan.
  - Assume that Central Government's pay strategy for public sector staff can be achieved and therefore assume a 1% annual pay increase for its staff in line with that strategy for the 2017/18 – 2019/20 period.
  - The Authority will focus its search for efficiencies on collaboration, management, support services costs and other technical reviews and assume that savings of £9.100million can be generated from that area.
  - A savings of £1.900m from operational response.
  - The financial plan has projected Authority spend and Government funding up to 2021/22, however as these figures are estimates the Authority at this point in time is noting the potential small saving requirement, £0.106m, for 2021/22 and will deal with any saving requirement in future budget rounds.
13. Noting that the reduction in firefighter numbers will be achieved by natural retirement rates and will therefore take until 2018/19 to deliver in full.
14. Noting that there is a considerable risk that the Authority's aspiration to avoid compulsory redundancy may be compromised because of the reductions in non-uniformed staff. Therefore instruct the Chief Fire Officer to use voluntary severance and early retirement in line with Authority policy to as far as possible achieve savings through voluntary means
15. The Authority notes that to deliver any savings in relation to the number of staff it employs may take time. The Authority is committed to seeking to try and avoid compulsory redundancy. The Authority has established a cost smoothing reserve to be used in this regard.
16. The Authority requests that the Chief Fire Officer continue to bring back individual reports, including equality impact assessments, as soon as possible on specific business cases for operational savings and support service reviews as detailed information and costs become available.

17. The Authority recognises that the exact timing of new operational response structures may take time to finalise and implement. It therefore recognises that the Chief Fire Officer will need to continue to manage appliance availability on a dynamic basis using “whole-time retained” crewing where necessary under his delegated powers as the financial plan proceeds to delivery.
18. The Authority is fully committed to reducing its own costs as the organisation faces up to the Government cuts and what that means for local services. The Authority had already made reductions in its allowances of £24,000 and the Authority will again freeze all member allowances for the ninth consecutive year

### **IRMP**

19. The Authority agrees to reflect this financial plan in its 2017- 2020 Integrated Risk Management Plan (IRMP) and will consult with the local community and stakeholders on the IRMP and the impact current and future Government cuts will have upon them.

### **Implementation**

20. The Authority recognises to fully deliver the staff savings (both Support and Firefighters) will take time as:-

- The Service needs to finalise plans to re-engineer support services and consider blue light collaboration opportunities, and
- In relation to Firefighter post reductions the Authority will seek to use natural turnover rates recognising this will take until at least 2018/19 to achieve the reduction in the establishment.

This approach will require the use of reserves (smoothing reserve) in the intervening period if compulsory redundancies are to be avoided. The proposed reserve strategy reflects this methodology.

21. The Authority requests the Chief Fire Officer to use every available measure and management tool to avoid compulsory redundancy and therefore it grants delegated power to utilise the Voluntary Severance / Voluntary Early Retirement Programme in line with the VS/VR framework agreed by the Authority previously.
22. The Authority believes that a wholetime professionally trained workforce is the most resilient and effective way of delivering a Fire & Rescue Service to its communities and is fully committed to maintaining this approach.

### **Council Tax**

23. In identifying a financial deficit of £11m over the 2016/17 – 2019/20 period the Authority had already assumed a council tax increase at the maximum level allowed by the Government before a referendum of just below 2% in each year.

24. Because of the scale of the financial challenge the Authority has agreed, with a heavy heart, to stick to this plan and increase council tax in 2017/18 by just below 2% to minimise the impact on the services to Merseyside in the future
25. The impact of the budget on the council tax will be a Band D Council Tax of £74.34 (which equates to £1.43 per week) an increase of less than 3p per week on the 2016/17 figure.
26. Most people in Merseyside will pay ***Band A Council Tax of £49.56 or 95p per week towards their Fire & Rescue Service.***

### **Recruitment**

27. Despite the need to reduce Firefighter numbers in the short term as part of the budget plan this Authority recognises that over the next decade that without any recruitment Firefighter numbers will reduce to just under 300 due to retirements. The loss of such experience and knowledge will bring major challenges for the Authority who will need to recruit between 250-300 firefighters by 2025. Any recruitment will be undertaken in a manner so as to meet the demands placed on the Authority.
28. In order to meet this challenge in a prudent and structured fashion the Authority has set aside a strategic reserve of £3.1m to support limited firefighter recruitment to ensure the recruitment approach reflects the financial plan and the competency requirements placed on the Authority.

### **Interoperability with Blue Light Partners**

29. This Authority is fully committed to closer collaboration with our emergency service colleagues across the county. Many collaborative successes have been achieved so far including:-
- (i) The delivery of the Joint Command and Control Centre with Merseyside Police
  - (ii) Sharing 7 sites with north West Ambulance Service (NWAS) including NWAS HART working alongside the Search and Rescue team
  - (iii) Extensive joint planning and exercising
30. The Authority instructs the Chief Fire Officer to continue to build upon this success and in particular to actively seek out opportunities of working with NWAS and Merseyside Police around sharing buildings, and other assets and corporate service functions.

### **Working with other Partners**

31. The Authority will continue to work in partnership with each District Council in order to explore opportunities in which will mutually benefit each Authority in dealing with these and future financial challenges.
32. The Authority will examine the impacts of the devolution agenda and how best we can understand and develop constructive dialogue with the Liverpool City Region Combined Authority.

## **Reserves**

33. The Authority has prudently planned to meet its financial challenges over the medium term. The plan the Authority proposes is based upon the key assumptions around changes to grant, pay, tax and pension costs.
34. The Authority recognises that there are substantial risks associated with these assumptions and that, particularly in light of the current economic climate; it is not unreasonable to expect a significant degree of financial uncertainty and risk which will vary across the life of the financial plan. The Authority will therefore set a medium term financial plan based upon these key assumptions recognising that it may need to vary that plan to cope with changes arising.
35. In light of the risks within the financial plan the Authority therefore agrees to maintain the reserves as set out in Appendix B to this resolution and in particular maintain a general revenue reserve of £2.0m.

## **Capital Programme**

36. The Authority approves the Capital Programme as set out in CFO/015/17 which includes a total investment of over £35.156m over 2017/18 – 2021/22 period. The programme for 2017/18 shall be approved as £20.683m.
37. The Authority notes the prudential indicators that this programme produces and recognises that the proposed capital investment programme is prudent, sustainable and the borrowing affordable. This programme makes use of the freedoms available to the Authority under the prudential regime and proposes 'prudential' borrowing of £9.443m in 2017/18 as part of a total borrowing of £20.431m across the life of the plan.
38. In the light of the capital programme and the prudential indicators, agree the Treasury Management Strategy and the indicators set out in that strategy for:-
- (i) External Debt
  - (ii) Operational Boundary for Debt
  - (iii) Upper limits on fixed interest rate exposure
  - (iv) Upper limits on variable rate exposure
  - (v) Limits on the maturity structure of debt
  - (vi) Limits on investments for more than 364 days

## **Basic calculations**

39. Following consideration of the report of the Treasurer (CFO/015/17 & CFO/013/17) and having taken into account views expressed in consultations, and all other relevant matters, pursuant to the Local Government Finance Act 1992, as amended, (the "Act"), the Authority determines its budget requirement for the financial year 2017/18 as follows.

40. Approves the capital expenditure programme for the financial year 2017/18 for the total of £20.683m as set out in report CFO/015/17 and the five year programme totalling investment of £35.156m, and in this respect notes the advice of the Treasurer that the programme is prudent, sustainable and the borrowing affordable.

41. The Authority resolves as follows:

- (a) It be noted that on 23<sup>rd</sup> February 2017, the Authority calculated the Council Tax Base 2017/18 for the whole Authority area as 360,516.87 [Item T in the formula in Section 42B of the Local Government Finance Act 1992, as amended (the “Act”)].
- (b) That the following amounts be calculated for the year 2017/18 in accordance with sections 40 to 47 of the Act:

The Authority calculates the aggregate of: (A)

- the expenditure which it estimates it will incur in the financial year 2017/18 in performing its functions and will charge to the revenue account for the year in accordance with proper practices under S42A (2) (a) of the Act as £77.181m,
- the allowance as the Authority estimates will be appropriate for contingencies in relation to amounts to be charged or credited to the revenue account for the year 2017/18 in accordance with proper practices under S42A (2) (b) of the Act as £0.000m,
- the financial reserves which the Authority estimates it will be appropriate to raise in the year for meeting its estimated future expenditure for 2017/18 under S42A (2) (c) of the Act as £0.048m,
- the financial reserves as are sufficient to meet so much of the amount estimated by the Authority to be a revenue account deficit for any earlier financial year as has not been already provided for under S42A (2) (d) of the Act as £0.000m.

The Authority must also calculate the aggregate of: (B)

- the income which it estimates will accrue to it in the year 2017/18 and which it will credit to a revenue account for the year in accordance with proper practices, other than income which it estimates will accrue to it in respect of any precept issued by it under S42A (3) (a) of the Act as £50.428m,
- The amount of the financial reserves which the Authority estimates that it will use in order to provide for the items mentioned in S42 (2) (a and b) under S42A (3) (a) of the Act as £9.780m.

If the aggregate calculated under A above exceeds that calculated under B above, the Authority must calculate the amount equal to the difference; and the amount so calculated is to be its council tax requirement for the year under S42A (4) (Item R in the formula in S42B of the Act).

The Authority calculates the basic amount of its council tax by dividing the aggregate amount of S42A (4) (item R) divided by the council tax base (item T) above. The council tax requirement for 2017/18 is £26,800,824 and the council tax base is 360,516.87, which is equal to £74.34 precept for a Band D property. This calculation meets the requirements under S42B of the Act.

42. The Authority calculates the council tax sums pursuant to S47 of the Act as follows:

2017/18	Property Band		Increase	
£			£	%
£49.56	For properties in Band	A	0.97	2.00
£57.82	For properties in Band	B	1.13	1.99
£66.08	For properties in Band	C	1.29	1.99
£74.34	For properties in Band	D	1.45	1.99
£90.86	For properties in Band	E	1.77	1.99
£107.38	For properties in Band	F	2.09	1.98
£123.90	For properties in Band	G	2.42	1.99
£148.68	For properties in Band	H	2.90	1.99

43. The Authority calculates the precept amounts payable by each constituent district council pursuant to S48 of the Act as follows:-

PRECEPT	AUTHORITY
£	
7,681,074	LIVERPOOL
6,787,948	WIRRAL
3,708,079	ST.HELENS
6,088,952	SEFTON
2,534,771	KNOWSLEY
26,800,824	



44. The Authority requests the Treasurer to arrange for precepts to be issued to the constituent district councils pursuant to S40 of the Act before 1<sup>st</sup> March 2017, such sums to be payable by 10 equal instalments on or before the following dates:

Friday	21 <sup>st</sup> April 2017
Wednesday	31 <sup>st</sup> May 2017
Thursday	6 <sup>th</sup> July 2017
Friday	11 <sup>th</sup> August 2017
Tuesday	19 <sup>th</sup> September 2017
Wednesday	25 <sup>th</sup> October 2017
Thursday	30 <sup>th</sup> November 2017
Wednesday	10 <sup>th</sup> January 2018
Thursday	15 <sup>th</sup> February 2018
Friday	16 <sup>th</sup> March 2018

45. The Authority notes that The Treasurer has advised that the 2017/18 budget is based upon robust estimates.

## Appendix A – 2017/18 Budget & Financial Plan to 2021/22

2017/18 - 2021/22 PROPOSED FINANCIAL PLAN						
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
<b>APPROVED 2016/17 - 2019/20 MTFP</b>	<b>61,507</b>	<b>59,034</b>	<b>58,503</b>	<b>58,611</b>	<b>60,136</b>	<b>61,611</b>
<u>Changes to 2016/17 - 2019/20 MTFP</u>						
Operational Response Staff Saving reduce from up to -100 to -49 to 620			900	2,100	2,100	2,100
Unfunded public sector pension schemes - change to the Government discount rate. <i>Assume 3% increase in Employer Rate</i>				600	600	600
MFRA - LGPS actuarial review (+1.6%)		130	130	130	130	130
Rates revaluation 2017/18		50	100	150	150	150
Estimated impact of recruitment in advance to ensure maintain min 620 FTE		1,500	700	150	250	750
<b>PROPOSED 2017/18 - 2021/22 MTFP</b>	<b>61,507</b>	<b>60,714</b>	<b>60,333</b>	<b>61,741</b>	<b>63,366</b>	<b>65,341</b>
<b>FUNDING</b>						
<b>Government Funding - Settlement Funding Assessment</b>						
Baseline Funding Level (assume year on year increase of 2% from 2020/21)	-18,428	-18,804	-19,409	-20,100	-20,502	-20,912
RSG (assume frozen at 2019/20 levels in 2020/21 - 22)	-16,523	-13,664	-12,050	-11,000	-11,000	-11,000
<b>Government Funding - Settlement Funding Assessment</b>	<b>-34,951</b>	<b>-32,468</b>	<b>-31,459</b>	<b>-31,100</b>	<b>-31,502</b>	<b>-31,912</b>
<b>Adjustment for Business Rates based on NNDR1 District Forecasts</b>						
Adjustment for Local Business Rate income forecast from Districts to CLG estimate	25	-54	0	0	0	0
NNDR Collection Fund (surplus)/deficit	315	188	0	0	0	0
<b>Council Tax -</b>						
Base Precept Income	-25,934	-26,278	-26,801	-27,609	-28,437	-29,290
Assume <b>2% rise year on year in Precept</b>		-523	-536	-552	-569	-586
<b>Assume increase in Council Tax Base of 1.0% each year from 2018/19</b>			-272	-276	-284	-293
Council Tax Collection Fund (surplus)/deficit	-962	-355				
<b>Forecast Council Tax Income</b>	<b>-26,896</b>	<b>-27,156</b>	<b>-27,609</b>	<b>-28,437</b>	<b>-29,290</b>	<b>-30,169</b>
<b>FUNDING</b>	<b>-61,507</b>	<b>-59,490</b>	<b>-59,068</b>	<b>-59,537</b>	<b>-60,792</b>	<b>-62,081</b>
<b>Forecast Net Position (surplus) / deficit</b>	<b>0</b>	<b>1,224</b>	<b>1,265</b>	<b>2,204</b>	<b>2,574</b>	<b>3,260</b>
<b>New Saving Options:</b>						
Reduce Supported Borrowing MRP from 4% reducing balance to 2% fixed. Review 2016/17 - 2020/21 capital funded by borrowing & reduce MRP	0	0	0	-700	-750	-750
Review long term FPS Employer Budget - Additional Savings.		-300	-600	-820	-900	-980
LGPS discount if 2017/18 - 19/20 Deficit paid on 01.04.17 /saving to budget		-80	-80	-80	0	0
LGPS 2016 Triennial Valuation - forecast saving on future deficit payments £0.8m p.a.					-200	-200
Review Inflation and take provision to lowest comfortable level		0	-180	-454	-474	-474
	0	-380	-860	-2,054	-2,324	-2,404
<b>Drawdown from the Recruitment Reserve</b>	<b>0</b>	<b>-844</b>	<b>-405</b>	<b>-150</b>	<b>-250</b>	<b>-750</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>106</b>

## Appendix B- Reserves

	Anticipated Closing Balance 31.03.17	2017/18	2018/19	2019/20	2020/21	2021/22	Future Years
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Earmarked Reserves</b>							
<b>Emergency Related Reserves</b>							
Bellwin Reserve	147	0	0	0	0	0	147
Insurance Reserve	500	0	0	0	0	0	500
Emergency Planning Reserve	75	0	0	0	0	0	75
Catastrophe Reserve	100	0	0	0	0	0	100
<b>Modernisation Challenge</b>							
Smoothing Reserve	1,981	-1,075	-406	0	0	0	500
Severance Reserve	0	0	0	0	0	0	0
Invest to Save / Collaboration	1,000						1,000
Ill Health Penalty Reserve	500	0	0	0	0	0	500
Recruitment Reserve	3,100	-844	-405	-150	-250	-750	701
<b>Capital Reserve</b>							
Capital Investment Reserve	10,601	-5,850	-5,259	937	0	0	429
LGPS Deficit (use cap invest)	1,903	-1,903					0
PFI Annuity Reserve	2,090	-108	-108	-108	-108	-108	1,550
Equality / DDA Investment Reserve	285	0	0	0	0	0	285
Firefighter Safety Investment Reserve	0	0	0	0	0	0	0
<b>Specific Projects</b>							
Community Sponsorship Reserve	0	0	0	0	0	0	0
Equipment Reserve	306	0	0	0	0	0	306
Contestable Research Fund Reserve	25	0	0	0	0	0	25
Training Reserve	450	0	0	0	0	0	450
Healthy Living / Olympic Legacy	70	0	0	0	0	0	70
Inflation Reserve	500	0	0	0	0	0	500
Clothing / Boots Reserve	166	0	0	0	0	0	166
Communications Reserve	0	0	0	0	0	0	0
CFOA Road Safety Reserve	0	0	0	0	0	0	0
<b>Ringfenced Reserves</b>							
F.R.E.E. Reserve	0	0	0	0	0	0	0
Princes Trust Reserve	118	0	0	0	0	0	118
Community Youth Team Reserve	0	0	0	0	0	0	0
Beacon Peer Project Reserve	0	0	0	0	0	0	0
Community Risk Management Reserve	284	0	0	0	0	0	284
Energy Reserve	132	48	0	0	0	0	180
St Helens District Reserve	0	0	0	0	0	0	0
New Dimensions Reserve	1,038	0	0	0	0	0	1,038
<b>Total Earmarked Reserves</b>	<b>25,371</b>	<b>-9,732</b>	<b>-6,178</b>	<b>679</b>	<b>-358</b>	<b>-858</b>	<b>8,924</b>
<b>General Revenue Reserve</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
<b>Total Reserves</b>	<b>27,371</b>	<b>-9732</b>	<b>-6178</b>	<b>679</b>	<b>-358</b>	<b>-858</b>	<b>10,924</b>

## **7. IRMP 2017-20 POST CONSULTATION**

Members considered report CFO/012/17 of the Deputy Chief Fire Officer, concerning the outcomes of the public consultation on the Integrated Risk Management Plan (IRMP) 2017-20; and publication of the final post-consultation version.

Members were provided with an overview of the report which emphasised that the draft IRMP was approved on 20<sup>th</sup> October 2016, subject to public consultation. The extent of the public consultation undertaken was highlighted along with the general views of the individuals who participated in the consultation, which were generally supportive. Those who participated primarily understood that the changes required were as a direct result of the budget challenge facing the Authority.

Amendments made to the IRMP document, following consultation were also highlighted.

The Chief Fire Officer reiterated that the proposals within the document were necessary to set a balanced budget. They would not improve services and were not proposals he would be recommending if it were not for the financial challenges faced by the Authority.

Representatives of the relevant Representative Bodies were then invited to make comment.

The Fire Brigade Union (FBU) requested to do so.

Firstly, they expressed support for the comments made by the Chief Fire Officer. However they commented that they could not support job losses or endorse reductions in fire cover, but acknowledged that the Authority's hands are tied. Support was expressed for the Authority's stance on maintaining whole time fire fighters; and for local devolution. However, the FBU believe it is vital for the Service to maintain its independence, so would therefore not support a PCC single employer model. Further comments were made regarding Government attacks on firefighter terms and conditions, stating that further reductions would not be tolerated.

Members expressed their thanks to all staff and officers for their hard work.

Members resolved that:

- a) The responses to the consultation, be noted as having been adequately considered and reflected within the Integrated Risk Management Plan 2017/20, where appropriate.
- b) The challenging budget position facing the Authority, be noted as being adequately reflected within the IRMP.
- c) The Authority's commitment to ensuring that the impact of the changes on the communities of Merseyside be minimised and firefighter safety maximised, be reaffirmed.

- d) The fact that there are areas of the IRMP that will have direct impact upon our staff, be noted. In line with all staffing matters the IRMP has been the subject of additional staff consultation/negotiation.
- e) The proposals within this IRMP, be noted as having been subject to extensive public consultation. The outcomes of these consultations have been attached as appendices to this report.
- f) The IRMP 2017/20, be approved for publication on 1<sup>st</sup> April 2017.

## 8. **Speech of the Policing and Fire Minister Following the Policing and Crime Act Receiving Royal Assent**

Members considered report CFO/017/17 of the Chief Fire Officer, concerning the speech delivered by the Policing and Fire Minister on 7<sup>th</sup> February on Fire Reform and to set out for Members the position of the Authority against the expectations as articulated by the Minister.

The Chief Fire Officer updated members on the speech made by Brandon Lewis, Minister for Policing and the Fire Service, at the think tank on public sector reform. The key areas highlighted included accountability and transparency including the re-introduction of an Inspectorate, flexible deployment, diversity and collaboration.

Members were provided with a summary of the report which highlighted the Authority's performance in relation to the key areas. Examples of collaborative working, including shared buildings and procurement activity and the different shift systems in operation, were provided.

In relation to work force reform, members were advised that the most recent staff survey showed the highest improvement in engagement score observed, all of which demonstrate that the Authority is well placed to show that it is meeting requirements across all areas.

The Chair of the Authority requested that the Authority write to Brandon Lewis requesting a fundamental review of the impact of cuts on Fire & Rescue Services.

### **Members resolved that:**

- a) The contents of this report, be noted.
- b) A letter be drafted on behalf of the Authority, to the Minister for Policing and the Fire Service, Brandon Lewis, requesting a fundamental review of the impact of cuts on the Fire and Rescue Service.

## **9. Regulation 28 Coroners Letter: Hoarding Fire Fatality**

Members considered report CFO/018/17 of the Deputy Chief Fire Officer, concerning the Regulation 28 Letter submitted to the Home Office by the Senior Coroner from the City of Liverpool and Wirral following a double fatality at a fire in a single private dwelling where hoarding has been identified as a contributory factor.

Members were informed that following an inquest, the Coroner has the ability to make recommendations on the prevention of future deaths. As a result of this incident, the Coroner wrote to Home Secretary recommending that the Fire & Rescue Service be granted with powers of entry where there is deemed a risk. Members were advised that the Home Secretary has 56 days to respond, stating what action they propose to take and suitable timescales, or stating why no action is proposed.

It was noted that the individuals in this case were known to a number of agencies, however all were refused entry to the property and at present, there is a raft of legislation which allows individuals to refuse entry.

Members were advised that officers will be writing to safeguarding boards across the country, to highlight the recommendations and encourage agencies to take a collective approach to dealing with similar future cases.

Members reiterated how tragic the incident was and requested that this be highlighted to Members of Parliament.

Members resolved that:

- a) The details of the incident attended by Merseyside Fire and Rescue Authority (MFRA) officers resulting in a double fatality where hoarding was identified as a contributory factor in relation to the loss of life, be noted.
- b) The details and matters of concern raised by the Coroner in his Regulation 28 Report in respect of the above incident and the resultant actions required by the Home Office, be noted
- c) The Authority's response to the Report and the interim measures taken by the Service in consideration of the Coroners recommendations, be noted.

Close

Date of next meeting Thursday, 25<sup>th</sup> May 2017

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	25 MAY 2017	REPORT NO:	<a href="#">CFO/029/17</a>
PRESENTING OFFICER	MONITORING OFFICER		
RESPONSIBLE OFFICER:	JANET HENSHAW	REPORT AUTHOR:	GEMMA SUNG – DEPUTY DEMOCRATIC SERVICES MANAGER, EXT 4230
OFFICERS CONSULTED:	<p><u>SUPPORTING OFFICERS:</u></p> <p>DEPUTY CHIEF FIRE OFFICER  AM OPERATIONAL RESPONSE – DAVE MOTTRAM  AM OPERATIONAL PREPAREDNESS – NICK SEARLE  AM STRATEGIC CHANGE &amp; RESOURCES – PAUL MURPHY  AM COMMUNITY RISK MANAGEMENT - GUY KEEN  DIRECTOR OF STRATEGY &amp; PERFORMANCE – DEB APPLETON  DIRECTOR OF PEOPLE &amp; ORGANISATIONAL DEVELOPMENT – NICK MERNOCK</p>		
TITLE OF REPORT:	LEAD MEMBER/ AMBASSADOR FEEDBACK 2016/177		

APPENDICES:	APPENDIX A:	LEAD MEMBER OPERATIONAL RESPONSE – FEEDBACK
	APPENDIX B:	LEAD MEMBER OPERATIONAL PREPAREDNESS – FEEDBACK
	APPENDIX C:	LEAD MEMBER STRATEGIC CHANGE & RESOURCES – FEEDBACK
	APPENDIX D:	LEAD MEMBER STRATEGY & PERFORMANCE – FEEDBACK
	APPENDIX E:	LEAD MEMBER PEOPLE & ORGANISATIONAL DEVELOPMENT – FEEDBACK

	<p><b>APPENDIX F: LEAD MEMBER COMMUNITY RISK MANAGEMENT &amp; AMBASSADOR FOR YOUTH ENGAGEMENT - FEEDBACK</b></p> <p><b>APPENDIX G: AMBASSADOR FOR HEALTH &amp; WELLBEING – FEEDBACK</b></p>
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### **Purpose of Report**

1. To provide Members with feedback on work undertaken by the appointed Lead Members and Member Ambassadors during 2016/17.

### **Recommendation**

2. That Members;
  - a. Note the feedback provided by Lead Members and Member Ambassadors in relation to their involvement in their respective roles for 2016/17;
  - b. Determine the value of continuing with the current Lead Member and Member Ambassador roles for the coming Municipal year; and
  - c. Should continuation of the current Lead Member and Member Ambassador roles be agreed, consider appointment to those roles for 2017/18, to be formally agreed at the Annual General Meeting on 13<sup>th</sup> June 2017.

### **Introduction and Background**

3. Members will recall that at the Annual General Meeting on 14<sup>th</sup> June 2016 the Authority approved the appointment of six Lead Member roles and one Member Ambassador Role, within the Authority's structure. The previous additional Member Ambassador role for Youth Engagement was incorporated within the remit of the Lead Member role for Community Risk Management.
4. A specific role description was devised for each role and an additional responsibility allowance was aligned in recognition of the additional work and involvement those Members would be expected to undertake.
5. The appointments to the Lead Member and Ambassador Roles; and supporting officers for 2016/17 are set out in the table below:



<u>Role</u>	<u>Appointed Member</u>	<u>Support Officer</u>
<b><i>Lead Member – Operational Response</i></b>	Cllr Marianne Welsh	AM Operational Response – Dave Mottram
<b><i>Lead Member – Operational Preparedness</i></b>	Cllr Lesley Rennie	AM Operational Preparedness – Nick Searle
<b><i>Lead Member – Strategic Change &amp; Resources</i></b>	Cllr James Roberts	AM Strategic Change & Resources – Paul Murphy
<b><i>Lead Member – Community Risk Management (inc Youth Engagement)</i></b>	Cllr Peter Brennan	AM Community Risk Management – Guy Keen
<b><i>Lead Member – Strategy &amp; Performance</i></b>	Cllr Barbara Murray	Director of Strategy & Performance – Deb Appleton
<b><i>Lead Member – People &amp; Organisational Development</i></b>	Cllr Sharon Sullivan	Director of People & Organisational Development – Nick Mernock
<b><i>Ambassador for Health &amp; Wellbeing</i></b>	Cllr Paul Tweed	Deputy Chief Fire Officer

6. The intention of appointing Lead Member Roles was for these Members to gain valuable knowledge and understanding within a specific area of business, through working closely with their designated Support Officer, meeting regularly throughout the year. The Support Officer involves the Lead Member in the reporting process to ensure that the Member is fully aware of any reports being submitted under their reference. The Lead Member provides support to the Officer through representation at Authority Committee meetings; and to fellow colleagues on the Authority, through passing on their knowledge and experience.
7. The Ambassador roles were created to deal with issues relating to Youth Engagement and Health and Wellbeing - both of which are at the forefront of the Authority's preventative work; and are aligned to partnerships with other statutory agencies.
8. Within the role descriptions for Lead Members and Ambassadors is the requirement for those appointed Members to provide feedback to the Authority regarding their involvement in their roles.

