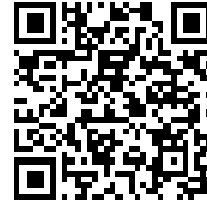# Public Document Pack

**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: 11 October 2017

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on

**THURSDAY, 19TH OCTOBER, 2017** in the Liverpool Suite at Merseyside Fire and

Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

*KKellaway PP.*

Clerk to the Authority

Encl.

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## MERSEYSIDE FIRE AND RESCUE AUTHORITY

## AUTHORITY

## 19 OCTOBER 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 7 - 12)

    The Minutes of the previous meeting of the Authority, held on 29$^{th}$ June 2017, are submitted for approval as a correct record and for signature by the Chair.

3.  **Change Of Appointment To The Authority** (Pages 13 - 16)

    To consider Report CFO/069/17 of the Clerk to the Authority, concerning the change of appointment by Sefton Council to Merseyside Fire & Rescue Authority, (MFRA) with effect from 22$^{nd}$ September 2017.

4.  **Amendments to the Authority's Constitution** (Pages 17 - 20)

    To consider Report CFO/070/17 of the Monitoring Officer, concerning the change to the Authority's Constitution following approval on 27$^{th}$ July 2017 for the Police and Crime Commissioner to become a full voting Member of Merseyside Fire and Rescue Authority (MFRA).

5.  **Equality & Diversity Annual Report 2016/17** (Pages 21 - 88)

    To consider Report CFO/065/17 of the Deputy Chief Fire Officer, concerning an update on the progress made against the Equality and

Diversity Plan 2013/17 as contained in Appendix 1 of the Equality and Diversity (E&D) Annual Report 2016/17 attached in Appendix A

6.   **CORPORATE RISK REGISTER 2017-18** (Pages 89 - 128)

To consider Report CFO/071/17 of the Deputy Chief Fire Officer, concerning the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including reference to any new risks introduced or any risks that no longer apply and can be removed

7.   **Consultation and Engagement Policy** (Pages 129 - 160)

To consider Report CFO/061/17 of the Deputy Chief Fire Officer, concerning approve the new Consultation and Engagement Policy and the Consultation and Engagement Framework Service Instruction.

8.   **ICT Role Based Resourcing** (Pages 161 - 234)

To consider Report CFO/063/17 of the Chief Fire Officer, concerning progress and next steps in activities associated with ICT Role Based Resourcing (RBR).

9.   **Derv Tank Decommissioning and Upgrade Programme** (Pages 235 - 244)

To consider Report CFO/071/17 of the Chief Fire Officer, concerning the award of contract for the purchase of new above ground diesel storage tanks with an electronic fuel management system.

*This report contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972*

10.   **Emergency Medical Response And The Response To Terrorist Incidents** (Pages 245 - 254)

To consider Report CFO/068/17 of the Chief Fire Officer, concerning the specific inclusion within recruit Firefighter contracts of the requirement to respond to Emergency Medical Response (EMR) and terrorist incidents.

*This report contains Official Sensitive information.*

*This report contains EXEMPT information by virtue of Paragraph 4 of Part 1 of Schedule 12A of the Local Government Act 1972.*

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

<u>Refreshments</u>

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

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**MERSEYSIDE FIRE AND RESCUE AUTHORITY**

**29 JUNE 2017**

**MINUTES**

| | |
|---|---|
| **Present:** | **Cllr Dave Hanratty (Chair)** Councillors Denise Allen, Sharon Connor, Janet Grace, Brian Kenny, Chris Meaden, Peter Brennan, Barbara Murray, James Roberts, Jean Stapleton, Sharon Sullivan, Paul Tweed and Marianne Welsh |
| **Also Present:** | |
| | **Apologies of absence were received from:** Cllr Joe De'Asha, Cllr Les Byrom (Vice-Chair) and Cllr Lesley Rennie |

8. **CHAIR'S ANNOUNCEMENT**

Prior to the start of the meeting, 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 filmed 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) no declarations of interest were made by individual Members in relation to any item of business on the Agenda

b) the following additional item of business was determined by the Chair to be considered as a matter of urgency:

- **Agenda Item 3 (on updated Agenda) – Motion concerning MFRA support for a Motion, proposed and agreed by the LGA's Fire Services Management Committee.**

*This item was determined by the Chair to be considered as a matter of urgency, due to recent tragic events.*

c) the following item of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information:

- **Agenda Item 7 – Cyber Security Attacks**

*This item contained EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.*

## 2. <u>Minutes of the Previous Meeting</u>

The Minutes of the previous meeting of the Authority, held on 13<sup>th</sup> June 2017, were approved as a correct record and signed accordingly by the Chair.

## 3. <u>Motion</u>

Members considered a Motion concerning MFRA support for a Motion proposed and agreed by the Local Government Association's Fire Services Management Committee.

The Chair provided an overview of the motion, which contains six key points for the Government to explore, following the recent tragedy.

The Chair of the Authority formally moved the Motion, which was seconded by Cllr Jean Stapleton.

<u>Resolved that:</u>

The Authority agreed unanimously to support the Motion.

## 4. <u>EandD Action Plan Yr4 end of year update and outline for annual report.</u>

Members considered report CFO/046/17 of the Deputy Chief Fire Officer, providing an update on the progress against the agreed Equality and Diversity (E&D) actions for Year 4 (2016/17) and an update on the progress against the Equality Objectives for 2016/17 as at year end.

The Chief Fire Officer gave a brief overview of progress made in relation to each of the functions within the Organisation.

- Community Risk Management have delivered a total of 49,000 Home Fire Safety Checks to over 65's, of which 1061 were delivered to BME households.
- People and Organisational Development have been involved with a National Firefighter testing programme for functional fitness tests,

ensuring that a diverse range of firefighters have been involved in testing and providing feedback to the national group.

- Operational Preparedness have ensured that all equipment, uniform and personal protective equipment is tested to ensure that the needs of different groups of firefighters are taken into account before procurement commences. For example corporate wear for pregnant firefighters.
- Operational Response staff from St Helens showed their support for the international campaign to end violence against women by wearing women's shoes to walk around St Helens Town Centre. The aim of this was to encourage men to 'walk a mile in her shoes' to help them understand the scale of the problem and become part of the solution.
- Strategy and Performance had a successful response with the 2016 staff survey and People Insight nominated MFRA for the Engagement Awards 2016, for the category of Employee Engagement Public Sector Company of the Year. MFRA were listed as one of five finalists.
- Legal, Procurement and Democratic Services have arranged and facilitated Staff Engagement days and Station Visits for Authority Members, which have been a great success.
- Strategic Change and Resources have ensured that stations are updated to meet the latest disability access guidance in relation to building regulations.

Questions were raised regarding female firefighters and how long they continue to work when they are pregnant. Members were informed that it depends entirely on the individual, however they are taken off operational duties and commence other duties as soon as they inform the Authority that they are pregnant.

Members requested that their thanks be recorded to staff for the notable achievements.

