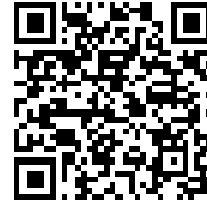


To: All Members of the Authority



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

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

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref:

Our ref HP/NP

Date: 18 January 2017

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on **THURSDAY, 26TH JANUARY, 2017** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

Clerk to the Authority

Encl.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

AUTHORITY

26 JANUARY 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 - 12)

The Minutes of the previous meeting of the Authority, held on 20th October 2016, are submitted for approval as a correct record and for signature by the Chair.

3. Minutes of the Member Development & Engagement Group (Pages 13 - 18)

To consider and note the Minutes of the last meeting of the Member Development & Engagement Group, held on 13th December 2016.

4. Older Persons Day 2016 (Pages 19 - 22)

To consider report CFO/001/17 of the Deputy Chief Fire Officer, concerning the activities undertaken and outcomes achieved during Older Persons Day 2016.

5. Community Risk Intervention Services (Pages 23 - 26)

To consider report CFO/003/17 of the Deputy Chief Fire Officer, informing Members that Community Risk Intervention Service, formally Fire Support Network Charity/Foundation has ceased trading as of 16th December 2016.

6. **Supporting the Syrian Resettlement Programme** (Pages 27 - 30)
To consider Report CFO/011/17 of the Chief Fire Officer, concerning Merseyside Fire & Rescue Authority's support to the Syrian Resettlement Programme.

7. **SERVICE DELIVERY PLAN AUGUST TO NOVEMBER 2016 UPDATES**
(Pages 31 - 70)
To consider report CFO/004/17 of the Chief Fire Officer, concerning scrutiny of performance against the Service objectives and the performance targets/ outcomes as set out in the Service Delivery Plan 2016/17 for the period August to November 2016, including cumulative reporting from April to November 2016.

8. **Chief Fire Officers Association (CFOA) Change Programme** (Pages 71 - 78)
To consider Report CFO/010/17 of the Deputy Chief Fire Officer, concerning progress made in relation to the Chief Fire Officer Association (CFOA) change programme.

9. **PROPOSED NEW COMMUNITY FIRE STATION AT SAUGHALL MASSIE, WIRRAL** (Pages 79 - 88)
To consider report CFO/007/17 of the Chief Fire Officer, advising Members of the decision of Wirral Borough Council's Planning Committee to refuse planning permission for the building of a new community fire station in Saughall Massie, and to ask Members to note the approach taken by officers in order to deliver the Authority approved station merger proposals as per CFO/058/15.

 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

20 OCTOBER 2016

MINUTES

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

Also Present:

Apologies of absence were received from: Cllr Denise Allen, Cllr Veronica McNeill and Cllr Paul Tweed

10. CHAIR'S ANNOUNCEMENT

Prior to the start of the meeting, the Chair informed those present of additional items made available in relation to Agenda Item 9 – *“Firefit Hub Options, Appraisals and Recommendations”*.

Members were reminded of some forthcoming events as follows:

- 10th November 2016 – Training Session covering Code of Conduct, Legal Responsibilities and Equality & Diversity
- 17th November 2016 – Station Visits (Kensington and Aintree Community Fire Stations)

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.

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) The following declarations of interest were made by individual Members in relation to items of business on the Agenda:
- Councillor Brennan declared a non-pecuniary interest in relation to Agenda Item 9 – “*Firefit Hub Options and Appraisals*” due to being a Member of the Commutual Board.
 - Councillor Stapleton declared a non-pecuniary interest in relation to Agenda Item 9 – “*Firefit Hub Options and Appraisals*” due to being a Member of the Firefit Hub Board of Trustees.
 - Councillor Connor declared a non-pecuniary interest in relation to Agenda Item 9 – “*Firefit Hub Options and Appraisals*” due to being on the Liverpool Mutual Homes (LMH) Social Operations Committee.
 - Councillor Les Byrom declared a non-pecuniary interest in relation to Agenda Item 5 – “*Disposal of Obsolete Response Vehicles to the St. John Rescue Corps*” due to being a member of St. John’s Ambulance.
- 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 30th June 2016, were approved as a correct record and signed accordingly by the Chair.

3. Minutes of the North West Fire & Rescue Advisory Forum 14th July 2016

The Minutes of the meeting of the North West Fire & Rescue Advisory Board on 14th July 2016, were considered and noted.

The Chief Fire Officer advised that contained within the Minutes was an update from him to the Board. Within that update, it stated that the meeting of Wirral Council’s Planning Committee to consider the planning application for the proposed new station at Saughall Massie, was scheduled to take place on 20th October 2016. However, that Planning Committee meeting has now been deferred to 10th November 2016.

4. PFI PROJECT - 2015/16 PROGRESS REPORT

Members considered Report CFO/078/16 of the Deputy Chief Fire Officer, concerning a progress update in relation to the North West Fire and Rescue Services Private Finance Initiative (PFI) Project, over the financial period April 2015 to March 2016.

Members Resolved that:

Progress of the North West Fire & Rescue Services PFI Project, be noted.

5. Disposal Of Obsolete Response Vehicles to the St John Rescue Corps

Members considered Report CFO/080/16 of the Chief Fire Officer, concerning the donation of a Mercedes transport vehicle and Small Fires Unit vehicle to the St John's Rescue Corps, Malta.

Members Resolved that:

The decision of the Chief Fire Officer to donate a Mercedes transport vehicle and Small Fires Unit vehicle to the St. John's Rescue Corps, Malta, under the scheme of delegation – Article 19.3 (b) (ii), contained within the Constitution approved by Members in June 2016, be noted.

6. Historical Analysis of Fatalities in Accidental Dwelling Fires between 2006/07 and 2015/16

Members considered Report CFO/079/16 of the Deputy Chief Fire Officer, concerning the performance, analysis and trends in relation to the Accidental Dwelling Fire Fatalities experienced between 2006/07 and 2015/16.

Members were provided with a detailed overview of the report which highlighted the main themes emerging from the analysis. They were informed that the information is used to ensure that resources and interventions are targeted most efficiently and effectively.

Significant discussion took place around the report, with particular concern raised regarding the number of fire deaths in Wirral, the causes of fires; and the growing number of people living within our communities with dementia.

Members were informed that historically, the number of fire deaths in Wirral has been high, to some extent due to deprivation, but also due to the high numbers of vulnerable elderly people living independently within specific wards. They were assured that extensive re-assurance campaigns take place following every fatal fire.

Further discussion took place around the sharing of data to enable resources to be targeted towards the most vulnerable within our communities.

It was acknowledged that there is a national agreement in place around the sharing of data with the NHS, and through utilising this data, the volume of our interventions are targeted towards individuals over the age of 65.

It was further acknowledged that although MFRA do all they can, there is only so much that can be achieved with a finite resource.

Further comments were made regarding the figures contained within the report, which appear to highlight a direct causal link between fire fatalities and resources. It was noted that this picture is mirrored across the Country and is not unique to Merseyside.

Members suggested that the recommendation within the report, be amended slightly.

They asked that the report be shared with all partners, to highlight the data and raise awareness; asking partners to consider any further assistance they can provide.

They also suggested that Authority Members appointed by Wirral Council, meet with Officers to discuss and identify if there is anything more that they can do to raise awareness of fire risk within their communities.

Members Resolved that:

- a) The performance and analysis concerning Accidental Dwelling Fire Fatalities between 2006/07 and 2015/16, be noted.
- b) The report be shared with all partners, in order to highlight the data and raise awareness.
- c) Partners be asked to consider the information contained within the report; and identify any further contribution that they may be able to make.
- d) Authority Members appointed by Wirral Council, meet with Officers to consider what they could do to help raise awareness of fire risk within their communities.

7. Results of the Employees Engagement Survey

Members considered Report CFO/077/16 of the Deputy Chief Fire Officer, concerning the results of the MFRA staff engagement survey 2016.

Members were informed that the first staff engagement survey for a number of years, was undertaken in 2014; and that the same set of questions has been used in the 2016 survey, to enable benchmarking. Both surveys were undertaken independently by People Insight, in order to maintain confidentiality and anonymity.

It was noted that both surveys were undertaken during a period of unprecedented change.

The survey methodology was highlighted to Members, along with a summary of the outcomes of the survey. The 19% improvement in engagement score was also highlighted as being one of the highest observed by People Insight.

Members' attention was also drawn to the comments from the Fire Brigades Union in relation to the outcomes of the survey, contained within the report.

Discussion took place around the report, particularly in relation to responses around caring about the future of MFRS; and bullying and harassment. It was noted that the way in which people respond to questions, can often be down to how they perceive the question.

Members acknowledged the significant progress made since the previous survey; and thanked all staff and Representative Bodies for working with the Authority to improve engagement.

Representatives of the Fire Brigades Union were invited to comment on the report. They commented that following the last survey, there has been some challenging dialogue, which they thanked the Equality and Consultation Manager for facilitating. They also confirmed their commitment to continue working with the Authority and Officers.

Members Resolved that:

- a) The content of the report be noted.
- b) Their support be given to the development of an engagement action plan, which will be generated in response to the priority areas identified within the report.
- c) The Lead Member for Strategy & Performance, be actively involved in this work, to ensure that the action plan is delivered and the Authority continues to improve its engagement with all staff groups.

8. Draft IRMP 2017-2020

Members considered Report CFO/081/16 of the Chief Fire Officer, concerning release of the draft Integrated Risk Management Plan (IRMP) 2017-20, for a period of 12 weeks' consultation prior to adoption and implementation, whilst noting that the proposals outlined within the IRMP may change to reflect the views expressed during the consultation process.

Members were informed of the requirement for the Authority to produce an IRMP, which must identify and assess all fire and rescue related risks. How the Authority makes provision to respond to incidents must also be reflected within the document.

Members were provided with an overview of the draft IRMP, highlighting the organisational context; and the changing risk profile across Merseyside, with the population increasing – mainly due to having an ageing population. This creates a challenge for the Authority, due to the well-established link between increasing age and fire risk.

Members were informed that as the Authority's budget continues to reduce year on year, it is becoming increasingly difficult if not impossible for the Authority to improve services. Therefore, the proposals within the IRMP have been developed around a set of planning principles.

Members were then provided with an overview of the operational response proposals, highlighting that the Authority can no longer afford to continue to staff all stations on a whole-time basis, all of the time. As there are no more feasible station merger options, options around changing the way in which some stations are crewed have been identified, which will enable the Authority's finite resources to be used most appropriately.

The proposals around Operational Preparedness and Community Risk Management, were also highlighted, along with the five Equality Objectives contained within the draft IRMP.

Members Resolved that:

The draft IRMP 2017-20, be approved for release for a period of 12 weeks' consultation prior to final approval, publication and implementation.

9. Fire Fit Hub Options Appraisals and Recommendations

Members considered Report CFO/075/16 of the Chief Fire Officer, concerning options, appraisals and recommendations in relation to the Firefit Hub.

Members were provided with an overview of the report, highlighting the background and the financial challenges.

Members were provided with re-assurance that Officers will ensure that access to the gym and community facilities be maintained as it is at present.

Members thanked all staff involved in the work undertaken to date.

Members Resolved that:

- a) Transfer of the Charity into LMH, subject to LMH adhering to the MyPlace Objectives and terms and conditions of the grant as stated by the Department for Education (DfE), be endorsed.
- b) The transfer of the "Toxteth Firefit Hub Charity" into "Commual", which is the charitable name within which the Hub will operate, be approved.
- c) Entry into a Deed of Variation with Liverpool City Council, which would allow for purchase of the freehold of the property at less than best consideration following the expiration of the Grant clawback period, subject to an overage deed as described in this report, be agreed.
- d) The proposal to obtain the freehold for the site in 2031, subject to the grant conditions being met, be approved.
- e) Offer of the freehold option to Commual under the Deed of Variation to purchase the freehold of the property at less than best consideration,

following the expiration of the Grant clawback period, subject to an overage deed as described in this report, be agreed. This is agreed on the understanding that the land on which the fire and rescue station sits, is separated from that on which the youth zone sits, by the redrawing of the boundaries, although the two would remain physically joined.

- f) The corporate requirements placed on MFRA in relation to the disposal of Authority assets at less than market value, be noted; and agree that should there be a change of use for the Fire and Rescue Station post 2031, that MFRA will incorporate the "training area" into the Hub in exchange for the Hub's rights of access plus a market value fee fixed now, which may be waived at the discretion of MFRA at a future point.
- g) The said changes be agreed to be made, subject to agreed access arrangements to the Gym and Community room being unaffected by such changes such that the employees of MFRA and the community would enjoy rights to use both facilities on the same basis as are currently enjoyed.
- h) In order to ensure the successful running of the charity and to maintain the relationship with the Authority and the charity in the delivery of its services, it be noted and assumed that, subject to the necessary approvals of the LMH Board, MFRA will maintain its representation on the Commutual Board.

Close

Date of next meeting Thursday, 26 January 2017

Signed: _____

Date: _____

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

MEETING OF THE

MEMBER DEVELOPMENT & ENGAGEMENT GROUP

13 DECEMBER 2016

MINUTES

Present: Cllr Barbara Murray (Chair) Councillors Sharon Connor and Lesley Rennie

Also Present:

Apologies of absence were received from: Councillor Marianne Welsh

1. **Apologies**

Apologies were received from Cllr Marianne Welsh.

2. **Review of Notes taken from Staff Engagement Event 22nd September 16**

Members were provided with a copy of notes and feedback from the last Staff Engagement Day in September 2016, for their consideration. Members discussed in detail the comments and ideas from staff and Members.

Communication with Staff:

There was discussion around the best way in which Lead Members can interact with all staff, not just senior managers. Members were of the opinion that there are many opportunities to engage with staff, including attendance at team meetings, Hot News articles and utilising "Message of the Day" on the Portal.

The Democratic Services Manager gave an update on progress with regards to Hot News articles on Members and the poster currently being produced, which will be issued to all stations.

Suggestion Box Comments:

Members discussed the suggestions that had been put into the suggestion box at the Staff Engagement Day, which included the introduction of first aid training for all staff; and having an ideas forum.

Participation of Staff in Decision Making/Problem Solving:

Members noted the comments made on this issue during the Staff Engagement Day.

The Democratic Services Manager provided some examples of the ways in which staff are encouraged to participate (bearing in mind that each department will have different ways of working) such as being involved in the development of the Functional Plan and setting of departmental objectives.

Discussion took place regarding staff involvement in Police and Fire collaboration decisions.

Feedback on the inclusivity of the service with regard to BME and recruitment was discussed. Members agreed that the service works in excess of any requirements, wherever applicable arranging positive action events for recruitment. However they noted that appointments can only be made from the applicants that apply; and on merit.

Grievance and Discipline:

Comments had been made by staff regarding independent review of appeals. Discussion took place around the reasons for changing procedures in the past, including the need to avoid unnecessary escalation of grievances and disciplines. This has required the training of managers in having difficult conversations and in the use of the Conduct and Capability Policy.

Staff Morale:

Members noted that some concern had been expressed by staff at the Staff Engagement Day over further potential collaboration with the Police; and differences in culture that exist between the two services.

Staff had raised with Members their concern that departments and teams are often unaware of what other areas of the Service do, or contribute to the aims and values of the service. Best practice was discussed with regard to format of team meetings and buddy support provision to new employees.

It was resolved that:

- a) Lead Members should arrange to attend team meetings of those teams within their respective remits.
- b) Members will use Message of the Day to wish employees Happy New Year.
- c) Staff will be made aware of how to contact Members should they wish to do so.
- d) The Democratic Services Manager will speak to the Training and Development Department about the possibility of cascading First Aid Training to all staff.
- e) The Democratic Services Manager explore with the Head of Strategy and Performance the possibility of re-invigorating the Ideas Scheme; with ideas resulting from the scheme to be discussed by this Committee.
- f) Lead Members discuss the issue of staff participation in decision making at meetings with their Support Officer.
- g) Lead Members be requested to promote best practice with Senior Officers in regard to promotion of other departments and teams at team meetings, such as the use of "guest speakers".

3. Outcomes of the 2016 Staff Survey

Members discussed the outcomes from the 2016 staff survey, with results on employee opinions of the Fire Authority and its Members showing some improvement on the 2014 survey.

Members commented that the ideas following the 2014 survey are now being implemented and progressed and it was requested that the outcomes be monitored.

4. Input from the Authority for the Equalities Framework Assessment

Members were informed about the Equalities Excellence Framework Assessment which was due to take place in June 2017, but which is now on hold pending potential changes. However the Authority still needs to consider how Members engage with communities – particularly individuals with protected characteristics or those who are vulnerable, with regard to the work of Merseyside Fire and Rescue Service; and consider how evidence of this engagement can be captured.

There was some discussion regarding training for Members around what role they can play in terms of delivering fire safety messages; and identifying issues within their communities. It was suggested that this could take the form of a learning lunch, providing Members with information regarding the delivery of Home Fire Safety Checks and Safe and Well Visits, to help raise Members awareness around identifying fire safety issues and vulnerability within their communities.