9. The Chair of the Authority has therefore requested that each of the appointed Lead Members and Ambassadors for 2016/17 provide a written overview of their involvement in their roles over the past year. The feedback provided by Members is attached in the appendices to this report.
10. When evaluating the feedback provided, Members are requested to give consideration to the personal development value to Members and Officers, derived through the opportunity of close working relationships and general understanding of each other's roles. They are also requested to consider the effect that this enhanced knowledge has on the Authority's decision making, which may provide a benefit to the Authority as a whole and the community it serves.

#### **Equality and Diversity Implications**

11. There are no direct equality and diversity implications relating to this report as this provides feedback from Members, to the Authority. Should any work streams stem from this feedback, equality and diversity implications will be taken into consideration on a case by case basis.

#### **Staff Implications**

12. Support Officers have seen an increase in their workload through the holding of regular meetings and engagement with designated Lead Members and Ambassadors. However, it is important that the Authority is fully aware of how the Service is functioning, especially as resources continue to reduce. Members are asked to ensure that they attend meetings arranged with Officers at the designated time so that workloads can be managed effectively.

#### **Legal Implications**

13. There are no direct legal implications in relation to this report.

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

14. Lead Members and Ambassadors currently receive an Additional Responsibility Allowance of £2,018.00 per annum, in recognition of the additional work required to perform their role. This forms part of the current Members Allowance Scheme and is contained within the existing budget.

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

15. There are no direct implications in relation to risk, health and safety or environmental, arising from this report.

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

16. The development of Lead Member and Ambassador Roles will enable the Authority to have a deeper understanding of specific areas of service provision,

which will assist the Authority to make informed decisions regarding the provision of service to the communities of Merseyside.

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**BACKGROUND PAPERS**

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**GLOSSARY OF TERMS**

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# Lead Member/Ambassador

## Feedback Form 2016/17

**Lead Member/Ambassador:**

Cllr Welsh

**Area of Responsibility:**

Operational Response

**Supporting Officer:**

Director/3<sup>rd</sup> Officer Mottram

**Number of meetings taken place between Lead Member/Ambassador and Supporting Officer during the year:**

4 (plus one-to-one meetings with CFO)

- 1. Please outline the nature of the meetings and any agreed outcomes, including any information, guidance and updates which have been provided to you with regard to developments in your area of responsibility.**

<b>Outline Nature of Meetings:</b>	<p>Regular updates on Operational Response and H&amp;S. Topics discussed include:</p> <ul style="list-style-type: none"><li>• Health Safety &amp; Welfare Committee</li><li>• Response Times</li><li>• Staff Survey outcomes</li><li>• Engagement with staff regarding changes to role and shift patterns</li><li>• Emergency Medical Response Trial</li><li>• Collaborative working</li><li>• Notable operational incidents</li><li>• Key challenges</li></ul>
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<b>Agreed Outcomes</b>	
<b>(i)</b>	Review key performance indicators for Operational Response and H&S
<b>(ii)</b>	Discuss progress against functional Plan objectives for year 16/17
<b>(iii)</b>	Act as champion for response within fire authority

**2. What other meetings within Merseyside Fire and Rescue Authority or Partners, do you attend which have an influence on your Lead Member/Ambassador Area?**

(i) Community Safety & Protection Committee
(ii) Health, Safety & Welfare Committee (Internal)
(iii) Station Visits and Staff Engagement Days
(iv) Member Development & Engagement Group

**3. What has been the main benefit to you or the Authority of your appointment in this role?**

AM Dave Mottram goes through with me at each meeting what is currently going on regarding Operational Response and I raise any questions that I might have. I also discuss ideas for any areas of improvement with AM Mottram as well as key challenges and suggested solutions to these and where I can myself assist within the bounds of my role and in my local community as a councillor.

**4. Any other comments you would like to add**

I also have one to one meetings with Dan Stephens the CFO regarding Operational Response and its role in National Resilience in which Dan keeps me updated and any questions I have are answered.

# Lead Member/Ambassador

## Feedback Form 2016/17

**Lead Member/Ambassador:**

Councillor Lesley Rennie

**Area of Responsibility:**

Operational Preparedness

**Supporting Officer:**

3<sup>RD</sup> Officer Nick Searle

**Number of meetings taken place between Lead Member/Ambassador and Supporting Officer during the year:**

I have attended 4 formal meetings with Lead Officer.  
In addition I have had a number of conversations  
with the Officer as and when I have had questions to  
pose or emerging issues to discuss and update.

- 1. Please outline the nature of the meetings and any agreed outcomes, including any information, guidance and updates which have been provided to you with regard to developments in your area of responsibility.**

<b>Outline Nature of Meetings:</b>	<p>The meetings have all taken place at SHQ, giving an update on delivery against Functional Plan objectives. Minutes have been taken and provide a clear record of discussions that have taken place, around the following topics:</p> <ul style="list-style-type: none"> <li>• Operational Incidents</li> <li>• Fire Control</li> <li>• National Resilience and NRAT</li> <li>• Operational Intelligence</li> <li>• Operational Planning</li> <li>• TDA Development</li> <li>• Marine Unit</li> <li>• Collaboration</li> <li>• Review of Specialist Support Appliances</li> <li>• Search &amp; Rescue Team</li> <li>• Firefighter Recruitment</li> <li>• Review of Ancillary Vehicles</li> <li>• Creation of Mobile Logistics/ Welfare System</li> <li>• SOP's and National Operational Guidance</li> <li>• Review of Operational Risk Information</li> </ul> <p>I am grateful to staff who have facilitated these meetings. I have been able to question and 'challenge' many issues and when updates and outcomes have been requested I have been provided with understandable documentation, explanation and time relevant progress on issues. This free exchange of professional knowledge from the Lead Officer has assisted me greatly in gaining further understanding of my role and that of service personnel. From the knowledge and information I have gained I am able to inform colleagues and residents with firm assurances that their safety is paramount to MFRS. The financial climate within which the Service operates has clearly challenged both MFRS and the public. I am comfortable to offer that assurance.</p>
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**2. What other meetings within Merseyside Fire and Rescue Authority or Partners, do you attend which have an influence on your Lead Member/Ambassador Area?**

(i) I attend Full Authority, Policy & Resources Committee and Audit & Scrutiny Sub-Committee meetings
(ii) I am a Member of the North West Fire Forum which shares best practice and new ideas regarding Operational Preparedness.
(iii) Regular meetings with local residents and Community Groups to explain to them and give assurance that MFRS is a first rate service and Operational Preparedness is well planned and delivered in a professional manner to ensure the safety of all residents, businesses both locally, nationally and internationally when called upon.
(iv) Member Development & Engagement Group
(v) Station Visits and Staff Engagement Sessions



**3. What has been the main benefit to you or the Authority of your appointment in this role?**

I attend all Full Authority Meetings together with the Committees to which I am appointed. I find the knowledge I gain from my role as a Lead member assists me in debate at those meetings. I also attend the North West Fire Forum and am able to measure the success of MFRS Operational Preparedness against that of Partner Services. In my capacity as an elected member in my own Local Authority I can speak and inform residents of the work of MFRS. I also regularly meet with colleagues from Police and Health and can therefore discuss Operational Preparedness and how it fits with their roles.

**4. Any other comments you would like to add**

I have gained an enormous amount of knowledge from my role. I have gained a firm understanding of the Service and how the Department fits in and compliments other services provided by MFRS. The collaborative role of the Department with partner agencies has been fully explained to me.

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# Lead Member/Ambassador

## Feedback Form 2016/17

**Lead Member/Ambassador:**

James Roberts

**Area of Responsibility:**

Strategic Change & Resources

**Supporting Officer:**

AM Paul Murphy

**Number of meetings taken place between Lead Member/Ambassador and Supporting Officer during the year:**

2

- 1. Please outline the nature of the meetings and any agreed outcomes, including any information, guidance and updates which have been provided to you with regard to developments in your area of responsibility.**

<b>Outline Nature of Meetings:</b>	<p>Updates on the following issues/ topics:</p> <ul style="list-style-type: none"><li>• <b>ICT</b> – including outsourcing contract and National ESMPC project</li><li>• <b>Estates projects</b> – including facilities management, station refurbishment</li><li>• <b>Station Mergers Updates</b> – Prescott, St. Helens and Saughall Massie/ Wirral</li><li>• <b>Blue Light Collaboration</b> – Shared Estate, Operational Preparedness, Operational Response, Community Risk Management and Corporate Services</li></ul>
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**2. What other meetings within Merseyside Fire and Rescue Authority or Partners, do you attend which have an influence on your Lead Member/Ambassador Area?**

(i) Policy & Resources Committee
(ii) Audit & Scrutiny Committee
(iii) Station Visits and Staff Engagement Days
(iv) Strategy Days

**3. What has been the main benefit to you or the Authority of your appointment in this role?**

As the Deputy Chair of Liverpool City Council's Audit & Governance Committee, I have the opportunity to both observe best practice, and engage in peer review with our LGA partner, Glasgow City Council. Dealing with financial and constitutional arrangements for a heavily scrutinised large authority like LCC enables me to transfer those practices, where useful into the Merseyside Fire & Rescue Authority. I have also been appointed as the LCC lead member for Student Safety, particularly with regard to acquisitive crime, but also in terms of domestic safety. This gives me an ability to feed into the joined-up approach taken across the city of Liverpool between a number of partner agencies. This is especially useful for feeding back into our fire prevention strategy.

**4. Any other comments you would like to add**

I am currently the Vice Chair of the Fabian Society, the oldest, largest, and arguably most influential political think-tank in the UK, which gives me the chance to take the innovative work of MFRS on shaping the future strategic role of the Fire & Rescue Service, and promulgating that at a national level. This has resulted in deserved recognition of the excellent work of MFRS at the highest levels of policy-making. As someone with an eye to the future, I have been particularly pleased with the use of next-generation technological innovation by our officers and believe that this needs to continue to be monitored as implementation is progressed.

# Lead Member/Ambassador

## Feedback Form 2016/17

**Lead Member/Ambassador:**

Cllr Barbara Murray

**Area of Responsibility:**

Strategy and Performance

**Supporting Officer:**

Deb Appleton

**Number of meetings taken place between Lead Member/Ambassador and Supporting Officer during the year:**

4 (plus attendance at various other meetings and events in relation to role)

- 1. Please outline the nature of the meetings and any agreed outcomes, including any information, guidance and updates which have been provided to you with regard to developments in your area of responsibility.**

To ensure Members are well informed and able to effectively question the performance of the MFRS  
To scrutinise the Audit of Consultation arrangements  
To report to Policy & Scrutiny Committee in May 2016  
To promote and deliver effective Member/staff engagement  
To ensure Members are able to develop an approach to engagement with support staff  
To scrutinise the Service Delivery Plan and Equality and Diversity Action Plan  
To ensure Members are assured that public consultation is effective.  
To present the outcomes achieved in the role to the Authority

I have met with Deb and her Team many times during the year to be briefed on the quarterly progress reports for the Service Delivery Plan; the IRMP; the Action Plan for the DAG; consultations with residents in particular with respect to new fire station proposals; changes to the way the Service develops and procures applications; staff development and member engagement.

- 2. What other meetings within Merseyside Fire and Rescue Authority or Partners, do you attend which have an influence on your Lead Member/Ambassador Area?**

- |   |
|---|
| (i) Diversity Action Group & SEG  |
| (ii) Chair of Member Development & Engagement Group                         |
| (iii) Various meetings with Committee Services planning engagement sessions |
| (iv) Station Visits and Staff Engagement Sessions                           |
| (v) MFRS Strategy Days  |

- 3. What has been the main benefit to you or the Authority of your appointment in this role?**

I am consulted with respect to all reports that are presented by the Team to the Authority.

All the meetings, Deb and her team have given me a very clear overview of how the Service is performing and prepare me so that I have a good understanding of any issues to answer questions in committee meetings.

DAG & SEG have given me greater insight into the planning and monitoring that takes place behind the Service's commitment to be a supporter of equal opportunities for staff and residents.

The engagement sessions have been successful in increasing the understanding and knowledge of the role of members for staff and members have gained a much better insight into all the varied works that are undertaken by staff.

#### **4. Any other comments you would like to add**

I believe I have brought a wide professional experience to the role as I have worked in several sectors: housing; education; retail and the civil service, and as a volunteer as a school governor in two schools and a National Leader of Governance supporting Chairs in other schools.

Deb, Wendy, Jackie and Vicky have all been very supportive and helpful during my time in this role. They listen to my views and ensure they are reflected in their work, roles and reports. I would like to thank them all and staff in Committee Services, mainly Kelly, for all the fantastic help with Member Training and Staff Engagement sessions.

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# Lead Member/Ambassador Feedback Form 2016/17

**Lead Member/Ambassador:**

Sharon Sullivan

**Area of Responsibility:**

People and Organisational Development

**Supporting Officer:**

Nick Mernock

**Number of meetings taken place between Lead Member/Ambassador and Supporting Officer during the year:**

2 (plus attendance at various Station Visits and Staff Engagement Days)

- 1. Please outline the nature of the meetings and any agreed outcomes, including any information, guidance and updates which have been provided to you with regard to developments in your area of responsibility.**

**Outline Nature of Meetings:**

Scrutiny of strategic direction of the Department and the ongoing issues raised during staff engagement events.

<b>Agreed Outcomes</b>	
<b>(i)</b>	Further reduction in sickness absence figures
<b>(ii)</b>	Continued development of the Apprenticeship programme
<b>(iii)</b>	Expansion of positive action processes to ensure MFRS is fully inclusive with all communities in the area
<b>(iv)</b>	Seeking ways to avoid compulsory redundancies whilst still addressing future budget constraints

**2. What other meetings within Merseyside Fire and Rescue Authority or Partners, do you attend which have an influence on your Lead Member/Ambassador Area?**

(i)	Policy and Resources
(ii)	Audit & Scrutiny Sub-Committee
(iii)	Station Visits and Staff Engagement Days

**3. What has been the main benefit to you or the Authority of your appointment in this role?**

I am very proud to be Lead Member for People and Organisation. Engaging with front line staff at fire stations through visits enables me to feedback the concerns and needs to the chain of command. Having our member's engagement days also enables us to speak to back room staff and once again listen to their concerns also and feedback.

**4. Any other comments you would like to add**

I have found this role satisfying and have enjoyed engaging with staff within the organisation.

These are worrying times for all of us regarding job security. Working together, listening, taking on board suggestions from all employed at M F R is a healthy inclusive approach to letting all know how valued they are. The committee's staff are wonderful, thanks also to Nick Mernock for giving me regular updates. All the trade unions must be applauded for the way they work with us, and the leadership from the Chief and Deputy Chief Fire officers is outstanding.

# Lead Member/Ambassador

## Feedback Form 2016/17

**Lead Member/Ambassador:**

Cllr Peter Brennan

**Area of Responsibility:**

Lead Member Community Risk Management  
(including Ambassador Youth Engagement)

**Supporting Officer:**

DCFO Phil Garrigan

**Number of meetings taken place between Lead Member/Ambassador and Supporting Officer during the year:**

I have had between 4-5 meetings with DCO Phil Garrigan, James Berry and Phil Hart (in place of Guy Keen)

**1. Please outline the nature of the meetings and any agreed outcomes, including any information, guidance and updates which have been provided to you with regard to developments in your area of responsibility.**

I was initially introduced to the Community Safety team and have been kept abreast of developments regarding Princes Trust, cadets, apprentices, new recruits etc. In addition I have met regularly with DCFO over the merger of the Toxteth Fire Fit Hub into Liverpool Mutual Home's charity Commutual. I was also successful in my application to join the shadow Commutual Board representing MFRA.

**2. What other meetings within Merseyside Fire and Rescue Authority or Partners, do you attend which have an influence on your Lead Member/Ambassador Area?**

I attend MFRA Community Safety & Protection Committee in addition to my membership of Commutual Board which includes Toxteth FFH.  
Commutual Board comprises of members from various organisations across Merseyside including Liverpool City Council.  
During this past year I have attended almost every Princes Trust Presentation evening.

**3. What has been the main benefit to you or the Authority of your appointment in this role?**

I feel the main benefit to me and the Authority is that I have learned so much of what goes on behind the scenes and in other programmes and projects over and above a frontline Fire fighters role. I also feel that I have been able to help sustain and support our youth engagement programmes and encouraged staff and the many young people/adults. And I have been encouraged by all other Authority members who have taken the time to support our programmes especially the Princes Trust.

**4. Any other comments you would like to add**

It has been a pleasure and a privilege to be afforded this role and I am constantly amazed and humbled by our staff at MFRS who work so diligently, with compassion and total professionalism to change lives as well as saving lives. I would personally like to thank each and every one of them. They truly are Merseyside's' finest!

# Lead Member/Ambassador

## Feedback Form 2016/17

**Lead Member/Ambassador:**

Cllr Tweed

**Area of Responsibility:**

Health & Wellbeing

**Supporting Officer:**

Deputy Chief Fire Officer

**Number of meetings taken place between Lead Member/Ambassador and Supporting Officer during the year:**

3

- 1. Please outline the nature of the meetings and any agreed outcomes, including any information, guidance and updates which have been provided to you with regard to developments in your area of responsibility.**

**Outline Nature of Meetings:**

Quarterly update on Health & Wellbeing

- 2. What other meetings within Merseyside Fire and Rescue Authority or Partners, do you attend which have an influence on your Lead Member/Ambassador Area?**

(i) Community Safety & Protection Committee

(ii) Attendance at Awards Ceremony

**3. What has been the main benefit to you or the Authority of your appointment in this role?**

I am kept up-to-date with what is happening regarding Health & Wellbeing and I am pleased to say that there have been no problems whilst I have been in this role this municipal year. The internal relationship that is built is fantastic and works very well.

I enjoy getting feedback from staff, which has always been great.

**4. Any other comments you would like to add**

I enjoy being the Ambassador for Health & Wellbeing and I am extremely proud of the Occupational Health & Wellbeing Team whom have been nominated for and won awards.

- 2016 Engage Awards - Winner – Best Employee Health and Wellbeing Strategy
- 2016 Positive Practice in Mental Health National Awards - Emergency Services Mental Health and Wellbeing Support Programmes Finalist – Highly Commended
- 2016 Personnel Today Awards – Award for Health and Wellbeing Finalist - Award for HR Rising Star Finalist - Kelly Patterson

I am happy to say that Merseyside Fire and Rescue Authority is well thought of and the staff show exemplary behaviour.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	25 <sup>TH</sup> MAY 2017	REPORT NO:	<a href="#">CFO/025/17</a>
PRESENTING OFFICER	DCFO GARRIGAN		
RESPONSIBLE OFFICER:	AM KEEN	REPORT AUTHOR:	GM OAKFORD
OFFICERS CONSULTED:	DEB APPLETON, PHIL BYRNE, JOHN FIELDING AND KEVIN JOHNSON.		
TITLE OF REPORT:	HOME SAFETY STRATEGY UPDATE 2016/17		

APPENDICES:	
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## Purpose of Report

1. To inform Members of progress made against the Home Safety Strategy 2015 – 2018 which was approved in November 2015.

## Recommendation

2. That Members note the content of this report.

## Introduction and Background

3. As Members will recall the Home Safety Strategy was refreshed in 2015 following the adoption of a more targeted approach to risk and vulnerability.
4. Within the strategy there were three primary aims designed to continuously improve service delivery.
5. These aims were set against a backdrop of increasing fire deaths and heightened social care challenges. The aims were to:~
  - Define clear outcomes for community prevention teams and operational crews to ensure that appropriate interventions are delivered to those people identified as vulnerable to fire in the home.
  - Evaluate and Quality Assure our service delivery to ensure that it continues to meet the needs of a continually changing landscape of the communities within Merseyside.
  - Transform and Implement successful practices whilst adhering to internal policies and procedures.
6. These revised ways of working have simplified administrative processes in the Community Risk Management (CRM) function and there is now a single

platform for recording information. This change resulted in a year on year technical saving of £25k that has been reinvested to enable the creation of applications that will streamline prevention processes in the future. This has also had the benefit of eliminating the need for duplicate recording of information onto two Management Information Systems which has helped reduce the risk of loss of personal data.

7. CRM have also reduced administration time by introducing the Vulnerable Persons Team in conjunction with Fire Service Direct. This has improved service delivery through the management of all inbound calls (operational crews, oxygen, domiciliary carers, other partners and SAFE – fire setting). These referrals have been appropriately prioritised with advocates being given pre-populated appointments that minimise travel time, reduce the impact of lone working and facilitate individual case management. Following evaluation much of this work will be mainstreamed to other advocates during 2017/18.
8. Through use of the Home Safety Strategy, the CRM function has ensured meaningful dialogue with station-based Station Managers to achieve two clear outcomes:
  - a) Completion of the HFSC against the status report (which lists prioritised addresses) and
  - b) Improved Incident Recording System (IRS) reporting to achieve an advance in the reporting of smoke alarm ownership in relation to accidental dwelling fires.

This has seen improvement in both areas.

9. Operational Crews have delivered in excess of 49,000 HFSC's for the reporting year 2016/17 including reaching the over 65's on 60% of occasions.
10. Advocates have delivered over 8000 High Risk HFSCs during the same period (a 46% increase in outputs from 2015/16).
11. Station staff and CRM have delivered over 40 campaigns during 2016/17. These include thematic campaigns such as Older Persons Day; responsive campaigns due to a fatal or serious fire and targeted area campaigns due to housing standards and deprivation linked to local authority selective licensing areas (Selective Licensing is a DCLG led initiative to improve standards and regulation of Private Landlords).
12. To further support the reach of the service our prevention teams have utilised social media more widely. This has resulted in widespread support of the National Fire Kills campaigns. This social media strategy has been delivered in partnership with Corporate Communications, Elected Members, Registered providers and Community Safety teams to achieve this objective. This engagement has seen an increase in activity via a number of social media platforms including Twitter and Facebook.



13. The service have also delivered over 1500 free carbon monoxide detectors to the most vulnerable. These units were provided by DCLG and with support of energy suppliers.
14. Additionally we have been able to offer opportunities for young people to develop through the Community Safety Advisory apprenticeship programme and through the newly created Grade 3 Advisor roles (the three roles were filled by previous apprentices), created in response to the in year loss of Community Risk Management Services (CRIS). These posts alongside the introduction of a small number of volunteers has assisted in mitigating the anticipated loss of performance.
15. It is highly pleasing to report that during 2016/17 period the Service attended the lowest number of Accidental Dwelling Fires in the Home at 991 (the first time this has been under 1000). This figure was nearer 3000 in 2000/01 at the start of our prevention work and it reinforces the importance of maintaining prevention as a key tenant of the work we undertake.
16. In addition, the Service has disrupted a rising trend in Accidental Fire Fatalities. Although sadly there were 7 fatalities last year, this is a 4 year low that represents over 50% fewer deaths than in 2015/16, when 16 fire death occurred.

#### Future planning – next steps

17. Officers continue to monitor changing risks in the delivery of the Home Safety Strategy and in doing so we will ensure we are best placed to meet the needs of our communities. As part of this approach we will
  - Oversee the implementation of Safe & Well visits, with the first phase being undertaken by advocates prior to considering a more wide-reaching approach The Safe and Well visit is an extension to a traditional Home Fire Safety Check. This more holistic approach to safety and wellbeing tackles a number of Health inequalities experienced across Merseyside.
  - Further engage with our Local Authority partners in Adult Social Care to develop a Multi – Agency Hoarding Protocol following lessons learned and identified at the Mather Avenue fatal fire.
  - Continue to engage with housing providers (registered and private sector), domiciliary carers and third sector organisations who engage directly with vulnerable people to ensure they are able to fully access the services provided by MFRA.
  - Explore and test innovative pathways for referrals of vulnerable people via General Practitioners through social prescribing – particularly with regards to the Safe and Well visit.

- Extend our use of social media to actively engage communities with regard to fire, road and water safety initiatives.
- Increase performance through technological innovation for example the introduction of tablets, intuitive management information systems and applications.

### **Equality and Diversity Implications**

18. An Equality Impact Assessment was completed for the Home Safety Strategy 2015/18.
19. The primary HFSC form remains unchanged and will still capture key E&D profiling that is reported to the Strategic Equality Group.
20. Following this report the EIA will be reviewed to ensure it remains fit for purpose in targeting vulnerable groups.

### **Staff Implications**

21. As part of our MFRA Engagement Commitments and “think people” approach we carried out a survey with advocates that focused on their role and what could improve it. The service covered key areas such as technology, administration, lone working, equipment and skills. The survey received a large number of responses and was formulated into a report by Strategy and Performance. Staff were keen to reduce administration time, spent more time delivering in communities and helping vulnerable people. This feedback directly informed the approach adopted over the performance period.
22. We continue to engage with staff in many ways and have also created opportunities for staff to learn new skills and diversify in role with the introduction of CPD days in addition to the opportunities created for young people through our apprenticeship programme.

### **Legal Implications**

23. There has been and continues to be periodic consultation with Legal and Procurement Teams in the delivery of the Strategy.

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

24. There are no financial implications in this report, other than technical savings that have been referenced earlier and reported to Authority.

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

25. Extensive internal consultation has taken place to ensure compliance with Information Governance.

26. More effective utilisation of Fire Service Direct will see advocates operating more effectively and efficiently, reduce driving time and associated road risk.
27. Staff have regular training and understand key issues relating to vulnerability and reporting thresholds for Safeguarding.

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

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28. Our approach is to ensure we continue to have a flexible, agile and engaged Prevention Team that supports the Mission and Values of MFRS.

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## **BACKGROUND PAPERS**

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## **GLOSSARY OF TERMS**

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	25 <sup>TH</sup> MAY 2017	REPORT NO:	<a href="#">CFO/022/17</a>
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	SERVICE DELIVERY PLAN END OF YEAR REPORT 2016-17		

APPENDICES:	APPENDIX A:	KPI END OF YEAR UPDATES 2016-17
	APPENDIX B:	FUNCTIONAL PLAN END OF YEAR UPDATES 2016-17
	APPENDIX C:	TARGET SETTING METHODOLOGY

## Purpose of Report

1. To request that Members note performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2016/17 for the period April 2016 to March 2017.

## Recommendation

2. That Members approve the attached reports.

## Introduction and Background

3. The 2016/17 planning process began in January 2016. The process considered organisational risk, legislation, financial constraints and consultation outcomes in order to create the 2016/17 Service Delivery Plan, the mechanism through which the service would deliver key elements of its IRMP.
4. The performance indicators and associated targets set within the plan are reviewed/set annually using historical data and the target setting methodology attached at Appendix C.
5. The End of Year Service Delivery Plan Performance Report for 2016/17 is the document that reports and updates on the Service Delivery Plan action points, Functional Plan action points and Key Performance Indicators (KPI's) against the outcome targets that were approved by Members in March 2016.
6. Reporting is provided on a regular basis to Members through the Authority's Committees.

## **Performance Indicators**

7. Performance measures are grouped in the following way:
  - Key Performance Indicators – Outcomes for MFRA & Merseyside residents
  - Tier 1 Local Performance Indicators – Outputs by MFRA staff
  - Tier 2 Local Performance Indicators – Outputs by MFRA staff
8. The report to Members focuses on the Key Performance Indicators utilising the Local Performance Indicators to provide more granular detail should that be required through scrutiny.
9. The format has been designed to give a clearer illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. the Anti-Social Behaviour group includes LPI61a Number of Deliberate Vehicle Fires and LPI 61b Number of Anti-Social Behaviour (ASB) fires (small). This information is published in full on the Authority website.
10. The PI's are monitored each month through the Performance Management Group (PMG) which is an internal committee consisting of Area Managers, Directors and relevant Functional managers. The group is chaired by the Deputy Chief Fire Officer. Exceptions and areas of poor or good performance are highlighted and action plans put into place as appropriate.
11. A full review of Performance Indicators was carried out prior to the new reporting year. For the most part, indicators were found to be still current and fit for purpose.
12. All performance for April 2016 to March 2017 is covered in detail in the appendices to this report.