Members resolved that:

The contents of the Equality and Diversity report and Equality Objectives, be noted.


5. **Mult-Function Device Contratct Renewal 2017**

Members considered report CFO/043/17 of the Deputy Chief Fire Officer, requesting that Members approve the renewal of the Multi-Functional Device (MFD) Contract.

The Chief Fire Officer provided Members with an explanation of what a Multi-Function Device (MFD) is; and explained that after evaluating the bids received on quality and price, Konica Minolta was considered to be the best supplier. Members were provided with an overview of "PaperCut", a print management solution which enables printing to be monitored and usage reports produced; and which has a number of significant benefits to the Authority.

Members were also informed that over the next 5 years, it is estimated that the contract with Konica Minolta will realise savings in the region of £221k.

Members resolved that:

a.   the award of a 5 year contract to Konica Minolta for provision and support of MFDs used by the Authority, be approved.

b.   the rental of the software "PaperCut", for the life of the contract, including install costs, be approved.

6.   **Fatal Fire 2016/17**

Members considered report CFO/047/17 of the Deputy Chief Fire Officer, concerning the information contained within the one and ten year fatalities reports appended to this report.

Members were provided with an overview of the report, which highlighted that over the last 10 years there have been a total of 83 fire deaths across Merseyside, as a result of accidental dwelling fires. Those 83 fire deaths were attributed to 78 actual fires, indicating that some fires accounted for more than one fire death. Members were advised that the number of fire deaths reached a low of 5 between 2010/11 and 2011/12, however they then increased year on year, reaching a high of 16 during 2015/16.  During 2016/17, the total number of accidental dwelling fire deaths fell to 7, therefore reversing the upward trend.

A brief summary given to Members explained that when analysing the room of origin of the fire and the ignition source, it has been found that Smokers' Materials were responsible for the majority of fire fatalities in the living room and the bedroom.  When analysing incidents by month the greatest number of deaths occurred during the autumn/winter months; particularly between November and March.  With regards to fire deaths and days of the week, deaths are most likely to occur on Fridays and Mondays.

Members resolved that:

The attached reports, be noted.

7.   **Cyber Security Attacks**

*This report contains EXEMPT information by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.*

Members considered Report CFO/042/17 of the Deputy Chief Fire Officer, concerning the proactive and reactive arrangements in place in response to the escalating threat of cyber-attacks.

Members were provided with a comprehensive overview of the report.

<u>Members Resolved that:</u>

In light of the recent WannaCry virus event and the experiences of the National Health Service (NHS), the content of the report be noted.

Close

Date of next meeting Thursday, 19 October 2017

Signed:_____                    Date:_____

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| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|---|---|---|---|
| **MEETING OF THE:** | **AUTHORITY** | | |
| **DATE:** | **19 OCTOBER 2017** | **REPORT NO:** | CFO/069/17 |
| **PRESENTING OFFICER** | **CLERK TO THE AUTHORITY** | | |
| **RESPONSIBLE OFFICER:** | **JANET HENSHAW** | **REPORT AUTHOR:** | **KELLY KELLAWAY – DEMOCRATIC SERVICES MANAGER, EXTN 4113** |
| **OFFICERS CONSULTED:** | **STRATEGIC MANAGEMENT GROUP** | | |
| **TITLE OF REPORT:** | **CHANGE OF APPOINTMENT TO THE AUTHORITY** | | |

| APPENDICES: | NONE |
|---|---|

## Purpose of Report

1. To inform Members of the change of appointment by Sefton Council to Merseyside Fire & Rescue Authority, (MFRA) with effect from 22$^{nd}$ September 2017.

## Recommendation

2. That Members;

    a. Note the resignation of Councillor Marianne Welsh from the Liberal Democrat Party and subsequent requirement for Sefton Council to nominate a replacement Member to appoint to MFRA.

    b. Note the appointment of Councillor Lynne Thompson (Liberal Democrat), as one of Sefton Council's nominated representatives to MFRA, with effect from 22$^{nd}$ September 2017.

    c. Note the appointment of Councillor Lynne Thompson to the following Committees and Groups, vacated by Councillor Marianne Welsh:

        • Community Safety & Protection Committee
        • Appointments Committee
        • Appeals Committee
        • Member Development & Engagement Group

    d. Nominate a Member to be appointed to the role of Lead Member for Operational Response, vacated by Councillor Marianne Welsh.

## Introduction and Background

3.  At the Authority's AGM on 13th June 2017, the political balance of MFRA for the Municipal Year 2017/18, was confirmed as being:

    - 16 Labour
    - 1 Conservative
    - 1 Liberal Democrat

4.  MFRA's only Liberal Democrat Member was Councillor Marianne Welsh, appointed by Sefton Council.

5.  On 24th July 2017, the Democratic Services Team received notification from Councillor Marianne Welsh that she had resigned from the Liberal Democrat Party.

6.  As a result of her resignation from the Liberal Democrat Party, there was a requirement for Sefton Council to nominate a replacement Member to be appointed to MFRA.

7.  As per Sefton Council's Constitution, appointments to outside bodies can only be approved by the full Council. Therefore, this change of appointment could only be ratified at Sefton's full Council meeting on 21st September 2017.

8.  At their meeting on 21st September 2017, Sefton Council confirmed that Cllr Lynne Thompson (Liberal Democrat), would replace Cllr Marianne Welsh as one of their nominated representatives appointed to MFRA.

9.  Under the provisions of the Local Government Act and Housing 1989, the Authority is required to allocate seats on its Committees according to its political balance.

10. For the Municipal Year 2017/18, this translates to the appointment of one Opposition Member (either Liberal Democrat or Conservative) on to each Committee or Sub-Committee.

11. Councillor Marianne Welsh was appointed as the Opposition Member to the Community Safety & Protection Committee for 2017/18. Therefore, there is now a vacancy on this Committee for an Opposition Member.

12. In addition, the Appeals Committee, the Appointments Committee and the Member Development & Engagement Group, each have cross – party representation.

13. It is therefore requested that Members note the appointment of Councillor Lynne Thompson on to the following Committees and Groups:

    - Community Safety & Protection Committee
    - Appeals Committee

- Appointments Committee
- Member Development & Engagement Group

14. As Councillor Marianne Welsh was also appointed as the Lead Member for Operational Response, Members are also requested to consider and approve the appointment of a Member to this role for the remainder of the Municipal Year.

## Equality and Diversity Implications

15. There are no equality and diversity implications arising directly out of this report.

## Staff Implications

16. With the exception of some additional time and resources providing induction training for the newly appointed Member, there are no significant staff implications arising from this report.

## Legal Implications

17. The Local Government and Housing Act 1989, s.15 and 16 & Schedule 1 and The Local Government (Committees and Political Groups) Regulations 1990 provide for political proportionality rules and those nominated by District Councils to bodies such as Fire and Rescue Authorities.