It was resolved that:

The Democratic Services Manager speak to relevant officers regarding Member training on Safe and Well visits; and how to identify risk in the community and deliver fire safety messages effectively.

5. Format of Station Visits

Members discussed the format of station visits, with particular focus on recent visits to the TDA and Aintree/Kensington.

Members commented that they felt the format of the Staff Engagement sessions held with support staff, led to more open engagement with those employees, compared to the format of Station Visits with operational staff.

It was noted that the Engagement Day in January 2017 to Fire Control, will follow a different format, allowing for 1-2-1- discussion with staff and enabling Members to see first-hand what the role of Fire Control entails.

Consideration was given to the format of future station visits, with suggestions made that Members and staff “buddy” up to be shown different elements of the station and equipment.

Members also discussed other events that they could attend on stations and the timings of station visits. It was noted that there would be no benefit to undertaking station visits at evenings or weekends, as this would not capture different groups of employees.

It was resolved that:

- a. Consideration be given to the format of future station visits.
- b. A follow up visit to the TDA be undertaken, to capture non-operational staff (such as advocates) based on fire stations and canteen staff based at the TDA.

6. Hot New Articles

Members were informed that in conjunction with Corporate Communications, Democratic Services have produced a poster to be issued to all Authority premises. This poster gives an outline of what the Authority does and the photographs of existing Members. After the AGM each year the poster will be updated.

Corporate Communications have confirmed that regular space will be made available in the Hot News magazine for the Authority. Democratic Services have emailed all Members with a range of questions, the responses to which will form the basis of the articles in editions of the Hot News.

It was resolved that:

Members will consider the questions over the Christmas break, in order to respond in the New Year.

7. Any Other Business

Members discussed the “Member Development Programme 2016-18”.

They were informed that Democratic Services are currently investigating the possibility of commissioning NW Employers to deliver scrutiny training to Members, with particular emphasis on scrutiny within Fire and Rescue Authorities. To this end, the Democratic Services Manager was negotiating with the other NW Fire and Rescue Services to determine the level of interest in sharing this training.

Members discussed the need to have open and effective challenge during all Authority and Committee meetings.

Members were minded that this group, the “Member Development and Engagement Group”, forms part of the scrutiny process and that minutes from this meeting should go forward to the Full Authority for information.

It was resolved that:

- a. Democratic Services will continue investigating the delivery of scrutiny training by NW Employers and the opening up of this training to Members from other NW Fire and Rescue Services.
- b. The minutes from the Member Development and Engagement Group will be submitted to the Full Authority for discussion.

8. Action Log

An Action Log has been produced for the Member Development and Engagement Group to monitor the progress of actions.

9. Close

The meeting was concluded.

Date of next meeting Thursday, 23 February 2017

Signed: _____

Date: _____

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	26 JANUARY 2017	REPORT NO:	CFO/001/17
PRESENTING OFFICER	AREA MANAGER JAMES BERRY		
RESPONSIBLE OFFICER:	JAMES BERRY TEL: 4711	REPORT AUTHOR:	KEVIN JOHNSON
OFFICERS CONSULTED:	WATCH MANAGER ERIC DANIELS		
TITLE OF REPORT:	OLDER PERSONS DAY 2016		

APPENDICES:	
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Purpose of Report

1. To inform members of the activities undertaken and outcomes achieved during Older Persons Day 2016.

Recommendation

2. That Members;
 - a. Note the contribution of MFRA staff to Older Persons Day 2016 on Friday 30th September 2016.

Introduction and Background

3. Home Safety Week is supported by the Chief Fire Officers Association (CFOA) and was delivered by MFRA from 26th September – 2nd October 2016. This campaign incorporated Older Persons Day on 30th September 2016.
4. On 30th September 2016, Home Fire Safety Checks (HFSC) targeted at individuals aged over 65 years old were delivered by Operational Crews, frontline Community Risk Management Advocates, supported by non-operational MFRA staff from all areas of the organisation.
5. The day was co-ordinated by the Home Safety Team based at Service Headquarters (SHQ) and was delivered pan Merseyside. Status reports were provided to Operational Crews and supporting teams utilising Exeter Data that has been secured through a data sharing agreement with the National Health Service (NHS).
6. During the day, 2,539 properties were visited with 1,032 HFSC visits delivered to households across Merseyside. Of the visits that were conducted, 42 were recorded as high risk and required further intervention from the Community

Risk Management Advocates. A full breakdown of visits by District is detailed below:

	Knowsley	Liverpool	Sefton	St Helens	Wirral	Total
HFSC Completed	82	311	214	134	291	1,032
High Risk	4	19	3	2	14	42
Refusal	4	32	16	9	14	75
Leafleted	146	391	183	365	422	1,507

- The event was also supported by Corporate Communications and various partner agencies.

Conclusion

- The week offered the opportunity to deliver a high number of HFSC visits to over 65's in Merseyside who are the group at highest risk of fire in the home. These interventions will contribute to the Home Safety Strategy 2015 – 2018 and raise the profile of the work conducted by the Community Risk Management Team in our communities. In addition, it has offered an opportunity for MFRA staff working on other areas of the organisation to gain an insight into the workings of Community Risk Management.
- Approximately 50 MFRA staff from various areas of the organisation supported the delivery of Older Persons Day. Positive feedback has been received from those involved in the day.
- The weeks activity highlighted the risk to the over 65's in our communities which was reflected by the 42 high risk referrals identified during Older Persons Day.

Equality and Diversity Implications

- The Equality and Diversity Team will be provided with a full breakdown of the HFSC engagement conducted on the day by area delivered, ethnicity and religion.

Staff Implications

- Older Persons day provided all MFRA staff with an opportunity to engage with Merseyside residents through the HFSC and experience what it is like to reduce risk in the community and potentially save a life..

Legal Implications

13. The activity complies with MFRA's legal duty under s.6 Fire and Rescue Services Act 2004 to promote fire safety

Financial Implications & Value for Money

14. All funding requirements were met from existing MFRA budgets.

Risk Management, Health & Safety, and Environmental Implications

15. Older Persons Day was subject to existing risk assessments.
16. Engagement and activity was targeted using Exeter Data to target over 65's who were recorded on operational crew status reports as requiring a HFSC visit.

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

17. The high profile delivery of Community Risk Management initiatives and the associated risks identified with over 65's.

BACKGROUND PAPERS

NONE If this report follows on from another, list the previous report(s)

GLOSSARY OF TERMS

NHS	National Health Service
SHQ	Service Headquarters
HFSC	Home Fire Safety Check
CFOA	Chief Fire Officers Association
MFRA	Merseyside Fire and Rescue Authority

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	26TH JANUARY 2017		CFO/003/17
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	AM JAMES BERRY TEL: 4711	REPORT AUTHOR:	AM JAMES BERRY
OFFICERS CONSULTED:	FINANCE, PROCUREMENT, ICT, ESTATES, COMMUNITY RISK MANAGEMENT, LEGAL.		
TITLE OF REPORT:	COMMUNITY RISK INTERVENTION SERVICES		

APPENDICES:	N/A
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Purpose of Report

1. To inform Members that Community Risk Intervention Services (CRIS), formerly the Fire Support Network Charity/Foundation, ceased trading as from 16th December 2016.

Recommendation

2. That Members;
 - a. Note that CRIS ceased trading from 16th December 2016.
 - b. Note that CRIS were commissioned by the Authority to carry out fire prevention and risk mitigation services for the Service, as such it is inevitable that the loss of these services will have a detrimental impact on the number of Home Fire Safety Checks and other interventions carried out by the Authority.
 - c. That the closure of the Charity was necessary due to the cuts to public sector spending (Fire and Local Authority) and the requirements placed on the Authority to set a balanced budget.

Introduction and Background

3. CRIS have provided a commissioned service for MFRA since January 2002 (when working under the auspices of 'the Friends of the Fire Service').
4. CRIS has been a valued partner of Merseyside Fire and Rescue Authority (MFRA) and during that time has made a considerable contribution, not only to the priorities of the Authority but, to those of the wider communities of Merseyside.
5. The work of CRIS staff (both paid and volunteers) has included the installation of smoke alarms, de-cluttering, providing access to work for the most vulnerable, running summer camps, removing bonfire material or installing

safety equipment and they have always been fully committed to the work of the Merseyside Fire and Rescue Service, particularly when assisting those who are less fortunate and vulnerable.

6. Along with many other charities CRIS have found themselves under ever increasing financial pressure.
7. At the same time MFRA has had to demand higher levels of productivity and accountability and as such have had to consider in detail the overall funding that is available to support the work of CRIS beyond that already provided by the Authority. This has been difficult but necessary and the Authority has tried to explore a multitude of options to continue to support their services, as have other supporters of CRIS.
8. It is against a backdrop of financial austerity that CRIS have faced a diminishing demand for their services. This is not because the demand isn't there as it is evident it is given a number of high profile incidents that have occurred recently; rather the funding is simply no longer available.
9. As a result the Board of CRIS has made a decision to cease trading as the financial support for them and many other charity and third sector organisations is no longer available.
10. This report acknowledges the work of the charity's trustees, staff and volunteers, who have had a remarkable impact across Merseyside and they will have saved numerous lives during their service.
11. Organisationally the Authority will have to consider how to deal with the vacuum left by CRIS. Officers have commenced work on proposals which would enable costs to be reduced whilst maintaining some capacity.
12. 'Volunteer growth' has been captured within the 2017-2020 IRMP.
13. In the short term Officers will seek to re-establish a volunteer model and explore how the Authority could further increase apprentice provision in light of the apprenticeship levy.
14. Fittingly CRIS were formally recognised for their contributions in making Merseyside safer by the Chair of the Authority and Deputy Chief Fire Officer through the provision of certificates of recognition.

Equality and Diversity Implications

15. None contained within this report,

Staff Implications

16. At this time some of the requests for service that had previously been fulfilled by CRIS are being addressed by MFRS Staff on other duties.

17. It has been agreed that internal MFRA vacancies will be open to CRIS staff for a period of three months.
18. Support will be provided to CRIS staff in order to afford them the best possibility of securing a role elsewhere i.e. CV Writing and interview skills.

Legal Implications

19. CRIS has informed MFRA that the decision to cease trading has been discussed and ratified at its Board meeting.

Financial Implications & Value for Money

20. The commissioned service provided by CRIS was £195,000 per annum.
21. Costs incurred by CRIS have been re-charged to the CRIS account
22. Any future capacity building should be funded through savings identified above.

Risk Management, Health & Safety, and Environmental Implications

23. Potential to leave low risk referrals un-managed could increase the Authority risk profile.

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

24. By continuing to deliver low risk home fire safety checks and engage with volunteers MFRA will continue to educate the communities about the risk of fires in the home. More fire safe communities reduce the potential for fires resulting in less calls for emergency fire and rescue service resources.

BACKGROUND PAPERS

N/A

GLOSSARY OF TERMS

MFRS	MERSEYSIDE FIRE AND RESCUE SERVICE
FSN	FIRE SUPPORT NETWORK
CRIS	COMMUNITY RISK INTERVENTION SERVICES

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	FIRE AND RESCUE AUTHORITY		
DATE:	26TH JANUARY 2017		CFO/11/17
PRESENTING OFFICER:	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	AM KEEN	REPORT AUTHOR:	GM OAKFORD
OFFICERS CONSULTED:	AM KEEN, GM RYDER, SM HILL AND KAREN METCALF		
TITLE OF REPORT:	SUPPORTING THE SYRIAN RESETTLEMENT PROGRAMME		

APPENDICES:		
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Purpose of Report

1. To inform Members of the contribution made by Merseyside Fire and Rescue Authority in relation to the Syrian Refugee Resettlement Programme.

Recommendation

2. That Members endorse the content of this report and note the ongoing support.

Introduction and Background

3. The UK Government is committed to supporting the Syrian Vulnerable Person Scheme and intends to resettle 20,000 Syrians identified as in need of protection during the lifetime of the current Parliament.
4. The UK is at the forefront of the response to the crisis in Syria and this expansion is part of the comprehensive approach designed as far as possible to help refugees in the region but recognising that for some vulnerable people the only solution is to bring them to countries like the UK.
5. The Home Office and Department for Communities and Local Government will be working with and supporting Local Authorities across the UK including those within the Liverpool City Region.
6. Knowsley Metropolitan Borough Council (KMBC) has taken the lead locally and has welcomed the first cohort of 25 people (5 families) with a further 25 people (6 families) expected this month.
7. It is understood that KMBC will develop the “best practice” model for adoption by others involved in the scheme.

8. Other Local Authority areas will come online during 2017 including Liverpool, Sefton, St Helens and Wirral (350 people in total).
9. This scheme is in addition to other aspects of people movement including asylum seekers and economic migrants.
10. In response to the anticipated challenges faced in introducing the scheme MFRA were approached by KMBC in order to request the support of our Arabic speaking Bi-Lingual Advocate (Suzanne Hazza) in order to successfully integrate the first cohort of Syrians Refugees into Knowsley.
11. The work would require Suzanne Hazza to work within the KMBC multi-agency team.
12. As part of our commitment to the scheme officers agreed to support the pilot as an active and engaged stakeholder for an initial period of 4 months. KMBC has now asked for an extension to the programme for a further 6 months and have agreed to support full costs for the post.
13. Feedback thus far, on Suzanne's contribution has been highly commendable by KMBC who is considered a valued team member but also an ambassador of MFRS.
14. There have been other tangible outcomes following our engagement in support of people movement including the points below. This has been shared with the Syrian Resettlement Community Support Officers (Home Office) and the North West Regional Strategic Migration Partnership (LGA).
 - Prevention Officers delivering presentations to Merseyside Local Resilience Forum.
 - Prevention & Protection Officers supporting housing partners (SERCO) who have responsibility to house asylum seekers (City wide).
 - Prevention Officers supporting Liverpool City Council Strategic Cohesion Panel and Asylum Seekers and Refugee Group.
 - Raising awareness of MFRA prevention services and safe haven scheme.
 - Response to fire related incidents (Operational and Community Reassurance).
 - Young people accessing Princes Trust Programmes via Asylum Link.

Equality and Diversity Implications

15. Community Prevention has a current EIA, however this will be refreshed in line with the new Functional Delivery Plan for 2017/18. It will include engagement with new communities.

Staff Implications

16. Suzanne remains directly supported by her line manager and via periodic meetings with MFRA and KMBC Officers. Outcomes are reported back by Justin Thompson – Assistant Executive Director for Neighbourhoods.

Legal Implications

17. The People and Organisational Development Directorate (POD) have advised upon and managed the secondment process.

Financial Implications & Value for Money

18. There are no other resource implications beyond seeking agreement on supporting this secondment on a full time basis for a further six months at full cost recovery.

Risk Management, Health & Safety, and Environmental Implications

19. Community Risk Management understand and are aware of the Protecting Vulnerable Persons Agenda and horizon scan to ensure all threats, harm and risk to people is mitigated where possible.
20. This secondment does not mean that MFRA loses a valued skill. If the necessity requires MFRA can call upon Suzanne for a high risk home visit, community reassurance or in any circumstance if translation services are required.

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

21. MFRA continues to engage with a wide range of fire and rescue service and non-fire and rescue service partners to actively promote the concept of enhanced safety from fire, and to encourage cooperation and partnership working on shared ambitions.
22. As part of the integrated programme fire safety advice will be provided as part of the integration process.

BACKGROUND PAPERS

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	26 JANUARY 2017	REPORT NO:	CFO/004/17
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:			
TITLE OF REPORT:	SERVICE DELIVERY PLAN AUGUST TO NOVEMBER 2016 UPDATES		

APPENDICES:	APPENDIX A:	FUNCTIONAL PLAN UPDATES AUG-NOV 16
	APPENDIX B:	KPI/LPI UPDATES AUG – NOV 16

Purpose of Report

1. To request that Members scrutinise performance against the Service objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2016/17 for the period August to November 2016 including cumulative reporting from April to November 2016.

Recommendation

2. That Members note and approve this Service Delivery Plan update.

Introduction and Background

3. The 2016/17 planning process began in January 2015. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the Integrated Risk Management Plan (IRMP) and Service Delivery Plan.
4. The August to November Service Delivery Plan Performance Report for 2016/17 is the document that reports and updates on the IRMP, Service Delivery Plan action points, Functional Plan action points and Benchmark Performance Indicators against the targets that were approved by Members in March 2016.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

6. In March 2016 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance measures would be grouped in the following way:
 - Benchmark/Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are new, and where possible we have included historical data to measure performance.
 - Service Plan outcomes - Key Performance Indicators
 - Tier 1 Outputs – contributory outcomes and Local Performance Indicators
 - Tier 2 – Output - Local Performance Indicators
7. Performance indicators have been grouped according to incident type:
 - Dwelling fire
 - Non domestic property fire
 - Anti-social behaviour and other fire
 - Road traffic collisions
 - Special Service
 - Fire alarms
 - Staff welfare, risks and competency
 - Estates
8. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
9. The format has been designed to give a clearer illustration of how the Service is performing against Key Performance Indicators (KPI's). KPI's are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks we deliver and especially to those most at risk, which we have recognised are the over 65's.
10. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meeting of Area Managers, Directors and relevant Functional managers. The group is chaired by the Deputy Chief Fire Officer. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
11. All performance for April to November 2016 is covered in detail in the appendices to this report.