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## **Equality and Diversity Implications**

13. Equality and Diversity actions form part of the Service Delivery Plan and each action is equality impact assessed as appropriate. Performance against Equality Objectives is included in the twice yearly Equality and Diversity update reports that are considered by this Committee.

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## **Staff Implications**

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

16. Staff are involved in the process via their contribution to their respective functional and station plans.

### **Legal Implications**

17. The Service Delivery Plan documents and reports on the adherence to legislation within MFRA's Performance Indicators.

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

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

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

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

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

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

### **BACKGROUND PAPERS**

**CFO/031/16** Service Delivery Plan 2015-16 end of year report

### **GLOSSARY OF TERMS**

<b>MFRA</b>	Merseyside Fire and Rescue Authority
<b>MFRS</b>	Merseyside Fire and Rescue Service
<b>IRMP</b>	Integrated Risk Management Plan
<b>KPI</b>	Key Performance Indicator
<b>LPI</b>	Local Performance Indicator

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# SERVICE DELIVERY PLAN 2016-17:

December to March 2017

## INDEX

**Total emergency calls**

**Total incidents**

**Total fires**

**Primary fires**

**Secondary fires**

**Special Services**

**False Alarms**

**Attendance standard**

**Sickness Absence**

**Carbon output**

### Objective:

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



## BENCHMARK INDICATORS

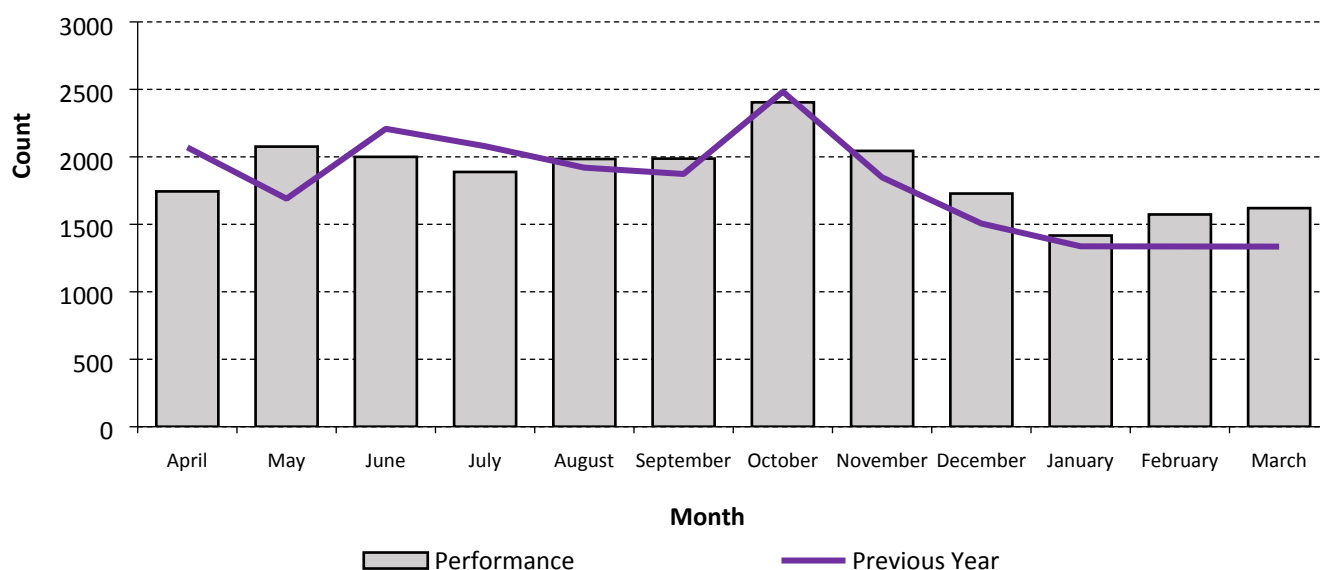
### TC00 Total number of emergency calls received

Service Plan Target

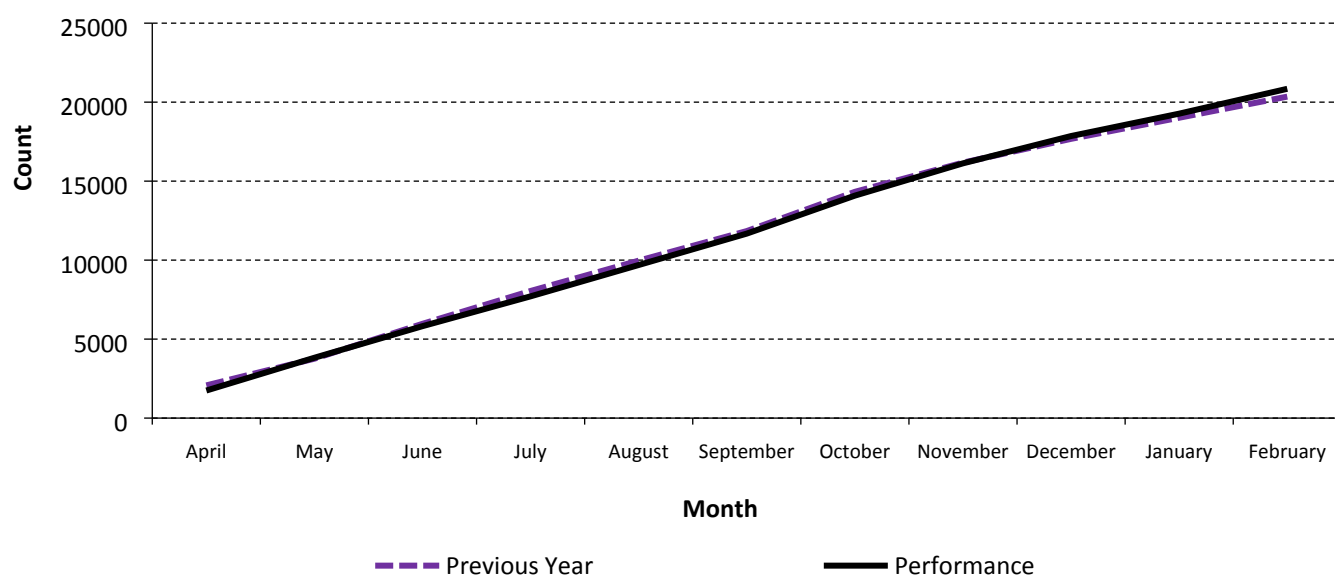
Quality Assurance

Progress to Date

22465



### Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

TC00

There were 22465 emergency calls received by Fire Control during 2016/17. 780 more calls than in 2015/16. There were a number of large incidents when numerous calls were received including incidents on the dock estate, at a waste plant in Prescot and a number of storms including Storm Doris. There is no target for this indicator, it is for quality assurance only, comparing with the previous year's data.

DO22

Fire Control have a target to answer 96% of all 999 calls within 10 seconds. This target has been achieved every month, apart from November when the volume of calls received during the bonfire period meant performance was lower, but was within 10% of target at 95.3%. At the end of the year the overall performance has met the target with 96% of emergency calls being answered within 10 seconds.

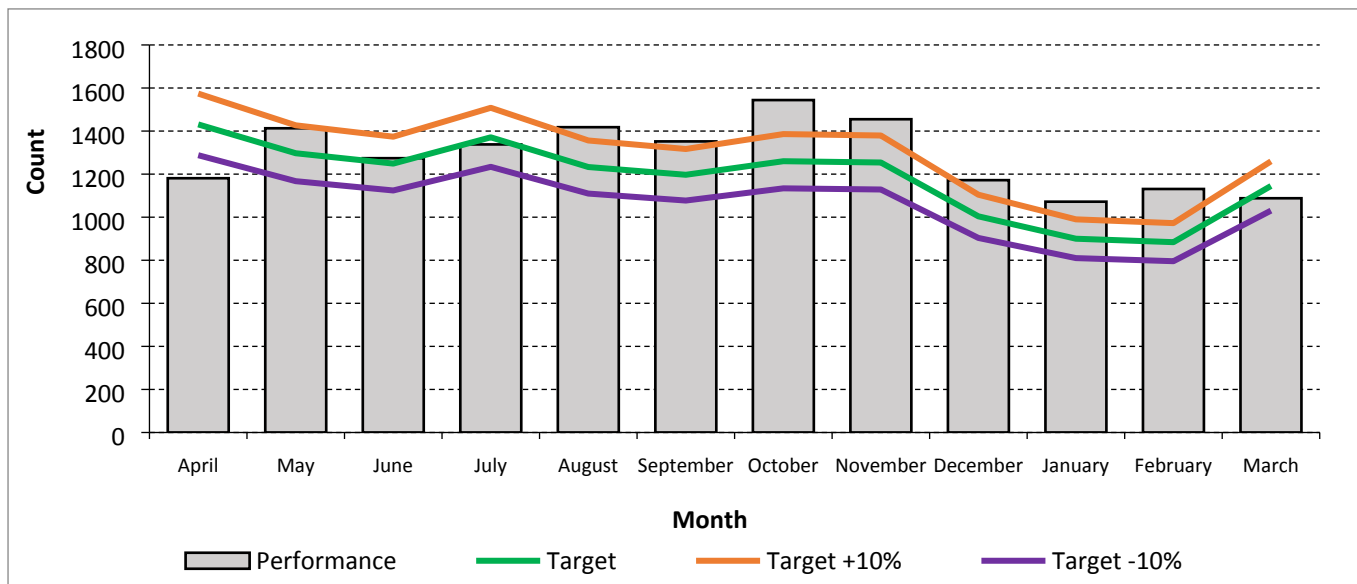
## TC01 The total number of incidents attended

Service Plan Annual  
Target 2016/17

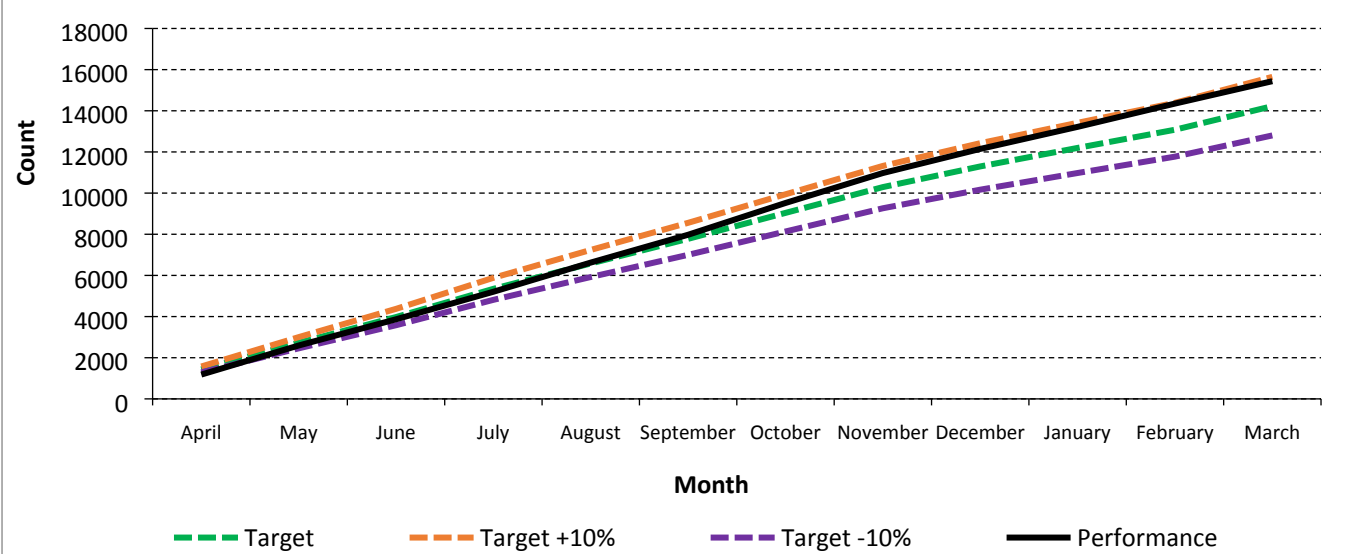
14225

Progress to Date

15438



### Cumulative Performance



TC01 Total number of incidents attended

TC01

There were 15438 incidents attended during 2016/17 whilst for 2015/16 there were 14072. This is within 10% of the target of 14225. October and November had the most incidents. This was in part due to the bonfire period and an overall increase in a number of incident types attended.

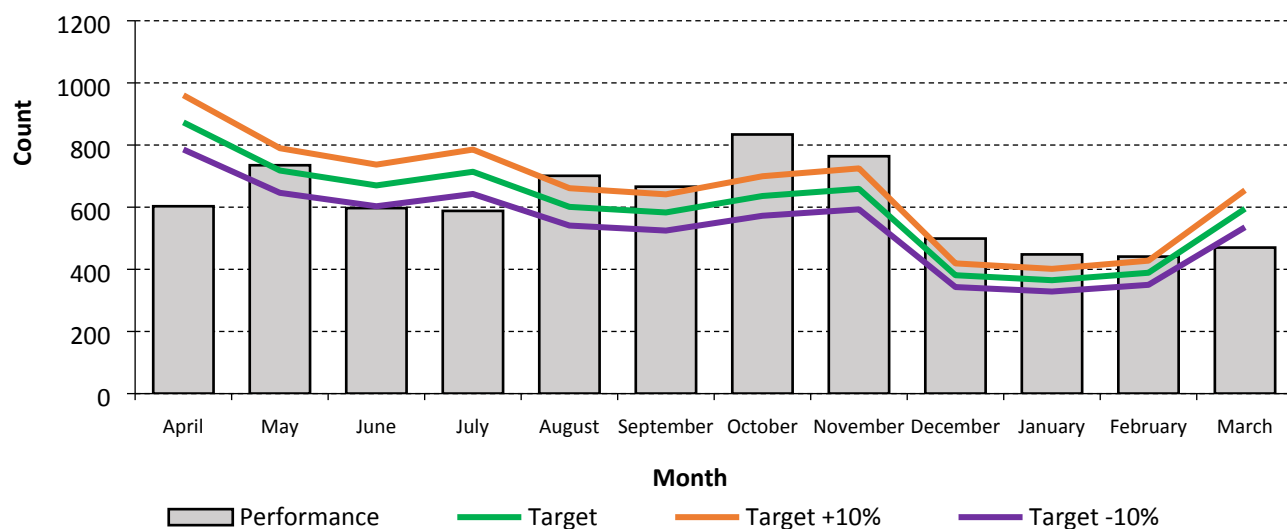
## TC02 Total number of fire attended in Merseyside

Service Plan Target

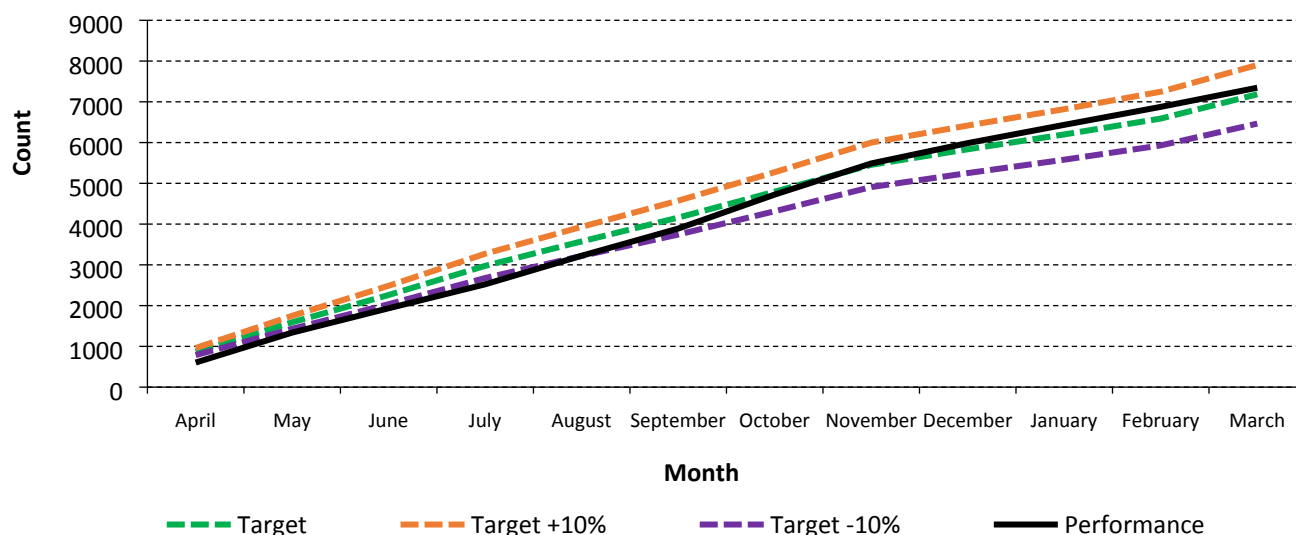
7184

Progress  
to Date

7346



### Cumulative Performance



### TC02 Total number of Fires attended in Merseyside

TC02

There were 7346 fires attended during 2016/17. This is 177 more incidents than in 2015/16 (7169). In October there were 834 fires attended, this is over 100 more than November (730). This is mainly attributable to the seasonal increase in secondary fires which MFRS plan for each year.

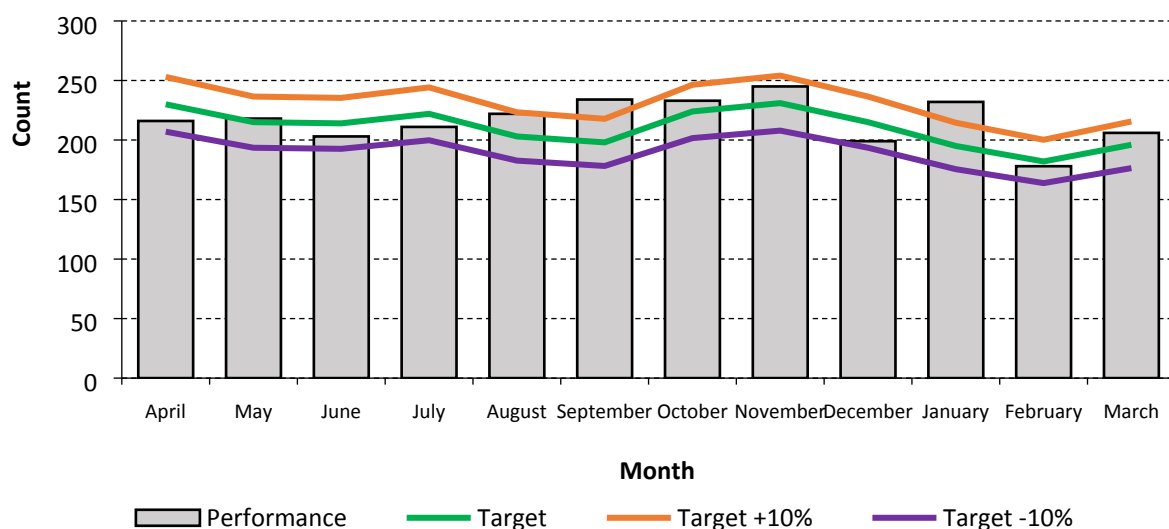
## TC03 Total number of primary fires attended

Service Plan Target

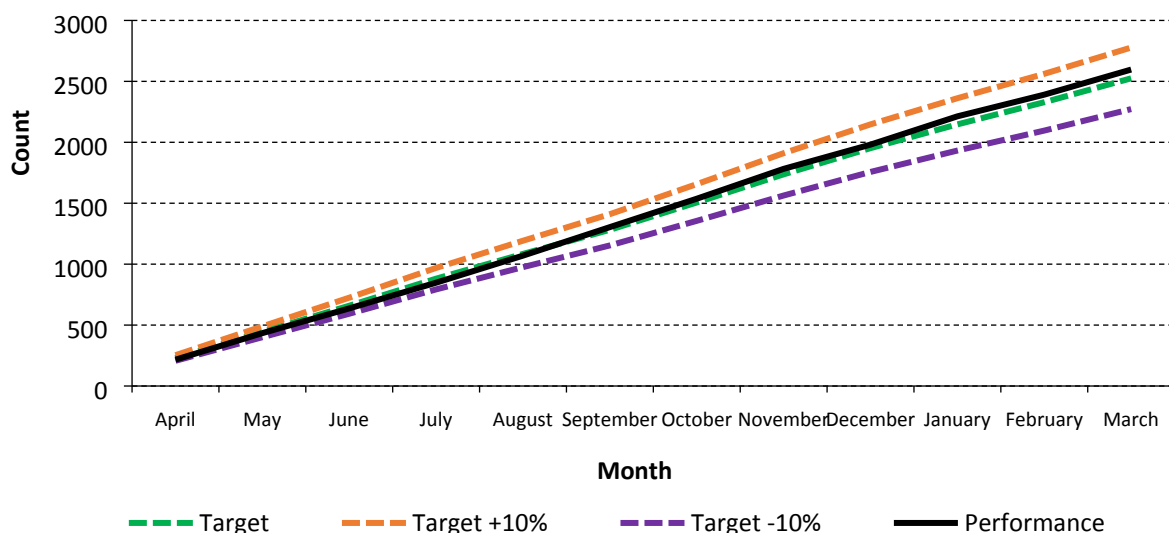
2525

Progress to Date

2597



### Cumulative Performance



## TC03 Total number of primary fires attended

### TC03

Primary fires are those attended where there is an insurable loss damaged by fire such as dwellings, businesses and vehicles. MFRA has a number of strategies in place to reduce the number of fires attended including the Community Safety Strategy and Protection 2020 Plan for businesses. From April to March crews attended 2597 incidents, 21 less than in 2015/16 (2618) and within 10% of the cumulative target (2525).

A number of performance indicators illustrate the types of fires we attend and more detail can be found on the next few pages.

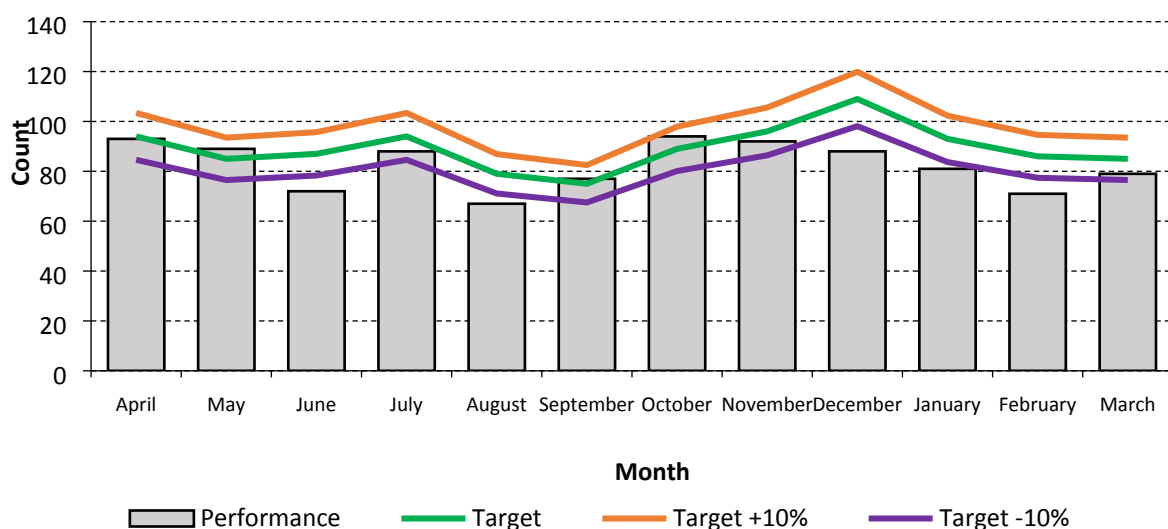
DC11	Number of accidental dwelling fires	
DC12	Number of fatalities in accidental dwelling fires	
DC13	Number of injuries in accidental dwelling fires	
DC14	Number of deliberate dwelling fires in occupied properties	
DC15	Number of deliberate dwelling fires in unoccupied properties	
DC16	Number of deaths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

#### COMMENTARY:

DC11	991 accidental dwelling fires have been attended by crews during 2016/17. This is 95 less than last year. Accidental kitchen fires in dwellings owned by Registered Social Landlords are monitored and with 166 incidents in 16/17 this was 41 less than 2015/16.
DC12	Sadly there have been 7 fatalities in accidental dwelling fires compared to 16 fatalities during 2015/16. Five of the 7 were people over 70 years of age, in 2 incidents (resulting in 3 fatalities) the cause of ignition was given as electrical fires, 2 involved a dropped cigarette and 2 incidents were late fire calls.
DC13	There were 93 injuries in accidental dwelling fires for this period. This is 19 less than 2015/16 (112) and 25 under target (118).
DC14	The number of deliberate dwelling fires in occupied properties (170) was within 10% of the annual target (167). Fires of this type are usually a criminal act and MFRA works closely with partner agencies to prevent and reduce this type of incident.
DC15	Deliberate dwelling fires in unoccupied properties (39) were below the annual target (48) and 9 fewer than 2015/16.
DC16	There have been no deaths in deliberate dwelling fires and there were 19 injuries, which is 4 fewer than the cumulative target (23).