## Financial Implications & Value for Money

18. There are no additional financial or value for money implications arising from this report.

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

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

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

20. The Authority is constituted by Members appointed by Merseyside's five District Councils. Members appointed to the Authority by the District Councils, reflect and represent the constituency of each District; and have responsibility for making decisions in the best interests of the communities the Authority serves.

## BACKGROUND PAPERS


## GLOSSARY OF TERMS

| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|---|---|---|---|
| **MEETING OF THE:** | **AUTHORITY** | | |
| **DATE:** | **19 OCTOBER 2017** | **REPORT NO:** | **CFO/070/17** |
| **PRESENTING OFFICER** | **JANET HENSHAW, MONITORING OFFICER** | | |
| **RESPONSIBLE OFFICER:** | **JANET HENSHAW** | **REPORT AUTHOR:** | **JANET HENSHAW** |
| **OFFICERS CONSULTED:** | **KELLY KELLAWAY, DEMOCRATIC SERVICES MANAGER** | | |
| **TITLE OF REPORT:** | **AMENDMENTS TO THE AUTHORITY'S CONSTITUTION** | | |

| APPENDICES: | APPENDIX A: | ARTICLE 2.1 OF THE AUTHORITY'S CONSTITUTION AS AMENDED. |
|---|---|---|

## Purpose of Report

1. To request that Members approve the change to the Authority's Constitution following approval on 27th July 2017 for the Police and Crime Commissioner to become a full voting Member of Merseyside Fire and Rescue Authority (MFRA).

## Recommendation

2. That Members approve the amendment to Article 2.1 of the Authority's Constitution (pages 13-14) as attached to this report at Appendix A

## Introduction and Background

3. Members are aware that on 27th July 2017 the Authority approved report CFO/052/17 which recommended that the Police and Crime Commissioner for Merseyside (PCC) should become a full voting Member of MFRA.

4. This required a minor change to the Constitution in that the Authority has 19 Members and the PCC must be listed at Article 2.1.

5. The revised Article is attached at Appendix 1. Other than this the PCC will have the same responsibilities and obligations as every other voting Member of MFRA. The remainder of the Constitution therefore remains as it is.

## Equality and Diversity Implications

6. Membership of MFRA is by nomination from the District Councils and Office of the Policing and Crime Commissioner.

## Staff Implications

7. There are no direct staffing implications resulting from this report.

**Legal Implications**

8.  The legal implications are covered in the body of this report.

**Financial Implications & Value for Money**

9.  There will be no direct costs associated with this report. The PCC will be entitled to claim allowances under the current Members' Allowance Scheme however the PCC has indicated that she does not intend to claim any allowances.

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

10. There are no risks, health and safety or environmental implications associated with this report.

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

11. The communities of Merseyside will benefit by closer joint working between MFRA, Merseyside Police and PCC.

**BACKGROUND PAPERS**

 **CFO/052/17**

**GLOSSARY OF TERMS**

## Article 2 – Membership of the Authority

2.1 **Composition and Eligibility**

The Authority comprises nineteen (19) Members, 18 of whom must be an elected councillor of one of the five constituent District Councils comprised within Merseyside, plus the Police & Crime Commissioner for Merseyside. The constituent Councils appoint elected Members to the Authority in accordance with the provisions of the Local Government Act 1985. These appointments are made (subject to compliance with the political balance requirements of the Local Government and Housing Act 1989) in the following numbers:-

Liverpool     6 Members
Wirral     4 Members
Sefton     4 Members
St. Helens     2 Members
Knowsley     2 Members
The Police & Crime Commissioner for Merseyside

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| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|---|---|---|---|
| **MEETING OF THE:** | **AUTHORITY** | | |
| **DATE:** | **19 OCTOBER 2017** | **REPORT NO:** | **CFO/065/17** |
| **PRESENTING OFFICER** | **DCFO** | | |
| **RESPONSIBLE OFFICER:** | **DEB APPLETON** | **REPORT AUTHOR:** | **WENDY KNEYON** |
| **OFFICERS CONSULTED:** | **STRATEGIC EQUALITY GROUP (SEG) DIVERSITY ACTION GROUP (DAG)** | | |
| **TITLE OF REPORT:** | **EQUALITY & DIVERSITY ANNUAL REPORT 2016/17** | | |

| **APPENDICES:** | **APPENDIX A:** | **EQUALITY & DIVERSITY ANNUAL REPORT 2016/17** |
|---|---|---|

## Purpose of Report

1.  To provide Members with an update on the progress made against the Equality and Diversity Plan 2013/17 as contained in Appendix 1 of the Equality and Diversity (E&D) Annual Report 2016/17 attached to this report at Appendix A

## Recommendation

2.  That Members note the content of the Equality and Diversity Annual Report which will be published following professional design work.

## Introduction and Background

3.  The Equality and Diversity Annual Report 2016/17 updates stakeholders on the key outcomes delivered in the year with regards to Equality and Diversity. The report has been developed using the Quarterly Progress reports which are presented to the Strategic Equality Group. The report supports the requirement to publish E&D information at least annually to demonstrate to the public the commitment of the Authority to the Equality Act 2010 and Public Sector Equality Duties (PSED) in removing disadvantages, discrimination, and promoting equal opportunities and to support diversity as an Employer and Fire & Rescue Service Provider.

4.  The report is an opportunity to celebrate the good work that has been delivered across all functions of the Authority throughout the year and also recognises diversity in action across the districts in the form of case studies. The case studies included relate to activities/events which have taken place during 2016/17. Officers are also gathering case studies and photographs as events take place this year which will in included in next year's report.

5.    The Annual report is split into two sections; Section 1 focuses on introducing the Annual Report, a round-up of the current performance and progress towards the Authority's five Equality Objectives as of the end of 2016/17. Section 2 outlines some of the key equality benchmarks and standards the Authority works to and highlights the key diversity events that have taken place during Year Four of the Action Plan.

6.    It is intended that the Annual Report, once signed off by the Authority, is developed further with the inclusion of photographs and quotations into a smart but cost effective annual report, using the same format as previous annual reports.  A small number of reports will be printed professionally and issued to Members and key partners. The report will also be available for staff to read on the Portal and stakeholders and public on the external website.

## Equality and Diversity Implications

7.    The Equality and Diversity Annual Report supports the Authority with its legal obligation to provide evidence of how it meets the provisions of the Equality Act and in particular show due regard to the needs of the nine protected groups.

## Staff Implications

8.    The Equality and Diversity Annual Report deals with the Diversity of the Authority's workforce, which Members have already considered at a previous Performance and Scrutiny Committee.

9.    A significant amount of staff have engaged with the development of this report through a number of methods from attending Diversity Action Group and Strategic Equality Group meetings to attending dedicated Equality forums such as the Female Firefighter forum.  Further research has also took place talking to staff about their ideas for inclusion in this report.

## Legal Implications

10.   The Equality and Diversity Annual Report demonstrates the work that is being conducted to meet the Equality Act 2010 and Public Sector Equality Duty requirements.

## Financial Implications & Value for Money

11.   The cost of the design and printing of the Equality and Diversity Annual Report is contained within existing budgets.