Equality and Diversity Implications

12. Equality and Diversity actions form part of the Service Delivery Plan and each action is equally impact assessed as appropriate. Performance against Equality

Objectives is included in the twice yearly Equality and Diversity update reports that are submitted to this Committee.

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

16. 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.
17. 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

18. 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*

19. The Service Delivery Plan is the primary method by which the Authority delivers its objectives in order to achieve its Mission.

BACKGROUND PAPERS

CFO/072/16 Service Delivery Plan update April to July 2016

GLOSSARY OF TERMS

MFRA Merseyside Fire and Rescue Authority

MFRS Merseyside Fire and Rescue Service

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SERVICE DELIVERY PLAN 2016-17

August to November 2016 Report



SERVICE DELIVERY PLAN – 2016-17 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

<p>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.</p>	<p>Scoping document and technical report containing outline requirements for the development have been presented to Estates, architect and Area Manager Preparedness. Report refers to requirements for TDA and Croxteth fire station sites.</p>
<p>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.</p>	<p>Departmental meeting held to review options. Linking in with multi agency under Joint Emergency Services Interoperability Principles (JESIP) doctrine within Local Resilience Forum workstreams. Work ongoing on the Fire Control working party with the representative bodies.</p>
<p>FP-16/17-1.3 Cross directorate review of operational uniform and support staff uniform.</p>	<p>Uniform project group established and first meeting held on 21 September 2016 where a proposal was agreed for a uniform for operational day rig and day wear. This proposal is being submitted to Operational Scrutiny for consideration on 6th January 2017. The next project team meeting is to be held on 30 January 2017 to discuss support staff uniform.</p>

OPERATIONAL RESPONSE:

<p>FP-16/17-2.1- Ensure that we maintain the health, safety and welfare of all Merseyside Fire and Rescue Service staff.</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>FP-16/17-2.2 Continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response function.</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>FP-16/17-2.3- 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.</p>	<p>The planned roll out of the phase 2B system enhancements has slipped into quarter 4 following some technical challenges at the suppliers end. Currently 38 of the planned 42 system changes have been signed off in user acceptance testing (UAT) as complete with the final 4 scheduled for release into test in early January. Once UAT is completed the enhancements will be deployed into the live environment and staff will be able to access them.</p> <p>The deployment of the application upgrades will allow for a review into Time and Resource Management to commence in quarter 4 which will guide future decisions as to the structure and functions of the team.</p> <p>Response has led the review of the operational response provision as we</p>

	<p>planned towards 2020 utilising the fire incident response simulation (FIRS) software to analyse potential options. The outcome of this work having been scrutinised and developed by SMG has now formed the basis the response planning within IRMP 2017-20.</p>
<p>FP-16/17-2.4- 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.</p>	<p>24 hour wholetime retained working at Kirkby, Eccleston, Birkenhead & Wallasey and day crewing wholetime retained working at Aintree and Kensington has been in place for over 3 months. Both systems have been supported over this bedding in period with guidance developed to assist staff working these systems.</p> <p>Work in ongoing to finalise arrangements for the allocations of recruits from course 1/2016 which will provide a further 2 days crewing wholetime retained pumps.</p> <p>Agreement has been reached over introduction of flat single payment for completion of detached duties with implementation planned in quarter 4. Response continue to support the consultation management with this project and will assist in ensuring all other relevant departments have updated policies and procedures to reflect this new way of working.</p>

PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p>FP-16/17-3.1- Continue to deliver a comprehensive workforce strategy.</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>FP-16/17-3.2- Implement and evaluate the organisational Capability Procedure and revised Absence Management process.</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>FP-16/17-3.3- Continue to introduce flexible contracts and working.</p>	<p>This work is ongoing and embedded within the next three year recruitment strategy</p>
<p>FP/16/17/3.4- Deliver a support staff review.</p>	<p>This has been completed for financial year 2016 / 17. Further work will begin in April 2017</p>
<p>FP/16/17/3.5- Continue to develop a range of strategies to improve fitness and wellbeing.</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>

PREVENTION:

<p>FP-16/17-4.1- 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.</p>	<p>We continue to deliver HFSC's, to date in this reporting year operational crews have delivered over 35,000 (60% targeted at aged over 65's). Advocate performance is up 50% in this reporting year in terms of reaching high risk people. There has been extended engagement with health partners and carers this has generated referrals for advocates in addition to the profile of hoarders (following a fatal incident). We continue to use social media platforms to engage communities and support Fire Kills campaigns.</p>
<p>FP-16/17-4.2- 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.</p>	<p>“Each Local Authority Community Safety Partnership (CSPs) has anti-social behaviour as a thematic priority. MFRS has a senior officer representative within each of the respective CSP’s and the officers work with partners to identify priority areas/wards and coordinate assets to prevent and or reduce anti-social behaviour.</p> <p>There has also been extensive work done to mitigate the effect of industrial scale illegal fly tipping and associated secondary fires (Lead Agency - Environment Agency via the local resilience forum).</p> <p>The Service has also seen an increase in deliberate vehicle fires which is largely attributable to organised crime gangs arson attacks and or scrambler bike fires due to use of smart water tactics by Police.</p> <p>This quarter also contained the bonfire period which was particularly challenging this year due to the effect of austerity on partners, the key nights being over a weekend and the unusually dry weather (see full bonfire report for further detail).</p> <p>A proportion of the Arson Advocates workload has increased with the agreement to complete all gold and silver Multi-agency Risk Assessment Conference (MARAC) and Independent Domestic Violence Advisers (IDVA) high risk referrals as part of the Community Safety Partnership’s/Police and</p>

	<p>Crime Commissioner’s priority for domestic abuse (additional information can be provided on request).</p> <p>Actions, progress and case studies are reported via the Partnerships and Knowing your Communities meeting and performance against the deliberate secondary fires is 146 below the 3353 cumulative target.”</p>
<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.</p>	<p>We have had extended engagement with a number of partners including Whiston Hospital and Addaction as part of the work to identify vulnerability. We will be evaluating the VPT, one proposal will be to create 4 x VPT hubs to continue to enhance our offer and uplift performance. Work continues around SAFE and Well, we will be communicating to staff in Q4 and implement with advocates from April 2017 in line with IRMP proposals.</p>

PROTECTION:

**FP-16/17-5.1 –
Develop and embed operational fire safety through the new Protection Watch Manager role. Introduce the Simple Fire Safety Assessment to operational crews.**

Action 1

The Protection Response Officers team is still under establishment with only 2 of the team of 4 being able to respond. As such the team is only available on 2 days in the week (Monday to Thursday) and 2 weekends per 4 week cycle (weekend cover Friday 5pm until 9am Monday morning)

Additional Watch Manager development has been identified with 1 member of the team successfully completing the **ICL2** course. Further development opportunities are planned for the new year including enhanced legal training.

Action 2.

Operational Protection capacity is prioritised on delivering Simple Operational Fire Safety Audit (SOFSa) training, this has prevented any opportunities to deliver the remaining **FiBE** modules and this action is unlikely to be achieved in this fiscal year.

Action 3.

SOFSa training is continuing to be delivered to response personnel. Currently we have completed all the training to Sefton district and continue to deliver in the Wirral and have completed approximately 80% within that district.

SOFSa training and implementation is under review to explore how current limitations in the establishment can be overcome in order to achieve the April deadline for full Service implementation across all Fire Stations

Action 4.

Progress has been made on linking Protection Response to Operational Preparedness and plans are being shaped that will see Protection scenarios and support built into the Services exercise programme.

<p>FP-16/17-5.2 – 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.</p>	<ol style="list-style-type: none"> 1. The Business Fire Safety Advisers recruited in October have completed their Fire Safety Foundation Course and have commenced Business Fire Safety Campaigns including Fireworks licenced premises during the Bonfire Period. 2. The Chief Fire Officers Association short audit form is now established in MFRS Protection and is up and running as normal business. 3. No work to date, whilst Government have raised the generic issue of benchmarking to date the Home Office has retained the previous model of performance reporting inherited from Communities and Local Government (CLG).
<p>FP-16/17-5.3 – Support business fire safety compliance by developing actions arising from the Engaging with Business seminar. Further develop and embed the HeritProt¹ strategy.</p>	<ol style="list-style-type: none"> 1. Scoping for a proposal for research funded by profits from last year's Engaging with Diverse Businesses conference to be conducted by a firefighter as part of her Masters study. The subject of the study is to focus on investigating the barriers to ethnic business in engaging with fire safety regulators. 2. The heritage exercise programme got off to a good start however the autumn exercises were cancelled by the hosts (Liverpool Museums) due to emerging priorities independent to the exercise programme. These exercises have now been scheduled to run in 2017.

FINANCE:

<p>FP-16/17-6.1- Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals.</p>	<p>2016/17 Budget - Savings for 2016/17 fully implemented</p>
<p>FP-16/17-6.2- 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.</p>	<p>Successfully completed all 2015/16 work within the proposed deadline for 2017/18. Task completed.</p>
<p>FP-16/17-6.3- Continue to develop the production of monthly reports for the Identification of pensionable pay for FPS92, FPS06 and FPS15.</p>	<p>Task completed and reports now being sent to YPS on a monthly basis</p>

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LEGAL:

<p>FP-16/17-7.1- Provide an improved legal service to fire stations in the community.</p>	<p>The legal team has visited and provided ;legal advice to several stations and this will continue in the next year</p>
<p>FP-16/17-7.2- Continue to provide timely legal support throughout the current station mergers project and any future projects.</p>	<p>Station mergers are ongoing and legal support is provided on a continuous basis.</p>
<p>FP-16/17-7.3- Provide training and development to departments of the Authority where identified as required to ensure effective and efficient service provision.</p>	<p>Training is being provided on the Regulation of Investigatory Powers Act 2000 and other issues as required and identified.</p>

Procurement:

<p>FP-16/17-8.1- Support corporate priorities and work to ensure the successful delivery of priority work programmes.</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>FP-16/17-8.2- Identify efficiencies and implement improvements in procurement activity.</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>FP-16/17-8.3- Foster greater collaborative partnerships with other public sector organisations.</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>

Democratic Services:

<p>FP-16/17-9.1- 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</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 have explored ways in which the Modern.gov system could be used more widely. For example, the system is now set up to administer meetings of the Local Pensions Board, as well as for managing other internal reports which undergo a sign-off process.</p>
<p>FP-16/17-9.2- Continue improving Authority member engagement with all groups of staff.</p>	<p>Members' station visits have continued. In October, Members visited Croxteth Fire Station followed by a visit to the Training and Development Academy where they met the current recruits and engaged with support staff based there. In November Members visited Aintree and Kensington Fire Stations.</p> <p>Sessions have been arranged for Members to visit and engage with Fire Control staff in January.</p> <p>A poster is being produced for distribution to all Authority premises, which will include photographs of Authority Members and information regarding the role of the Authority and were signposting people to the relevant pages of the website for additional information.</p> <p>Authority Members have provided responses to several questions, which will form the basis of future articles for the "Hotnews".</p> <p>In addition, links to any new Committee Agenda's published are now included in "Message of the Day".</p>
<p>FP-16/17-9.3- Create an Intranet Portal page specifically for Authority members to enable easy access to relevant information from one place.</p>	<p>Following discussions with Strategy & Performance; and due to issues encountered with equipment and security, it was agreed that information for Authority Members would be contained within the Website rather than the Portal. This action is therefore on hold at present, pending the development of the new Website</p>

Strategy & Performance:

<p>FP-16/17-10.1- Continue to embed Equality and Diversity excellence into the organisation.</p>	<p>1.1 work continues on the E&D training package. Content has been created and it currently being tested. Discussions are ongoing on the best platform for the training.</p> <p>1.2 Staff survey feedback is being gathered to inform next steps.</p> <p>1.3 The process of gathering evidence against the requirements of the framework has commenced. There is some uncertainty about the future of the current framework and peer assessment process and this is connected to national work currently ongoing to develop a set of standards for the fire and rescue service and the creation of a fire inspectorate. As a result of these uncertainties, it is considered that it is not a cost effective exercise to go through a peer review until the future arrangements have been agreed. MFRS would be keen to consider taking part in any pilot assessments linked to new arrangements. It is important to continue with the self-assessment process to prepare MFRA for future assessments, but most importantly to ensure that the Authority can continue to demonstrate compliance with the Public Sector Equality Duty and work towards achieving its own Equality and Diversity objectives.</p>
<p>FP-16/17-10.2- Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.</p>	<p>2.1 Following the implementation of the new governance arrangement for new and replacement application, 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 which will be made available on MDTs (mobile data terminals). 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 early next</p>

	<p>year. Some examples are: new website, fuel management application, station management system, payment gateway, and compliance application.</p>
<p>FP-16/17-10.3- Develop and maintain effective communications and media management with high quality presentation and promotion of information.</p>	<p>3.1 A well received bonfire campaign combined traditional media with a strong social media approach. Short video clips were popular and this approach is being carried through to the Christmas period. MFRS first contribution to the regional newspaper for disabled people, All Together Now (alongside GMFRS) provided an opportunity to take a very prominent double page spread in the paper to highlight services for disabled people.</p> <p>Some major and high profile incidents during the period, including a dockland waste recycling incident and fatal fires, placed high media liaison demands on the team and highlighted the impact that reacting dynamically can have on day to day coms work. Despite this, the team worked well with partner organisations to warn and inform the public and communicate extensively through social and other media.</p> <p>3.3 Good progress has been made in relation to redesigning the website. Three design companies have presented to the project team and budget has been made available by redirecting previous capital spending rather than requesting new growth. The full business case is currently being developed.</p>

Information and Communication Technology (ICT):

<p>FP-16/17-12.1- 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.</p>	<p>1. On-going. In the reporting period - the Konica Multi Functional Device audit was completed - Enhanced telephony resilience delivered to Fire Control 2.The ICT Strategic Framework as proposed in the Telent Managed Services Contract negotiations has been implemented and is working well. 3. In Sep 2016 the Business Relationship Manager (BRM) successfully completed a six month probation. 4. A weekly DevOps team meeting takes place. From the ICT Ops side; the BRM and a Telent engineer attend. Application Management collaborative working remains strong with clear structures for both development and governance Work on Windows 10 tablet evaluation and a Windows 10 rollout continues. 5. Azure proof of concept completed. Meetings have taken place to understand Azure billing. 6. Work has been completed and the finalised Microsoft products list has been used as part of a mini competition and initial cost estimates were fed in to the 2017/2018 to 2021/2022 Capital budget preparation</p>
<p>FP-16/17-12.2- 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.</p>	<p>The IT Health Check was undertaken in August / September and forward together with our summary guide to Home Office in November.</p> <p>The critical tasks that required immediate action or mitigation have been actioned.</p> <p>Ongoing consultation with Capita (Supplier) to ensure ICCS compliance to ESN requirements.</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 from Airwave to ESN late 2017.</p>

Assets:

<p>FP-16/17-13.1 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).</p>	<p>Ongoing feasibility works being carried out for collaboration with blue light partners.</p>
<p>FP-16/17-13.2- 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</p>	<p>All land and building has been uploaded onto Epims Individual strategies being developed for empty properties.</p>

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Strategic Change and Resources:

<p>FP-16/17-14.1- 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).</p>	<p>The estates and facilities management function continue to deliver safe effective environmentally considerate locations for our staff to work in and from.</p> <p>Asset management plans have been reviewed following the strategic decision to retain certain locations as “Days Only” staffed stations. This has required a refurbishment programme to be factored into the capital project planning cycle. The Station refurbishment planning remains aligned to the IRMP process to ensure the estates portfolio will support service delivery as new ways of working are implemented.</p> <p>The function continues to provide management and support for all the Private Funding Initiative (PFI) Stations across Merseyside, Lancashire & Cumbria Fire & Rescue Service. The PFI board have approved a review of</p>
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	<p>this arrangement to identify where savings can be achieved through a change in the resource commitment from Merseyside. This review is currently underway.</p> <p>The function continues to manage and monitor the effectiveness of the Facilities management outsource contract.</p>
<p>FP-16/17-14.2- Manage change projects to ensure that the Authority’s physical infrastructure and Ways of Working are delivered in line with value for money principles.</p>	<p>The Strategic Change and resources Function is currently delivering the following change projects:</p> <p>Blue Light Collaboration. The Corporate service review alongside Deloitte, Merseyside Police and the Office of the Police & Crime Commissioner has been completed and consultation on its proposed transformation has been taking place.</p> <p>Working in partnership with Merseyside Police and North West Ambulance Service an outline business case has been drawn up for the following areas:</p> <ul style="list-style-type: none"> • Community Risk Management • Operational Response • Operational Preparedness including Operational Planning and Training. <p>Consultation with all relevant stakeholders is taking place and the outcome of this is shaping the full business case.</p> <p>Station Change The Function continues to provide management for the three station merger projects approved by the Authority. This project aims to build three new fire stations which will facilitate the closure of six. Construction has commenced at Prescott with ongoing feasibility studies being carried out for St.Helen’s. In December 2016 Wirral Planning Committee declined permission for the build at Saughall Massie. The Authority is currently reviewing its options for this project.</p>