#### DC11 Number of accidental fires in dwellings

Service Plan Target	1072	Progress to Date	991
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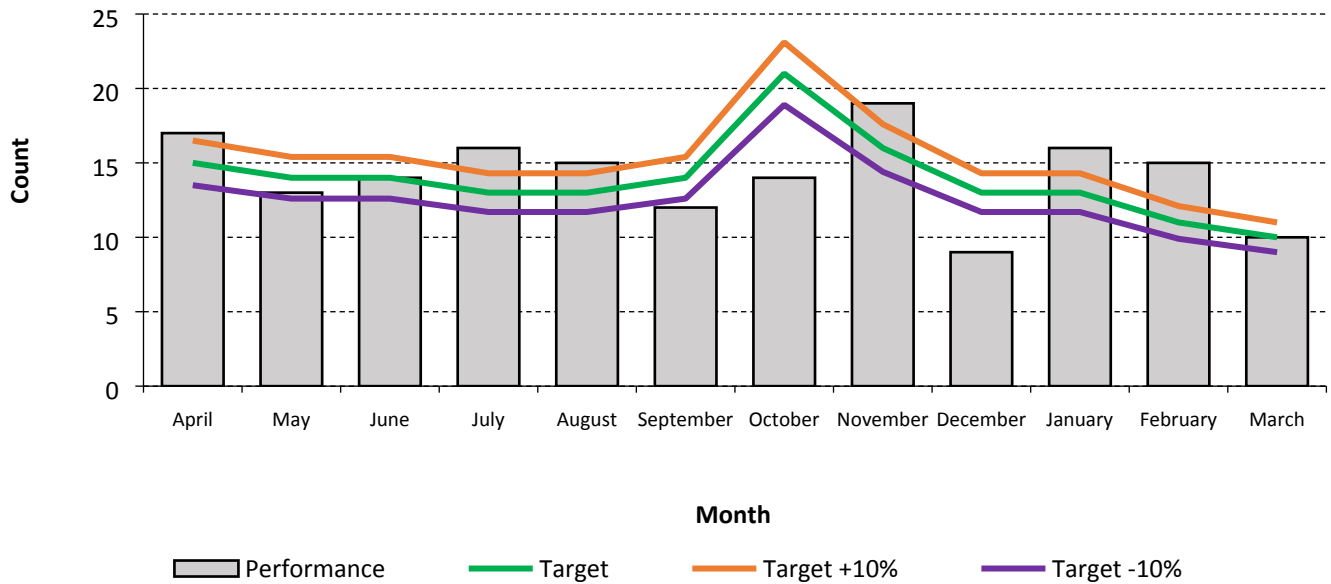
## DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target

167

Progress to Date

170



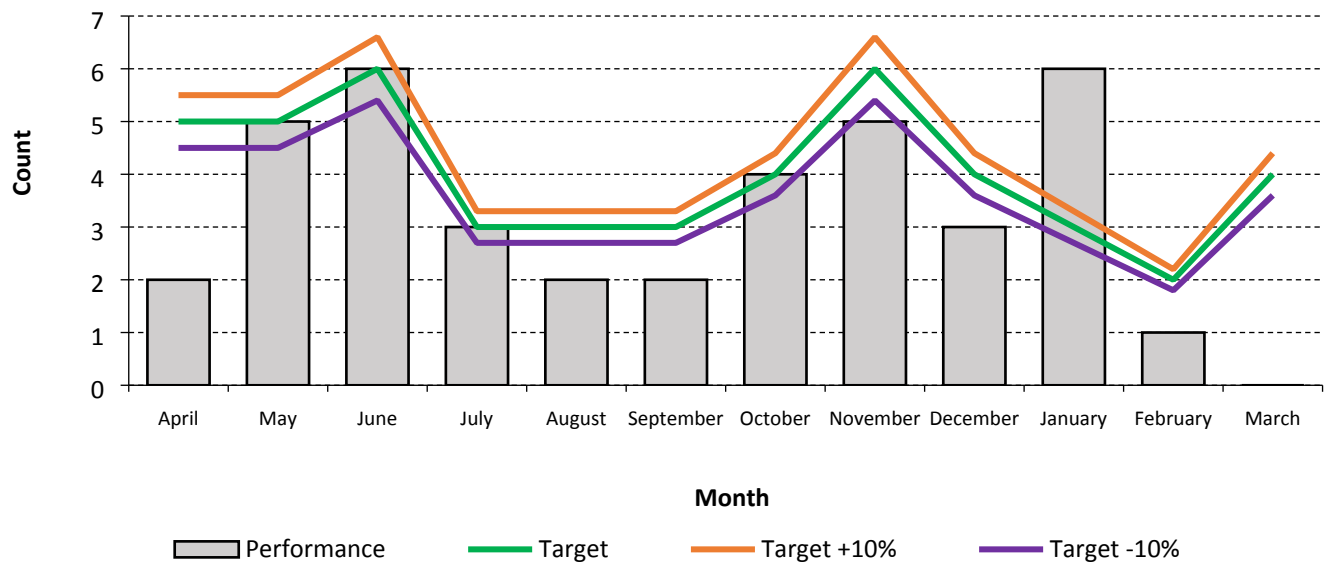
## DC15 Number of deliberate fires in unoccupied properties

Service Plan Target

48

Progress to Date

39



<b>Home Fire Safety Checks (HFSC's)</b>					
	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>TOTAL</b>
Completed by Stations	3777	4068	3919	4642	49606
Completed by stations, prevention staff and CRIS	4331	4795	4620	5482	60386
<p>Operational fire crews are expected to focus on status reports to select which addresses to deliver HFSC's to. These reports identify properties where residents are over 65 and as such considered at greater risk of fire. 61.3% of HFSC's in 2016/17 were delivered to homes identified from status reports (i.e. to homes where at least one resident was over 65). As crews also run regular local campaigns (for example when there has been a fatality in the area) several HFSCs are delivered to homes that do not appear on the status reports.</p> <p>During 2016/17 operational fire crews have delivered 49606 HFSC's, compared to 35031 in 2015/16. Overall during 2016/17 60386 HFSC's were carried out by FRS fire crews, prevention staff and Community Risk Intervention Services (CRIS) (which ceased operations in December 2016).</p>					



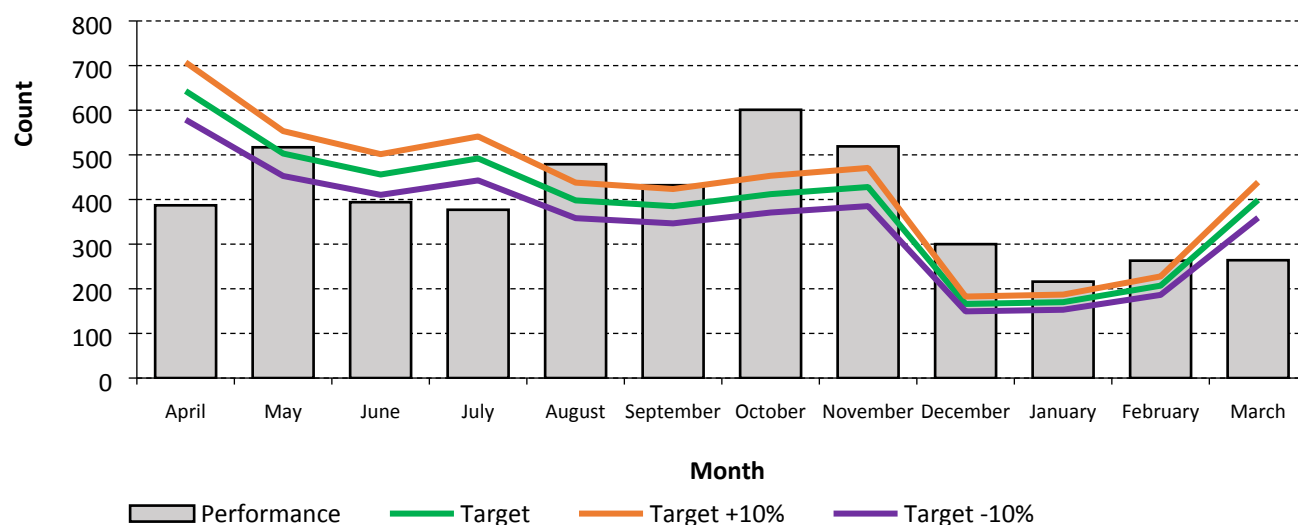
## TC04 Total number of secondary fires attended

Service Plan Target

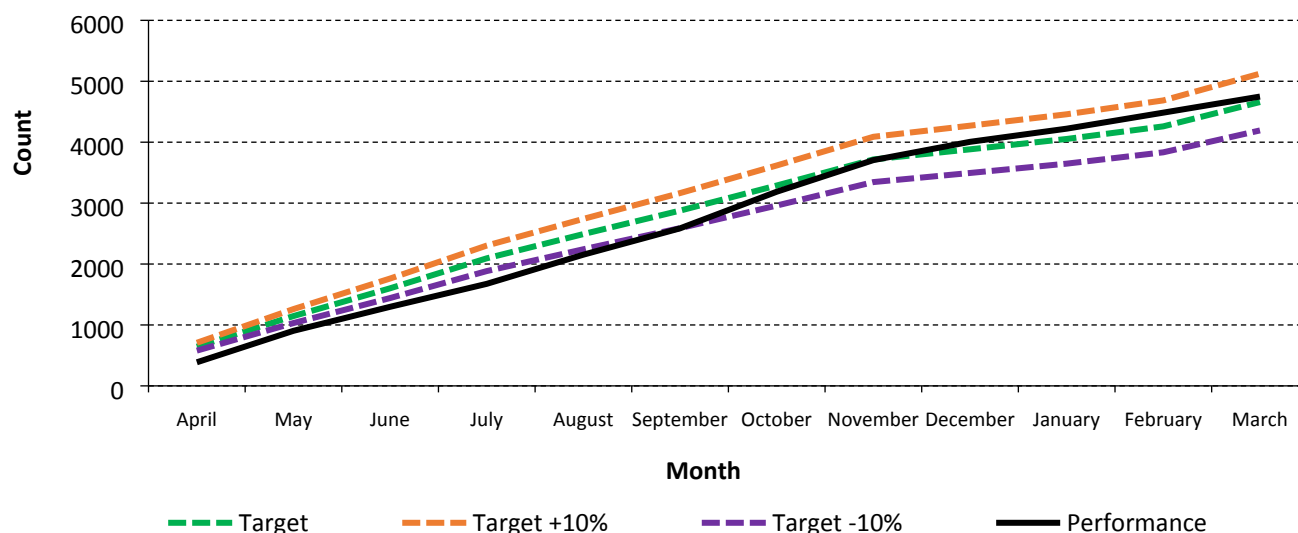
4659

Progress to Date

4749



### Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 497 deliberate secondary fires in October compared to 442 in November. Peaks around 30<sup>th</sup> and 31<sup>st</sup> October along with the bonfire period account for a large proportion of incidents attend. Incidents attended between 1<sup>st</sup> and 7<sup>th</sup> November (262 fires) account for 57% of incidents in November. There were 145 more incidents than in November 2015. In total, there were 336 more incidents in 2016/17 (4749) than in 15/16 (4413).

AC13

Deliberate small anti-social behaviour fires attended (4154) were 27 below the annual target (4181). Increases in the number of incidents do tend to coincide with school holidays and the bonfire period which we anticipate and plan prevention activity around them. .

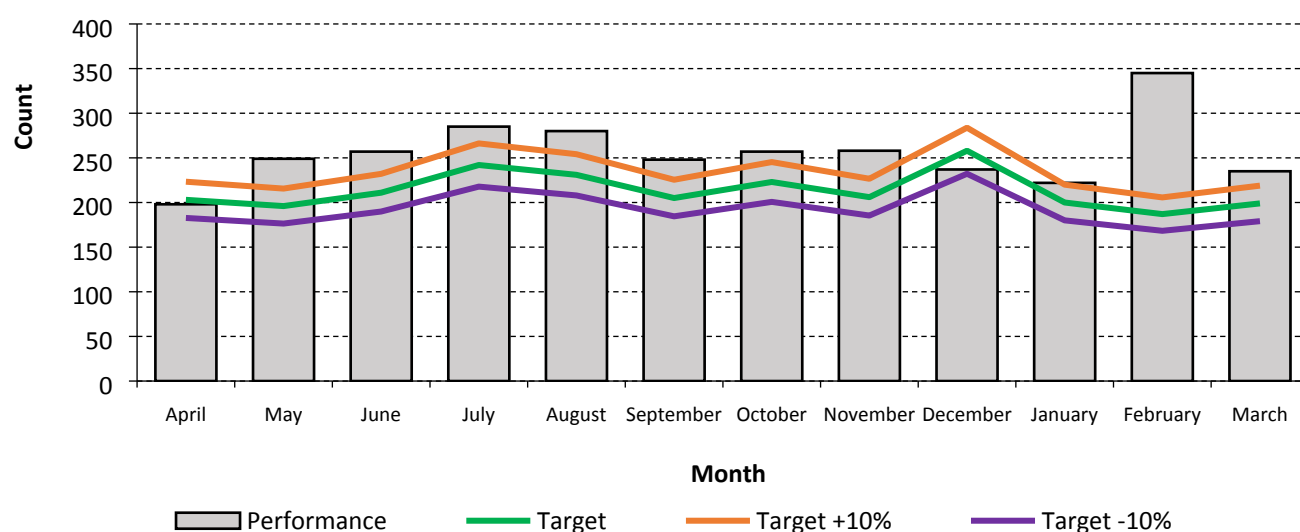
## TC05 Total number of special services attended

Service Plan Target

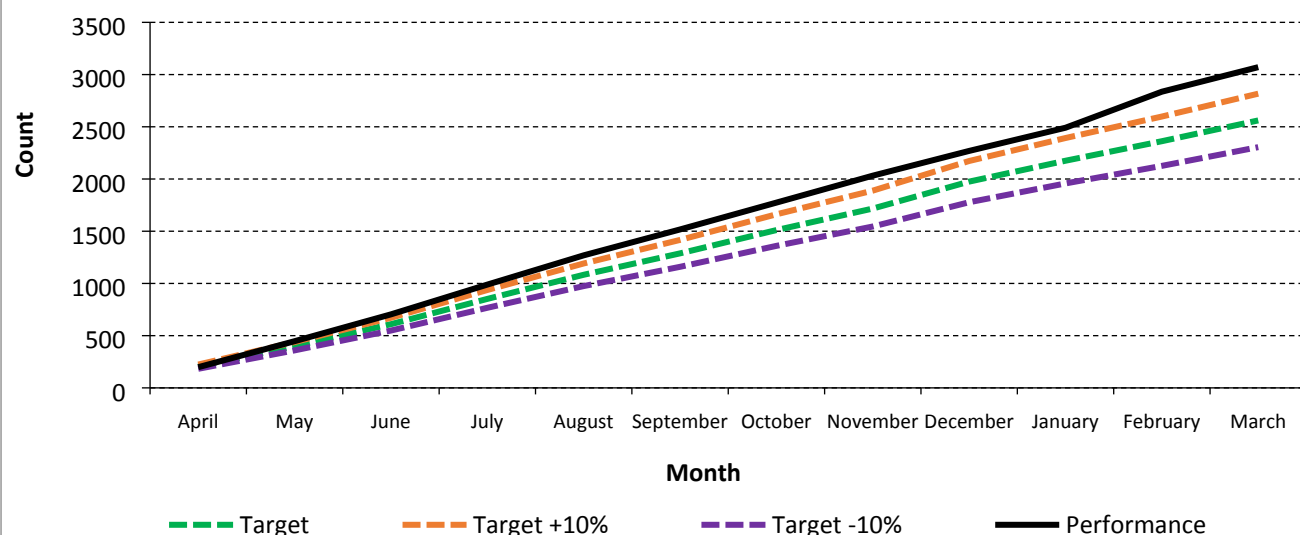
2561

Progress to Date

3071



## Cumulative Performance



TC05 Total number of special services attended

RC11 Number of Road Traffic Collisions (RTC's)

TC05

The number of special service calls has increased (3071) with 305 more incidents attended than in 2015/16 (2766). Emergency Medical Response was introduced in some station areas in April this accounts for 217 incidents. This should be considered as a positive rather than negative for the Service. Road traffic collisions are included in special service calls as are incidents such as effecting entry/exit, flooding, lift release, assisting other agencies, rescue from water and animal assistance. During February there was a peak in incidents attended (119) this was due to Storm Doris.

RC11

The number of road traffic collisions attended (605) have exceeded the annual target (529). Old Swan (44) and Huyton (42) fire stations attended the most incidents. While Eccleston, Belle Vale and Birkenhead saw the largest increase in RTC's. Many of the incidents attended were on motorways and main routes such as the Knowsley expressway, Switch Island and Queens Drive areas. Peak time is the evening rush hour and onwards into the night time. Sefton is the only district not exceeding annual targets.

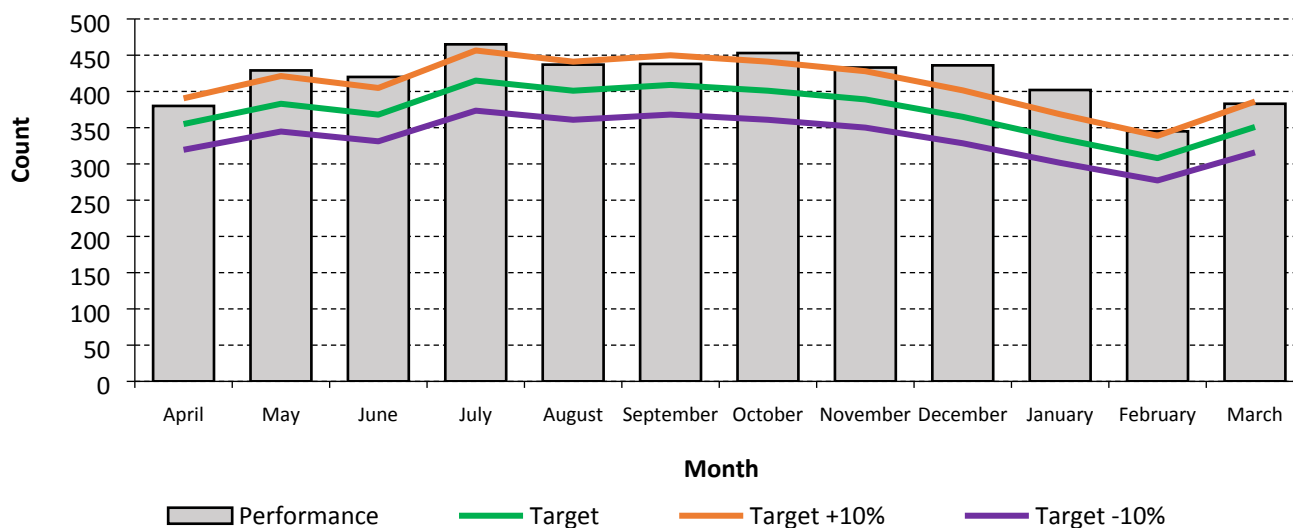
## TC06 Total number of false alarms attended

Service Plan Target

4480

Progress to Date

5021



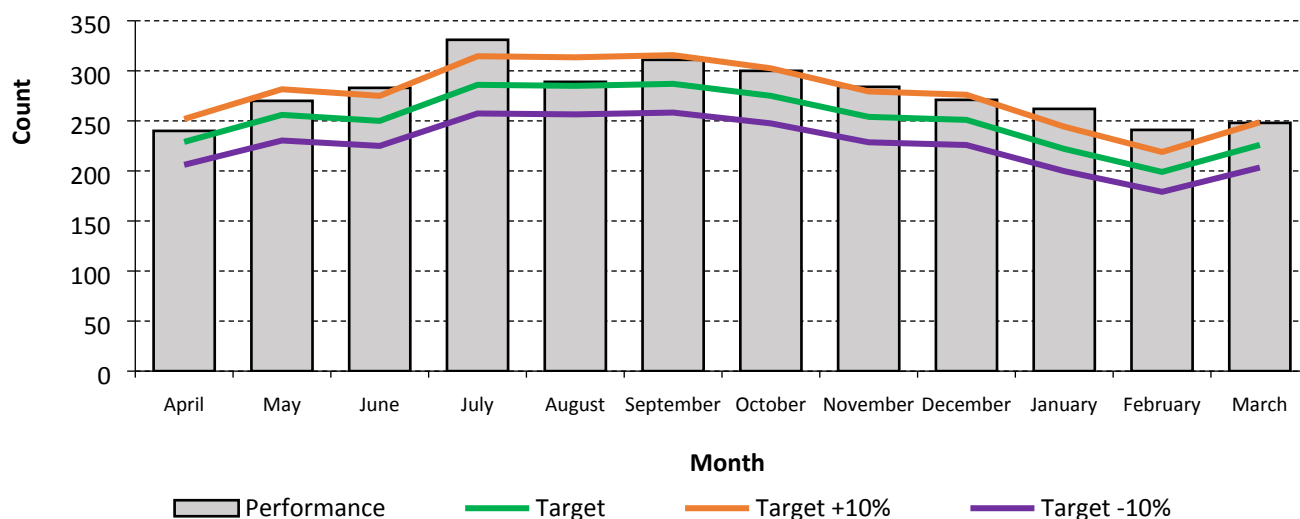
## TC011 Total number of false alarms attended, discounting false alarm good intent

Service Plan Target

3020

Progress to Date

3330



TC06 Total number of false alarms attended

TC011 Total false alarms attended, discounting false alarm good intent

TC06

False alarm calls attended are mainly at domestic premises such as sheltered accommodation. Fire crews attended 5021 calls from April to March compared to 4636 for the same period last year. Community Risk Management teams work with the owners of these premises to educate them to manage their alarm systems.

TC011

Following a peak in July incidents have steadily decreased each month. Discounting false alarm good intent from the number of false alarm calls attended brings the indicator within 10% of target. We do this to break down the specific types of alarm call we are attending. False Alarms Good Intent are considered as a positive rather than negative incident type that we would not want to discourage (unlike other types of false alarm).

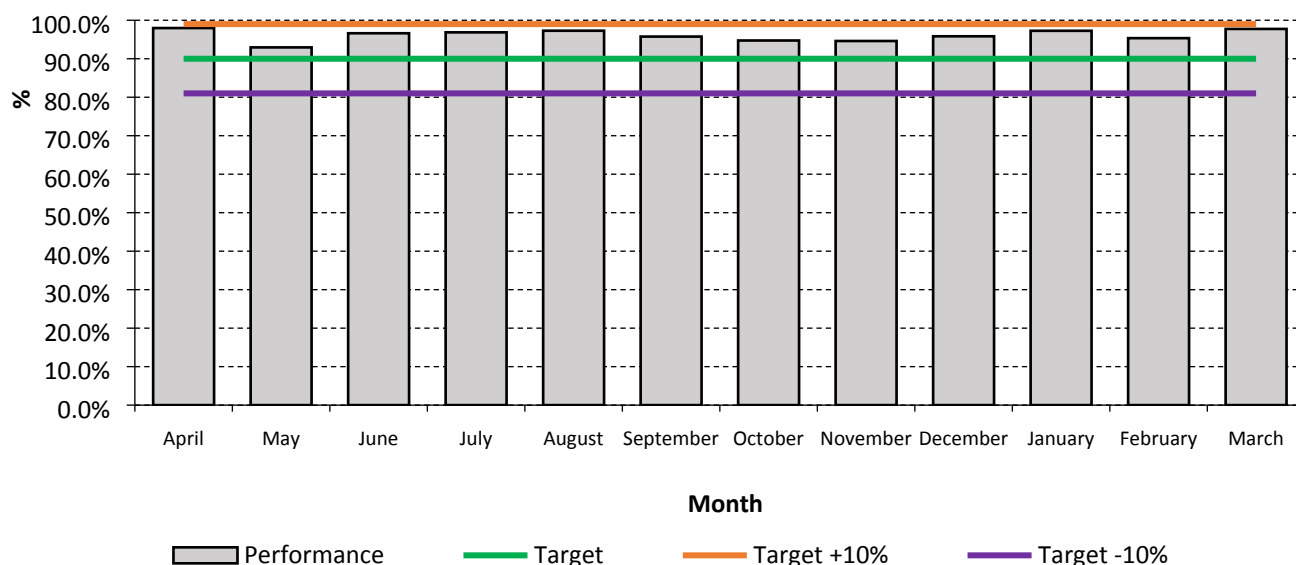
## TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target

90%

Progress to Date

96%



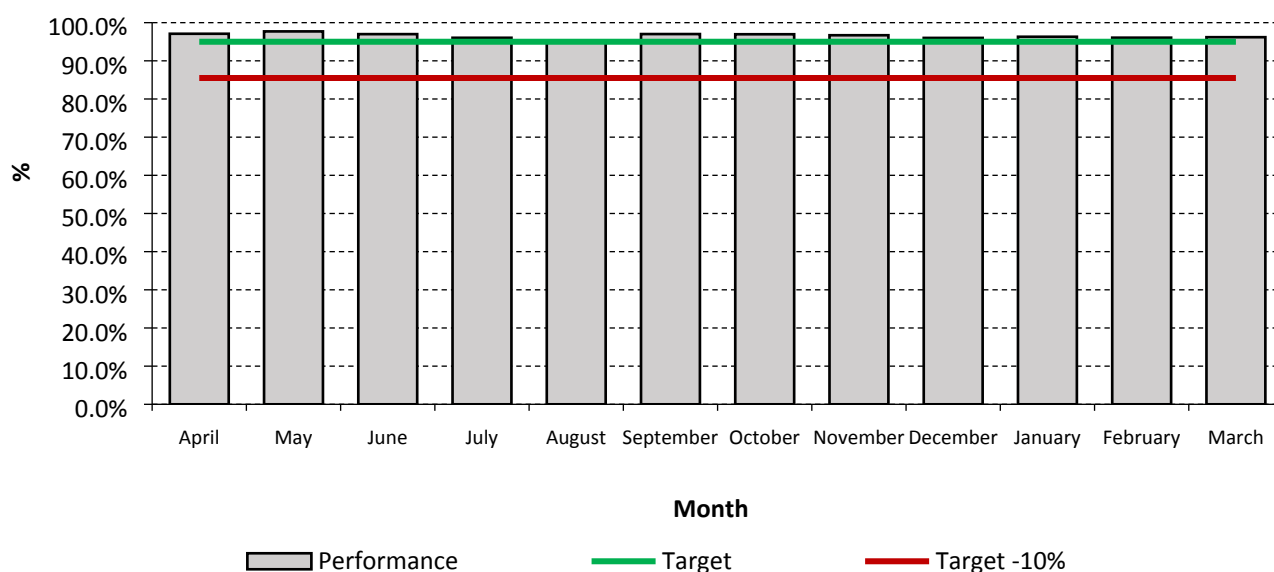
## DR23 Alert to mobile in under 1.9 minutes

Service Plan Target

95%

Progress to Date

96.5%



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

DR23 Alert to mobile in under 1.9 minutes

TR08

MFRA recognise the importance of the first appliance attending a life risk incident as quickly as possible. The target is to attend within 10 minutes on 90% of occasions. Operational crews have met and exceeded this target steadily each month with the standard maintained at 96%.

DR23

To attend incidents as quickly as possible crews are expected to book mobile to an incident within 1.9 minutes of being alerted by Fire Control. The target of 95% has been achieved each month with a cumulative performance of 96.5%.

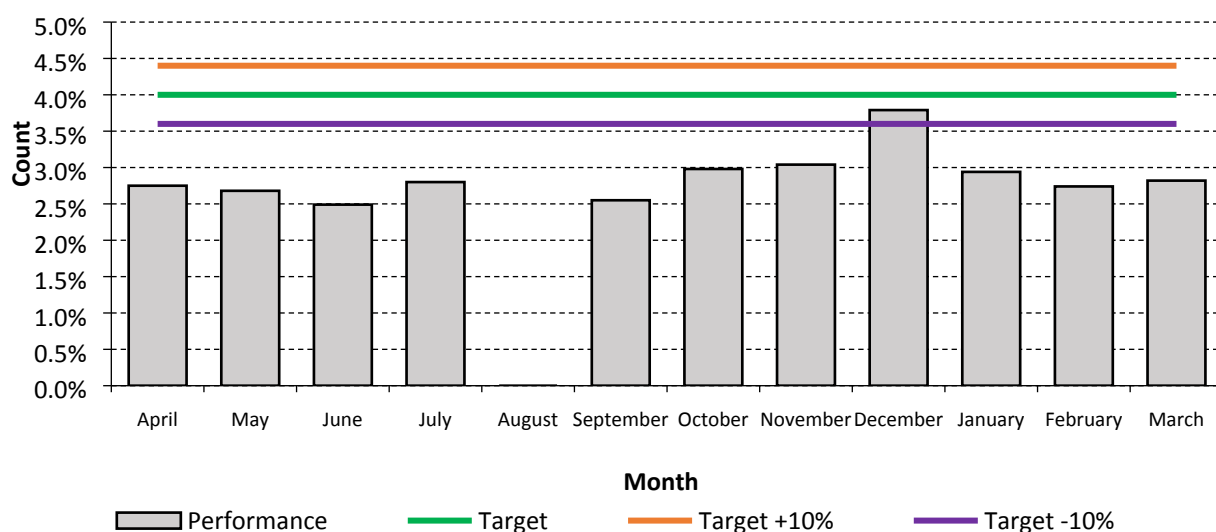
## TD09 The % of available shifts lost to sickness absence, all personnel

Service Plan Target

4%

Progress to Date

2.82%



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

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

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

**TD09**

Sickness absence for all staff is under target at 2.82% compared to 3% of shifts in 2015/16. This is the first year MFRS has reported sickness absence as 'percentage of available shifts lost to sickness absence'. For comparison purposes data from 2015/16, when we reported 'number of shifts lost', has been converted to a percentage figure (3% of shifts lost). The annual sickness absence target is 4%.

**WD11**

Operational staff absence for 2016/17 is 3.18% shifts lost, less than the 3.46% of shifts lost last year.

**WD12**

Non uniformed staff absence was 2.21% compared to 2.20% in 15/16.