12.   The Equality and Diversity Annual Report will be designed to include relevant photographs and quotations and care will be taken to ensure that it is in a smart and professional, but cost effective document.  A small number of reports will be printed professionally and issued to Members and key partners. The report will also be available for staff to read on the Portal and for stakeholders on the external website.

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

The Annual Report demonstrates who the Authority responds to inequality experienced within its communities but also how we are responding to the different needs of our staff to ensure that they thrive in the workplace.

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

13.   The production of an Annual report, available for the community and partners to view, is a helpful communication to show how we manage our services and engage with our diverse communities to ensure they are Safer and Stronger.

**BACKGROUND PAPERS**

**CFO/083/16**   Equality and Diversity Action Plan 2013-17 Year 4 Actions 6 month update

**CFO/046/17**   Equality and Diversity Action Plan Year 4 End of Year update and outline for Annual Report

**GLOSSARY OF TERMS**

DAG          Diversity Action Group
SEG          Strategic Equalities Group
E and D      Equality and Diversity
HFSC         Home Fire Safety Check
PSED         Public Sector Equality Duty
SEG          Strategic Equality Group
SMG          Strategic Management Group

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**Merseyside Fire & Rescue Service**

**Equality and Diversity Annual Report**
**April 2016 to March 2017**

## Alternative Formats

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

We also provide a free speech, reading and translation service using Browse Aloud to help people who require online reading support access our documents, this can be located on the front page, top left of our website by clicking the button called "listen with Browse aloud"
If you would like a copy in Arabic, Bengali, Chinese, French or Somali please contact us at Diversity Team, Merseyside Fire & Rescue Service Headquarters, Bridle Road , Bootle, Liverpool L30 4YD.Telephone 0151 296 4422 or email diversityteam@merseyfire.gov.uk.

**Arabic**

Diversity: إذا أردت نســخة باللغــة العربيــة أو ،البنغاليـــة أو ،الصـــينية أو ،الفرنســـية أو ،الصـــومالية يــرجى الاتصـــال بنـــا
على

الهـــاتف والمينيكـــوم .Team, MF&RS Headquarters, Bridle Road, Bootle, Liverpool, L30 4YD
diversityteam@merseyfire.gov.uk الإلكـــتروني البريـــد أو 4422  296 0151

.كبـــيرة طباعيــة بحـــروف أيضًا متوفـــر

**Bengali**

আপিন আরিব, বাংলা একিট কিপ চান, চীনা, ফরািস বা েসামািল করুন েযাগােযাগ ডাইভারিসিট দল

আমােদর, MF & আরএস সদর, রশিম েরাড, Bootle, িলভারপুল L30 4YD. েটিলেফান এবং িমিনকম

0151 296 4422 বা েইমইল diversityteam@merseyfire.gov.uk.বৃহত্তর মুদ্রণ এছাড়াও

উপলব্ধ.

**Chinese**

如果你想复制的阿拉伯语，孟加拉语，中国，法国或索马里，请联系 我们多元化的团

队，MF＆RS总部，马勒路，布特尔，利物浦L30 4YD。 电话和小型机0151 296

4422 或电邮diversityteam@merseyfire.gov.uk。在较大的打印也可以。

**French**

Si vous souhaitez obtenir une copie en arabe, bengali, chinois, contactez s'il vous plaît français ou en Somalie nous à la diversité équipe, siège de MF & RS, Bridle Road, Bootle, Liverpool L30 4YD. Téléphone et minicom 0151 296 4422 ou par courriel diversityteam@merseyfire.gov.uk.Egalement disponible en gros caractères.

**Somali**

Haddii aad rabtid nuqul Carabi, Bangaali, Shinees, Faransiis ama Soomaali fadlan

la xiriir kooxda Diversity, Merseyside Fire & Rescue Service, Headquarters Service

Bridle Road, Bootle Liverpool L30 4YD.

Telefoonka: 0151 296 4422 ama Email: diversityteam@merseyfire.gov.uk

Sidoo Kale waxaa heli kartaa iyadoo far waaweyn ah.

This Document is also available in larger print and can be reproduced in Braille on request.

# Contents

# Foreword

**Deputy Chief Fire Officer Phil Garrigan,**
**Merseyside Fire & Rescue Service**
<span style="color:red">**Photograph 1 – Deputy Chief Fire Officer Phil Garrigan**</span>

Welcome to our fourth Equality and Diversity Annual report**.**

Merseyside Fire and Rescue Authority has developed a culture that recognises, supports and celebrates diversity and equality. Through achievement of our Equality & Diversity Objectives 2012 – 2017 we have been able to focus equality and diversity activity on five key priority areas and the outcomes of those priorities will be shared with you in this report.

As the Chair of the Strategic Equality Group and senior sponsor for Diversity, it is an exciting time to be involved in driving the equalities agenda. In 2017 will see the organisation set new Equality Objectives, implement a new equality and diversity policy and the delivery of bespoke E learning package to all staff.

The importance of Diversity, Equality and Inclusion is embedded within our Functional and Integrated Risk Management Planning process.

The past year has seen Merseyside Fire and Rescue Authority participate and support a number of high profile events to raise awareness and to celebrate our commitment to diversity both within the workplace and within our communities.

With a highly visible presence at Liverpool Pride, events to mark World Mental Health Day , campaigns for Older Persons day and support for Inter faith week we have been able to show our commitment to diversity across Merseyside.

A "Knowing our Communities" approach has helped us to understand our diversity in more detail, this has helped enormously in using our much reduced resources in a targeted way to reduce arson and hate crime and deliver business and home fire safety campaigns. This helps us to direct our services to those diverse groups who can often be overlooked or seen as hard to reach.

The "blue light services" collaboration agenda has also been important in terms of community engagement, it enables us to do more with less and avoid duplication. We are happy to be working closely with Merseyside Police and Health partners, to develop closer relationships that enable us to share information and intelligence in order to target the most vulnerable communities of Merseyside.

This year has also provided a great opportunity to influence the makeup of our organisation through the recruitment of operational firefighters, business safety staff, community risk management staff and volunteers. Our Positive Action strategy has enabled us to increase representation from some underrepresented groups and this will continue to be a significant priority going forward to assist with creating a diverse pool of talent for us to recruit from.

We look forward to responding to the challenges within the sector, not least the imminent launch the Home Office Inspection regime around workforce and diversity, which will help all fire and rescue services to focus on improving diversity and inclusion outcomes for our staff and our diverse communities.

This organisation has a lot to be proud of and we will continue to build on our successes and strive to further improve in this important area of work. I'd like to take this opportunity to thank staff, our forums and the representative bodies for their support and ongoing contributions in valuing inclusion and ensuring diversity is at the heart of what we do every day.

**Deputy Chief Fire Officer**

**Phil Garrigan**

**Merseyside Fire & Rescue Service**

## Welcome

As Lead Member for the Strategy and Performance department, I have responsibility for supporting and scrutinising equality related work throughout the Service.