	<p>Emergency Services Mobile Communications(ESMCP)</p> <p>This programme will provide a new communication system for all 3 emergency services and other public safety users across the country across the country. The system will be known as the Emergency Services Network (ESN). It is anticipated that the timeline for transition will be amended to reflect delays in national delivery work streams, however a formal announcement to that effect has not been made.</p> <p>In addition the function is an active participant in the Training & Development Academy refurbishment project the scoping for which is ongoing.</p> <p>All these projects are being delivered following recognised project management methodology.</p>
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<u>Glossary of Terms</u>	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
C&C	Command and Control
CBT	Crew Based Training
NPG	National Procurement Group
CFOA	Chief Fire Officers Association
CFP	Community Fire Prevention
CFP	Community Fire Protection
CFRA	Chief Fire and Rescue Advisor
CRIS	Community Risk Intervention Services
CSP	Community Safety Partnership
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DECC	Department for Energy and Climate Change
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
EET	Education, Employment or Training
EIA	Equality Impact Assessment
ESMCP	Emergency Services Mobile Communication Programme
ESN	Emergency Services Network
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRS	Fire & Rescue Service
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump
IC	Incident Commander
ICT	Information Communication Technologies
IMT	Incident Management Team
IRMP	Integrated Risk Management Plan
IRS	Incident Reporting System
ITP	Invitation to Participate
JCC	Joint Control Centre

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

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

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SERVICE DELIVERY PLAN 2016-17:

August to November 2016

INDEX

Total emergency calls

Total incidents

Total fires

Primary fires

Secondary fires

False Alarms

Non-emergency intervention

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

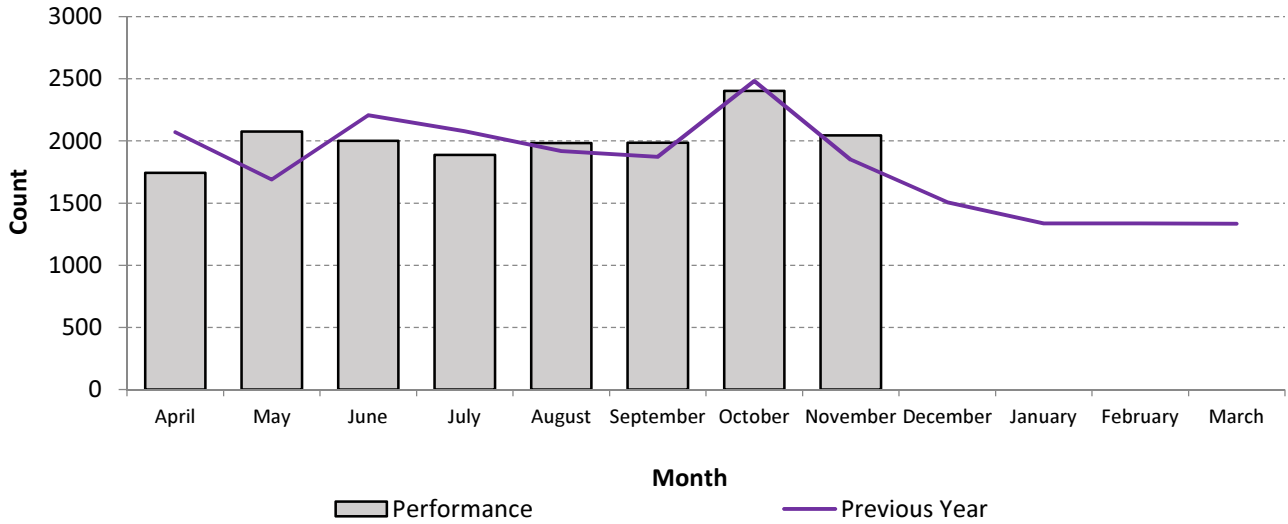
TC00 Total number of emergency calls received

Service Plan Target

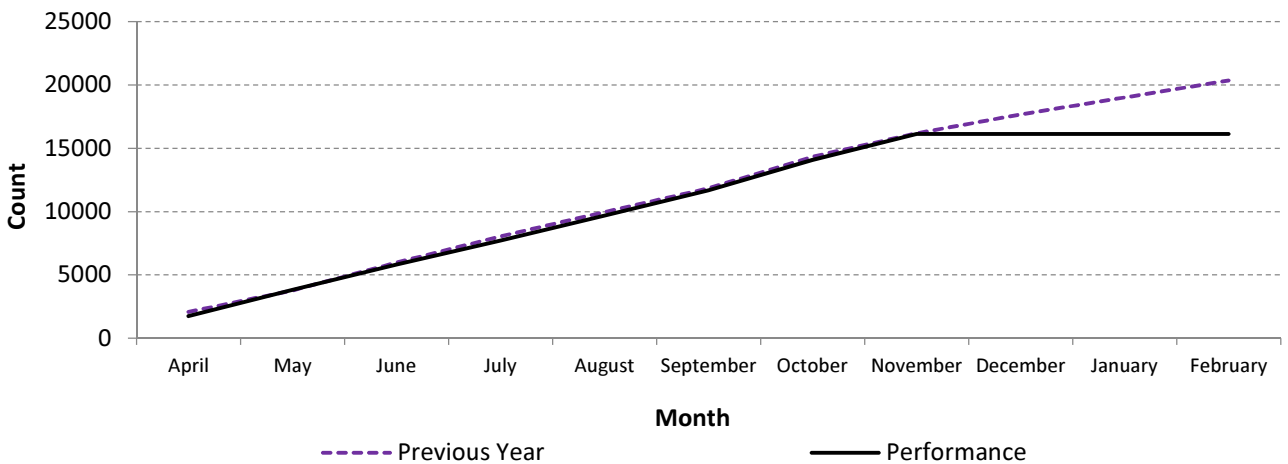
Quality Assurance

Progress to Date

16127



Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

TC00	This indicator records the number of emergency calls received by Fire Control. There is no target for this indicator it is for quality assurance only, comparing against the number of calls received for the same period last year. By the end of November 2015 Fire Control had received 16171 emergency calls compared to 16127 in 2016. Predictably, calls increased during October (2404) and November (2044) over the mischief and bonfire night period. October also had a number of large incidents including the scrapyards fire in Seaforth docks which attracted a lot of 999 calls.
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 within 10% of target at 95.3%. However the cumulative performance, to date, remains on target with 98.1% of emergency calls being answered with 10 seconds.

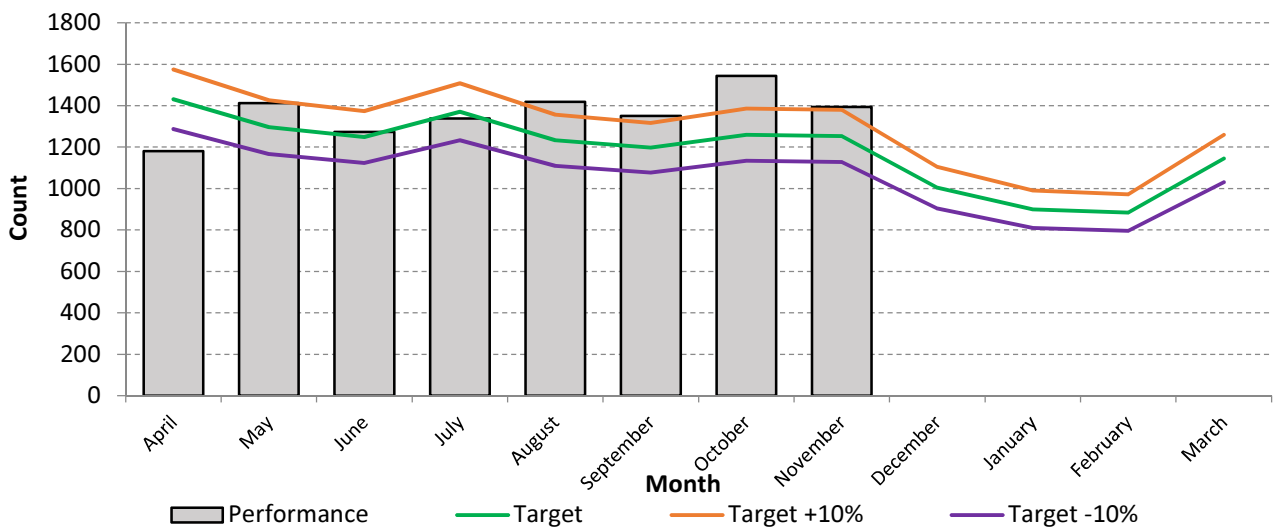
TC01 The total number of incidents attended

Service Plan Annual
Target 2016/17

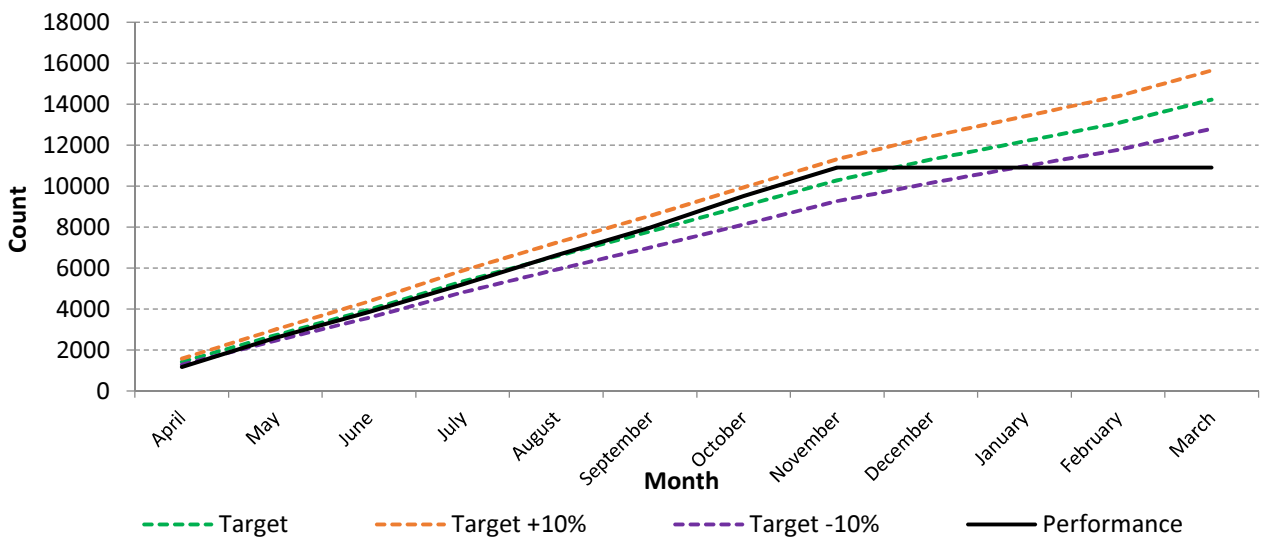
14225

Progress
to Date

10913



Cumulative Performance



TC01 Total number of incidents attended

TC01

There were 10913 incidents attended between April and November 2016 while for the same period in 2015 there were 10392. This is within 10% of the cumulative target of 10292. October had the most incidents 1413. This was in part due to the bonfire period and an overall increase in a number of incident types.

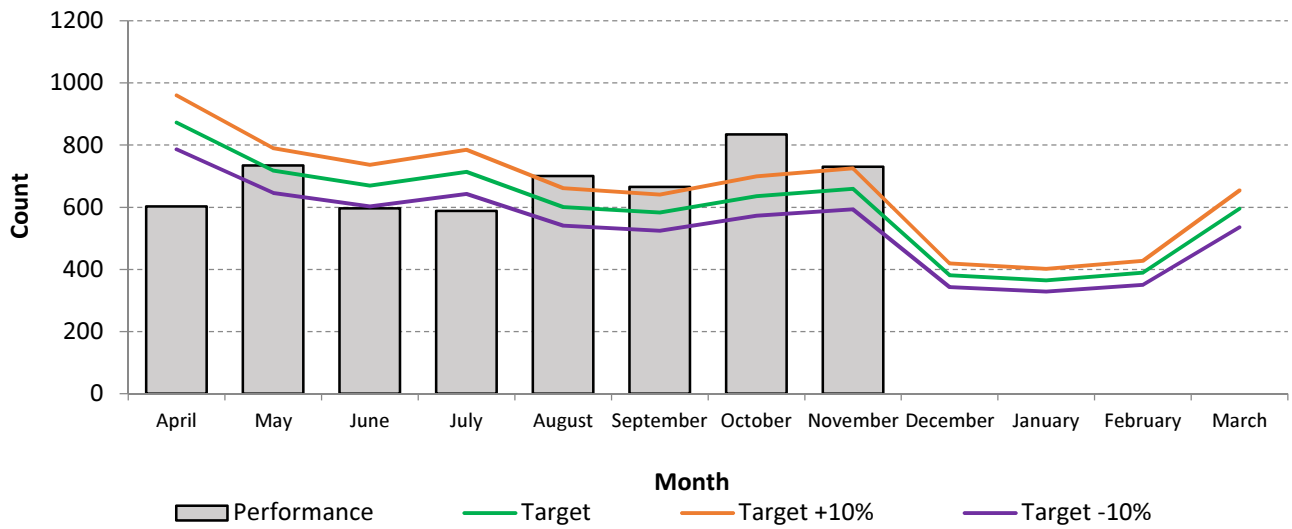
TC02 Total number of fire attended in Merseyside

Service Plan Target

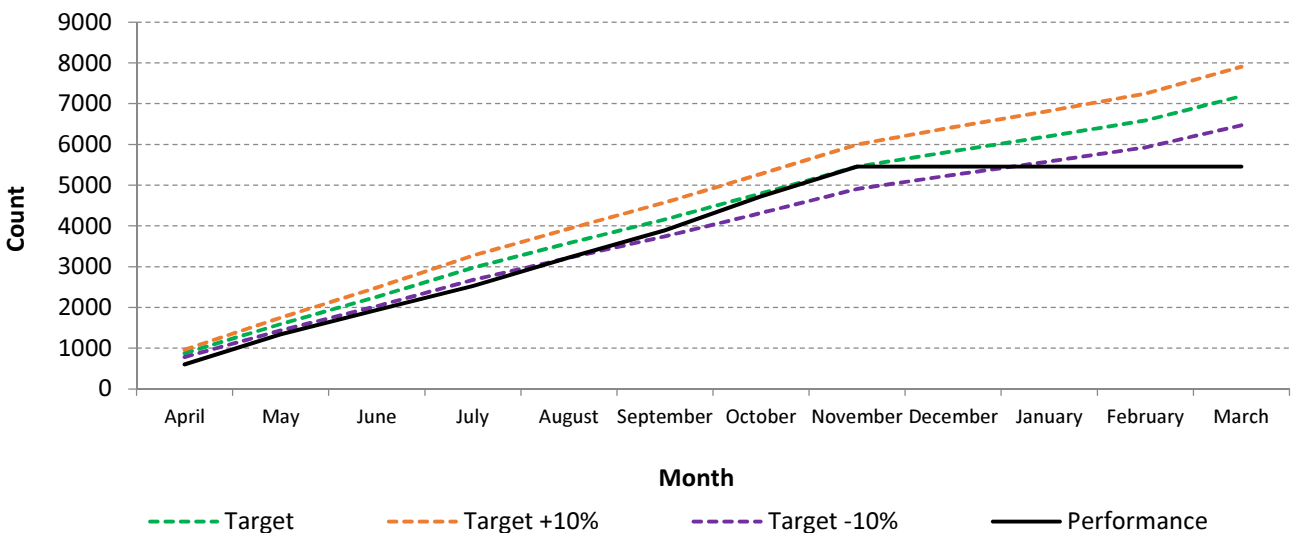
7184

Progress
to Date

5454



Cumulative Performance



TC02 Total number of Fires attended in Merseyside

TC02

There were 5454 fires attended between April and November 2016. This is 77 fewer incidents than in 2015/16 (5377). In October there were 834 fires attended, this is over 100 more than November (730). This is mainly attributable to the increase in secondary fires. Cumulatively April to November performance is exactly on target 5454.