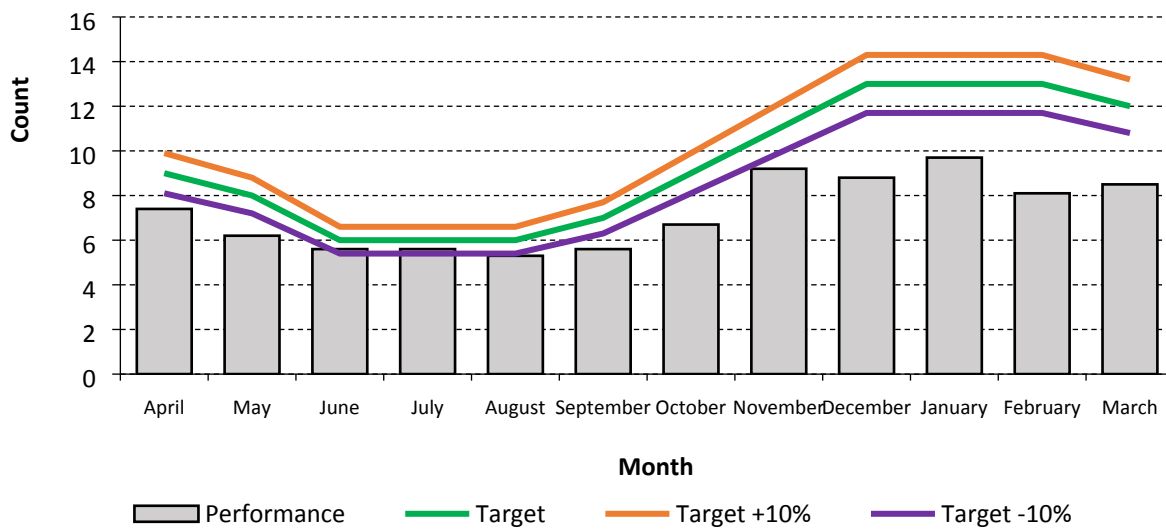
## TE10 Total carbon output of all buildings

Service Plan Target

112.6

Progress to Date

86.3



### TE10 Total carbon output of all buildings

#### TE10

Total carbon output of all buildings is measured to assess if any MFRA premises are using excessive amounts of energy such as gas and electricity. To date performance stands at 86.3, this measurement is CO2 per metre per building, the annual target is 113. As expected as the weather gets colder energy usage increases.

# **SERVICE DELIVERY PLAN 2016-17**

## **End of Year Report**



## SERVICE DELIVERY PLAN – 2016-17 ACTION PLAN:

### OPERATIONAL PREPAREDNESS:

<b>FP-16/17-1.1 – Review the Training and Development Academy (TDA) facilities and Croxteth Fire Station site in line with the core training delivery model.</b>	Groundwork testing being completed at Training and Development Academy site. Awaiting update from the Architect/Consultant.
<b>FP-16/17-1.2 Develop resilience arrangements to support Tactical Co-ordination Group (TCG) and Strategic Co-ordination Group (SCG) during large scale/significant incidents.</b>	<ol style="list-style-type: none"> <li>1. A standardised approach to the role of TCG and SCG is being developed including support staff options.</li> <li>2. Following transferring of the Fire and Rescue Service National Co-ordination Centre (FRSNCC) to MFRS as Lead Authority for National Resilience, the staffing structure of Fire Control will be maintained at 32 with existing rank structure, resilience is available through recall to duty.</li> <li>3. Options report for support staff to be forwarded to Area Manager once standardised approach has been finalised.</li> </ol>
<b>FP-16/17-1.3 Cross directorate review of operational uniform and support staff uniform.</b>	Strategic Management Group have been sighted on the operational uniform options. Meeting arranged to agree final selection. Once final selection received the support staff uniform review will commence.
<b>FP-16/17-1.4 Review of ancillary vehicles to ensure more efficient use of vehicles</b>	Audit completed. The software Wallchart will be trialled for a car pool system at workshops. Unused ancillary vehicles have been assigned to support the operational appliance changeover/relief system and the replacement programme has been reviewed and realigned.
<b>FP-16/17-1.5 Create a mobile logistics/welfare system available for deployment</b>	This has been subsumed into a wider POD and fleet update, however current interim welfare arrangements for large incidents has proven effective following Emergency Medical Response and other such incidents. There is a need to procure a smaller more measured facility. A solution has been determined with the transport manager and we will look to deliver 2017. This will cover Breathing Apparatus and general welfare. Current staffing is via operational staff (alternative staffing). Tender drivers may be utilised in the future once contract arrangements are agreed and firefighter kit negotiations concluded.
<b>FP-16/17-1.6 Review and implement the Standard Operational Procedures (SOPs) in line with National Operational Guidance (NOG) as part of regional collaboration and support ongoing development of further NOG</b>	Work continues with the production of new suite of Standard Operational Procedures (SOP). Fire is now complete (with the exception of wildfires). Performing rescues is currently in consultation and programmed to be published end of April, before work begins on Transportation.



## OPERATIONAL RESPONSE:

<p><b>FP-16/17-2.1-</b>  <b>Ensure that we maintain the health, safety and welfare of all Merseyside Fire and Rescue Service staff.</b></p>	<p>1. MFRS in conjunction with Bureau Veritas have completed the 3 phases of the contaminated kit project. Results have been submitted to the Health and Safety committee along with Chief Fire Officers Association (CFOA) National Lead.</p> <p>2. MFRS has initiated talks with a company to look at an e-ARA (analytical risk assessment) this system will be linked to the Bowtie process that will be used by National Operational Guidance (NOG). As an interim to the development of an e-ARA further training has been rolled out to operational crews via Station Managers and the standardisation process.</p> <p>3. The Health and Safety Department have enhanced training and e-learning on the portal to assist with Accident Investigation and this is continually monitored through Near Miss, Level 1 scrutiny meetings along with Level 2 investigations at the Road Risk /Workplace Review Group which have all improved investigation processes.</p>
<p><b>FP-16/17-2.2</b>  <b>Continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response function.</b></p>	<p>The Operational Assurance (OA) process is now fully implemented and is incorporated as core business within MFRS. Operational Assurance at incidents is allocated to Senior Officers on a rota basis and the wider OA tool kit is carried out on a daily basis by the OA Team based within Operational Response.</p>
<p><b>FP-16/17-2.3-</b>  <b>Manage our resources efficiently and effectively in order to continue to deliver an excellent operational response in the context of further reductions in available resources over the 4 year period covered by the 2015 Spending Review.</b></p>	<p>Final user acceptance testing for phase 2B is scheduled to be completed in April 17 (Qt 1 of 17/18). As such the planned Time and Resource Management review will now be picked up in 2017/18 Functional Delivery Plan for response as will the roll out of public holiday functionality to stations. Phase 3 analysis will commence on completion of phase 2B.</p>
<p><b>FP-16/17-2.4-</b>  <b>Utilise service delivery/station resources in the most effective and efficient way to ensure we maintain safe effective fire-fighters and deliver station plans which contribute to developing safer stronger communities.</b></p>	<p>Recruits from course 1/2016 have been allocated to the existing day crewed wholetime resilience (DCWTR) stations therefore both M12 (Kensington) &amp; M18 (Aintree) have two appliances available.</p> <p>Consultation continues with representative bodies over the introduction of a single flat rate payment for the completion of detached duties. Further updates will be provided in 2017/18 Response Functional Delivery Plan.</p>

## PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p><b>FP-16/17-3.1-</b>  <b>Continue to deliver a comprehensive workforce strategy.</b></p>	<p>The Workforce Strategy is aligned at a number of levels which incorporates a two year recruitment strategy, and a twelve month development and promotion strategy using the organisational Gateway process and subsequent development strategy to ensure the organisation fully anticipates its employee requirements.</p>
<p><b>FP-16/17-3.2-</b>  <b>Implement and evaluate the organisational Capability Procedure and revised Absence Management process.</b></p>	<p>Policy and procedure are now fully implemented and operational. This has seen a reduction in sickness absence to below organisational targets since its introduction. Further work goes on to analyse certain absence specifics.</p> <p>This is continually reviewed and the data analysed for patterns and trends. Some updates are being made to the procedure after a 2 year window to reflect the practical adaptations and build on the successes</p>
<p><b>FP-16/17-3.3-</b>  <b>Continue to introduce flexible contracts and working.</b></p>	<p>This work is ongoing and embedded within the next three year recruitment strategy. These contracts have been offered to all new employees. For existing employees the Service continues to favourably consider flexible working applications in line with business needs.</p>
<p><b>FP/16/17/3.4-</b>  <b>Deliver a support staff review.</b></p>	<p>This has been completed for financial year 2016 / 17. Further work will begin in April 2017</p>
<p><b>FP/16/17/3.5-</b>  <b>Continue to develop a range of strategies to improve fitness and wellbeing.</b></p>	<p>The Service continues to deliver an excellent health and wellness strategy that meets organisational need and is fully supported by the Representative bodies, as demonstrated with the outcomes described in FP-16/17-3.2</p> <p>The strategies developed by the Occupational Health team have been recognised externally through awards.</p>

## PREVENTION:

<p><b>FP-16/17-4.1-</b>  <b>Reduce accidental dwelling fires and deaths and injuries which result from these fires in Merseyside. Proactively engage with internal and external stakeholders and partners to identify and assess risk, in homes and communities delivering interventions, promoting fire safety and community safety.</b></p>	<p>Operational Crews have delivered over 49,600 Home Fire Safety Checks (HFSC's). Over of 60% of HFSC's were taken from status reports which identify over 65's in the community.</p> <p>Prevention Managers have coordinated over 40 local campaigns this year, the approach adopted has been to work with Time and Resource Management to maximise appliance availability to work with advocates in selective licensing areas and post fire reassurance campaigns.</p> <p>Accidental dwelling fires are likely to be well under our historical low figure of 1053 (14/15). We have achieved incident targets each month. Sadly there have been 7 fatalities in accidental dwelling fires during this year but this is over a 50% reduction from 2015/16 which saw 16 deaths and is the lowest figure for three years for the Authority.</p> <p>Since the centralisation of community safety advocates and tasking through Fire Service Direct we have seen a 40% improvement in performance.</p> <p>We have utilised Fire Kills and social media extensively this year and will continue with this drive.</p> <p>MFRS has delivered over 1500 carbon monoxide detectors to the most vulnerable in our communities (from DCLG allocation and from Gas Networks). On the 20<sup>th</sup> -26<sup>th</sup> of March 2017, MFRS launched the multi-agency environmental action days during the CFOA led Arson Awareness Week.</p>
<p><b>FP-16/17-4.2-</b>  <b>Reduce fires caused by antisocial behaviour in those areas of Merseyside most at risk. Reflecting the Anti-social Behaviour, Crime and Policing Act 2014 the Directorate will put vulnerable people and communities at the heart of everything it does.</b></p>	<p>Following on from the launch of Arson awareness week, the Arson team will co-ordinate with multi-agency partners to deliver one action day per month in each district, targeting the most vulnerable people in the most vulnerable places.</p> <p>The Incident Investigation Team will attend DISARM within local authorities and have knowledge and understanding of the local intelligence within each local authority area. Information gathered will be shared with relevant Arson officers and partners on priority wards. Station Manager for Arson sits on the weekly Threat, Harm, Risk briefing with Merseyside Police.</p>

**FP-16/17-4.3-**

**Prevention work contributes to protecting vulnerable people and places, we recognise that fire has a socio-economic dimension and as such we have a strong commitment to equality and diversity. We will work collaboratively with partners to support and protect our communities.**

During Arson Awareness week, MFRS carried out 436 HFSC's, 59 businesses were spoken to and 22 SOFSA's were completed, 26 properties were target hardened and 34 fly tipping reports were completed. In total 1580 properties were leafleted along with 70 businesses.

The Arson Team have made contact with Merseyside Police and other partners to arrange Continuous Professional Development training for the team.

In April the team will receive a presentation from Merseyside Serious and Organised Crime Intelligence support unit in relation to modern slavery and human trafficking.

**PROTECTION:**

<b>FP-16/17-5.1 –</b> Develop and embed operational fire safety through the new Protection Watch Manager role. Introduce the Simple Fire Safety Assessment to operational crews.	
<b>FP-16/17-5.2 –</b> Revise the new Risk Based Inspection Programme to reflect the new tiered structure of technical Fire Safety Officers. Implement the new Chief Fire Officers Association (CFOA) short audit to enhance the effectiveness of risk based targeting and reduce the regulatory burden on compliant businesses.	
<b>FP-16/17-5.3 –</b> Support business fire safety compliance by developing actions arising from the Engaging with Business seminar. Further develop and embed the HeritProt <sup>1</sup> strategy.	

## FINANCE:

<b>FP-16/17-6.1-</b> Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals.	2016/17 Budget - Savings for 2016/17 fully implemented
<b>FP-16/17-6.2-</b> Review the year-end closure of accounts process in order to meet the Revised statutory deadline at the end of May (previously June) for completing the Statement of Accounts 2017/18.	2016/17 timetable finalised and work commenced on the production of the final accounts, Task completed.
<b>FP-16/17-6.3-</b> Continue to develop the production of monthly reports for the Identification of pensionable pay for FPS92, FPS06 and FPS15.	Task completed.

## LEGAL:

<b>FP-16/17-7.1-</b> Provide an improved legal service to fire stations in the community.	Station visits took place and are continuing in 2017. The team is competent at presentations and the team will review this Objective when the current programme has come to an end.
<b>FP-16/17-7.2-</b> Continue to provide timely legal support throughout the current station mergers project and any future projects.	This is continuing. Feedback provided and project liaison continues.
<b>FP-16/17-7.3-</b> Provide training and development to departments of the Authority where identified as required to ensure effective and efficient service provision.	Training continues as identified.

## Procurement:

<p><b>FP-16/17-8.1-</b>  <b>Support corporate priorities and work to ensure the successful delivery of priority work programmes.</b></p>	<p>Procurement work in relation to the Station Change programme continues.</p> <p>A number of contracts have been let on behalf of the North West region for Personal Protective Equipment (PPE) (gloves, boots etc.) with more projects planned for helmets, gas tight suits and water rescue suits. MFRS are leading on all of these for the North West.</p> <p>07.04.17 – Procurement continue to be involved in the Station Change programme as appropriate.</p> <p>Procurement of operational equipment, PPE and vehicles also continues at a local and regional level. MFRS continues to take the procurement lead on a number of Technical Officer group projects.</p> <p>Responsibility for National Resilience Asset Refresh and Long Term Capability Management (LTCM) now sits with Procurement and are being pro actively managed.</p>
<p><b>FP-16/17-8.2-</b>  <b>Identify efficiencies and implement improvements in procurement activity.</b></p>	<p>A Procurement/Finance task group has been set up to identify opportunities to improve efficiency in the P2P process. An initial meeting has been scheduled in January 2017. The group will also consider potential improvements to the use of the Advanced 'Efin' application.</p> <p>Updated Terms and Conditions have been drafted on behalf of the North West region and will be released for use in January 2017.</p> <p>07.04.17 – The Procurement/Finance task group has identified some areas of consideration. A new 'Supplier request' process has been developed in response to IR35 legislation and will 'go live' in April 2017.</p>
<p><b>FP-16/17-8.3-</b>  <b>Foster greater collaborative partnerships with other public sector organisations.</b></p>	<p>Work is ongoing with other North West Fire Services – a regional procurement plan for 2017/18 has been developed and is aligned to the Asset Refresh plan devised by the NW Technical Officer group.</p> <p>Chief Fire Officer and Head of Procurement are on the Chief Fire Officers Association Strategic Commercial Committee to support national procurement initiatives.</p> <p>07.04.17 – Procurement are going to explore any new opportunities for joint procurement with police colleagues.</p>

## Democratic Services:

<p><b>FP-16/17-9.1-</b>  <b>Continue to look at ways in which these information management systems can be utilised to full capacity, to make processes across the Department as efficient as possible</b></p>	<p>The Democratic Services Admin Team continue to maintain a log of any issues experienced with systems used across the Department; and any resolutions to those issues for future reference.</p> <p>The Admin and Democratic Services Teams continue to develop the Modern.gov system for wider use across the organisation, with the system now being utilised by several teams to more efficiently manage report sign-off processes.</p>
<p><b>FP-16/17-9.2-</b>  <b>Continue improving Authority member engagement with all groups of staff.</b></p>	<p>Members attended engagement sessions with Fire Control staff in January.</p> <p>Members' station visits have continued, with a visit to Toxteth Fire Station taking place on 14th February. Members had opportunity to engage with Operational Staff located at the station and receive input around the equipment on the fire appliance and the command support unit. This visit also enabled Members to engage with the Princes Trust staff and team located at Toxteth Fire Station; and receive a tour of the Fire Fit Hub, which enabled engagement with some of the young people using the facility.</p> <p>For the new Municipal Year, visits will be arranged for Authority Members to other premises not previously visited - for example Marine Fire and Workshops, to enable Members to engage with staff located at those premises.</p> <p>A poster has now been produced and distributed to all Authority premises, which includes photographs of Authority Members, information regarding the role of the Authority and signposts people to the relevant pages of the website for additional information.</p> <p>Articles focusing on Fire Authority Members are now a standing item within editions of the "Hot News".</p>
<p><b>FP-16/17-9.3-</b>  <b>Create an Intranet Portal page specifically for Authority members to enable easy access to relevant information from one place.</b></p>	<p>This action is on hold at present, pending the development of the new Website</p>



## Strategy & Performance:

<p><b>FP-16/17-10.1-</b>  <b>Continue to embed Equality and Diversity excellence into the organisation.</b></p>	<p>1.1 E learning package for E and D essentials has been designed and is currently being finalised ready for testing before launching with all staff. The next phase will involve working with POD to revisit the current Training delivered to staff and managers to see where E and D standards, skills, knowledge and behaviours are required to be embedded in delivery.</p> <p>1.2 Second staff survey has been completed and work is under way to continue to engage with staff across all areas of the organisation including Authority members and Operational response.</p> <p>1.3 Detailed work has been carried out for the self assessment against the framework however the framework is now under review whilst the Home Office introduces its FRS inspectorate process which will include E and D. Currently completing report that outlines the outcomes of the benchmarking self assessment round table meetings that took place during the last 4 months</p>
<p><b>FP-16/17-10.2-</b>  <b>Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.</b></p>	<p>Following the implementation of the new governance arrangement for new and replacement applications, we have seen a number of application projects pass through the governance process. Most noticeably the operational risk application which will ensure we have a central repository for all operational risk information. It was decided that this application was to be developed internally by our development team. Once developed, this application will bring great efficiencies for the organisation and also replace a number of legacy applications which will reduce annual support and maintenance costs. The application and the processes around it will also remove duplication and minimise any manual and paper based activities that are currently in place.</p> <p>There are a number of other application projects / business cases working through the governance process and will continue to progress throughout the year. Some examples are: new website, fuel management application, station management system, payment gateway, and compliance application. One significant success over the last reporting period has been upgrade to the Intranet Portal. The upgraded Portal went live on 20th March with a new look and feel including corporate branding, with some new and improved additional features.</p>

<p><b>FP-16/17-10.3-</b>  <b>Develop and maintain effective communications and media management with high quality presentation and promotion of information.</b></p>	<p>3.1 The team has supported the firefighter recruitment campaign and associated positive action. They have also provided communications input into the Long Service and Good Conduct and Recruit Pass Out ceremonies. They have worked on several prevention and protection campaigns including Business Safety (plus Holiday Lets campaign) and Arson Reduction. They have developed a specification to tender for design and print services (with support from Procurement) to help improve the quality of leaflets, reports and posters. Developing our social media presence continues to be a priority as an excellent way of spreading MFRA messages. The quarter has seen some major incidents with the EMR fire at the docks and New Ferry building explosion requiring significant comms input. Resources remain a challenge for this team and work is underway to explore ways in which we can build more resilience into the team.</p> <p>3.2 The planned branding work has not been completed due to pressures of other work and will be continued in 2017/18.</p> <p>3.3 The procurement of a new website is progressing and is a key priority for 2017/18.</p>
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## Information and Communication Technology (ICT):

<p><b>FP-16/17-12.1-</b>  <b>Implement an information and communications infrastructure that will enable efficiency through current and emerging technology in light of a new ICT Managed Services Provisions Contract which starts in April 2016.</b></p>	<ol style="list-style-type: none"> <li>1. On-going. In the reporting period <ul style="list-style-type: none"> <li>- the Konica Multi-Functional Device tender is complete and will go out to market April 2017.</li> <li>- the National Resilience Fire Control has been implemented.</li> <li>- FSN/CRIS Close down.</li> </ul> </li> <li>2.The ICT Strategic Framework has completed its first yearly cycle and has worked well.</li> <li>3.The Business Relationship Manager (BRM) is firmly embedded into the organisation.</li> <li>4. A weekly DevOps team meeting remains in place. From the ICT Ops side; the Business Relationship Manager and a telent engineer attend.</li> <li>5. The Corporate Website and the National Resilience Electronic Support System (NR-ESS) are now live and hosted in Azure.</li> <li>6. After a robust procurement exercise, Trustmarque are MFRA's new Microsoft Licence Solutions Partner and from April 2017 a new 3 year Microsoft Enterprise agreement is in place, with Microsoft Licencing moving from 'per device' to 'per user'.</li> </ol> <p>As a result of the change Microsoft is engaging with MFRA in a collaborative Software Asset Management (SAM) review. The objective of this review is to work with us to confirm that our organisation is fully compliant with current Microsoft licencing standards and to help us better understand our licencing obligations under our current volume licencing agreement.</p>
<p><b>FP-16/17-12.2-</b>  <b>Respond to national initiatives. The Service is scheduled to switch from the current Airwave communication system to an Emergency Services Network which will provide broadband type connectivity which will allow us to utilise application type systems, consequently we are working to ensure the infrastructure and software systems support this.</b></p>	<p>Remediation costs and timescales following the IT Health Check undertaken in August / September 2016 have been agreed with Home Office, with funds released to MFRS via Section 31 Grant in March 2017.</p> <p>Home Office have provided additional funding to enable an additional ITHC ahead of transition to ESN in 2018.</p>

	<p>Consultation is ongoing with Capita (Supplier) to ensure ICCS compliance to ESN requirements. A hardware refresh to maintain availability and increase resilience is also planned during this period.</p> <p>All ESMCP Project related activities for which MFRS are responsible have been completed within the timescales required by Home Office central team.</p> <p>MFRS remain on-track to transition following the Home Office announcement of project delays. The NW are currently scheduled to begin transition June/July 2018.</p>
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## Assets:

<p><b>FP-16/17-13.1</b>  <b>Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio (by developing and implementing a 5 year Asset Strategy).</b></p>	<p>5 Year asset management plan has been developed and approved, works being undertaken in-line with this year's plan.  Condition surveys and inspection regime in place to achieve standardisation across the estate.</p> <p>Actively playing a part in the Merseyside regional one public estate group and the wider local authorities one public estates groups.</p> <p>Ongoing discussions regarding collaboration at Formby fire station, police have decided not to pursue Heswall and Newton le Willows.</p>
<p><b>FP-16/17-13.2-</b>  <b>Ensure when land and property assets become surplus to MFRA requirements we dispose of them to facilitate and drive service transformation and economic growth in the Merseyside region whilst generating maximum capital receipts</b></p>	<p>All surplus land and property is currently being valued to ascertain the current market values.</p>

## Strategic Change and Resources:

<p><b>FP-16/17-14.1-</b>  <b>Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio (PFI And Station Merger Project).</b></p>	<p>A review of Private Finance Initiative (PFI) contract was carried out during the year by Local Partnerships but no additional areas for savings were identified.</p> <p>Prescot. There was a significant delay in starting work due to a variety of ground conditions. However, following a start on site in November 2016, the new community fire station &amp; neighbourhood police station are expected to go live in March 2018.</p> <p>Saughall Massie. The initial planning application was refused by Wirral Borough Council in December 2016. A revised planning application, addressing the reasons for refusal, was submitted in March 2017. A decision is expected in June 2017.</p> <p>St. Helens. Difficulties with the selected site have meant that no works have taken place. However, MFRS have been offered an alternative site in a prime location which offers even better potential response times. Desk top &amp; intrusive surveys are being commissioned to establish whether it will be cost effective to build a new fire station on the site.</p>
<p><b>FP-16/17-14.2-</b>  <b>Manage change projects to ensure that the Authority's physical infrastructure and Ways of Working are delivered in line with value for money principles.</b></p>	<p>The current status of the change projects:</p> <p><b>Blue Light Collaboration</b></p> <p>The Corporate Service Review has been split into the group categories for change (Deloitte categorised each of the Corporate Services functions identified in the report as A – D based on level of change) and each are being considered as an individual unit in each organisation before a joint group of Police and Fire consider options going forward. At present, all Category A functions (ICT / Resources) have been discussed and further decision by the executive will follow. Category B functions are scheduled for review in the next quarter.</p> <p>The Blue Light Collaboration team are progressing work streams in the areas of Operational Response (Concern for Welfare Forced Entry, and Missing</p>

	<p>Persons Joint Approach) and Operational Preparedness (Colocation of Planning Teams, and Collaborative Training). Lead officers have been appointed to each strand of training and will report back on their findings.</p> <p>Consultation with all relevant stakeholders is still on going and will shape the formation of any business case.</p> <p><b>Station Change</b></p> <p>The Function continues to provide management for the three station merger projects approved by the Authority. This project aims to build three new community fire stations which will facilitate the closure of six current stations. Construction has commenced at Prescott with an anticipated completion date of March 2018. Ongoing feasibility studies are being carried out in St. Helens at a site which will hopefully include NWS &amp;/or Merseyside Police. In December 2016 Wirral Planning Committee refused permission for the build at Saughall Massie. A revised application, taking account of the reasons for refusal, was submitted in March 2018 and it is hoped that this will be determined by Planning Committee in June 2018.</p> <p><b>Emergency Services Mobile Communications(ESMCP)</b></p> <p>The ESMCP programme continues to progress although the transition period had been postponed by 9 months, this has been announced following review by the Public Accounts Committee. Following our IT Health Check and subsequent review by the Home Office, funding has been made available to complete the required IT remediation work to bring the services IT security up to the ESN code of connection standard. The process of registering the organisation within the Framework agreement is due to be signed off and this will allow for the procurement of the Direct Network Service Provider (DSNP) connection to Vodafone. January will see the required upgrade of Vision which allow our control room to handle ESN voice and data traffic. User testing and trials of the new devices will take place in April 18', North West regional transition onto the new network will commence in July 18'</p>
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<b><u>Glossary of Terms</u></b>	
<b>24HRWTR</b>	<b>24 hour whole time retained</b>
<b>ADF</b>	<b>Accidental Dwelling Fire</b>
<b>AGM</b>	<b>Annual General Meeting</b>
<b>AM</b>	<b>Area Manager</b>
<b>APB</b>	<b>Annual Pension Benefit</b>
<b>ARA</b>	<b>Analytical Risk Assessment</b>
<b>ASB</b>	<b>Anti-Social Behaviour</b>
<b>C&amp;C</b>	<b>Command and Control</b>
<b>CBT</b>	<b>Crew Based Training</b>
<b>NPG</b>	<b>National Procurement Group</b>
<b>CFOA</b>	<b>Chief Fire Officers Association</b>
<b>CFP</b>	<b>Community Fire Prevention</b>
<b>CFP</b>	<b>Community Fire Protection</b>
<b>CFRA</b>	<b>Chief Fire and Rescue Advisor</b>
<b>CRIS</b>	<b>Community Risk Intervention Services</b>
<b>CSP</b>	<b>Community Safety Partnership</b>
<b>DCFO</b>	<b>Deputy Chief Fire Officer</b>
<b>DCLG</b>	<b>Department of Communities &amp; Local Government</b>
<b>DECC</b>	<b>Department for Energy and Climate Change</b>
<b>DoH</b>	<b>Department of Health</b>
<b>DSE</b>	<b>Disability Equalities Scheme</b>
<b>E&amp;D</b>	<b>Equality &amp; Diversity</b>
<b>EET</b>	<b>Education, Employment or Training</b>
<b>EIA</b>	<b>Equality Impact Assessment</b>
<b>ESMCP</b>	<b>Emergency Services Mobile Communication Programme</b>
<b>ESN</b>	<b>Emergency Services Network</b>
<b>FF</b>	<b>Fire-fighter</b>
<b>FSN</b>	<b>Fire Support Network</b>
<b>FRA</b>	<b>Fire &amp; Rescue Authority</b>
<b>FRS</b>	<b>Fire &amp; Rescue Service</b>
<b>GM</b>	<b>Group Managers</b>
<b>HFSC</b>	<b>Home Fire Safety Check's</b>
<b>H&amp;S</b>	<b>Health &amp; Safety</b>
<b>HR</b>	<b>Human Resources</b>
<b>HVP</b>	<b>High Volume Pump</b>
<b>IC</b>	<b>Incident Commander</b>
<b>ICT</b>	<b>Information Communication Technologies</b>
<b>IMT</b>	<b>Incident Management Team</b>
<b>IRMP</b>	<b>Integrated Risk Management Plan</b>
<b>IRS</b>	<b>Incident Reporting System</b>
<b>ITP</b>	<b>Invitation to Participate</b>
<b>JCC</b>	<b>Joint Control Centre</b>