As a result I am incredibly proud to champion the work that we do as an Authority and the impact that we are having every day through this inclusive approach.

This Authority continues to drive change through an exceptionally progressive Equality and Diversity Action Plan.

In order to demonstrate this I would like to highlight some of the remarkable work that Merseyside Fire and Rescue Authority does with young people that you might not expect.

Earlier in the year, I was privileged to attend a presentation for the Princes Trust Huyton Team 39.  As part of their development programme challenge they had raised money and decorated St Albert the Great youth club for the local dance troupe who practise there.  Surely it is the best kind of community cohesion when young people are setting such a good example and helping other young people achieve their dreams.

In March, I was delighted to attend the launch of a collaboration with Liverpool Football Club on a new Kicks Football Plus programme at the Toxteth Fire Fit Hub. The initiative will provide wrap around support services to young people. The activities and engagement at the many taster sessions provided by the youth outreach workers was outstanding. It is great to know so many agencies are working to guide our young people to positive choices and wonderful as always to hear the views of the young people.

Finally, over the last three years Merseyside Fire & Rescue Authority has made a commitment to improve their engagement with staff across the organisation.

Alongside posters, articles in the Hot News staff magazine and a series of station visits, as an Authority we have actively created opportunities to talk with staff. I was personally impressed by the Fire control visit and the efficiency and kindness of staff when talking to the public.

Authority Members have really enjoyed the "World Café" staff engagement sessions. These conversations with staff from all departments have improved our knowledge of the functions behind operational response and given us a chance to listen to staff issues first hand. The feedback with regard to these sessions has been positive and as a result staff satisfaction with Authority engagement has risen by an unprecedented 19 percentage points.  However, for me, the overriding impression is the obvious pride staff take in their work to provide the best service possible, without discrimination, to the people of Merseyside.

I do hope you find this report useful. We would welcome any feedback with respect to the report and we are keen to develop further partnerships with organisations to improve outcomes for the people of Merseyside with respect to fire, safety and rescue. For more information or to initiate talks please do not hesitate to contact me at Barbara.Murray@liverpool.gov.uk

**Councillor Barbara Murray**
**Authority Lead Member for Equality and Diversity 2016/17**
**<span style="color:red">Photograph of Cllr Barbara Murray</span>**

## Introduction

The Fire and Rescue Authority endorses this report as a reflection on the work delivered across the organisation in pursuit of Equality and Diversity excellence. This report provides the public with the opportunity to see many examples of success stories in relation to the work we do on a day to day basis to ensure that the services we deliver provide our diverse communities with confidence that we are addressing their needs.

This year's report sees the completion of our Equality Objectives 2012/17 and provides an overview of the final position against the targets set for those objectives. It also introduces the new Objectives for 2017- 2020 which will be reported for the first time in our next Annual report 2017/18

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

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

Equality and Diversity is well embedded throughout the organisation and is closely linked to our organisational aims. It is driven by a comprehensive and well monitored Equality and Diversity Action Plan, underpinned by an Equality and Diversity Policy. Equality Impact Assessments (EIAs) are carried out on policy and strategic documents and published on our website www.merseyfire.gov.uk with Authority papers.

Each Function also develops E&D priorities in relation to their Function plans and this ensures that E&D is consistently considered at the start of any new year.

This report provides an internal reflection on the Diversity work that has been delivered. As an employer it is important that we are embedding Equality and Diversity to achieve fairer outcomes for our employees and that we work towards reflecting the diverse communities we serve.

## Governance and Performance Management

The governance of the Equality and Diversity Action Plan has remained unchanged over the last four years and is led by the Diversity and Consultation Manager and co-ordinated through our Departmental and Senior Managers and our Diversity Action Group (DAG). The DAG is made up of departmental representatives (and is supported by the Authority Lead Member for Equality and Diversity) meeting quarterly to discuss and monitor progress against the action plan objectives. The DAG is also critical in reviewing equality impacts in relation to Merseyside Fire and Rescue Authority's services, policies, and projects through a robust Equality Impact Assessment (EIA) process.

The Diversity and Consultation Manager also holds regular Equalities engagement meetings with the Representative Bodies (trade unions and staff associations), to ensure that they are aware of the Equality and Diversity developments and have an opportunity to contribute to the consideration of the ways in which Equality and Diversity influences the provision of fire and rescue services.

Performance against the Equality and Diversity Action Plan is scrutinised at two levels. The first is through the Strategic Equality Group (SEG), which is chaired by the Deputy Chief Fire Officer and made up of senior managers representing all departments of the organisation. It meets on a quarterly basis to review progress made and provide assurances to the Authority on that progress. The second level of scrutiny is through the Authority's committee structure with Elected Members reviewing Equality and Diversity progress on a six-monthly basis.

Authority Members have received EIA training to support their scrutiny role and help with approving significant decisions on changes to services provided by the Authority.

Equality and Diversity reports scrutinised by Authority committees are made public via the MFRA website:

www.merseyfire.gov.uk/aspx/pages/fire_auth/authorityContent.aspx

# Our Equality Objectives

## Equality Objectives 2016/17

MFRA has five Equality Objectives which were developed in 2012 to run for five years to 2017. This section of the report provides information about our achievements around those objectives now that they have come to their conclusion.

## Equality Objective 1

**Target:** To reduce accidental fires in the home and the deaths and injuries they cause on Merseyside by a further 5% by 2017.

**How this impacts on Equality and Diversity: Protected Characteristic – Age and Disability:** We know through extensive research that some of the people at highest risk from fire are also covered by the nine protected characteristics that form part of the Equality Act 2010, for example elderly and disabled people. Our activity focuses on reducing risk for vulnerable people.

**Final Position as at March 2017**

A total of 988 Accidental Dwelling Fires took place during 2016/17. This was a reduction of 100 incidents on 2015/16. In terms of the achievement for the overall objective for Accidental Dwelling Fires has been achieved. The baseline year for the 5% reduction was 2011/12 where 1196 Accidental Dwelling Fire incidents took place, when applying a 5% reduction on this, the target at the end of the plan was 1136. Taking performance for 2016/17 into account the target has been achieved by 145 or -12.8%.

## Equality Objective 2

We will reduce risk for people who live in rented properties across Merseyside.

**Target:** To cut accidental kitchen fires in social housing by 5% by 2017.

**How this impacts on Equality and Diversity: Protected Characteristics – Age and Disability, Socio-Economic Disadvantage:** We know that people who live in rented properties often have other needs and fall within the protected characteristics. We've worked well with Registered Social Landlords to protect their residents, but some of the higher risk people live in privately rented accommodation and we want to help them too.

**Final Position as at March 2017**

At the end of 2016/17, there were a total of 166 Accidental Kitchen Fires in properties owned by Registered Providers of Social Housing, was is a reduction of 41 Accidental Kitchen Fires on 2015/16. In terms of the overall equality objective for Accidental Kitchen Fires in Social Housing has been achieved. The baseline year for the 5% reduction was 2012/13 (the first year this data was available) where 249 incidents took place, when applying a 5% reduction on this, the target at the end of the plan was 237. Taking performance for 2016/17 into account the target has been achieved by 71 or -30%.