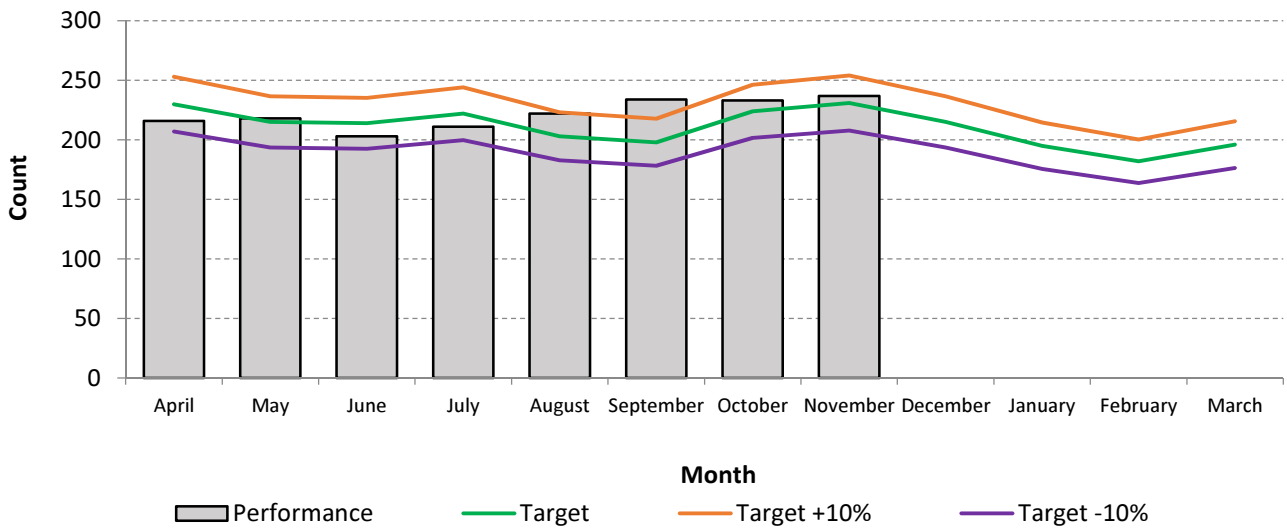
TC03 Total number of primary fires attended

Service Plan Target

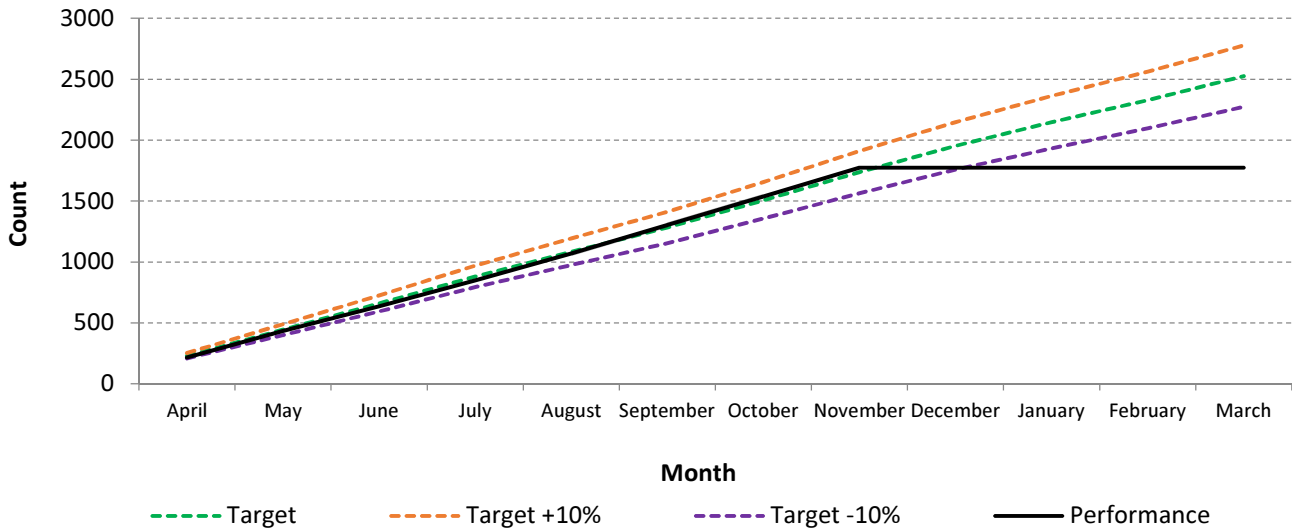
2525

Progress to Date

1774



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 November crews attended 1774 incidents, 11 more than in 2015/16 (1763) but within 10% of the cumulative target (1737).

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

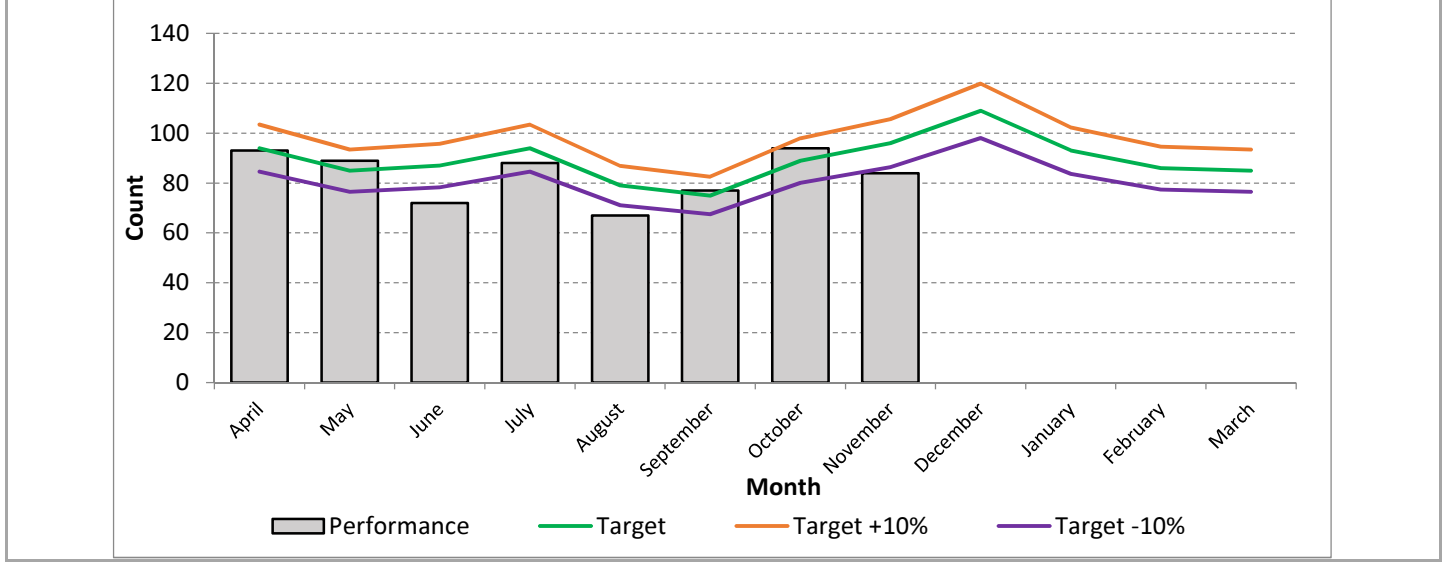
DC11	Number of accidental dwelling fires	
DC12	Number of fatalities in accidental dwelling fires	
DC13	Number of injuries in accidental dwelling fires	
DC14	Number of deliberate dwelling fires in occupied properties	
DC15	Number of deliberate dwelling fires in unoccupied properties	
DC16	Number of deaths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

COMMENTARY:

DC11	664 accidental dwelling fires have been attended by crews between April and November. This is 45 less than last year. Accidental kitchen fires in dwellings owned by Registered Social Landlords are monitored and with 119 incidents to date this is 6 less than 2015.
DC12	To date there have been 5 fatalities in accidental dwelling fires. All involved a person aged over 65 years.
DC13	There were 63 injuries in accidental dwelling fires for this period. This is 13 less than 2015/16 (76) and 13 under target (76)
DC14	The number of deliberate dwelling fires in occupied properties (119) were under the annual target (120). 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 (29) were below the annual target (35) and 10 less than at November 2015.
DC16	There have been no deaths in deliberate dwelling fires and 16 injuries which is within 10% of the cumulative target (15).

DC11 Number of accidental fires in dwelling

Service Plan Target	1072	Progress to Date	664
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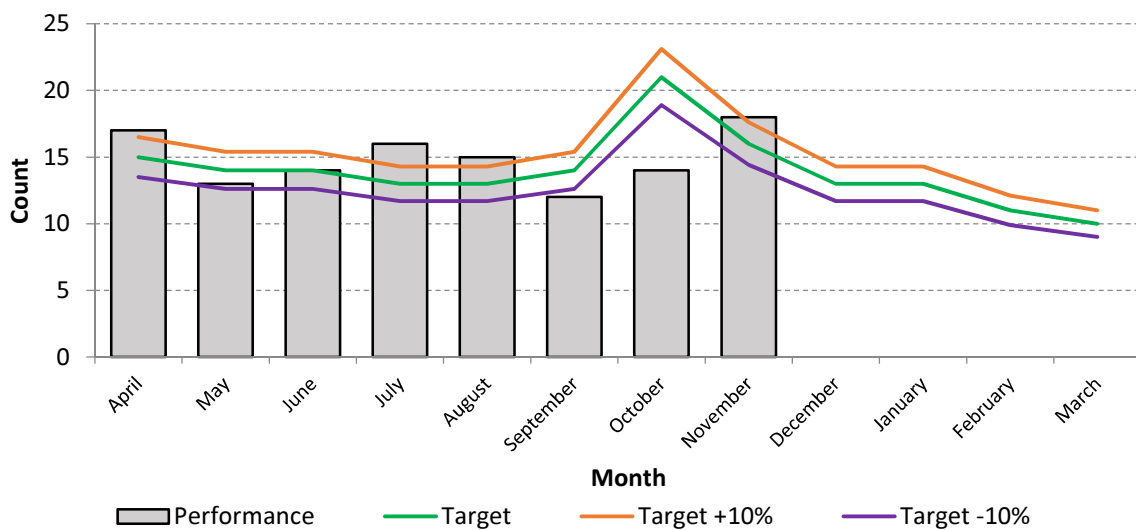
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target

167

Progress to Date

119



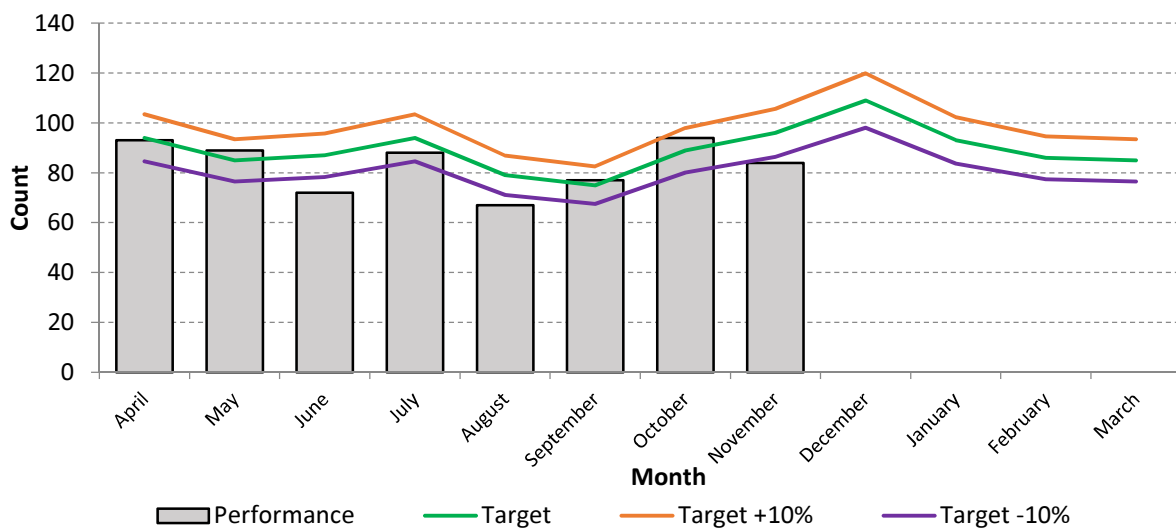
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target

48

Progress to Date

29



Home Fire Safety Checks (HFSC's)

	August	Sept	Oct	Nov
Completed by Stations	3817	4674	4107	4040
Completed by stations, prevention staff and CRIS	4751	5571	5200	5258

Operational fire crews are expected to use 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. 58% of HFSC's were delivered to homes identified from status reports in November (i.e. to homes where at least one resident was over 65).

Between April and November fire crews have delivered 33200 HFSC's, which is 10996 more than at this time last year (22204). Overall 41262 HFSC's have been carried out by MFRS to date by fire crews, prevention staff and Community Risk Intervention Services.

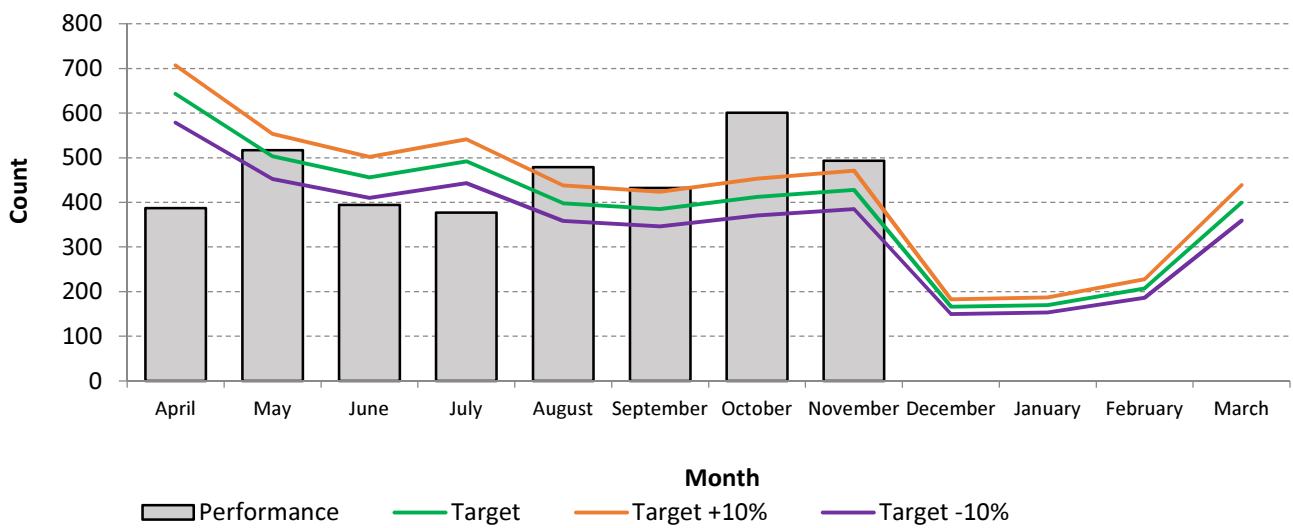
TC04 Total number of secondary fires attended

Service Plan Target

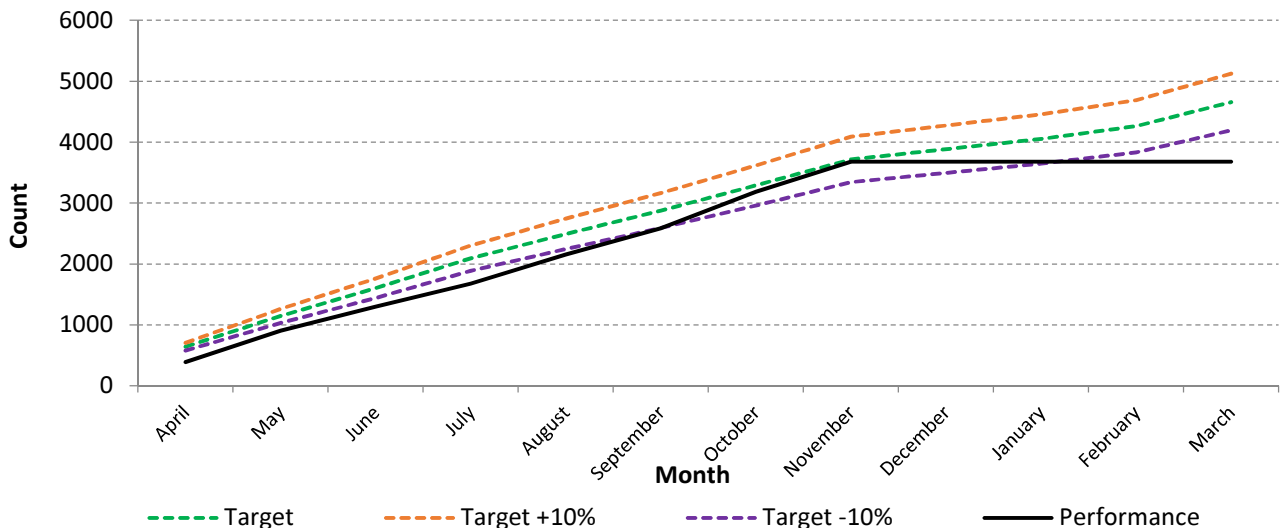
4659

Progress to Date

3680



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 30th and 31st October along with the bonfire period account for a large proportion of incidents attend. Incidents attended between 1st and 7th November (262 fires) account for 57% of incidents in November. There were 145 more incidents than in November 15.

AC13

Deliberate small anti-social behaviour fires attended (3221) were 132 below the November target and 7 less than 2015 despite the increases outlined above.