<b>LFRS</b>	<b>Lancashire Fire &amp; Rescue Service</b>
<b>LLAR</b>	<b>Low Level Activity Risk</b>
<b>LPB</b>	<b>Local Pensions Board</b>
<b>LPDS</b>	
<b>LPI</b>	<b>Local Performance Indicators</b>
<b>MAIC</b>	<b>Multi Agency Information Cell</b>
<b>MASH</b>	<b>Multi Agency Safeguarding Hub</b>
<b>MERPOL</b>	<b>Merseyside Police</b>
<b>MIS</b>	<b>Management Information System</b>
<b>MFRA</b>	<b>Merseyside Fire &amp; Rescue Authority</b>
<b>MFRS</b>	<b>Merseyside Fire &amp; Rescue Service</b>
<b>NEET</b>	<b>Not in Education, Employment or Training</b>
<b>NRA</b>	<b>National Risk Assessment</b>
<b>NPG</b>	<b>National Procurement Group</b>
<b>NW</b>	<b>North West</b>
<b>NWAS</b>	<b>North West Ambulance Service</b>
<b>NWFO</b>	<b>North West Finance Officer</b>
<b>NWFRS</b>	<b>North West Fire and Rescue Services</b>
<b>NWRPT</b>	<b>North West Regional Procurement Team</b>
<b>OIG</b>	<b>Operational Intelligence Group</b>
<b>OJEU</b>	<b>Official Journal of the European Union</b>
<b>PAS</b>	<b>Primary Authority Scheme</b>
<b>PCC</b>	<b>Police &amp; Crime Commission</b>
<b>PID</b>	<b>Project Initiation Document</b>
<b>POC</b>	<b>Proof of Concept</b>
<b>POD</b>	<b>People &amp; Organisational Development</b>
<b>PQQ</b>	<b>Pre-Qualification Questionnaire</b>
<b>PPE</b>	<b>Personal Protective Equipment</b>
<b>PPRS</b>	<b>Prevention, Protection and Road Safety</b>
<b>PTI</b>	<b>Physical Training Instructor</b>
<b>RAP</b>	<b>Reconciliation Advisory Panel</b>
<b>RBIP</b>	<b>Risk Based Inspection Programme</b>
<b>RM1</b>	<b>Risk Management 1</b>
<b>RRRG</b>	<b>Road Risk Review Group</b>
<b>RSL</b>	<b>Registered Social Landlord</b>
<b>RTC</b>	<b>Road Traffic Collision</b>
<b>SI</b>	<b>Service Instruction</b>
<b>SME's</b>	<b>Small Medium Enterprises</b>
<b>SMG</b>	<b>Strategic Management Group</b>
<b>SM</b>	<b>Station Manager</b>
<b>SOFSa</b>	<b>Simple Operational Fire Safety Assessment</b>
<b>SOP</b>	<b>Standard Operating Procedure</b>
<b>SPA</b>	<b>Safe Person Assessment</b>
<b>SSRI's</b>	<b>Site Specific Risk Information</b>
<b>StARS</b>	<b>Staff Attendance Record System</b>
<b>T&amp;C's</b>	<b>Terms and Conditions</b>
<b>TDA</b>	<b>Training and Development Academy</b>



<b>TRM</b>	<b>Time and Resource Management</b>
<b>VPI</b>	<b>Vulnerable Person Index</b>
<b>UAT</b>	<b>User Acceptance Test</b>
<b>UKFRS</b>	<b>United Kingdom Fire and Rescue Service</b>
<b>WTR</b>	<b>Whole-time Retained</b>
<b>YPS</b>	<b>Your Pension Service</b>

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## **Merseyside Fire and Rescue National Indicator Performance Setting**

**TO BE PRESENTED TO:**

**District Performance Analysts**

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**KNOWLEDGE AND INFORMATION MANAGEMENT DEPARTMENT**

**Date work received: 07/04/2009**  
**Date work completed: 01/07/2009**

Page 1 of 6

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## Document Control

### Amendment History

Version / Issue No.	Date	Author	Remarks / Reason for Change
1.0	07/04/2009	J Fielding	
1.1	21/04/2009	J Fielding	Following comments from JLC
1.2	01/07/2009	J Fielding	Addition of Data Quality Commentary

### Sign-Off List

Name	Position
John L Curtis	Director of Knowledge & Information Management
Chris Case	Director of Performance & Values

### Distribution List

Name	Position	I / R
Merseyside Informed		

### Related Documents

Reference No.	Title	Author	Version & Date
1	Performance Management Process, Draft Document	John L Curtis	0.1

### Ownership

Has it been agreed with the client that this is a publicly owned document? Yes/No

If Yes please state URL:

If No please state reason why:

<b>1. AGREEMENT.....</b>	<b>3</b>
<b>2. INTRODUCTION .....</b>	<b>4</b>
<b>3. METHODOLOGY .....</b>	<b>4</b>
<b>4. RATIONALE .....</b>	<b>5</b>

## **1. Agreement**

For the purpose of this report the following agreement was made between the client and the Knowledge & Information Management department.

This work was requested by John L Curtis and John Fielding and received on 07/04/2009.

The Manager<sup>1</sup> has approved this report/ piece of work can be undertaken by the Knowledge & Information Management Department.

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 08/04/2009, and would be sent electronically to the Director of Knowledge & Information Management Department and Client for comment.

The Manager / Client agreed that their comments would be received back by 02/07/2009.

The final report, which will always be in PDF format, would be produced by 01/07/2009, subject to receiving comments.

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<sup>1</sup> John L Curtis

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## **2. Introduction**

Every February the Business Intelligence team within the Knowledge and Information Management department of Merseyside Fire and Rescue Service begin the process of target setting for future performance for a range of National Indicators and Local Indicators.

The purpose of this document is to provide a background as to how Merseyside Fire and Rescue Service set targets for the National Indicators NI33 – Arson and NI49 – Primary Fires as well as the rationale for the process itself.

## **3. Data Quality**

Data Quality is key to ensuring that reporting of performance data and information are as accurate as possible. Data quality is managed by the Data Management team within the Knowledge & Information Management Department.

In simple terms, to ensure data quality the Data Management team on a daily basis use reporting tools which compare the incident type to the "Stop Code."<sup>2</sup> If the incident type as described in IRS (fire reporting system) is different to the recorded Stop Code; then the team contact the Officer who completed the record and query as to why there is a discrepancy. Following this review either the fire report or the Stop Code is amended so that they reflect each other.

## **4. Methodology**

The following outlines the steps which are taken in setting targets.

Step 1:

Historical data<sup>3</sup> is extracted from the Vision and the Incident Recording System (IRS) databases using criteria as prescribed by Communities and Local Government (CLG). This data is then filtered into the Merseyside districts using Geographical Information Systems. This enables us to correctly break down a Merseyside perspective to a district

Step 2:

Data is then filtered by fiscal year (i.e. 1<sup>st</sup> April – 31<sup>st</sup> March) this produces a table like table 1 below:

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<sup>2</sup> Stop Code – a coding system used by MF&RS Control Room which in very simple terms describes what type incident occurred. For example a "01" is a Dwelling Fire, any code beginning with "04" is a secondary fire.

<sup>3</sup> Note: data used includes late Fire Report returns so will be different from previously published figures

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Table 1: breakdown of NI33a Deliberate Primary Fire Performance by district and year

Year	Knowsley	Liverpool	Sefton	St Helens	Wirral
2004/05	673	2278	499	379	635
2005/06	564	1668	441	351	451
2006/07	419	1608	434	309	407
2007/08	389	1209	322	222	310
Est 08/09	308	981	253	234	315

Step 3:

With the data extracted a series of charts are created (one for each indicator per district. From here a trend line is added, with the chart displaying the trend formula and  $R^2$  (regression) value.

Chart 1: Incident data plotted with trend line (Liverpool)

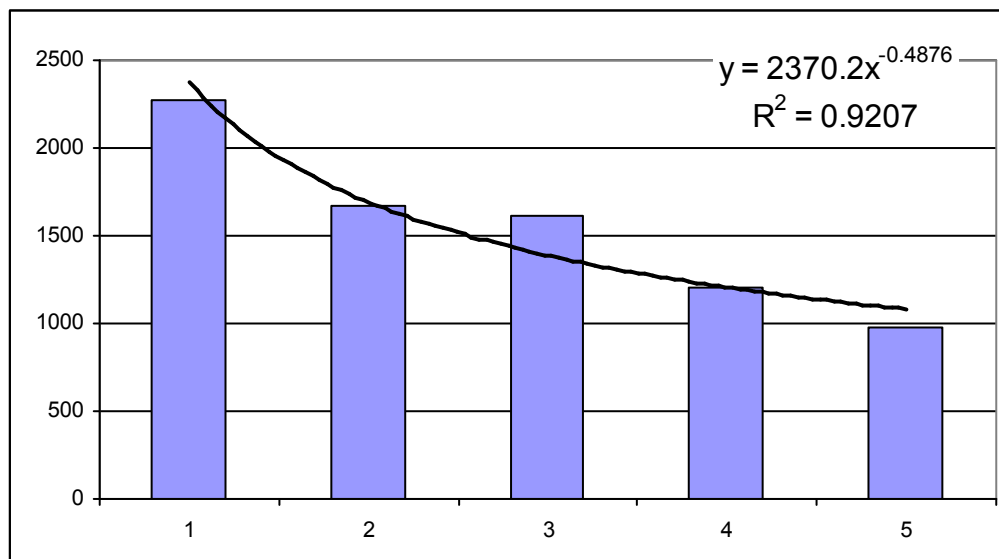


Chart 1 (above) plots Incidents within Liverpool over the past five years including the trend line (in this case a POWER trend line) and requisite formula. From here the trend formula is applied to the incident data (as in table 1) and future performance is predicted as displayed in table 2 (below).

Table 2: Application of trend formula to create future predictions

X	Year	Knowsley	Liverpool	Sefton	St Helens	Wirral
0	2004/05	673	2278	499	379	635
1	2005/06	564	1668	441	351	451
2	2006/07	419	1608	434	309	407
3	2007/08	389	1209	322	222	310
4	Est 08/09	308	981	253	234	315
5	2009/10		1081			
6	2010/11		989			
7	2011/12		918			

Target setting, judgements are based on which trend is most realistically achievable, whilst challenging enough in order to be objective. The

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target setting process strives to use the SMART principle whereby the process is: Specific, Measurable, Agreed, Realistic and Time-bound.

All targets are signed off by the relevant District Management Team member who represents that district.

## **5. Rationale**

There are several reasons as to why Merseyside Fire and Rescue Service set targets in this manner. One such reason is that it is a statistically robust method of setting targets whereby it uses a scientific approach identifying the importance of historical events, taking into consideration factors which have an influence on fire related incidents.

To elaborate further as in all aspects of life there is a whole multitude of factors which can influence the performance of a particular service and Merseyside Fire and Rescue Service is no different.

The Fire and Rescue Service always strives for excellent performance and our range of initiatives in co-operation with partners and the communities of Merseyside assist in improving our performance.

However there are other factors which must be considered which do have an impact; particularly in the last two years (Merseyside wide) the influence of the weather has had a significant impact on the number of Arson related incidents, with both the past two summers being very wet. Whilst the 2006/07 summer by contrast was hot and dry – leading to an increase in Deliberate Secondary Fires that year. Weather is just one significant factor, other factors which are more localised to the districts of Merseyside can include: Police Activity including the influence of Section 30's, the arrest and conviction of repeat offenders, urban renewal (for instance the demolition/construction of buildings and other estates) to name a few.

What all this means is that fire performance data goes through peaks and troughs. By analysing performance in a retrospective manner we attempt to form a correct balance to the target setting process. To arbitrarily set performance on a single year's worth of performance data would lead to the distinct possibility of setting an UNSMART target.



MERSEYSIDE FIRE & RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	25 <sup>TH</sup> MAY 2017	REPORT NUMBER	CFO/024/17
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	WENDY KENYON
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	NEW EQUALITY , DIVERSITY AND INCLUSION (E,D&I) POLICY STRPOL011		

APPENDICES:	APPENDIX A: APPENDIX B:	EQUALITY AND DIVERSITY POLICY EQUALITY IMPACT ASSESSMENT
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## Purpose of Report

1. To inform Authority of the refreshed and updated Equality and Diversity policy

## Recommendation

2. That members approve the new Equality , Diversity and Inclusion (E,D&I) Policy

## Introduction and Background

3. The current Equality and Diversity Policy has been in place without any major revisions since 2002. With this in mind the Diversity and Consultation Manager felt it was timely to refresh the policy, using the MFRA Policy template, and update it with some additional areas relevant to roles and responsibilities.

In order to inform the refresh of the Policy a number of key stakeholders were consulted on its content and focus, these are detailed below:

- All 4 Representative Bodies
- Disability Action Group (DAG) and Strategic Equality Group (SEG) members
- People and Organisational Development (POD)
- Staff forums including FireProud
- Asian Fire Service Association
- Employers National Equality and Inclusion Forum
- Employers Forum for Disability (national)
- Stonewall
- Other FRA's

4. Feedback has been very positive and useful in the development of the policy, particularly with regard to the impact it has in relation to specific protected groups.
5. Following Authority approval, the Policy will then be cascaded to all Staff through a number of communication mechanisms to ensure they are made of aware of any the changes and their role and responsibilities.

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#### **Equality and Diversity Implications**

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6. An EIA has been completed. The E, D and I Policy is considered to be positive in that it supports the Equality Act 2010 and the Authority's Public Sector Equality Duties. The EIA established that there are no negative impacts on the protected groups covered by the Act.

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#### **Staff Implications**

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7. The policy applies to all staff at all levels and further engagement and communication will take place to ensure they are aware of the refreshed policy and their roles, responsibilities and rights regarding the Policy.

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#### **Legal Implications**

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8. The Policy supports the organisation's commitment to meet the Equality Act 2010 and the Public Sector Equality Duties placed on MFRA.

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

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9. There are no additional financial costs identified at this stage in relation to the implementation of this policy that are not already included in the Equality Budget.

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

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10. There are no risk management, health & safety or environmental implications arising from this report. The E and D Policy demonstrates that considerations are made in relation to the different needs of different protected groups e.g. ensure that disabilities are supported with reasonable adjustments and religious observances are safely supported where appropriate.

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

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11. The Policy supports our Staff to help provide a fair and equitable service to the diverse communities of Merseyside. The Policy supports our People Strategy and the wider requirement for Public Bodies to be supportive of Equality and Diversity in relation to the services delivered and the staff they employ.

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#### **BACKGROUND PAPERS**

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N/A

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## GLOSSARY OF TERMS

DAG	Diversity Action Group
SEG	Strategic Equalities Group
E and D	Equality and Diversity
HFSC	Home Fire Safety Check
<b>MFRA</b>	<b>Merseyside Fire and Rescue Authority</b> is the physical and legal entity. In writing reports MFRA is the “object”.
<b>MFRS</b>	<b>Merseyside Fire and Rescue Service</b> is the service provided by MFRA. In writing reports MFRS is the “action”
PSED	Public Sector Equality Duty
SEG	Strategic Equality Group
SMG	Strategic Management Group

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## Document Control

Active date	Review date	Author	Editor	Publisher
xx2017		Wendy Kenyon	Wendy Kenyon Deb Appleton	J.Sutton

## Amendment History

Version	Date	Author	Reasons for Change
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## Equalities Impact Assessment

Initial	Full	Date	Reviewed by	Comments
	X	10.03.17	Wendy Kenyon	No adverse impact identified, the policy is positively supporting protected groups – see EIA for details of consultation feedback from different representative groups

## Civil Contingencies Impact Assessment

Date	Reviewed by	Comments

## Related Documents

Doc. Type	Ref No.	Title	Location
SI	0867	Grievance	
SI	New	Equality and Diversity resources	
SI	0854	Conduct (Discipline) and Capability	
Policy	PODPOL09	Bullying and Harassment	
Policy		Positive Action and Recruitment	
MRFS Doc		Employee Code of conduct	
MFRS Doc		Ground Rules	

## Distribution List

Name	Position	I/R
DAG	All DAG Members	

## Sign-Off List

Name	Position
DAG	All members of : Diversity Action Group (DAG) Strategic Equality Group (SEG) Senior Management Group (SMG) Authority Lead Member for E and D Representative Bodies ( Equality Leads ) Fire Proud Network

## Target audience

All MFS	X	Ops Crews		Fire safety		Community FS		Support Staff	
Principal		Senior off.		etc		etc		etc	

off.									
<b>Ownership</b>									
FOI exemption required?	Yes		URL						
	No	X	Reason						

### Legislation

<b>Title</b>	<i>The Equality Act</i> <i>The Public Sector Equality Duty</i>	2010
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### Contact

<b>Department</b>	<b>Email</b>	<b>Telephone ext.</b>
Strategy & Performance	<a href="mailto:wendykenyon@merseyfire.gov.uk">wendykenyon@merseyfire.gov.uk</a>	4422

## Equality, Diversity and Inclusion Policy

### 1. Policy Introduction and Background

Merseyside Fire & Rescue Authority (MFRA) aims to create a culture that respects and values people's differences<sup>1</sup> and secures genuine equality of opportunity in all aspects of its activities. This applies to job applicants, employees, volunteers, youth engagement participants, users of the organisation's services and those who deliver services on behalf of MFRA. This policy is influenced by current legislation; The Equality Act 2010, but it also reflects the intention of MFRA to promote the best practice in this area.

The aim of this policy is to prevent discrimination<sup>2</sup>, harassment and victimisation, and comply with the Equality Act 2010 and the Public Sector Equality Duty. In order to achieve this, MFRA will endeavour to create an environment in which there is respect and recognition for needs and aspirations, of individuals regardless of Sex, gender identity, gender reassignment, (including transgender and gender reassignment status), married or civil partnership status, race, ethnicity, nationality, colour, religion or belief, disability, age, family status or sexual orientation, pregnancy and maternity, or any other factor that cannot be justified.

### 2. Policy Explanation

#### Statement of Commitment

At MFRA, we consider that equality means breaking down barriers, eliminating discrimination and ensuring equality of opportunity for all people we employ.

We consider diversity and inclusion to mean celebrating difference and valuing everyone. Each person is an individual with visible and non-visible differences and by respecting this everyone can feel valued for their own unique contributions and perspectives, which is beneficial not only for the individual but for MFRA and the communities we serve across Merseyside. Individuals with different cultures, perspectives and experiences are at the heart of the way MFRA works.

We want to recruit, develop and retain the most talented people, regardless of their background and make best use of their talents. At MFRA we are guided by our values in everything we do, and recognise that being a diverse and inclusive employer helps us fulfil our responsibility to make a difference in keeping the communities of Merseyside safe and free from fire and other emergencies.

<sup>1</sup> In so far as they are compatible with internationally recognised Human Rights standards

<sup>2</sup> This includes more subtle covert forms of discrimination e.g. negative humour, harassment, ridicule without overt discriminatory content

MFRA will seek to develop a work environment where employees will be treated and will treat each other with trust and respect. Being respected means being treated honestly and professionally, with each person's different talents, background and perspectives valued.

We will remove unnecessary barriers for our employees seeking opportunities through training and development, promotion, progression and career planning.

We will continue to support and train our leaders, managers and employees to demonstrate the principles of diversity and inclusion in their everyday activities, roles and functions.

We will work within the duties and obligations of the Equality Act 2010 and our commitment to the Public Sector Equality Duties are outlined in Appendix B.

### **Policy Scope**

The rights and obligations set out in this policy apply equally to all employees, whether part time or full time, on a substantive or fixed-term contract, and also to associated persons such as secondees, agency staff, contractors, volunteers, participants undertaking youth engagement programmes and others employed under a contract of service.

This policy is also of particular relevance to Directors, Functional Managers, Line Managers and other employees concerned with recruitment, training & development, promotion, grievance and discipline, conduct and capability and any other procedures and employment decisions which affect staff and the communities of Merseyside.

This policy applies to all conduct in the workplace and also to conduct outside of the workplace that is related to employees' work (e.g. at meetings, social events and social interactions with colleagues), or which may impact on MFRA's reputation (e.g. the expression of views on social media, contrary to the commitments expressed in this policy, that could be linked to MFRA).

### **Equality and Diversity at MFRA**

Every employee is entitled to a working environment that promotes dignity, equality and respect for all, free from inappropriate or unprofessional behaviour. MFRA will not tolerate any acts of unlawful or unfair discrimination (including harassment and victimisation) committed against any of the groups of people covered within the scope of this policy because of a protected characteristic:

- Sex (gender and gender identity);
- Gender reassignment;
- Marriage and civil partnership status;
- Pregnancy and maternity;
- Race (including ethnic origin, colour, nationality and national origin and cast);
- Disability;
- Sexual orientation;
- Religion and or belief (or no belief); and
- Age.

Discrimination on the basis of work pattern (part-time working, fixed term contract, flexible working) and working group (Operational /Non Operational) which is unjustifiable will also not be accepted.

All people covered by the scope of this policy will be encouraged to develop their skills and fulfil their potential and to take advantage of training, development and progression opportunities in MFRA. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability.

MFRA has developed Ground Rules to assist employees and managers with meeting equality, diversity and inclusion standards. The Ground Rules apply to all staff at all levels and cover 3 main areas

- Treat fellow employees and members of the public with dignity
- Respect the differences of others
- Welcome new arrivals and visitors into the workplace

Staff and Managers are also expected to abide by the Employee Code of conduct which will contribute to meeting the requirements of this Policy

## **Responsibilities**

### **Authority**

- The Authority accepts its responsibility as an employer to ensure the implementation and monitoring of this policy and in return expects all employees to co-operate and fulfil their role in implementing this policy
- The Authority takes a zero- tolerance approach to all forms of discrimination, bullying and harassment including inappropriate and unprofessional behaviour. It will take positive action to address inequality and ensure the organisation provides suitable equipment, facilities and a working environment that meet the different needs of all employees
- The Authority will support its staff to ensure that they meet the Equality Act 2010 and Public Sector Equality Duty in carrying out their roles across the organisation and out in the community

### **Managers**

Managers are important in ensuring that the Equality, Diversity and Inclusion policy is implemented across all areas of the organisation. Managers will be expected to :

- Lead by example and ensure all employees apply the principles of this policy
- Be responsible for ensuring this policy is implemented in their area of service delivery
- Challenge discrimination and all forms of inappropriate behaviour, advance equality of opportunity and foster good relations between different people both within MFRA and across our Diverse communities
- Treat employees with dignity and respect and make sure individuals feel valued and that their rights are protected under the policy
- Promote equality and diversity and challenge inappropriate behaviour at all times

### **Individuals**

All employees are entitled to be treated with dignity and respect and work in an environment that is free from any form of inappropriate behaviour by managers, colleagues, partner organisations, contractors and service users. Employees will:

- Provide members of the community with a good service and treat them with dignity and respect.
- Implement the policy on equality and diversity and carry out laid down procedures in their job including treating colleagues fairly without prejudice or discrimination
- Report any suspected discriminatory actions or practices
- Not unlawfully discriminate against job applicants or employees in recruitment, employment, promotion, conditions of service and training
- Not harass, bully or unlawfully discriminate against people because of any areas referred to in this policy
- Not instruct or put pressure on others to discriminate unlawfully
- Not victimise people because they have made a complaint or provided information on harassment or discrimination
- Seek guidance from an appropriate person e.g. Line Managers, Diversity and Consultation Manager, HR



Manager or Trade Union, if in any doubt about any aspect of the policy

- Must not espouse opinions or actions that are incompatible with internationally recognised values of Human Rights standards of behaviour

### **Service delivery to our communities**

We will focus on continued improvement in providing a service to our diverse communities.

We will build a closer and more effective relationship with, consult and involve our diverse communities to provide a service that meets their needs using all available resources and be accountable for our actions.

We will continue to develop our Integrated Risk Management Planning process to identify and prioritise our services for those most at risk and publish our progress.

Training and information will be made available to ensure that this policy is understood and implemented, including support around unconscious bias.

Breaches of this Policy will not be tolerated and appropriate disciplinary action will be taken if this occurs at any level of the organisation.

### **Resolving Issues**

Allegations regarding potential breaches of this policy will be treated in confidence and investigated in accordance with the appropriate MFRA procedure. MFRA will ensure that individuals who make such allegations in good faith will not be victimised or treated less favourably by MFRA as a result. However, false allegations of a breach of this policy which are found to have been made in bad faith will be dealt with under MFRA's Discipline and Grievance Policy.

## **3. Policy Implementation**

We will:

- Publicise and promote our Equality, Diversity and Inclusion Policy
- Provide communication and training for all our staff to ensure they understand their rights and responsibilities under the Policy
- Make sure the Policy is incorporated into the decision-making process, through the use of Equality Impact Assessments where required
- Make sure that local services meet the needs of people in Merseyside
- Engage with and consult our staff and our communities and where appropriate involve them in decisions that we make to improve service delivery and matters that affect staff
- Work in partnership with internal and external stakeholders to successfully deliver improved access to our services for all the diverse communities and those most at risk. We will address any form of discrimination in employment practices and service delivery
- Ensure that the Ground Rules are part of the organisation's core values. By respecting these values we can create an environment that allows all our employees to enjoy their work and reach their maximum potential
- Where appropriate, utilise Positive Action for recruitment and progression where groups are underrepresented within the organisation.

### **Recruitment, selection and management of staff.**

Selection criteria and procedures will be frequently reviewed to ensure that individuals are selected and promoted on the basis of their relevant merits and abilities. Positive Action to attract applications from underrepresented groups will also take place in appropriate circumstances. Individuals involved in the recruitment process will be trained on the requirements of this policy and to ensure equality and fairness in all aspects of recruitment and selection.

We will undertake regular reviews of pay and conditions in order to identify and address any gender pay differences.

The Service Instructions used to underpin this Policy are contained in the related documents section on the front page of this Policy.

## Annex A

### Types of Discrimination

#### **Direct discrimination:**

This occurs when someone is treated less favourably than another person because of a protected characteristic.

#### **Discrimination by association:**

This is a form of direct discrimination and occurs when a person is treated less favourably because they are linked or associated with a person who has a protected characteristic.

#### **Perception based discrimination:**

This is a form of direct discrimination and occurs when a person is treated less favourably because others wrongly think they have a protected characteristic and treat them on the basis of such perception.

#### **Indirect discrimination:**

Indirect discrimination occurs when there is a rule, a policy or a practice that applies to everyone but particularly disadvantages people who share a protected characteristic. Indirect discrimination can be justified if the rule, policy or practice can be shown to meet a legitimate objective in a fair, balanced and reasonable way, i.e. that it is a proportionate means of achieving a legitimate aim.

#### **Harassment:**

Harassment is unwanted conduct related to a protected characteristic, which has the purpose or the effect of violating a person's dignity, or which is hostile, degrading, humiliating or offensive. Deciding what counts as harassment is a matter of reasonableness and people must exercise common sense.

#### **Victimisation:**

Victimisation occurs when a person is treated badly because they are making a complaint, or supporting a complaint or are raising a grievance about discrimination, or they are suspected of doing so.