## Equality Objective 3

We will continue to engage with young people in vulnerable areas.

**Target:** Reducing deliberate anti-social behaviour (ASB) fire setting by 5% by 2017.

**How this impacts on Equality and Diversity: Protected Characteristics – Age, Socio-Economic Disadvantage:** The anti-social behaviour of a minority of young people can impact most on the elderly and on other young people too. We want to help young people become good role models for others in their area and help older people feel safer in their homes

**Final Position**

At the end of 2016/17 there were a total of 4138 deliberate secondary fires. This was a minor increase in incidents when compared to previous years, however when compared to the overall target for the E&D objective, this has been achieved for the 5 year period. The equality objective for reducing deliberate secondary fires has been achieved. The baseline year for the 5% reduction was 2011/12 where 6093 incidents took place, when applying a 5% reduction on this, the target at the end of the plan was 5788. Taking performance for 2016/17 into account the target has been achieved by 1634 or -28.2%.

## Equality Objective 4

We will work with at-risk groups and local partners to contribute to the reduction in the number and severity of road traffic collisions (RTC) across Merseyside.

**Target**: Reducing the number of people killed or seriously injured in road traffic collisions by 37.5% by 2020.

**How this impacts on Equality and Diversity: Protected Characteristic – Age:** Young people are at a particularly high risk of being killed or seriously injured in road traffic collisions.  We want to have a positive impact on this group and help to keep them safe on the roads, whilst also monitoring road traffic collision risks in relation to young and old across all five districts and responding accordingly.

**Final position**

There has been a gradual increase in road traffic collisions attended by Merseyside Fire and Rescue Authority year on year.  Due to the nature of RTC's there are a wide range of circumstances that contribute, regardless of the skill level of the driver.  To address this upward trend we will work with partner agencies and provide education through our road safety education packages and campaigns.

The equality objective for reducing Road Traffic Collisions has been partially achieved, this Equality Objective is based on partner organisations reduction targets.  The baseline of 888 incidents is based on an average of incidents attended between 2004/05 to 2007/08, applying the 37.5% reduction on this, the target at the end of the plan was 555.  Taking performance for 2016/17 into account the target has been missed by 50 or 9%.  However for the years between 2011/12 to 2013/14, the ambitious target had been achieved.

**Injuries in Road Traffic Collisions**: The equality objective for reducing Injuries as a result of Road Traffic Collisions has been missed, this Equality Objective is based on partner organisations reduction targets.  The baseline of 485 incidents is based on an average of incidents attended between 2004/05 to 2007/08, applying the 37.5%

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reduction on this, the target at the end of the plan was 303.  Taking performance for 2016/17 into account the target has been missed by 69 or 22.8%.

## Equality Objective 5

Our aim is to create a strong cohesive organisation which is positive about rising to the future challenges we face.

**Target:** To increase the diversity of our workforce and volunteers in order to reflect the local community we serve and increase applications for roles within the organisation (including volunteering) for those protected groups under-represented currently within our workforce.

**How this impacts on Equality and Diversity: Protected Characteristic – Gender and Ethnic Origin:** We'd like our workforce to better represent the make-up of our communities and will work to encourage applications from under-represented groups when we carry out any recruitment.

**Current progress**

Since the recruitment in 2014/15 we have carried out a further recruitment programme for both Fire-fighters and Apprentices.

| *Firefighter Recruitment* | | | |
|---|---|---|---|
| **Topic** | **Baseline** | **Where we want to be** | **Q4 2016/17** |
| Female Firefighter Recruitment | 3/16 (19%) | Increase in female recruitment | 30% |
| BME Firefighter Recruitment | 1/16 (6.25%) | Increase in BME recruitment | 0% |
| 17 Recruited - Gender 12 Male (70%) and 5 Female (30%) Ethnicity: 17 White British | | | |
| | | | |
| *Apprenticeship Recruitment* | | | |
| **Topic** | **Baseline** | **Where we want to be** | **Q4 2016/17** |
| Female Apprenticeship Recruitment | 5/12 (42%) | Increase in female recruitment | 57% |
| BME Apprenticeship Recruitment | 1/12 (8%) | Increase in BME recruitment | 0% |

| 14 recruited - Gender  6 Males (43%) and  8 Female (57%),  Ethnicity:  14 White British | | | |
|---|---|---|---|
| | | | |
| **Business Safety Advisors** | | | |
| **Topic** | **Baseline** | **Where we want to be** | **Q4 2016/17** |
| Female Business Safety Recruitment | 0 (0%) | Increase in female recruitment | 57% |
| BME Business Safety Recruitment | 0 (0%) | Increase in BME recruitment | 0% |
| 7 Recruited - Gender:  3 Male (43%) and 4 Female (57%) Ethnicity: 7 White British | | | |
| *Please note baseline based on 2014/15 data* | | | |

In all cases we have exceeded our baseline figure for Gender.  Significantly, female apprentices have increased by 15 percentage point and firefighters by 11 percentage points.  In terms of our Black and Minority Ethnic (BME) recruitment baseline figures, we are disappointed not to have made more progress on this and   further work needs to be done to focus on Positive Action and the part it can play in relation to recruiting BME candidates for both apprenticeship and firefighter roles.

Note: The overall target for this objective is to increase applications for each of those minority groups above year on year. We are satisfied that progress has been made and will continue to use this as one of our E and D objectives for 2017-20

**Picture of new Business Safety Advisors**

**Equality Objectives 2017-2020**

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

From April 2017 these will replace the Objectives that we have been reporting against since 2012.  The new Objectives below have been reviewed and updated to better demonstrate how we show due regard to eliminating discrimination, harassment and victimisation, advance equality of opportunity and foster good relations:

1.  Create a strong cohesive organisation that is positive to rising to the future challenges we face.
2.  Ensure that people from diverse communities receive equitable services that meet their needs.
3.  Reducing fires and other incidents amongst the vulnerable protected groups
4.  To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: "eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't."
5.  To continue to aspire to achieving excellence, or equivalent in a Fire and Rescue Service Equality Framework

# Part One – Equality and Diversity Activity 2016/17

## Equality and Diversity Activity and Outcomes 2016- 2017

This section of the report provides examples of achievements and case studies to demonstrate the progress made in relation to our Equality and Diversity Action Plan 2013-17 and Equality Objectives.  Our Action Plan contains key objectives and actions designed to ensure that we continuously improve against our diversity agenda and deliver against our Public Sector Equality Duty (PSED) requirements and Equality Objectives.

The Action Plan is a living document which is monitored on six-monthly basis. Having the Action Plan in place ensures that we have a transparent means by which we can demonstrate our commitment to Equality and Diversity (in relation to our staff and our communities), in a way that allows interested parties to hold us to account and measure our progress in relation to:

- o The extent to which our services meet differing customer needs.
- o The extent to which we are able to attract, retain and develop a talented workforce from across all sections of the community.