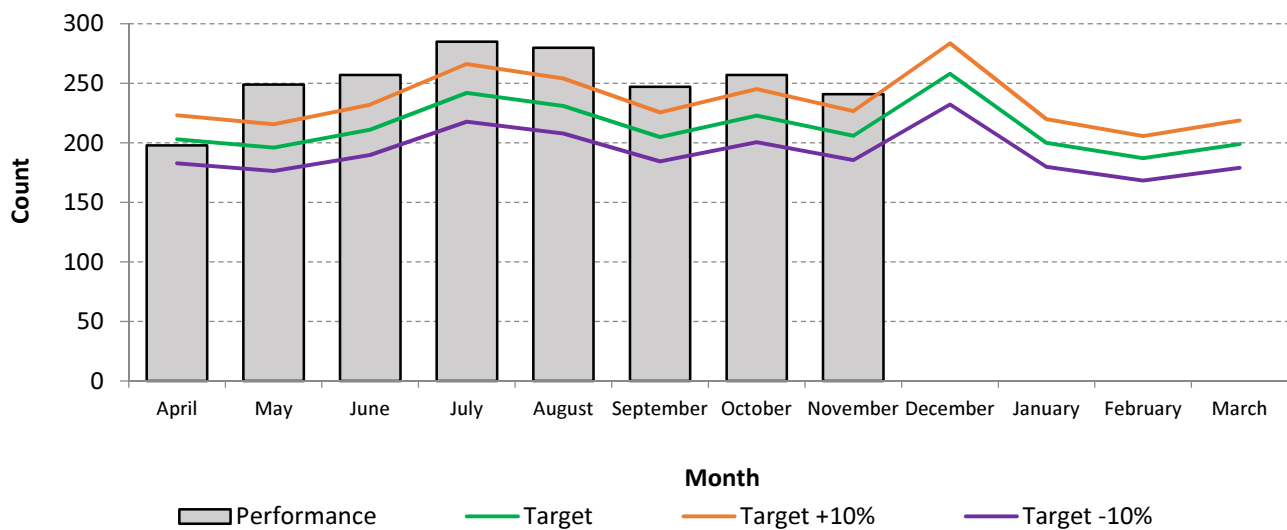
TC05 Total number of special services attended

Service Plan Target

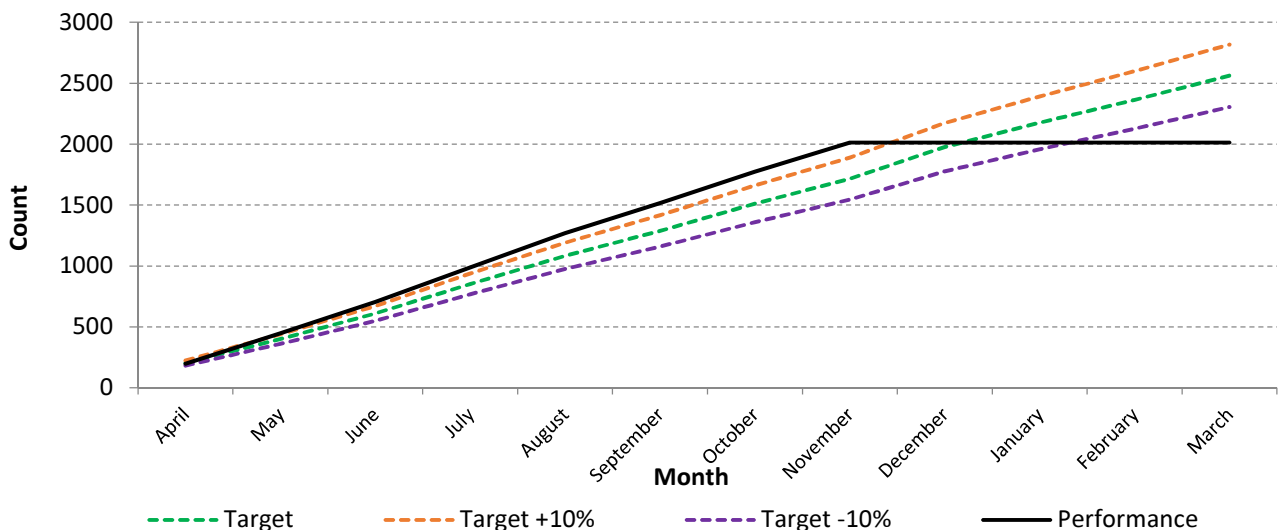
2561

Progress to Date

2014



Cumulative Performance



TC05 Total number of special services attended

RC11 Number of Road Traffic Collisions (RTC's)

TC05

The number of special service calls attended have decreased since the last report in August. However, fire crews attended 2014 special service calls between April and November this is 208 more incidents than for the same period in 2015. Emergency Medical Response was introduced in some station areas in April this accounts for 160 incidents. Road traffic collisions are included in special service calls also included are incidents such as effecting entry/exit, flooding, lift release, assisting other agencies, rescue from water and animal assistance.

RC11

The number of road traffic collisions attended (408) have exceeded the targets set each month. Eccleston (24) and Huyton (33) fire stations have exceeded the set targets by the most of all our fire stations. Huyton attended 15 incidents on motorways or the Knowsley expressway. Peak time is the evening rush hour and onwards into the night time. Sefton is the only district not exceeding targets to date.

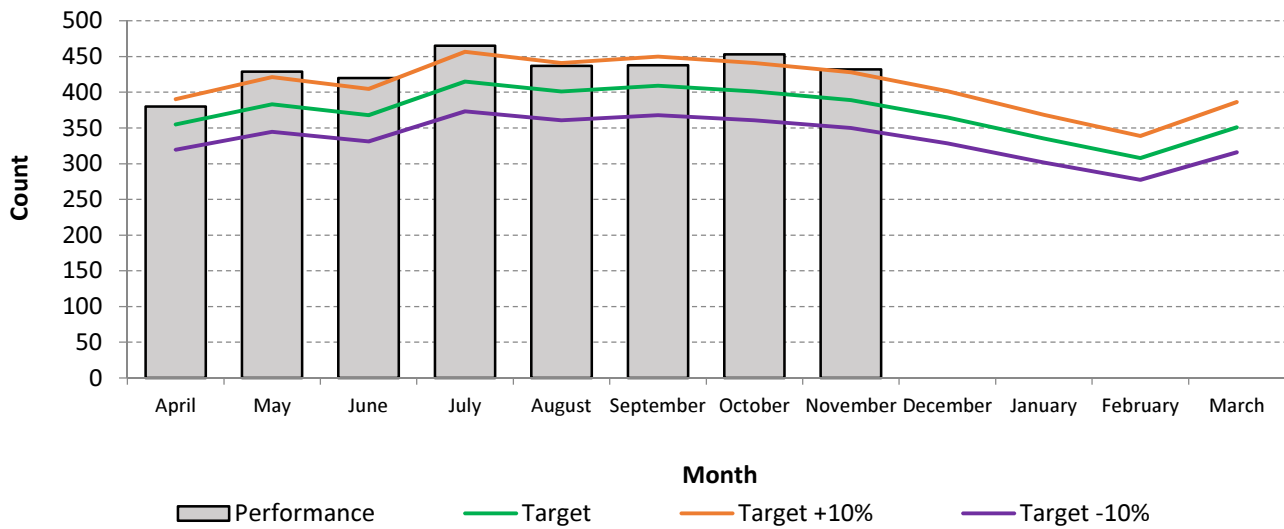
TC06 Total number of false alarms attended

Service Plan Target

4480

Progress to Date

3454



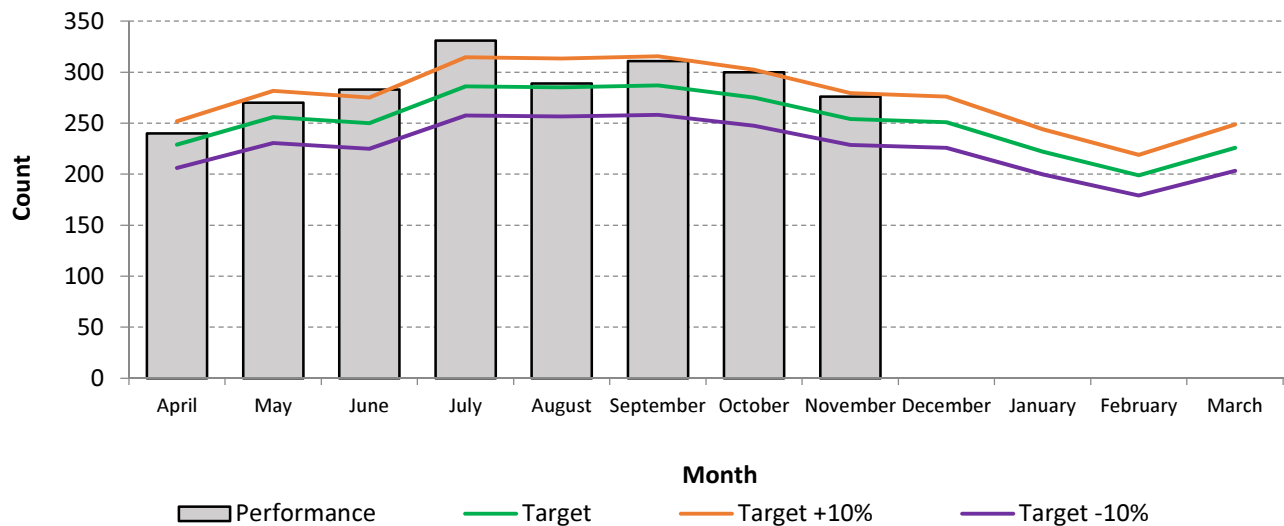
TC011 Total number of false alarms attended, discounting false alarm good intent

Service Plan Target

3020

Progress to Date

2300



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 3454 calls from April to November compared to 3121 for the same period last year. Community Risk Management 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.

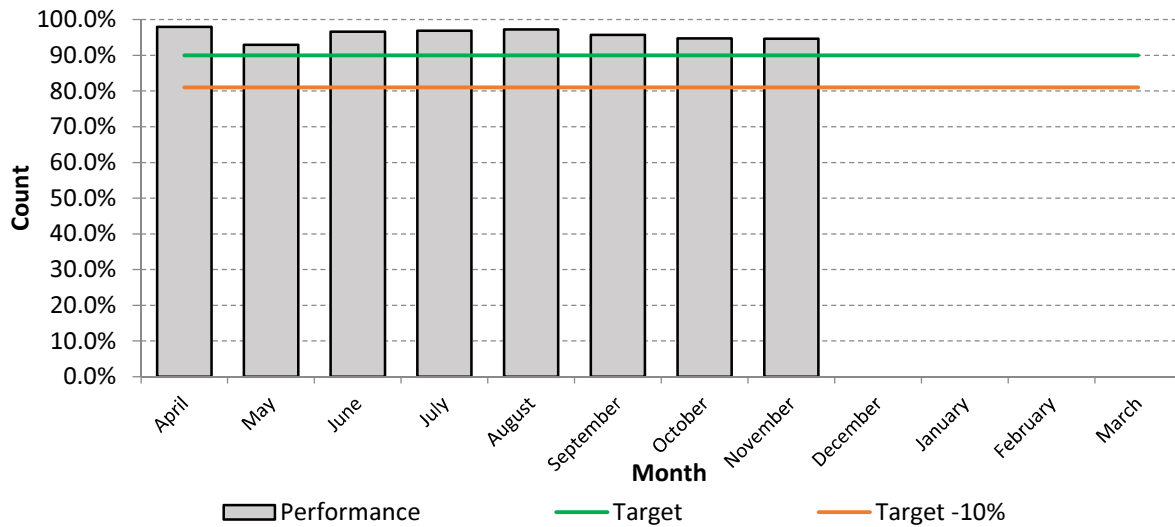
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target

90%

Progress to Date

95.8%



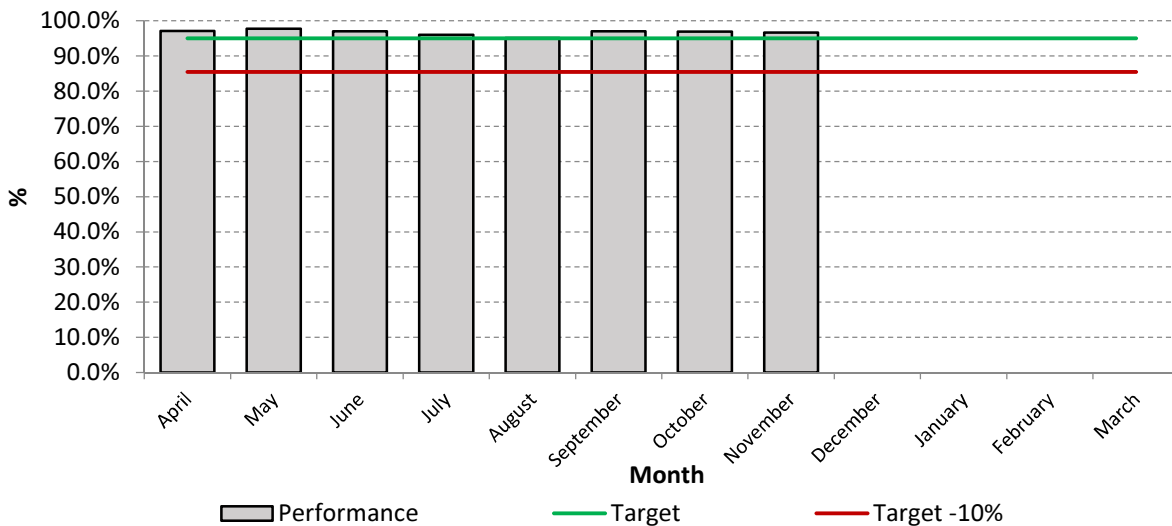
DR23 Alert to mobile in under 1.9 minutes

Service Plan Target

95%

Progress to Date

96.7%



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 a cumulative 95.8% achievement to date.

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 96.7%.

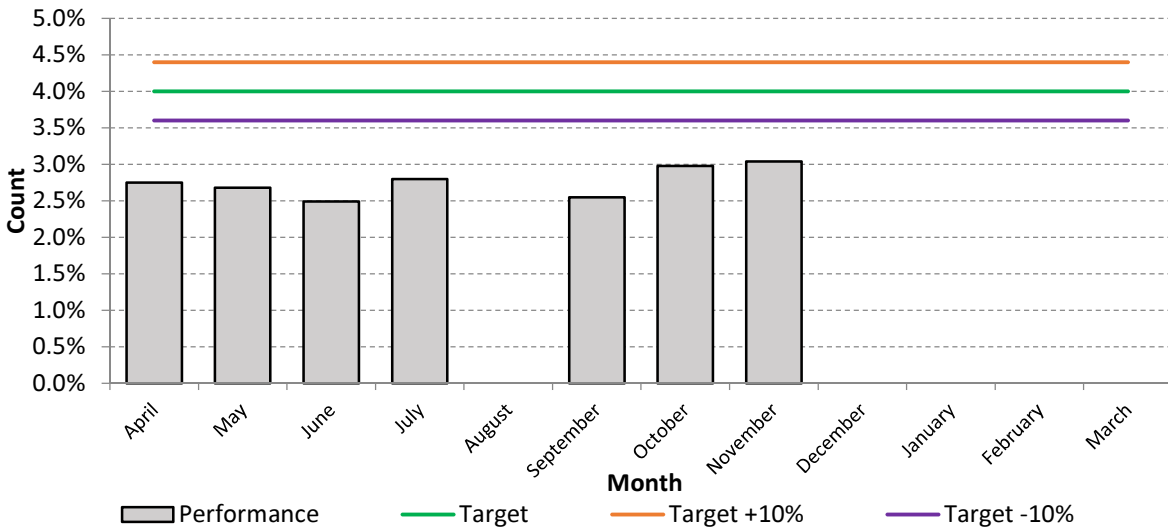
TD09 The % of available shifts lost to sickness absence, all personnel

Service Plan Target

4%

Progress to Date

3.04%



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 3.04%. This is a slight increase on the previous report but still considerably under the 4% target. However, absence among all staff has increased.

WD11 Operational staff absence is 3.18% shifts lost.
WD12 Non uniformed staff absence also increased in November but is still under target at 2.81% against the 4% target.