POLICY

## Appendix B: The Equality Act and Public Sector Equality Duties- How MFRS comply

### The Equality Act and Public Sector Equality Duties Impact on Merseyside Fire and Rescue Authority

The Equality Act became law in October 2010. It streamlines over 110 pieces of anti-discrimination legislation (such as the Race Relations Act 1976 and the Disability Discrimination Act 1995) and ensures consistency in what is needed in employment to make the workplace a fair environment and to ensure that public services are designed without discrimination or unfavourable treatment. The public sector equality duty (PSED) which came into force on 5 April 2011, replaces all previous separate equality duties for race, disability and gender.

The PSED consists of a **general duty**, with three main aims (set out in section 149 of the Equality Act 2010) and **specific duties** (set out in the secondary legislation that accompanies the Act). The specific duties are intended to assist public bodies to meet the general duty.

The PSED covers the following protected characteristics, which are the grounds upon which discrimination is unlawful:

- age
- disability
- transgender and gender reassignment
- pregnancy and maternity
- race - this includes ethnic or national origin, colour or
- nationality
- religion or belief - this includes lack of belief
- sex ( and gender identity)
- sexual orientation

It is also unlawful to discriminate on the grounds of marriage and civil partnership in respect of employment only. (Not services)

#### General duty

The general duty has three aims. It requires MFRA to have 'due regard' to the need to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
2. Advance equality of opportunity between people from different groups. This involves considering the need to:
  - a. remove or minimise disadvantages suffered by people due to their protected characteristics
  - b. meet the needs of people with protected characteristics encourage people with protected characteristics to participate in public life or in other activities where their participation is low
  - c. Foster good relations between people from different groups. This involves tackling prejudice and promoting understanding between people from different groups.
3. In order to demonstrate 'due regard', MFRA must consider the three aims of the general duty when making decisions as an employer and provider of fire and rescue services; for example, when:
  - a. developing, evaluating and reviewing policies
  - b. designing, delivering and evaluating services, including fire and rescue provisions
  - c. commissioning and procuring services from others

To comply with the general duty, public bodies may treat some people more favourably than others, as far as this is allowed by UK and European anti-discrimination law. The

General duty also explicitly recognises that disabled people's requirements may be different from those of non-disabled people. MFRA is required to take account of disabled people's impairments and must make reasonable adjustments for disabled people.

### Specific Duties

The PSED is supported by specific duties. In England, these commenced on 10 September 2011. The specific duties aim to help public bodies to perform better in meeting the public sector equality duty. The focus of the specific duties is transparency in how public bodies are responding to the equality duty. It is important to note that MFRA must meet both the equality duty and the specific duties - it is not enough to meet the specific duties alone.

There are three specific duties which MFRA has to demonstrate compliance with as follows:

1. **Publication of information** -to publish, at least annually, information to demonstrate its compliance with the equality duty. Subsequently, information must be published at intervals no greater than one year from the last publication.

How MFRA meets the duty: The Equalities section of the MFRA website contains information that demonstrates our compliance to and "Due regard" through the publication of:

- [Equality and Diversity Annual report](#) outlining how MFRA has carried out its duties with regard to the Equality Act and PSED.
- Report outlining our breakdown of [MFRA Workforce](#) - produced annually with benchmarks
- MFRA Equality and Diversity Action Plan and Annual progress reports
- MFRA also carries out [Equality Impact Assessments](#) on its key employment and service delivery strategies, policies and practices and is part of the Authority's governance process for deciding on any changes.

The Equality and Human Rights Commission (EHRC) monitor public bodies (including Public Authorities) web sites to review how accessible equality information is for the public to use.

2. **Equality objectives** – The Fire and Rescue Authority must prepare and publish one or more specific and measurable objective(s) that it thinks it should achieve to meet any of the three aims of the equality duty. The objective(s) must be published subsequently at intervals of no greater than four years. To help make the equality objectives measurable, the objectives should be linked to information collected by the organisation to show progress. The government will conduct a review of the equality objectives set by public bodies after two years to check that they are meeting the required levels of transparency and accountability.

**How MFRA meets the duty:** MFRA currently has five Equality Objectives [here](#) (pages 40-43), which are monitored and reported on at least Annually through the E and D Annual report [here](#). The Latest E and D Objectives have been developed and will be in place for the next three years before being reviewed via the IRMP.

3. **Manner of publication** – The Fire and Rescue Authority must publish their equality information and equality objective(s) in a manner that is accessible to the public. As this information is intended to be public facing.

**How MFRA meets the duty:** Publications mentioned above are made available to the public through the Modern Gov system on the Merseyfire website and are also available on the equality and diversity section of the website. Copies of the reports can be made available in other formats (large print, braille and audio and other languages) where requested.

4. **Gender pay Gap reporting:** The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, apply to a list of 'specified public authorities' found in schedule 2 of the regulation which includes FRAs if the authority has 250 or more employees on 31 March of a given year. MFRA must publish on its

public-facing website and report to government the following data by 30<sup>th</sup> March 2018 and annually thereafter:

- mean gender pay gap in hourly pay
- median gender pay gap in hourly pay
- mean bonus gender pay gap
- median bonus gender pay gap
- proportion of males and females receiving a bonus payment
- proportion of males and females in each pay quartile

**How MFRA is meets the duty:** The next MFRA PSED workforce analysis report will contain the information to meet the duty above during 2017

## Appendix C

### Equality, Diversity and Inclusion EIA

## Appendix D

### MFRRS Ground Rules

#### Employees of Merseyside Fire and Rescue Service are expected to:

A) Treat fellow employees and members of the public with dignity:

- By respecting individual rights and the right to be different;
- By respecting individual beliefs and feelings
- By treating others as they wish to be treated
- By not acting in any manner which might cause them upset
- By making it acceptable for all individuals to voice an opinion or share a problem

B) Respect the differences in other people

- By not displaying offensive material
- By not using offensive language
- By not making hurtful remarks
- By not using nicknames which cause upset
- By not causing upset through practical jokes
- By listening to what individuals tell them if they are upset
- By catering for cultural diversity

C) Welcome new arrivals and visitors in the workplace

- By properly introducing themselves
- By helping new arrivals find their way around
- By showing new arrivals how things are done
- By not exploiting their newness and lack of knowledge
- By listening to what they say if they need help
- By being patient when they are learning

**These are the core values that we expect of our employees. By respecting these values we can create an environment that allows all our employees to enjoy their work and reach their maximum potential.**

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# Equality Impact Assessment (EIA) Reporting Form

For any advice, support or guidance about completing this form please contact the [DiversityTeam@merseyfire.gov.uk](mailto:DiversityTeam@merseyfire.gov.uk) or on 0151 296 4236

## Section 1: EIA Details

1.1) Author	Campbell, Vicky
1.2) Responsible Officer	
1.3) Function	<u>Strategy and Performance</u>
1.4) Department	<u>Equality &amp; Diversity</u>
1.5) What is the status of this EIA? If "Revision" is selected, please ensure "1.7) Date of EIA" is revised and "1.5.1) Which sections have been revised?" is completed.	<u>New</u>
1.6) Title of EIA	Equality and Diversity Policy
1.7) Date of EIA	10/03/2017
1.8) What does the EIA relate to?	<u>Policy</u>
1.9) Title reference of SI/policy/report/event/project	Equality and Diversity Policy
1.10) SI Policy Number of SI/policy/report/event/project	STRPOL011

## Section 2: Initial Assessment

2.1) What are the legitimate aims or purposes of the SI/policy/report/event/project?

Merseyside Fire & Rescue Service aims to create a culture that respects and values people's differences and secures genuine equality of opportunity in all aspects of its activities. This applies to job applicants, employees, volunteers, users of the organisation's services and those who deliver services on behalf of MFRS. This policy is influenced by current legislation; The Equality Act 2010, but it also reflects the intention of MF&RS to promote the best practice in this area.

The overall aim of this policy is to prevent discrimination, harassment and victimisation, and comply with the Equality Act 2010 and the Public Sector Equality Duty. In order to achieve this, MF&RS will endeavour to create an environment in which there is respect for every individual and recognition of their needs and aspirations, regardless of gender (including transgender status), married or civil partnership status, race, ethnicity, nationality, colour, religion or belief, disability, age, family status or sexual orientation or any other factor that cannot be justified.

2.2) Who will be affected? Other

All MFRS Staff, Authority Members,  
Volunteers and Members of the Public

**2.3) Which of the protected groups below does this impact on for an initial assessment?**

Protected Characteristics	Positive Impact	Negative Impact	Neutral
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion & Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Socio-Economic Disadvantage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2.4) Has there been any positive or negative impact identified as part of the Initial Assessment for this SI/Policy/report/event/project?** ☐ Yes ☐ No

**2.5) Please supply supporting comments as to why you feel there is no positive/negative impact caused as part of the Initial Assessment for this SI/Policy/report/event/project?**

N/A

## Section 3: Monitoring

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

**3.1) What monitoring data have you considered?**

The introduction of the Public Sector Equality Duties in 2011 requires Public bodies to publish equality information pertaining to the makeup of its workforce on an annual basis. We ensure that our Equality Analysis of Workforce and Employment Data is published at the beginning each financial year.

Demographic profile reports have been created for each of the 5 local Authorities to help and support staff. The report provide statistics for the protected characteristics by local authority and council ward.

**3.2) What did it show in relation to Equality Impacts?**

Currently our monitoring shows, as at 31st march 2016

- There are 1,045 staff employed at MFRS, of which 66.4% are uniformed/operational
- 30.3% were support staff and 3.3% were fire control
- 77.85 of staff were male and 22.2% were female
- Support staff had a 50% split between male and female
- Uniformed/operational staff had a gender split of 94.1% Male and 5.9% Female
- 58.9% of the total staff employed by MFRA were aged 46 and over
- 8.4% of staff had declared a disability (lower than the UK average population at 20%)
- 95.8% of the total staff at MFRA were White British/White other, 3.3% of staff were Black Minority Ethnic (BME) - lower than the Merseyside average of 5.5%

The Demographic Profiles shows:

- 8% of Merseyside population is not 'White British', BME or White other make up this group.
- There are 680,495 Men and 717,535 Women in Merseyside
- All 5 local authorities are ranked within the top 50 for Deprivation
  - 2nd Knowsley
  - 4th Liverpool
  - 25th St Helens
  - 36th Wirral
  - 41st Sefton

### **3.3) What future monitoring of effects/outcomes will be recorded?**

We will continue to monitor our workforce and employment data on a yearly basis.

### **3.4) Supporting Document**

 **File Attachment**

## **Section 4: Research**

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

### **4.1) What research have you considered?**

Desk top research has been carried out to establish what best practice looks like with regards to current Equality and Diversity Policies with the following organisations:

- \*Equality and Human rights Commission
- \* Chartered Institute of personnel and Development
- \* Employers Network for Equality and Inclusion
- \* ACAS

### **4.2) What did it show in relation to Equality Impact?**

There are a variety of different approaches to policies, however it identified the need for us to make changes to include the Responsibilities in the policy so people are clear about how the policy needs to be implemented

#### 4.3) What did the exercise tell in relation to Equality Impact?

The Importance of a E and D policy is the corner stone to the Organisations commitment to providing a workplace free from discrimination, bullying and harassment .

#### 4.4) Supporting Document

 **File Attachment**

### Section 5: Consultation

Summarise the opinions of any consultation. Who was consulted and how? (This should include reference to people and organisations identified in 3.2). Outline any plans to inform consultees of the results of the consultation.

#### 5.1) What Consultation have you undertaken to help identify any further equality issues?

**UPDATE: 13.04.17**

**Full consultation on the Policy and this EIA has taken place during March and early April with the following :**

**MFRS - Diversity Action Group (DAG)**

**MFRS - Strategic Equality Group (SEG)**

**MFRS - Senior Management Group (SMG)**

**MFRS FireProud**

**Fire Brigades Union (FBU) including women and equalities reps**

**Fire Officers Association (FOA) including women and equalities rep**

**MFR Authority Lead for E and D**

**Stone wall**

**Asian Fire Service Association (AFSA)**

**Employers Network for Equality and Inclusion (ENEI)**

**Women's Fire Service Network**

**Employers Disability Forum**

**MFRS -People and Organisational Development key policy authors**

#### 5.2) What did it say?

**The feedback was very supportive with full endorsement for the new Policy and the EIA from all groups. Some notable feedback included :**

**1) Include Zero Tolerance statement for Discrimination and B and H and specifically highlight Gender Identity as a protected group- comments from Stonewall**

**2) Include reference to continuing education of existing employees, Positive action , Progression of Union Members in the Policy and the need to include Equality Targets for recruitment- comments from FBU**

**3) Afssa suggested we include clarification around all types discrimination - where it is not always overt but subtle forms of discrimination and harassment and bullying . They also requested that there be more emphasis on the Public Sector equality Duty responsibilities for authority , Managers and staff .**

4) FireProud felt this was a good policy which is concise and easy to understand and read.

5) Some Staff Members were concerned that the Policy could be too broad and allow people with fundamental differences to be protected by the Policy - suggestion around linking the policy to supporting difference where is recognised as a Human rights standard were acknowledged.

### 5.3) Which Groups/persons?

See 5.1 above

### 5.4) Supporting Document

 **File Attachment**

## Section 6: Conclusions

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

### (a) Age

The Policy has been developed to support our leaders, managers and employees to understand the principles of diversity and inclusion in their everyday activities, roles and functions. To remove the opportunity for people to discriminate against anyone because of their age. Every employee is entitled to a working environment that promotes dignity, equality and respect for all. MF&RA will not tolerate any acts of unlawful or unfair discrimination (including harassment and victimisation) committed against an employee, contractor, volunteer, job applicant, visitor or member of the community because they are in the minority or under represented.

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

The Policy has been developed to support our leaders, managers and employees to understand the principles of diversity and inclusion in their everyday activities, roles and functions. To remove the opportunity for people to discriminate against anyone because of a Disability. Every employee is entitled to a working environment that promotes dignity, equality and respect for all. MF&RA will not tolerate any acts of unlawful or unfair discrimination (including harassment and victimisation) committed against an employee, contractor, volunteer, job applicant, visitor or member of the community because they are in the minority or under represented. Disability equality and the effects on different disabled people, deaf people, people with a long-term limiting illness and people associated with disabled people, such as carers, parents of disabled children.

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

The Policy has been developed to support our leaders, managers and employees to understand the principles of diversity and inclusion in their everyday activities, roles and functions. To remove the opportunity for people to discriminate against anyone because of their race. Every employee is entitled to a working environment that promotes dignity, equality and respect for all. MF&RA will not tolerate any acts of unlawful or unfair discrimination (including harassment and victimisation) committed against an employee, contractor, volunteer, job applicant, visitor or member of the community because they are in the minority or under represented.

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**(d) Religion or Belief**

The Policy has been developed to support our leaders, managers and employees to understand the principles of diversity and inclusion in their everyday activities, roles and functions. To remove the opportunity for people to discriminate against anyone because of their Religion or Belief or No Belief . Every employee is entitled to a working environment that promotes dignity, equality and respect for all. MF&RA will not tolerate any acts of unlawful or unfair discrimination (including harassment and victimisation) committed against an employee, contractor, volunteer , job applicant, visitor or member of the community because they are in the minority or under represented.

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

The Policy has been developed to support our leaders, managers and employees to understand the principles of diversity and inclusion in their everyday activities, roles and functions. To remove the opportunity for people to discriminate against anyone because of their gender. Every employee is entitled to a working environment that promotes dignity, equality and respect for all. MF&RA will not tolerate any acts of unlawful or unfair discrimination (including harassment and victimisation) committed against an employee, contractor, volunteer , job applicant, visitor or member of the community because they are in the minority or under represented.

The Policy also supports those who wish to express a different Gender Identity

**(f) Sexual Orientation**

The Policy has been developed to support our leaders, managers and employees to understand the principles of diversity and inclusion in their everyday activities, roles and functions. To remove the opportunity for people to discriminate against anyone because of their Sexual orientation. Every employee is entitled to a working environment that promotes dignity, equality and respect for all. MF&RA will not tolerate any acts of unlawful or unfair discrimination (including harassment and victimisation) committed against an employee, contractor, volunteer , job applicant, visitor or member of the community because they are in the minority or under represented.

**(g) Socio-economic disadvantage**

The Policy has been developed to support our leaders, managers and employees to understand the principles of diversity and inclusion in their everyday activities, roles and functions. To remove the opportunity for people to discriminate against anyone because of Socio-economic disadvantage. Every employee is entitled to a working environment that promotes dignity, equality and respect for all. MF&RA will not tolerate any acts of unlawful or unfair discrimination (including harassment and victimisation) committed against an employee, contractor, volunteer , job applicant, visitor or member of the community because they are in the minority or under represented.

**Section 7****Section 7: Decisions**

If the SI/policy/report/event/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 SI/policy/report/event/project needs to be objectively justified as being an appropriate and necessary means of achieving the legitimate aim set out in 3.1

The Policy intends to be seen as positively supporting staff and Managers across the organisation and no perceived negative impacts have been identified.

## Section 8: Actions (Admin Use Only)

8.1) Actioned Required

☐ Yes ☐ No

8.2) Details of Action Required

Further Consultation and engagement required using the formal process  
COMPLETED 13.0417 - W kenyon - Consultation section updated

8.3) DAG Consultation Required

☐ Yes ☐ No

8.4) Approved

☐ Yes ☐ No

8.5) Responsibility Of

Campbell, Vicky

8.6) Completed By

31/05/2017

8.7) Review Date

10/03/2018

## Section 9: Equality & Diversity Sign Off (Admin Use Only)

9.1) Signed off by Wendy Kenyon

20/03/2017

365

ID

File Name

383

EIA000383

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	25 MAY 2017	REPORT NO:	<a href="#">CFO/026/17</a>
PRESENTING OFFICER	JANET HENSHAW		
RESPONSIBLE OFFICER:	JANET HENSHAW	REPORT AUTHOR:	SHARON MATTHEWS
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	APPROVED EXEMPTIONS TO CONTRACT STANDING ORDERS 2016/17		

APPENDICES:	APPENDIX A: TABLE OF EXEMPTIONS
-------------	---------------------------------

## Purpose of Report

1. To advise Members of approved exemptions to Contract Standing Orders for the period 2016/17.

## Recommendation

2. That Members note the contents of the report

## Introduction and Background

3. Contract Standing Orders form part of the Authority's Constitution. The Constitution provides a framework for managing the Authority's financial affairs and procedures for Contracts Standing Orders and apply to every Member and Officer of the Authority.
4. Within Contract Standing Orders there is a requirement to keep a register of approved exemptions.
5. Exemptions to the contract procedures are permitted where it can be proven that it is inefficient or uneconomic to comply with the requirements detailed in Contract Standing Orders. Examples of where exemptions are permitted are as follows:
  - The Goods, Works or Services are unique and provided by only one organisation with no reasonably satisfactory alternatives available.
  - The procurement involves the purchase of proprietary or patented Goods or Services obtainable from one firm; are sold at a fixed price and no reasonably satisfactory alternative is available.
  - The Goods, Works or Services constitute an extension of an existing contract which is allowed within the contract terms, or the

Goods/Materials, Works or Services consist of repairs to, or the supply of parts for, existing proprietary plant or equipment and/or where the initial contract value or specification is not fundamentally changed or increased.

- That new Works or Services are required which are a repetition of Works or Services carried out under an original contract.
  - That Goods are required as a partial replacement for, or addition to, existing Goods or installations and obtaining them from another source would result in issues with compatibility or disproportionate technical difficulties in operation or maintenance.
  - Tenders are invited on behalf of any consortium or collaboration, of which MFRA is an identified member, in accordance with any method adopted by that body. Where however, an MFRA officer invites tenders on behalf of the consortium the receipt, opening and acceptance of tenders must comply with the MFRA Financial Regulations and Financial Procedure Rules or any overriding National or European Union legislation.
  - The Goods, Works or Services are of a sensitive nature (such as security) where publication of the tender documents would constitute a security breach and undermine the effectiveness of the final product.
6. No exemptions can be granted which would result in a breach of European or UK law.
  7. This report provides the detail in respect of all approved exemption requested for the period 01.04.16 – 31.03.17.
  8. A total of 101 exemptions with a combined value of £1,132,066.20 were approved in this period.
  9. Table 1 below summarises the main reasons for these approvals, with a detail analysis at Appendix A.

Table 1

Reason for exemption	Cumulative value of exemptions (£)
Contract extension beyond original scope	£229,675.00
Direct award (no reasonable alternatives available)	£676,203.44
New works or services which are a repetition under an original contract	£23,074.78
Other	£141,873.00
Partial replacement of addition to existing goods or installation	£55,740.00
Proprietary or patented goods	£5,500.00

10. An analysis of the data identifies which areas of the business had exemption requests approved in the period (Table 2 refers).

Table 2

Department	Number of approved exemptions
0026 : Training & Development Academy	6
0060 : Operational Preparedness	1
0061 : Ops Appliances & Equipment Stores	4
0063 : Ops Planning	2
0076 : Estates	6
0085 : Information Technology	1
0086 : Workshops	23
0087 : Water Section	1
0093 : Corporate Communications	2
0100 : Stores FSHQ	1
0110 : Finance Departments	1
0104 : Community Prevention	1
0111 : People and Organisational Development	1
0116 : Occupational Health	2
0117 : Strategy and Performance	2
0121 : Operational Response	1
0127 : Organisational Development	12
0131 : Insurance	1
0133 : Fire Support Network	1
0137 : Princes Trust	1
0147 : National Resilience Assurance	1
0185 : Community Prevention Youth Activity	1
0189 : National SOP Team	1
0190 : Catering	6
0209 : Legal	1
0221 : National Resilience (in house)	2
0232 : TDA Commercial	1
0244 : Firelink	1
0278 : National Resilience (asset refresh)	2
1020 : Democratic Representation	1
2001 : National Resilience (asset refresh admin)	2
2003 : National Resilience HVP	4
2008 : National Resilience ISAR	6
2010 : National Resilience – EU Exercise	2

11. With respect to the areas with the highest number of approved exemptions, Procurement are working with departments to reduce these over the forthcoming 12 months. Members should note however that the figures for this year represent a slight improvement on last year.

12. Workshops have a particularly high number of approved exemptions for 16/17: Members can be reassured that a sourcing strategy and project timetable have already been devised to ensure this number is reduced in 17/18. This will be a phased project which will take account of the complexities of current stock holding arrangements, resource availability and the requirement to ensure the ability of Workshops to service vehicles is not compromised.
13. The Organisational Development Department also has a relatively high number of approved exemptions for the reporting period. This is in part because a new national framework contract for training has not yet been let, necessitating local arrangements to be put in place. Procurement are currently working with Organisational Development to tender for some training requirements. This will reduce the number of exemption requests in 17/18.

#### **Equality and Diversity Implications**

14. No equality and diversity implications have been identified, therefore no Equality Impact Assessment has been completed.

#### **Staff Implications**

15. There are no direct staff implications arising from this report.

#### **Legal Implications**

16. Exemption requests may only be considered by Officers where it is allowed within the framework of the Authority's Constitution, the Public Contracts Regulations (2015) and European law (Public Contracts Directive 2014/24/EU).

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

17. There are no direct financial implications arising from this report. Officers scrutinise each exemption request before approval is given by the Head of Procurement, Director of Legal, Procurement and Democratic Services and a Principal Officer.
18. Section 3 of Contract Standing Orders state this approval must be given prior to any commitment being given by the Authority to any supplier, thereby safeguarding the Authority's monies.

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

19. No risk management, health and safety or environmental implications have been identified.

20. Effective financial and commercial processes, including the exemptions procedure support our mission by ensuring that funds are spent compliantly and appropriately.

#### **BACKGROUND PAPERS**

NONE

#### **GLOSSARY OF TERMS**

NONE

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Name	Supplier Name
<a href="#">0AEC SO304.xml</a>	Adecco
<a href="#">0AEC SO339.xml</a>	adecco
<a href="#">0AEC SO348.xml</a>	ADECCO
<a href="#">0AEC SO381.xml</a>	Adecco
<a href="#">0AEC SO373.xml</a>	Bidvest
<a href="#">0AEC SO293.xml</a>	Safequip Ltd
<a href="#">0AEC SO298.xml</a>	CFOA
<a href="#">0AEC SO342.xml</a>	Business Image
<a href="#">0AEC SO383.xml</a>	CTS (UK) LTD
<a href="#">0AEC SO366.xml</a>	Speedings Ltd
<a href="#">0AEC SO299.xml</a>	Supply + Ltd
<a href="#">0AEC SO311.xml</a>	Merseyside Police
<a href="#">0AEC SO316.xml</a>	Merseyside Police
<a href="#">0AEC SO362.xml</a>	Alpha Roofing
<a href="#">0AEC SO305.xml</a>	Brent J sansom Lighting design services Ltd
<a href="#">0AEC SO387.xml</a>	GVA GRIMLEY
<a href="#">0AEC SO354.xml</a>	SLOYAN DOYLE
<a href="#">0AEC SO358.xml</a>	SLOYAN DOYLE
<a href="#">0AEC SO337.xml</a>	Toxteth Fire Fit Hub
<a href="#">0AEC SO355.xml</a>	Ricardo-AEA
<a href="#">0AEC SO379.xml</a>	Angloco Ltd
<a href="#">0AEC SO367.xml</a>	ATS
<a href="#">0AEC SO369.xml</a>	Calibration and Consultancy Services
<a href="#">0AEC SO318.xml</a>	Culmac
<a href="#">0AEC SO368.xml</a>	General Traffic GEN 013
<a href="#">0AEC SO333.xml</a>	Haydock Commercials
<a href="#">0AEC SO359.xml</a>	Haydock Commercials
<a href="#">0AEC SO375.xml</a>	Haydock Commercials
<a href="#">0AEC SO000266.xml</a>	Haydock Commercials
<a href="#">0AEC SO345.xml</a>	HTS
<a href="#">0AEC SO314.xml</a>	Hydraulic Transmission services
<a href="#">0AEC SO370.xml</a>	Key Engines Ltd

<a href="#">0AEC SO292.xml</a>	MST Fleet Services
<a href="#">0AEC SO350.xml</a>	Peoples Ford PEO002
<a href="#">0AEC SO287.xml</a>	Proactive personnel
<a href="#">0AEC SO335.xml</a>	Proactive Personnel
<a href="#">0AEC SO371.xml</a>	Ribblesdale Auto Elect Units
<a href="#">0AEC SO310.xml</a>	RSG Engineering
<a href="#">0AEC SO351.xml</a>	Ships Electronic Services
<a href="#">0AEC SO324.xml</a>	Walton Summit
<a href="#">0AEC SO343.xml</a>	Walton Summit
<a href="#">0AEC SO374.xml</a>	Walton Summit
<a href="#">0AEC SO386.xml</a>	Walton Summit
<a href="#">0AEC SO291.xml</a>	P N Daly (PND001)
<a href="#">0AEC SO294.xml</a>	NLA Media Access
<a href="#">0AEC SO360.xml</a>	Spring Associates
<a href="#">0AEC SO1.xml</a>	MerseyTravel
<a href="#">0AEC SO363.xml</a>	LFC Foundation
<a href="#">0AEC SO000273.xml</a>	CIPFA Business
<a href="#">0AEC SO286.xml</a>	Peoplefluent
<a href="#">0AEC SO295.xml</a>	Diocese of Liverpool
<a href="#">0AEC SO353.xml</a>	MHFA England
<a href="#">0AEC SO297.xml</a>	Airbus
<a href="#">0AEC SO365.xml</a>	Aligned Assets
<a href="#">0AEC SO000268.xml</a>	Process Evolution
<a href="#">0AEC SO317.xml</a>	Aintree Racecourse
<a href="#">0AEC SO327.xml</a>	Brathay
<a href="#">0AEC SO382.xml</a>	Brathay
<a href="#">0AEC SO334.xml</a>	Chartered Management Institute
<a href="#">0AEC SO336.xml</a>	Fire Service College



<a href="#">0AEC SO356.xml</a>	Fire Service College
<a href="#">0AEC SO323.xml</a>	Gardiner Associates Training & Research
<a href="#">0AEC SO290.xml</a>	Red One (Trading Co of Devon & Somerset FRS
<a href="#">0AEC SO302.xml</a>	Tactical Hazmat
<a href="#">0AEC SO309.xml</a>	Tactical Hazmat
<a href="#">0AEC SO288.xml</a>	The Fire Service College Ltd C/O Capita Bus Services
<a href="#">0AEC SO301.xml</a>	The Outreach Organisation Ltd
<a href="#">0AEC SO385.xml</a>	E Coleman & Co. Ltd
<a href="#">0AEC SO307.xml</a>	Community Risk Intervention Service (CRIS)
<a href="#">0AEC SO296.xml</a>	Merseytravel
<a href="#">0AEC SO312.xml</a>	Babcock Critical Services
<a href="#">0AEC SO313.xml</a>	CFOA
<a href="#">0AEC SO300.xml</a>	CFOA
<a href="#">0AEC SO308.xml</a>	Adecco
<a href="#">0AEC SO331.xml</a>	Adecco
<a href="#">0AEC SO289.xml</a>	Adecco
<a href="#">0AEC SO357.xml</a>	ADECCO
<a href="#">0AEC SO000271.xml</a>	Adecco
<a href="#">0AEC SO384.xml</a>	Bidvest
<a href="#">0AEC SO380.xml</a>	Thomson Reuters
<a href="#">0AEC SO340.xml</a>	CFOA
<a href="#">0AEC SO349.xml</a>	DRAIN DEPOT
<a href="#">0AEC SO325.xml</a>	The Nuffield Centre
<a href="#">0AEC SO303.xml</a>	Autodata Limited
<a href="#">0AEC SO000270.xml</a>	Speedings Limited
<a href="#">0AEC SO361.xml</a>	Suites Hotel
<a href="#">0AEC SO352.xml</a>	Modern Mindset Ltd

<a href="#">0AEC SO315.xml</a>	Fire Service College
<a href="#">0AEC SO346.xml</a>	Joel Technologies Ltd
<a href="#">0AEC SO322.xml</a>	Babcock International Group
<a href="#">0AEC SO364.xml</a>	Fire Service College
<a href="#">0AEC SO341.xml</a>	Greater Manchester FRS
<a href="#">0AEC SO338.xml</a>	NORFOLK FIRE & RESCUE SERVICE
<a href="#">0AEC SO321.xml</a>	Hampshire Fire & Rescue Service
<a href="#">0AEC SO330.xml</a>	Hampshire FRS
<a href="#">0AEC SO329.xml</a>	Lancashire Combined Fire Authority
<a href="#">0AEC SO000259.xml</a>	Schur Systems Ltd
<a href="#">0AEC SO000267.xml</a>	The Event Medicine Company
<a href="#">0AEC SO328.xml</a>	West Sussex FRS
<a href="#">0AEC SO319.xml</a>	West Midlands Fire & Rescue Service
<a href="#">0AEC SO320.xml</a>	West Sussex Fire & Rescue Service

Description Of Goods
Agency staff for TDA canteen.
Agency staff for TDA canteen
Agency staff for TDA canteen
Agency staff for TDA canteen.
Supply of foodstuffs dried frozen and sundries.
Ad hoc repairs to suits & equipment as and when. Also the purchase of new goods as and when required. Curr PPE.
Contribution of £6,559 each year to the Chief Fire Officers Association for research and development (R05141

These are bags used to protect PPE.