# Knowing Our Communities

## Diverse Community profiles

England has become more ethnically diverse with rising numbers of people identifying themselves as belonging to minority ethnic groups in the 2011 Census. In Merseyside, there has been an increase in the number of people that identify themselves as being ethnically and culturally diverse and this diversity can bring different fire safety needs and vulnerabilities.

The Merseyside Fire and Rescue Authority  Knowing our Communities project has been very successful in developing a diversity community profile data tool which enables staff to understand the makeup of their communities when carrying our community engagement activities and planning for the future campaigns. The tool that we have developed uses the community demographic profiles to enable staff to identify (using maps) where different diverse communities are located across Merseyside. The profiles we include are:

- Age
- Gender
- Ethnicity
- Religion
- Disability
- Health

Since the tool was launched in November 2016 it has been used to support work to monitor community tension; which supports our Fire Control, identify key areas for Business Safety Week activities, preparation for Ramadan and planning around our Arson Reduction Strategy.  The tool was developed through joint working by the Strategy and Performance (Business Intelligence and the Diversity and Consultation Manager) and Community Risk Management Functions and input from colleagues across the organisation.

**First National Business Safety Week Campaign (Business Safety Week)**

Our Protection and Prevention Officers, together with firefighters, visited approximately 165 businesses in diverse communities across Merseyside in the first National Business Safety Week held in September 2016.  Specialist fire officers gave arson prevention advice to business owners, including how they can protect their business premises from deliberate fires and they were offered guidance on their legal responsibility as employers.

Many of the visits took place in the Smithdown Road and Lodge Lane areas of Liverpool and our staff spoke to landlords and business owners specifically about the benefits of business safety, and how it can support economic growth and provide a safe environment for employees, customers and stock.  Architectural Liaison/Crime Prevention Officers from Merseyside Police also took part in the week long campaign giving out crime prevention advice and guidance about planning for emergencies in the event of a flood or fire.

Protection Compliance Manager, Karen Hughes who led the community engagement campaign for Merseyside Fire and Rescue Authority said:

 "**Fire can cause major disruption for businesses and we want to help owners look at the way they can protect themselves from fire hazards.  A fire in a commercial building can put the lives of staff and customers at risk and can damage valuable stock as well as the business premises.**"

"Business Safety Week was a great opportunity for us to visit diverse communities in Merseyside and offer advice and support to vendors about how they can keep their premises and their employees safe from fire."

## Arson Awareness Week

Arson Awareness week (Monday 20 to Friday 24 March) saw the launch of the monthly Arson Awareness Campaigns, whereby, Arson Officers join forces with partner agencies to highlight the dangers of deliberately setting fires to our community.

The Arson Awareness Campaigns run once a month in each of the districts across Merseyside.  Each campaign works with partners such as Merseyside Police, local authorities and housing providers to highlight the consequences of setting fires.

Teams of staff, Advocates, volunteers, PCSOs, housing providers and local authority teams visit homes and businesses in high priority Wards where we are experiencing Arson/ASB throughout the month to carry out Home Fire Safety Checks.  During these visits they distribute information leaflets and identify residents who may be vulnerable to arson attacks.

Our partners also provide skips during these days to remove fly-tipped rubbish from communities, give advice to business owners about waste management, engage with homeless people to raise awareness of the dangers of fires and provide support to residents concerned about anti-social fire setting in their neighbourhoods.

The Campaigns have seen the completion of 1136 Home Fire Safety Checks (HFSC's), 90 Businesses engaged with, 38 Small Operational Fire Safety Assessments (SOFSA) visits completed by Business Safety Advisors, 30 High Risk people identified and referred to high risk Advocates, 33 fly tipping sites reported, 4752 homes leafleted and 79 businesses leafleted.

The use of Community Profiles and Community Intelligence helped to target our resources in the areas at most risk of arson.

## Community Tension Monitoring

As an emergency service provider we have a responsibility to monitor tensions around our communities and respond where appropriate to prevent an increase in emergency incident and build community cohesion.  To assist with this we have developed a procedure that enables the organisation to respond quickly and dynamically to types of tensions and unrest that may arise following national hate /terror events.

The procedure brings all parts of the organisation together to deliver a robust response that considers all levels of intelligence both internally, externally whilst also considering community profiles to ensure that are helping and targeting the right areas and members of our communities in reassurance or safety campaigns.

The community tension procedure has been used for the monitoring of hate crime across Merseyside following terrorist attacks in London and Manchester, it has enabled the organisation to provide support to those communities that may face an increase in hate crime or attack as a result  (Picture of the Knowing your community data – Merseyside front cover)

# Working in Partnership

## Syrian Refugee Project <span style="color:red">(Photo from the hotnews – Oct/Nov page 4)</span>

Merseyside Fire and Rescue Authority have entered a new partnership with Knowsley Metropolitan Borough Council in support of the governments Syrian Vulnerable Persons Resettlement Scheme.  Suzanne Hazza from MFRS is working on the project to assist with translation services for the Syrian Refugee families who have come to live in Knowsley.  Suzanne, who speaks fluent Arabic, is facilitating vital conversations between five families and key services in Knowsley, helping them to overcome language barriers, settle into their new homes and provide fire safety advice.

Group Manager Gary Oakford said:

"**These families are the first in Merseyside from the Resettlement Scheme who have arrived from refugee camps in Turkey, Northern Iraq or Jordan and who have been displaced from their homes for many years.  We were approached by Knowsley Council to see if we could lend support as they were aware of the specialist skills some of our advocates hold.  We will continue to offer support and advice to neighbouring authorities as more families are rehoused".**

Suzanne said:

 **"This is a fantastic opportunity for me, and one which I am thoroughly enjoying.  It has given me the chance to use my language skills to help families and professionals connect, which I am finding very rewarding".**

## Collaboration with partner organisations

For many years Merseyside Fire and Rescue Authority has worked closely with other organisations to share best practice, and make the most effective use of resources to improve the services we provide to the people of Merseyside. The Policing and Crime Act 2017 introduced a new duty for Fire and Rescue Authorities and Polices Forces to keep opportunities for collaboration under review; but MFRS and

Merseyside Police are already actively collaborating in relation to the work that they are doing to engage with local communities and promote the importance of equality, diversity and inclusion in both organisations.

Our joint collaboration commitments are around four key areas of:

- Sharing community data and intelligence to support better outcomes for diverse communities
- Delivering joint community engagement with diverse and vulnerable groups
- Joint approaches for working on local and national campaigns
- Sharing training, knowledge and resources around community engagement and cohesion.

Outcomes from the work to date include:

1. Sharing of national threat and counter terrorism  intelligence
2. Sharing of community cohesion intelligence
3. Attendance of regular share and learn meetings
4. Agenda items for the Fire and Rescue Service are to be included on the Police Community Action Groups to enable a joined up approach to consultation and engagement
5. Joint working for Business Safety and Arson Awareness weeks

## Involving Our Communities

The following section includes a selection of the events our operational staff have been engaged with across our stations to support vulnerable people.