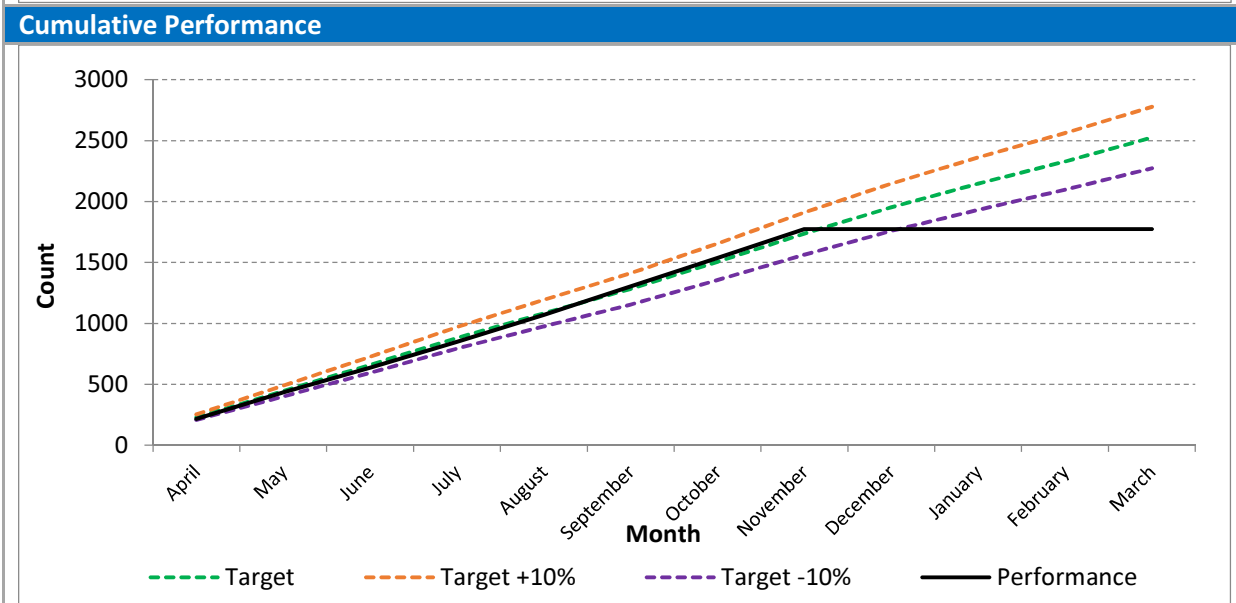
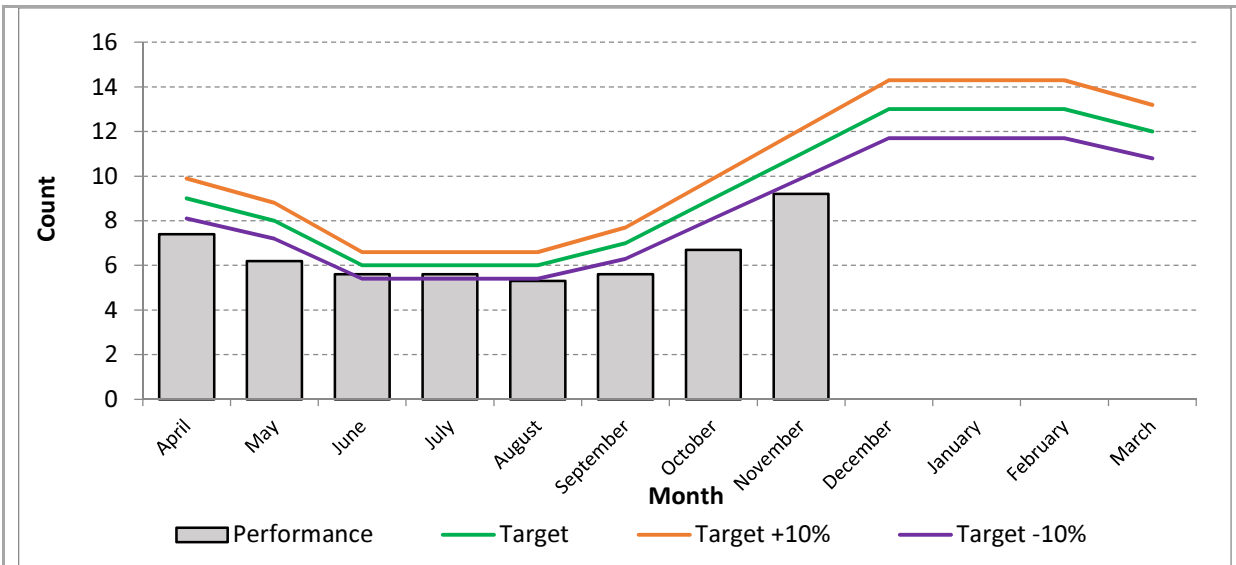
TE10 Total carbon output of all buildings

Service Plan Target

112.6

Progress to Date

51.6



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 51.6, this measurement is CO2 per metre per building, the target at November is 62. As expected as the weather gets colder energy usage is increasing.
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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	26 JANUARY 2017	REPORT NO:	CFO/010/17
PRESENTING OFFICER	DEPUTY CHIEF FIREOFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:			
TITLE OF REPORT:	CHIEF FIRE OFFICERS ASSOCIATION (CFOA) CHANGE PROGRAMME		

APPENDICES:	
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Purpose of Report

1. To inform Members of progress made in relation to the Chief Fire Officers Association (CFOA) change programme.

Recommendation

2. That Members note the content of this report.

Introduction and Background

3. Members may be aware that CFOA (the professional body of the UK fire and rescue service) has been reviewing its purpose, structure and governance arrangements for several months. The primary driver for the review is to enable CFOA to better support and advocate for Fire and Rescue Authorities (FRA's) at a national level in the light of key changes such as a move to Fire and Rescue Service (FRS) inspection and an increased focus on emergency services collaboration. CFOA has recently provided an update on progress in relation to their change programme and that update forms the basis of this report.

Intended Benefits for Fire and Rescue Authorities

4. A key role for CFOA is to co-ordinate professional Fire and Rescue Service activity across the UK in ways that provide clear benefits for FRA's. The changes being put in place are intended to maximise the value that FRA's receive for the investment they make, by providing the following benefits:
 - Development of common operating guidance to be used by fire and rescue services, ensuring best practice and services for the public. This will extend further into supporting the development of other professional standards;

- Coordination of activities to improve efficiency which will include shared activity on research and development and joint procurement;
 - A greater voice for FRAs through their representative on the National Fire Chiefs' Council (NFCC – details below) on the changes affecting operational issues in the sector;
 - Co-ordination of mobilisation to, and management of, large-scale emergencies affecting local communities (with police and ambulance services);
 - Delivering efficiencies through joint working with the National Police Chiefs Council (NPCC) where appropriate;
 - Sharing best practice on collaboration;
 - Enhanced support to professional development and operational leadership;
 - Support to workforce development activities (including diversity and retained duty systems); and
 - Undertaking benchmarking activities and supporting publication of information for the public
5. In addition to the above, officers employed by FRA's will benefit significantly from having links to networks of professional support; the ability to share best practice with colleagues; and access to centrally prepared guidance for the sector.

Drivers for change

6. There are a number of reasons for making the changes now. In these austere times, it is important to demonstrate more clearly the benefits FRA's receive from their support of CFOA. The reasons include:
- Ensuring that CFOA continues to make an important contribution to supporting FRAs and the UK Fire Sector;
 - Putting in place the capacity at a leadership level to support improved links between the fire sector and UK governments. The current CFOA operating model creates a lack of continuity, which can sometimes limit innovation and progress;
 - Currently senior leaders of CFOA are also leaders of their own organisations. This can lead to difficulties in remaining impartial and promoting inclusivity and a new operating model will help to overcome this;
 - The (expected) high level duty to collaborate with other emergency services;
 - In England, the move of responsibility for Fire to the Home Office and the emerging Fire Reform Programme; and
 - The need to ensure that the Association addresses the needs of the fire sector across the UK (i.e. including all of the devolved administrations).

Guiding Principles

7. In determining the changes to the Association that are essential, CFOA have been guided by some important principles:

- Individual FRA's are sovereign, decision-making bodies, responsible for overseeing the delivery of fire and rescue services in their area;
- Senior management teams are responsible for 'operationalising' policy decisions made by their fire and rescue authority;
- Notwithstanding the above, it makes sense to co-ordinate and support local political activity at a national level;
- It also makes sense to co-ordinate and support local professional/operational activity at a UK-wide level (CFOA's role)
- Whatever CFOA invests resources in should add value for FRA's.

Key elements of the proposals

8. The diagram in Appendix 1 sets out the proposed future fire sector model. The key milestones to enable this model to become operational are:

Establishing a National Fire Chiefs Council

9. In 2011, CFOA established the FRS Council as an effective way to engage with services and debate national strategic issues to provide a steer to the CFOA Board. CFOA now proposes to build on this success and develop the reach and influence of the FRS Council so that it provides clear professional leadership to the sector on matters such as operational guidance, research and sharing best practice and indicates to stakeholders that the sector is able to lead and manage change. Therefore the FRS Council will be renamed the National Fire Chiefs Council (NFCC), and will take on a number of new functions.
10. The NFCC will deal with issues relating to professional guidance, technical matters and operational activities and act as the professional contact between the UK fire sector and government. This model will give each FRA and their FRS a single position for the CFO/CE to influence national interests through the NFCC.
11. The NFCC will represent the whole of the UK FRS, recognising the different governance arrangements that exist, and actively work with the devolved administrations to ensure consistency, co-operation and where appropriate co-ordination.
12. The NFCC will enable greater engagement with partners such as the police, health bodies and youth services – extending and promoting the FRAs' and FRSs' strong track record in prevention and community safety.

Leadership of the NFCC

13. To build stronger relationships and improve communications with FRAs, the LGA (Fire Service Management Committee), governments and other stakeholders, CFOA has replaced the current Presidential model by a Chair of the NFCC who is a full time, paid employee with a term of office of between 2 and 4 years.

14. The longer term aim is for the costs of the Chair to be met via the Professional Partnership fee but for an initial period of up to two years, whilst the role is established and can demonstrate it adds value, the costs of the Chair will be met from CFOA reserves, rather than being funded by FRAs.
15. The role of the new NFCC Chair will be pivotal. He will be able to concentrate his time and focus on supporting the whole fire sector and securing influence with government on behalf of FRAs and CFOA Members.
16. The Chair will be supported by two, unpaid Vice-Chairs selected by the NFCC.
17. The Chair will represent the NFCC and will speak on 'operational' (not political) matters on behalf of the NFCC. It is envisaged that the Chairs of the co-ordination committees and agreed subject matter experts will be the spokespersons for specific media and information requests within their area of responsibility.

Work Programme

18. Individual FRAs set strategic priorities and policies. Within this framework, the NFCC will define and agree the operational priorities for CFOA in its Annual Plan. This will clearly demonstrate the value of the support that FRAs are receiving from CFOA's work. The plan will be shaped by incorporating the views expressed by Chief Fire Officers of local priorities and build on priorities articulated and agreed nationally by elected members (e.g. via the Local Government Association (LGA) Fire Service Management Committee (FSMC)).
19. The NFCC will be supported by strategic co-ordination committees reflecting the fire sector needs across the whole of the UK. These committees will recommend priorities to be included in the NFCC Annual Plan and then in turn would be directed by the NFCC to deliver them. The work undertaken by the strategic co-ordination committees will encompass: the deployments to meet national incidents, joint work in areas such as procurement to remove duplication and secure efficiencies, and support to the development of professional standards and guidance to improve service delivery and transparency to the public.
20. The co-ordination committees would in turn be supported by project teams, CFOA online communities and newsletters, based initially on the arrangements which currently exist. This provides a wide and expert knowledge base that all FRSs can access and avoid 're-inventing the wheel'.

Membership and Fees

21. CFOA will continue as a charity and membership association with Individual Membership open to those equivalent to Area Manager and above in UK FRSs. Membership will automatically be triggered through their employing FRA paying the Professional Partnership fee. These members will have voting rights and will be responsible for electing the NFCC Chair.

22. There is already extensive sharing of experience and best practice across the CFOA networks, providing a major resource and potentially reducing duplication and costs. All FRS employees will be further encouraged to access guidance and information, sign up for relevant communications and make full use of CFOA's extensive resources such as the CFOA Communities funded through Professional Partnership fees.

CFOA Trustees

23. With the NFCC managing its annual programme of work for the sector, the role and membership of the current CFOA Board will change. The executive Board of directors will be replaced by a Board of Trustees representing Fire and Rescue Services including those in the devolved administrations, key stakeholders and independent members. The Trustees will manage the Association including the Headquarters functions, ensure appropriate governance and have oversight of the trading activities. They will establish a Performance Committee to manage the performance of the NFCC Chair.

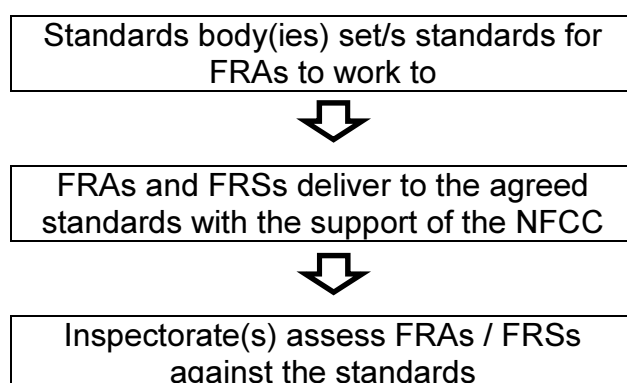
Ongoing support

24. There are a number of activities which are currently undertaken within each Service where professional and financial benefits may result from a more collaborative, shared approach. In some cases, the reduction in duplication would not only save FRAs money but would also help to promote best practice and ensure a consistent approach.
25. CFOA will continue to promote the development of national co-ordinated activities ('hubs') building on existing arrangements where possible, as well as supporting a co-ordinated national response to national emergencies and incidents.
26. CFOA will also continue to encourage the sharing of best practice regarding emergency services collaboration between FRSs and other local services to enable decisions to be made at a local level which will improve public safety and secure efficiencies.

Inspection and Standards

27. There are two further changes which are being progressed at the same time as the changes CFOA is making which will affect some parts of the UK. These are the plan to establish an independent inspectorate for Fire in England and a proposal to create a standards body to be responsible for establishing professional standards, ideally with UK wide application.
28. CFOA's changes fit with these two other elements whilst recognising that there are different arrangements in the devolved administrations.

The diagram below outlines what is intended:



CFOA working with partners

29. As now, CFOA, the NFCC and the NFCC Chair will work with partners to progress the FRAs priorities and represent their senior managers.
30. For example, CFOA is meeting regularly with representatives of the LGA FSMC to discuss future priorities and the progress of the various changes taking place in England. The NFCC Chair has been invited to attend the FSMC to update elected members on developments in the fire sector. CFOA has established regular meetings with representatives of the FSMC to progress work around the English Fire Reform programme. Elected members are also involved in the separate workstreams around standards and inspection in England.
31. Not all of the changes CFOA is making fit with the different governance arrangements in Scotland, Northern Ireland and Wales. However CFOA is continuing to explore those areas where there remains mutual benefit in continuing the support provided currently and to learn from these areas for the benefit of the whole sector.

Milestones

Autumn 2016	- Work to define the NFCC progressed
Sept – Nov 2016	- NFCC chair elected
Jan – Mar 2017	- New shadow CFOA Trustees
February 2017	- First meeting of the NFCC
April 2017	- New Operating Model goes live: Chair in role New CFOA Trustees NFCC fully operational

Equality and Diversity Implications

32. There are no specific equality and diversity implications resulting from this report. There are however, opportunities for MFRS to be involved in the process of developing the new standards (in this and other areas) and in influencing the development of inspection and peer review. Representations have already been made to those coordinating these activities to offer support and contributions from MFRS.

Staff Implications

33. There are no staff implications resulting from this report.

Legal Implications

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

Financial Implications & Value for Money

35. The budget for membership of CFOA is £9,166 for the corporate subscription and £2,400 for individual subscriptions.

Risk Management, Health & Safety, and Environmental Implications

36. It is hoped that the changes to the CFOA structure will benefit MFRA and provide opportunities for involvement in developing new standards and inspection processes as well as the NFFC being in a better position to influence at a national level than the current governance arrangements.

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

37. Being part of a professional body that has a strong ability to influence at a national level will benefit the Authority and it is hoped that this benefit would be passed on to our communities. Influencing a consistent approach to standards and inspection should also benefit our communities.

BACKGROUND PAPERS

GLOSSARY OF TERMS

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	26 JANUARY 2017	REPORT NO:	CFO/007/17
PRESENTING OFFICER	CFO DAN STEPHENS		
RESPONSIBLE OFFICER:	DCFO PHIL GARRIGAN	REPORT AUTHOR:	COLIN SCHOFIELD
OFFICERS CONSULTED:	STEWART WOODS, HEAD OF ESTATES		
TITLE OF REPORT:	PROPOSED NEW COMMUNITY FIRE STATION AT SAUGHALL MASSIE, WIRRAL		

APPENDICES:	
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Purpose of Report

1. To advise Members of the decision of Wirral Borough Council's Planning Committee to refuse planning permission for the building of a new community fire station in Saughall Massie, and to ask Members to note the approach taken by officers in order to deliver the Authority approved station merger proposals as per CFO/058/15.

Recommendation

2. That Members:
 - a. Note the decision of Wirral Borough Council Planning Committee to refuse planning permission for the new community fire station at Saughall Massie, Wirral;
 - b. Note that in order deliver the Authority approved station merger at Saughall Massie it is the intention of officers to appeal the decision to the Secretary of State via the Planning Inspectorate;
 - c. Note that in order deliver the Authority approved station merger at Saughall Massie it is the intention of officers to submit a revised planning application addressing the specific reasons for refusal; and
 - d. Note and be aware of the possible consequences to the residents of West Wirral as a result of the decision of the Planning Committee.