#### SERVICING OF PORTABLE FIRE EXTINGUISHERS

Large bespoke design kit bags with integral changing mat to MFRS design. Bags made from durable and washable Merseyside Fire and Rescue Service printed on the top and a built in vinyl changing mat.

4 x 13.5 Ladders built to MFRS spec

Merseyside Police participation at COMAH exercises (in line with MoU between Police, Fire and Ambulance, cc MFRS from the operator for all three services and then Police and Ambulance are reimbursed).

Merseyside Police participation at COMAH exercises (in line with MoU between Police, Fire and Ambulance, cc MFRS from the operator for all three services and then Police and Ambulance are reimbursed).

Aintree Fire Station replacement of main roof.

Stage 1. To undertake lighting design consultancy services re upgrading 4 fire stations to LED lighting including application for Salix funding and all the drawings and specification information required for tendering the work. EXTEND THE CONTRACT WITH GVA TO APPEAL THE 2017 RATINGS LIST ASSESSMENTS ON MFRS PROPERTIES

CITY CENTRE FIRE STATION DEMOLITION OF BUSHELLS BUILDING.

CITY CENTRE FS DEMOLITION OF BUSHELLS BUILDING.

Agreement for Firefighter to use the facilities within the fire fit hub

125 User Chemdata Corporate License Support 01/04/2017 - 31/03/2018

Angloco supply OEM parts and carry out annual inspections

Supply and Fit tyres to MFRS Fleet of vehicles

Test and Calibration of Garage Equipment and service and repairs.

Supply of motor factor parts.

Supply of Motor factor Parts

Supply and of OEM Parts and services from Scania Dealer

Supply and of OEM Parts and services from Scania Dealer

Supply and of OEM Parts and services from Scania Dealer

Supply and of OEM Parts and services from Scania Dealer

We have Impress stock from HTS. This stock is consumable parts, none specialist parts and occasionally we purchase vehicle, the also may carry out repairs to hydraulic components

We have Impress stock from HTS. This stock is consumable parts, none specialist parts and occasionally we purchase vehicle, the also may carry out repairs to hydraulic components.

Key Engines supply parts/overhaul engines and associated units.

To Supply, fit and commission 2 Jet Propulsion units for MRU main Boat and Helm controls. To carry galvanic to base at the Pier Head.
Supply of Spare parts for Ford vehicles.
This is an extension to a legacy contract for a Agency mechanic
This is an extension to a legacy contract for a Agency mechanic
Ribblesdale auto Elec are a specialist company dealing with internal saloon heaters for vehicles and their associated parts. The purchase of specialist manufactured parts and software, software support and license, for repairs and maintenance and new data and CCTV systems.
Supply, calibrate and fit marina radio and AIS systems
Supply of specific Iveco parts
Supply of specific Iveco parts
Supply of specific Iveco parts.
Supply of specific Iveco parts.
Installation of new Fire Hydrants
License fee to allow MFRS to digitally copy and republish items from the 10 regional press publications and 10 a 3 year indemnity fee
2 remaining issues of Hot News Magazine to cover up to financial year end March 31 2017 with existing supplier. This is an interim proposed arrangement to ensure continuity of service is maintained.
Mersey tunnel tag fees for fire service vehicles 01/04/16 to 31/03/17
MFRS Partnership with LFC Foundation 2016/19. MFRS will support the delivery of KICKS sessions with LFC in 5 part of risk reduction strategy. Funding identified from Olympic Legacy Reserve.
CIPFA Finance Advisory Network 01/04/17-31/03/18. Tisonline full subscription 01/04/17-31/03/18. CIPFAstat access 01/04/17-31/03/18. All 3 subscriptions at a total cost of £7,030
Recruitment Management System 1 year subscription /licence to use software including support
Chaplaincy Services provided by Reverend Bill Sanders. Pastoral care support for the FRS and support role for i Stress Management and is a trained Mental First Aid Instructor.
Mental Health First Aid Instructors course for Nicola Hanlon and Ruth Cooke (£4562.90). MHFA England and th for these courses to allow Instructors to train in MHFA. Additional will require MHFA Workbooks and Manuals
Annual renewal of support and maintenance for Hydra (water management application) and STEPS (incident n application) for the period 1st June 2016 to 31st May 2017.
Corporate Gazetteer provided by Aligned Assets - Bluelight Enterprise Package Annual Maintenance Renewal 1 February 2018
Software maintenance for FIRS and FLP software
Use of facilities, provision of PA system and provision of lunches and refreshments to support delivery of 5 JES during September and October. First course scheduled 8th September 2016
CMI Level 5 Leadership module (pilot). 3 day residential module in line with CMI requirements for 10 people a Firefighter Recruits (5 days)- 18 recruits and two staff- £19,500
CMI Level 5 Leadership Programme 3 day residential programme at Brathay. The cost includes training accom costs for 7 people
Charges for Annual Approved Centre Fee for 3 or more qualification levels that includes CMI Level 2 Introducti Level 3 Supervisory Management and Level 5 Senior Managers renewal from September 16. Also included in tl
Training course bookings to include RTCI, INCILO, USAR Chainsaw Operator and ICL2

Additional Training course bookings due to staff changes at TDA and Incident Command Training for Senior Officers and ICL4 and BAI Instructor Training

A Practical Fire Investigation course for Steve Pratley from 12th to 16th September 2016. The course is also available for Justice qualification.

BTEC Level 4 Professional Award in Maritime Firefighting for Senior Officers.

This is a specialist refresher course for HAZMAT Officers which provides a recognised Radiation Protection Supervisor and is accredited by IFE.

This is a specialist refresher course for HAZMAT Officers which provides a recognised Radiation Protection Supervisor and is accredited by IFE.

Specialised training courses at the Fire Service College to include ICL2, Tactical Ventilation Instructor, Compartment Training Instructor, Breathing Apparatus Instructor taking place April-June

City & Guilds Confined Space & Emergency Rescue, Water Incident Manager, Water Rescue Reassessment and Instructor

Please find attached a copy of the email from the broker regarding the availability of alternative quotes. The insurance is placed with Amlin/Haven as there are no other insurers in the market for this type of business. Furthermore details of the cover are attached.

Delivery of low risk Home Fire Safety Checks

Request to purchase 500 adult bus tickets from Merseytravel at £18.20 each - this will cover four teams up to August 2016. Total cost £9100.00

The BROCO PC/TAC MOD1 sets the standard for COTS breaching torches. Fuelled by a single oxygen cylinder, the torch can cut through 1" steel. The torch can also be operated underwater.

Subscription fee

Contribution towards the National Operational Guidance Programme 2016/17. The programme is to introduce a new guidance for all FRS including JESIP principles.

Agency staff for SHQ canteen

agency staff for SHQ canteen.

Agency staff for SHQ canteen

Agency staff for SHQ Canteen

Agency staff for SHQ Canteen

Supply of foodstuffs dried frozen and sundries.

Annual subscription to local government law IDS Employment Law Brief.

Contribution of £18,000 to the JESIP Programme through the Chief Fire Officers Association (R053020)

TWIN WALL DRAINAGE PIPE AND END CAPS.

Accommodation, catering, training and sailing facilities that are required to deliver a specialised training course for Fire Operator Courses.

50 x Autodata Licenses for MDT's 20/06/2016 - 29/06/2017

First Strike Decontamination Bags (Blue) National Resilience Decon Kit Bag Blue 600g PVC As Drawing V2Qty: x

Accommodation for delegates (USAR Team members from Fire Services across the country) who are attending Training courses. MFRS are hosting the training courses at Training & Development Academy (TDA).

Ongoing annual software maintenance and support costs for the Modern.gov E-Democracy system.

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Accommodation for personnel attending the college for meetings/quality assurance etc in various capabilities acting as the lead Authority. The exemption requested is not limited to the cost centre identified above but with The National Resilience USAR capability has since its inception in 2004 utilised the Snake eye camera as one of tools when conducting search operations in collapsed structures.

Full installation to 5 x HVP Hydrosub's with 20mtr Power Hose Extensions, requiring engineering modifications (Babcock International).

x 3 CPD Courses including accommodation, meals and refreshments.

Reimbursement of costs incurred in the running of Exercise Triton - July 2016

#### REIMBURSEMENT OF COSTS FOR EXERCISE TRITON

Reimbursement for cost of goods purchased by Hampshire FRS for ISAR Exercise

MFRS is lead authority for ISAR and is required to contribute towards the vaccination costs for ISAR Teams

MFRS is lead authority for ISAR and is required to contribute towards the vaccination costs for ISAR Teams

Highly Specialist Course in cold climate.

Hire of Equipment providing £60,000 worth of Medical Equipment to deploy overseas, provide warehousing, c service. The Supplier provides an Operational readiness service, kit cleaning and repatriating service and includ

MFRS is lead authority for ISAR and is required to contribute toward the vaccination costs for ISAR Teams

Reimbursement of costs incurred for EU Exercise

Reimbursement of costs incurred for EU Exercise

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Pricing Information	Cost Centre
10,000	0026: Training & Development Academy
5,000	0026: Training & Development Academy
5,000	0026: Training & Development Academy
2,000	0026: Training & Development Academy
5500.00	0026: Training & Development Academy
1,500	0026: Training & Development Academy
6559.00	0060: Operational Preparedness
235.75	0061: Ops Appliances & Equipment Stores
500	0061: Ops Appliances & Equipment Stores
399	0061: Ops Appliances & Equipment Stores
15,641	0061: Ops Appliances & Equipment Stores
6,470	0063: Ops Planning
6,159	0063: Ops Planning
33,527	0076: Estates
10000	0076: Estates
0	0076: Estates
31,654	0076: Estates
32,000	0076: Estates
2,500	0076: Estates
14,700	0085: Information Technology (IT)
2,500	0086: Workshop
7,800	0086: Workshop
5,500	0086: Workshop
8,000	0086: Workshop
2,000	0086: Workshop
2,000	0086: Workshop
10,000	0086: Workshop
4,000	0086: Workshop
4,000	0086: Workshop
5,000	0086: Workshop
5,000	0086: Workshop
2,000	0086: Workshop

39,963	0086: Workshop
3,000	0086: Workshop
8,645	0086: Workshop
1,330	0086: Workshop
2,000	0086: Workshop
6,069	0086: Workshop
3,000	0086: Workshop
5,000	0086: Workshop
5,000	0086: Workshop
2,000	0086: Workshop
4,000	0086: Workshop
8,000	0087: Water Section
19,344	0093: Corporate Communications
1,700	0093: Corporate Communications
18,000	0100: Stores FSHQ
30,000	0104: Community Prevention
7,030	0110: Finance Department
20,600	0111: People & Organisational Development
12,000	0116: Occupational Health
6,711	0116: Occupational Health
9,610	0117: Strategy and Performance
15,975	0117: Strategy and Performance
10,540	0121: Operational Response
10,134	0127: Organisational Development
29,001	0127: Organisational Development
8000.00	0127: Organisational Development
5,000	0127: Organisational Development
25,000	0127: Organisational Development



20,000	0127: Organisational Development
2500.00	0127: Organisational Development
15,911	0127: Organisational Development
8,000	0127: Organisational Development
5,000	0127: Organisational Development
20,000	0127: Organisational Development
8,000	0127: Organisational Development
13,911	0131: Insurance
48,750	0133: Fire Support Network
9,100	0137: Princes Trust
83,467	0147: F&R National Resilience Assurance
3,245	0185: Comm Prevention Yth Activities
25000.00	0189: National SOP Team (NSOP)
5,000	0190: Catering
5,000	0190: Catering
5,000	0190: Catering
4,000	0190: Catering
1,000	0190: Catering
3500.00	0190: Catering
985	0209: Legal Services
18,000	0221: National Resilience (In House)
6,043	0221: National Resilience (In House)
7,500	0232: TDA Commercial
10,250	0244: Firelink
440	0278: National Resilience
30,960	0278: National Resilience
7,100	1020: Democratic Representation

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20,000	2001 – NRAT Admin
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38,760	2001 – NRAT Admin
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67,149	2003 – HVP
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4,740	2003 – HVP
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31,045	2003 – HVP
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12,009	2003 – HVP
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3,406	2008 – ISAR
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2,300	2008 – ISAR
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2,300	2008 – ISAR
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8,000	2008 – ISAR
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9,500	2008 – ISAR
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2,300	2008 – ISAR
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10,623	2010 – EU Exercise
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49,770	2010 – EU Exercise
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<b>£1,132,066.22</b>	
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Exemption Type
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Partial replacement or addition to existing goods or installation
Partial replacement or addition to existing goods or installation
Partial replacement or addition to existing goods or installation
Partial replacement or addition to existing goods or installation
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Other
Direct Award (no reasonable alternatives available / specialised provision)
Contract Extension beyond scope of original contract
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Proprietary or Patented Goods (no alternative available)
Other
Direct Award (no reasonable alternatives available / specialised provision)
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Other

Direct Award (no reasonable alternatives available / specialised provision)
Proprietary or Patented Goods (no alternative available)
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Direct Award (no reasonable alternatives available / specialised provision)
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Other
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Contract Extension beyond scope of original contract
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
New works or services which are a repetition under an original contract
Contract Extension beyond scope of original contract
Other
Contract Extension beyond scope of original contract
Contract Extension beyond scope of original contract
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)

Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
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Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Contract Extension beyond scope of original contract
Direct Award (no reasonable alternatives available / specialised provision)
Other
Other
Direct Award (no reasonable alternatives available / specialised provision)
Contract Extension beyond scope of original contract
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Contract Extension beyond scope of original contract
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Direct Award (no reasonable alternatives available / specialised provision)
Partial replacement or addition to existing goods or installation
Direct Award (no reasonable alternatives available / specialised provision)
New works or services which are a repetition under an original contract



MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:		REPORT NO:	CFO/023/17
PRESENTING OFFICER:	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	PHIL GARRIGAN, DEPUTY CHIEF FIRE OFFICER	REPORT AUTHOR:	COLIN SCHOFIELD, PROGRAMME DIRECTOR
OFFICERS CONSULTED:	AREA MANAGER PAUL MURPHY HEAD OF ESTATES, STEWART WOODS		
TITLE OF REPORT:	STATION MERGERS PROJECT - PROGRESS REPORT		

APPENDICES:	
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## Purpose of Report

1. To provide a progress report to Members on the Station Mergers project up to the end of April 2017.

## Recommendation

2. That Members note this report.

## Introduction and Background

3. This report provides an update on progress to provide new Community Fire Stations at Prescott (to replace Huyton and Whiston); Saughall Massie (to replace Upton and West Kirby) and St. Helens (to replace Eccleston and St. Helens).

### Prescot

4. As members may recall, the new building at Prescott will serve as a Community Fire Station and a Neighbourhood Police Station.
5. The Deputy Chief Fire Officer provided a progress report (CFO/087/16) to Policy and Resources Committee on 15<sup>th</sup> December 2016. That report identified the significant challenges that had been faced on the site since the scheme was originally approved and which had caused delays to the programme and increased costs. These included discovery and eradication of Japanese Knotweed; grouting of shallow mining workings; requirement for further boreholes and trial pits due to inaccurately plotted co-ordinates; and the discovery of further asbestos contamination. As a result of these issues, the Policy and Resources Committee agreed to increase the budget for this scheme by £145,000.

6. Wates Construction Ltd, the Authority's appointed contractors, were issued with a (pre) Contract Instruction on 28<sup>th</sup> November 2016 which allowed them to access the site to carry out preparatory works including putting up hoardings around the site and creating a temporary access road, including some tree removal. All necessary works were completed and the site made secure prior to Christmas 2016.
7. This allowed the main contract work to commence early in January 2017 with the removal of all Japanese Knotweed from site. The Japanese Knotweed removal work was paid for by Knowsley Council as the site owner. Once this work was completed, the site compound was established at the southern end of the site, under licence from and on land owned by Knowsley Council, site clearance and other enabling works then commenced
8. Pressure grouting was carried out to all the shallow mine works under the footprints of the main building and also the training tower. All drilling, grouting, earthworks and remediation has now been completed. It should be noted that, rather than being removed to landfill as originally envisaged, a small quantity (200 m<sup>3</sup>) of hazardous asbestos found on site has been buried under the new access road, a separation layer installed and capped off with clean material. The exact location has been plotted and logged. This was agreed by Knowsley Council officers as part of the submitted remediation strategy and is the preferred option for dealing with such material.
9. All foundations and ground beams have been laid and the concrete for the ground floor slab was poured on 26<sup>th</sup> April 2017. Retaining walls for the approach road are in place. Steel work started in the first week in May.
10. The build has been registered with the Considerate Constructors Scheme and the first assessment visit has been undertaken. Wates carried out a letter drop to all neighbouring properties in late 2016 advising of works commencement and published and distributed a community newsletter in March 2017 updating neighbours on progress.
11. Unfortunately there was a break-in to the site compound in the early hours of 15<sup>th</sup> April (Easter Saturday). Although the intruders' presence alerted the remote alarm monitoring company and CCTV captured images of two people on site, the intruders managed to steal some £2000 worth of plant and equipment.
12. As part of their contract with the Authority, Wates appointed Everton Development Trust as their social value partners. Through this partnership and working with Knowsley Council, Wates have appointed four young apprentices to work on the project in various guises including management, surveying, administration, logistics and operations. Wates are also working closely with the Princes Trust team based at Huyton Community Fire Station. This included sponsorship of a project to refresh the refectory at St. Albert's Church, Knowsley. Wates have recently parted company with Everton Development



Trust and have now appointed Calico as social value partners. This move will guarantee the apprentices two years employment.

13. Work is currently on schedule to be completed in March 2018.

### **Saughall Massie**

14. Members may recall, from report CFO/007/17, considered by the Authority at its meeting on 26<sup>th</sup> January 2017, that Wirral Borough Council's Planning Committee on 15<sup>th</sup> December 2016, refused planning permission for the building of a new community fire station in Saughall Massie. The Authority, at that meeting resolved, amongst other things, that it is the intention of officers to appeal the decision to the Secretary of State via the Planning Inspectorate and to submit a revised planning application addressing the specific reasons for refusal.
15. A revised planning application was submitted to Wirral Borough Council on 13<sup>th</sup> March 2017 but not formally validated until 28<sup>th</sup> March 2017. This has been registered as APP/17/00306. To address the reasons for refusal of the original application, the overall size of the site was reduced by some 30%; the size of the building was reduced by some 10%; the building realigned by some 15°; with the site layout altered including significantly improved landscaping.
16. It was originally hoped that the new application would be considered by Wirral Planning Committee on 1<sup>st</sup> June 2017 but due to Purdah any decision is likely to be deferred to a future meeting. There is a Planning Committee on 22<sup>nd</sup> June 2017 and it is anticipated that the application will be considered at that meeting.
17. If the revised application is refused, an appeal to the Secretary of State, via the Planning Inspectorate, will be made. The Authority has six months from the date of refusal to submit an appeal.

### **St. Helens**

18. As Members may recall, the Authority, at its meeting on 15<sup>th</sup> December 2015, approved the merger of Eccleston and St. Helens Community Fire Stations at a new station on Canal Street, St. Helens, subject to the purchase of land from Pilkington and the granting of planning permission.
19. During the course of 2016, following extensive negotiations, which at one stage included Merseyside Police who had expressed an interest in being a party to any development on this site, a purchase price was agreed with Pilkington for two acres of land on the Canal Street site (which forms part of their larger Watson Street works).
20. Based upon experience of ground conditions and resultant delays at the Prescott site (detailed above), together with the potential risks of any brown field site in the St. Helens area, it was agreed that the best course of action was to take the Canal Street scheme forward on an incremental basis. Consequently, as phase one, a desk top study was commissioned from Wates Construction

Ltd, under a pre-construction services agreement, following which a report on site conditions was produced, together with an initial cost estimate for remediation and building works. This was completed in late 2016.

21. Following consideration of the phase one report and cost estimate, Wates were commissioned to undertake phase two, which involved on-site surveys including full intrusive site investigations, together with demolition, topographical, drain, radar and ecological surveys and ground gas monitoring. These detailed surveys would take up to 22 weeks to complete, including production of the final report and cost plan. Following this, the initial cost estimate would be finalised and, if the scheme remained cost-effective, Authority approval would be sought to proceed.
22. A licence was drafted by Pilkington to allow Wates to carry out these works but before Wates were able to get on site, the Programme Director was informed by the Managing Director of Pilkington that, as they had another party interested in purchasing the Canal Street site, the Authority only had exclusivity until the end of April 2017. As the phase two works and report production were unlikely to be completed before the end of June 2017, the Programme Director wrote to Pilkington with a request for an extension to the exclusivity period. On 22<sup>nd</sup> February 2017 a reply was received withdrawing the offer of the Canal Street site.
23. An analysis of potential response times from this site shows a slight improvement on those modelled for the Canal Street site, which itself was considered to be a very good response compared to retaining the current St. Helens station site. The site has excellent access onto Linkway which as Members may know is the main arterial route through St. Helens.
24. Initial discussions with Merseyside Police and NWAS about a potential tri-Services hub on this site have proved positive, with NWAS in particular keen to develop an operational hub, including a 'make ready' facility on site, subject of course to costs.
25. Initial massing drawings showing how a three bay fire station (based on the Prescott model) and a five bay fire and ambulance station, incorporating a 'make ready' facility could fit on this site have been produced and shared with Blue Light colleagues. Merseyside Police have now advised the Authority that they are not in a position to commit to the project at this stage given their current estate plans however NWAS have agreed to give an initial response by the end of May indicating whether they will be willing to contribute to a phase one desk top study of this site by Wates which will produce a report on site conditions, together with an initial cost estimate for remediation and building works. At this stage, further discussions will be held with NWAS to consider whether they wish to proceed with the phase two intrusive site investigations.
26. Some further public consultation will be necessary, when the potential site usage is quantified, as whilst the wider consultation already carried out on the proposed station merger (report CFO/059/15 refers) remains valid, the actual

site proposed is now in a different location. Any consultation will reflect this position.

### **Equality and Diversity Implications**

27. The Equality Impact Assessment for each of the three station mergers and for the station mergers programme as a whole has previously been submitted to the Authority. There is no update to the Equality Impact Assessment as a result of this report. Further work will be required in due course to reflect the potential new site at St. Helens, if a decision is taken to proceed.
28. However, it is important to note that the potential impact on certain groups within the community that are at greater risk than others, will increase if any of the proposed station mergers do not proceed for any reason.

### **Staff Implications**

29. The implications for personnel, involving a net saving of 22 WTE firefighter posts per merger, have been previously reported to the Authority and the financial savings anticipated have now been realised through firefighter retirements.

### **Legal Implications**

30. A formal contract has been entered into with Wates Construction Limited for the design and build of the new Prescott Community Fire and Neighbourhood Police Station. An Agreement to Lease and Lease has been signed with Knowsley Borough Council for the land at Prescott. A Development Agreement and Sub-lease have been signed with the Police and Crime Commissioner for Merseyside for Merseyside Police using part of the Prescott building as a Neighbourhood Police Station.
31. Formal Pre-Construction Services Agreements have been entered into with Wates Construction Limited for the initial works required at Saughall Massie and St. Helens.

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

32. There are no additional financial implications as a result of this report.

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

33. At Prescott, the mine cap has been located but no further works to the shaft or cap are required as a result. All voids under the proposed buildings, caused by shallow mine workings, have been pressure grouted. All Japanese Knotweed has been removed from site and root barriers installed to prevent it recurring. All asbestos-contaminated soil has been removed from site and disposed of to landfill with the exception of some 200m<sup>3</sup> which has been capped, buried and its location plotted on site in accordance with the approved remediation strategy.

34. Details of any risk management, health and safety and environmental implications for Saughall Massie and St. Helens will be provided in due course, when these are known
35. A full risk register is maintained for the whole station mergers project.

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36. Whilst the proposed station mergers will not improve operational cover in all three areas, it is believed to be the least worst option to adopt under the circumstances and is considered to be reasonable (through public consultation) given the difficult financial challenges faced by the Authority.
37. The new community fire stations will however provide improved working environments for firefighters and other emergency service workers.

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#### **BACKGROUND PAPERS**

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**CFO/059/15** Authority 17<sup>th</sup> December 2015  
**CFO/094/15** Authority 17<sup>th</sup> December 2015  
**CFO/087/16** Policy & Resources Committee, 15<sup>th</sup> December 2016  
**CFO/007/17** Authority, 26<sup>th</sup> January 2017

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#### **GLOSSARY OF TERMS**

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**NWAS** North West Ambulance Service  
**WTE** Whole-time Equivalent.