Introduction and Background

3. At its meeting on 30th June 2015, the Authority considered reports CFO/059/15 Wirral Fire Cover Consultation 2 Outcomes and CFO/058/15 Operational

Response Savings Options for West Wirral 2015/16 and resolved, inter alia, that:

- a) The merger of Upton and West Kirby fire stations at a new station on Saughall Massie Road, subject to agreement from Wirral MBC to transfer ownership of the land to the Authority and the granting of planning permission, be approved.
 - b) The relocation of the West Kirby fire appliance to Upton to be crewed wholetime retained as an interim measure prior to the construction of the new station, be approved.
 - c) The Capital Programme be amended to incorporate the Saughall Massie fire station scheme; and
 - d) Delegated authority be granted to the Chief Fire Officer to continue discussions with partners, including Merseyside Police and North West Ambulance Service, with a view to sharing the new building.
4. Consequently work commenced to design a new community fire station on land at Saughall Massie Road, Saughall Massie. The site, owned by Wirral Borough Council, is located within, albeit on the edge of, the designated Green Belt, adjacent to residential development.
 5. A pre-application was submitted to Wirral Borough Council on 8th October 2015 and a meeting held with Wirral planning officers to discuss the pre-application on 8th November 2015. As a result of the meeting and subsequent correspondence, the building design and site layout plans were modified to take account of comments received. Of particular importance was the clear message that any development on Green Belt land is automatically considered inappropriate development and the only way that approval was likely to be obtained is by demonstrating 'Very Special Circumstances'. This needed to focus on the operational rationale for choosing the Saughall Massie site.
 6. Significant work was undertaken to demonstrate Very Special Circumstances culminating in the production of a document entitled 'Analysis of Response Times within the West Kirby and Upton station areas' which was submitted as part of the planning application.
 7. A sequential assessment of all the sites that were considered by officers was also produced. This detailed the pros and cons of each site considered and was also incorporated into the overall Planning Statement. This was the main document submitted justifying the choice of site and covering planning and operational issues.
 8. All necessary noise, traffic, transport, ecological and environmental assessments were carried out as part of the application process. However, submission of the application had to be delayed as, because of the location of the proposed fire station, an ecological survey had to be carried out specifically to establish the presence, or otherwise, of any protected species. Of particular

interest at this site, as it is within 200m of a pond, was the Great Crested Newt. It is a legal requirement that this survey was carried out as without it, the application would have been deferred. The survey could only be carried out when the weather was above a certain temperature and consequently the survey could not be carried out until April and May 2016. No Great Crested Newts were found during the survey. Unfortunately, Merseyside Environmental Advisory Service, a statutory consultee contacted by Wirral planners, suggested that the survey was incomplete as it had missed a pond. However, they were working off an old map and the pond referred to had long dried up. This caused further delays as the Authority's surveyors had to return to site and take photographs to prove the pond no longer existed.

9. The planning application (reference APP/16/00985) was finally submitted to Wirral Borough Council on 15th July 2016.
10. The planning application generated interest in the local press and attracted 559 objectors and 40 supporters. The local ward councillors also encouraged local residents to sign a petition objecting to the proposal. This petition, signed by 3112 people, was submitted to Wirral Borough Council and was considered by the Planning Committee.
11. Following the 13 week consultation period, the application was scheduled to go to Wirral Planning Committee on 20th October 2016 for consideration. Officers from Wirral subsequently advised that consideration of the application would be deferred for a site visit so it was agreed that the report would go to 17th November 2016 Planning Committee with a site visit taking place beforehand. However, the Planning Committee scheduled for that date was brought forward to 10th November 2016 leaving no time for a site visit to be arranged before the meeting. The report of Wirral Officers, which recommended approval of the planning application, was deferred by Wirral Planning Committee on 10th November for a site visit which took place on 13th December 2016. The report was then submitted to Planning Committee for decision on 15th December 2016.

Planning Committee 15th December 2016 Outcome

12. At the Planning Committee on 15th December 2016, the report on the Saughall Massie planning application was considered as first substantive item on the agenda due to the number of people in the public gallery who had attended for this item. In accordance with Wirral Council's 'Code of Conduct for Members and Officers Dealing With Planning Matters' the lead petitioner objecting to the grant of planning permission was offered the opportunity to address the Planning Committee in support of the petition. One of the ward councillors advised that no representative of the petitioners wished to address the Committee.
13. As a direct result, and having regard to Wirral Council's 'Code of Conduct for Members and Officers Dealing With Planning Matters' the Chief Fire Officer, as applicant, was not permitted to address the Planning Committee to explain why

the application was being made and to set out the consequences of refusal to the communities of West Wirral (see below).

14. A local ward councillor addressed the Planning Committee for nearly 20 minutes setting out why he felt the application should be refused.
15. The Chief Fire Officer was not given the opportunity to correct the numerous factual inaccuracies advanced by the ward councillor. In order to ensure an accurate position is represented in respect to the application it is felt appropriate to address some of those inaccurate comments within this report.
16. The ward councillor referred on several occasions to Upton fire station being a “fall back” location, citing comments previously made by the Authority and Chief Fire Officer that should the planning application not be agreed, West Kirby would close and people living in the current West Kirby station area would receive a response from Upton. From this he concluded incorrectly that Upton was in fact a suitable location for the whole of West Wirral and that a new fire station at Saughall Massie was not required. As will be clear from the content of this report and was implicit within the planning application, this is not the case. Closing West Kirby and responding only from Upton would provide a worse service to West Kirby than responding from a new station at Saughall Massie. Full details were also provided in the application regarding the other sites considered and one referred to by the councillor was ruled out because it was too close to the current Upton station and as a result would not deliver the benefits that building at Saughall Massie would.
17. Statements made about a perceived detrimental impact on Arrowe Park Hospital are also spurious. As the Chief Fire Officer has stated many times, Arrowe Park Hospital is an extremely well-managed property, with staff specifically employed to focus on fire safety. The significant risk to life is in people’s own homes and adding two minutes to the attendance times on the West Kirby station area will put people’s lives at greater risk.
18. In relation to the previous statement, the councillor made several comments that suggested that the anticipated longer attendance times to the West Kirby station area from Upton (rather than Saughall Massie) were acceptable because they would be ‘within national guidelines’. As Members will be well aware there are no national standards of fire cover as these were repealed in 2004. The only extant national guidelines are those set out in the Integrated Risk Management Plan Guidance note issue by Government in 2004 which are as follows;

The government thinks that a modern and effective fire and rescue service should serve all sections of our society fairly and equitably by;

- i. reducing the number of fires and other emergency incidents occurring;*
- ii. reducing loss of life in fires and other emergency incidents;*
- iii. reducing the number and severity of injuries occurring in fires and other emergencies;*

- iv. reduce the commercial, economic and social impact of fires and other emergency incidents;*
 - v. safeguarding the environment and heritage (both built and natural); and providing communities with value for money.'*
19. Members will note that this extant guidance is clear that all sections of society should be served fairly and equitably which is the fundamental tenet of this proposal. Members will also note that the reduction of loss of life, quite understandably, occupies a more prominent position in this hierarchy than the safeguarding of the environment.
 20. The councillor made comments about the reduction in the number of incidents (which has occurred in both station areas) and the higher volume of incidents in Upton. This matter is dealt with later on in this report, but in short, a fire station needs to be best placed to respond as quickly as possible to life risk incidents wherever they might occur, which will not be the case if the residents of West Kirby receive their response from Upton. The councillor also stated that moving the station two minutes nearer West Kirby would move it two minutes further away from Upton.
 21. Saughall Massie Road is located on the current Upton station area. That being so the relocation moves the station closer to parts of Upton and Greasby and all of Moreton, Saughall Massie and Frankby thus reducing even further the already fast response times to those areas.
 22. The overall average response to the Upton station area from Saughall Massie Road would increase by less than one minute compared to the response from Upton; however this would still be over one minute faster than the Merseyside average.
 23. Finally, the councillor made several references to Thingwall, Irby and Pensby as if they would be negatively affected by the planning application. All three are on the Heswall station area and therefore the first response is unaffected by this proposal.
 24. The Planning Committee then debated the report and proposals, and Members asked questions of the lead Planning Officer, including questions relating to operational response which the officer was not able or qualified to answer.
 25. The Chief Fire Officer was not given the opportunity to respond to any of these questions.
 26. Following the debate and consideration of Motions, the Planning Committee agreed to refuse the application for the following reasons; 'Having regards to the location of the development proposed and the proximity to residential properties and the nature of the activities proposed, particularly with regards to the sudden and/or emergency nature of the activities, together with the character of the local highway network, the Council considers that the proposal would result in harm to the visual amenities of the Green Belt, the character of

the area and the amenities of neighbouring residents and the wider locality. Therefore, the development would be contrary to Policy GB2 of the Wirral Unitary Development Plan and the principles of the National Planning Policy Framework’.

In response

27. There are three possible options open to the Authority as a result of refusal of planning permission.
28. The first is to accept the decision of the Planning Committee which effectively results in the outright closure of West Kirby. Whilst this would undoubtedly be, and always has been, a far easier course of action this is not considered a valid option for the reasons detailed within this report.
29. The second option is to appeal the decision to the Secretary of State via the Planning Inspectorate. There is a six month window following the date of refusal for any appeal to be lodged. There are costs associated with this option in terms of legal representation estimates of which are set out in the Financial Implications section below.
30. The third option is to resubmit the planning application addressing, as far as possible, the reasons for refusal. Any resubmission has to be made within six months of the date of refusal. There is no fee to be paid to Wirral Borough Council for a resubmission but there will be costs associated with redesign and production of new plans etc. Estimates are set out in the Financial Implications section below. It is hoped that, if a revised application is submitted, the Chief Fire Officer will be given the opportunity to address the Planning Committee when any report is considered.
31. Options two and three are not mutually exclusive and can be undertaken concurrently. Officers are currently exploring an appeal to the Secretary of State and a revised planning application.

Implications of Refusal of Planning Permission

32. As Members are only too well aware, the background to the application is that this option results in the least impact on response times for fire appliances to attend incidents such as property fires and road traffic collisions that pose a significant risk to life for people in West Wirral, from any of the options available to the Authority. The Authority accepts that there are no options available that do not adversely affect response times to life risk incidents
33. As a result of the ongoing cuts to its budget the Authority can no longer afford to crew the two existing stations at Upton and West Kirby. The cuts that necessitated this option date back to 2015/16. Of the two stations Upton provides a more extensive response coverage due to the proximity of West Kirby to the coastline. It is for this reason that Upton is designated as a key station and would therefore be the station that remains open, should the planning application for a new station at Saughall Massie Road still not be

approved. However, it is important to stress that this is not a preferred or “fall back” option and that Saughall Massie would become the key station should the planning application ultimately be approved. The volume of calls in the existing Upton and West Kirby station areas is very low. The difference is largely due to more anti-social small fires and Unwanted Fire Signals occurring on the Upton station area. Expressed simply the Upton station area is less quiet than the West Kirby station area. In risk assessment terms the likelihood of a life risk incident is thankfully low on both areas (and indeed across Merseyside). The potential severity however is high as demonstrated by the tragic incident in which two people lost their lives at a property fire in West Kirby in March 2016.

34. It is essential to understand that the outright closure of West Kirby and subsequent response from Upton would significantly increase the average response times to fires, RTC's and other emergencies where people may require rescue in the West Kirby station area (which extends from Caldy to Meols and includes Hoylake and Newton).
35. Moving the station from Upton to Saughall Massie Road would reduce response times to the West Kirby station area by an average of 2 minutes bringing response times to that area much closer to the Merseyside average.
36. As stated earlier in the report Saughall Massie Road is located on the current Upton station area. The average response to the Upton station area from Saughall Massie Road would increase by less than one minute compared to the response from Upton, however this would still be over one minute faster than the Merseyside average. In simple terms this is the equivalent of moving from extremely fast response times to very fast response times.
37. All of the available research identifies that there is a relationship between survivability and response times. Expressed simply, the faster the fire crew can arrive and intervene at an incident the greater the likelihood that persons involved will survive. This can be measured in seconds rather than minutes, so a delay of 120 seconds could easily make the difference between someone surviving in a life risk incident, or not.
38. Survivability decreases significantly beyond 10 minutes. There are parts of the West Kirby station area (including within Hoylake and Meols) that cannot be reached from Upton fire station in 10 minutes. The average response time to the West Kirby station area from Upton is in excess of 8 minutes, which is 3 minutes longer than the Merseyside average and much closer to 10 minutes than almost everywhere else on Merseyside. These figures do not include call handling times which would add on average an additional minute to the overall response time.
39. Whilst the Authority adopted a 10 minute response standard in 2013, as a direct result of the cuts to its budget, in no way is the aspiration to take 10 minutes to attend a life risk incident. To the contrary, on Wirral and across Merseyside the Authority has pursued all available means to maintain average response times to life risk incidents as close to 5 minutes as possible. The

effect of the decision of the Planning Committee in a response context would be for the Authority to deliver all of the operational response savings for 2017-20 through the outright closure of Birkenhead, Heswall and Wallasey. In these circumstances the remaining two stations on the Wirral, Bromborough and Upton, would deliver a 10 minute response on 90% of occasions which is the current position for West Kirby. Members should note that to optimise coverage in this model the station at Upton would still be moved to Saughall Massie Road. For the avoidance of any doubt this is not a position that the Chief Fire Officer would recommend.

40. The unfortunate reality is that whatever the outcome of the planning application, life risk incidents will continue to occur on the West Kirby station area, some of which will invariably result in fatalities.
41. All fatalities are subject to an inquest presided over by a Coroner. In determining the reasons for a fatality the Coroner considers facts. What a Coroner does not consider, and will not tolerate, is uninformed rhetoric, sensationalisation or the advancement of factual inaccuracy. This was evidenced during the inquest into the double fatality which occurred at a fire in West Kirby in March 2016.
42. In some circumstances, for example in a fire where the fatality is in the room of origin and is physically impaired and therefore unable to escape, the response times of the Fire and Rescue Service may have little material effect on the outcome. However there will be, beyond any doubt, circumstances where the response times of the Fire and Rescue Service will absolutely have a direct effect on survivability. This is backed up by all of the available academic research as referenced within the planning application but will be self-evident in any event.
43. A Coroner has wide ranging powers. One such power is to make recommendations over preventable deaths (Regulation 28). It is the view of the Chief Fire Officer that the Authority must do all it can to demonstrate it has made every attempt to achieve the fastest response times achievable in the circumstances. It is a fact that the relocation of Upton to Saughall Massie Road achieves that outcome. Irrespective of the need to be able to demonstrate this at an inquest the reality is that Officers quite rightly have to provide answers to the families of the deceased over the Fire and Rescue Service response. Indeed, it is not uncommon for Officers to have significant involvement with families of persons who have tragically lost their lives in fire incidents in particular. In pursuing the options outlined in this report the Authority will be able to demonstrate to a Coroner and much more importantly the family of the deceased, that they will have done all they could to prevent the death of their loved ones.

Equality and Diversity Implications

44. The Equality Impact Assessment for the station mergers programme in general and the proposed new Saughall Massie community fire station in particular, have previously been submitted to the Authority. There is no update to the Equality Impact Assessment as a result of this report.
45. However, it is important to note the potential impact on the West Wirral community, particularly certain groups within the community that are at greater risk than others, should the planning permission continue to be refused.

Staff Implications

46. The implications for personnel, involving the net saving of 22 WTE firefighter posts from this merger, have been previously reported to the Authority and the financial savings anticipated have been now been realised through Firefighter retirements.
47. Members will be aware that one outcome of not replacing Firefighters as they retire in order to deliver the required savings, is that the Authority no longer employs sufficient numbers of Firefighters to crew the West Kirby fire appliance.

Legal Implications

48. The Clerk to the Authority will instruct appropriate specialist legal representation for the Authority to assist with the appeal to the Secretary of State via the Planning Inspectorate.
49. A formal pre-construction services agreement was entered into with Wates for the initial planning application. If approved, a further formal pre-construction services agreement will be entered into for the revised planning application.

Financial Implications & Value for Money

50. The cost of initial legal advice from Counsel about the likelihood of success in any appeal would be between £1,500 and £2,000.
51. The cost of legal preparation and representation from Counsel at an appeal (which may or may not be sent to a Planning Inquiry) would be between £35,000 and £47,000
52. The costs of producing the necessary documentation to support a revised planning application is estimated to be in the region of £56,000. This is to cover the architectural/planning consultancy/landscape/ecology/acoustic redesign costs, the structural/civil/transport redesign costs and a detailed lighting impact assessment to address the residents' concerns over light nuisance from the site generally and from exiting emergency and private vehicles.

53. These costs can be funded from the revenue budget where provision exists.

Risk Management, Health & Safety, and Environmental Implications

54. No new issues arising directly from this report. The previously produced reports that supported the initial planning application remain valid for any revised application.

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

55. Whilst the proposed station merger will not improve operational cover in the West Wirral area, it is the least worst option to adopt in the circumstances and is seen as reasonable given the financial challenge faced by the Authority. A new fire station will however provide an improved working environment for firefighters.

BACKGROUND PAPERS

CFO/058/15 Operational Response Savings Options for West Wirral – 2015/16
CFO/059/15 Wirral Fire Cover Consultation 2 Outcomes

GLOSSARY OF TERMS