**Visit to a Community Fire Station**

A visit was arranged to Bootle & Netherton Community Fire Station for a group of young people from the 'Can Do' Leonard Cheshire Disability Group.  This group of young people with various learning difficulties were very enthusiastic, with all of them engaging and asking our staff lots of questions.

Co-incidentally the Mounted Section of Merseyside Police were attending Bootle and Netherton Community Fire station on the evening of the visit and officers on duty agreed that the group could meet the horses; Major and Phoebe A although the visitors appeared to be tentative at first, their confidence increased as they got used to the horses.

The group then met with the crew and CM Gary Lythgoe discussed various types of rescue and the group were given the opportunity to try out some of the equipment and sit in the fire appliance. They thoroughly enjoyed their time visiting the station and the organisers  told us that even the members of the group that do not normally engage well in activities had been involved in the visit.

**Charity Car Wash in Eccleston**

Crews from Eccleston Community Fire Station held a car wash to raise funds for the Fire Fighters Charity and the 'Melissa Smile Fund' a charity set up by the parent of Melissa Adams, from Eccelston who was diagnosed with Angelman Syndrome in 2006.  Melissa's condition means she is unable to speak, has poor mobility skills, suffers from epilepsy and needs 24 hour care.  The event raised over £600 which was split between the two charities.  The money donated to the 'Melissa Smile Fund' will help her family create a sensory room for Melissa. **(Photo from Hotnews)**

**Fire Firefighter Charity**

Andrew Dane, a 10 year old boy from Portsmouth, has made it his mission to visit every fire station in the country to raise money for the Firefighters Charity. Andrew started his journey in February 2015 and has visited almost a thousand stations. Andrew was able to visit all 25 Merseyside community fire stations And his trip included a tour of our Marine Fire Unit, a demonstration by our Search and Rescue Team and a meeting with Chief Fire Officer Dan Stephens and Deputy Chief Fire Officer Phil Garrigan. (photograph from Hotnews)

**Blooming Lovely**

Our Search and Rescue Team assisted the manager of supported housing development Dene Court in Fazakerley to assemble six garden benches for the residents.

The benches had been in storage for 3 months and the SRT team stepped in to put them together so the residents could sit outside and enjoy the sunshine. The team at Croxteth Community Fire Station have developed a good working relationship with the staff and residents at Dene Court after highlighting a communication issue with one of the residents, who is Deaf and blind and working with him and his carers to resolve this. The Team are particularly proud that a relationship which began with an emergency response has developed into something more sustainable with a long term benefit to the community. **(photo from Hotnews)**

# Our Youth Engagement teams and our diverse communities

## Prince's Trust.

Our five Prince's Trust teams continue to deliver their 12 week development programmes with an increasingly diverse range of young people across Merseyside. During 2016/17 our teams were based at our Training and Development Academy in Croxteth, Bootle and Netherton, Toxteth and Huyton Community Fire Stations and the Wirral Metropolitan College team were based at our Bromborough Community

Fire Station. All the teams have been successful at recruiting young people from diverse backgrounds and minority groups including:

- Students with physical disabilities (Cerebral Palsy, Hemiplegia, partially sighted)
- Students with learning disabilities (including Asperger's, ADHD, Dyspraxia, Dyslexia and Dyscalculia,)
- Students with mental health disorders (personality disorders, depression and psychosis)
- Asylum seekers and refugees
- Students from the LGBT community
- Students from minority religions (Pagan and Muslim)
- And eight students whose ethnicity is defined as Black, Asian or Minority Ethnic

Two young people who took part in the courses in 2016/17 have been nominated for a Prince's Trust Award, for the North West.

**Breakthrough Award – John**

**Before the Prince's Trust**

Our team first met John in a local shopping centre close to the team rooms.  He was with his mum at the time and our team approached them for a little chat and explained to them what our 12 week programme was about.  They knew about the Princes Trust Course run by Merseyside Fire and Rescue Service as a family member had already completed one of our courses and had spoken highly about her experience.  Although they were aware of the course but were unsure if it was something John would be able to do or if he could get the support he would need as he has Down Syndrome.  John and his mum were invited to visit the team room and have a chat about the course and how the team could best support John on the programme.  The only concern was how John would manage on the residential section on the course, as he might not be able to do some of the more physical activities.  It was agreed that the activities would be taken slowly to ensure that John

was able to do them and be happy, and the team would provide regular update to his mum.  John left the meeting feeling very excited to get started.

**During his time with the Prince's Trust**

From the very first day John had a smile on his face from the minute he walked in until the left. He broke down a lot of barriers with the other 11 people on the team with his positive attitude. He encouraged discussions and once he knew everyone's name he would come in each morning and personal greet everyone. Although he was looking forward to the residential he still displayed nervous behaviour when discussing some of the activities the team would have the opportunity to do. The team leader assured him that he wouldn't be forced to do anything he wasn't comfortable with and this seemed to put him at ease.

John had to overcome a lot of new and sometimes difficult things while on residential, being away from his family with new friends seemed daunting and taking him out of his daily routines could be stressful, but he surprised himself with how independent he could be. During the more strenuous activities like gorge walking and rock climbing John expressed that he would like to give it a go. After discussing with the activities providers who assured him and his mum of his safety, John tried them all.  During the rock climb he managed to reach the top and this inspired the rest of the team to do the same.  Even the team members who refused at first watched John and changed their minds.  After each activity John could not wait to call his mum and tell her what he had achieved as he was extremely proud of himself.  On one of the evenings John told us he liked to cook and his dream career would be a chef. When it was his turn to cook he held a cooking lesson in the kitchen and showed everyone how to wash their hand properly and which chopping boards to use.

During the community project he struggled a little with his co-ordination and found painting difficult, but he didn't let it show; he kept smiling and decided he would help the team in other ways like cleaning up washing paint brushes and taking pictures for the team presentation.

During the team challenge John really excelled himself. The team organised and planned a talent show at a local community centre that hosted an after school club. John was day leader of the group that day and entered the activity with lots of enthusiasm and energy. The children really responded to this and the applause, encouragement and praise John gave each act after they had finished encouraged the more reserved children to take part and get up on stage.

One day during a station tour John disclosed to the firefighters that he would like to be a chef one day.   As the conversation developed John offered to cook the firefighters their dinner one afternoon.  The next day John went onto the station and met all the firefighters and sat down with them to write a shopping list of ingredients. That evening John and the team leader went on to station where John prepared and cooked a chicken and vegetable curry for the entire watch.  Although the team leader offered to help, John said he didn't need it and he made it all himself. The firefighters came in the next day to thank John and said it was the best curry they had ever tasted.

By the end of the 12 weeks, John had completed the unit work for an entry level 3 which was John's first ever qualification. It might have taken him a bit longer than the rest of the team, but he didn't mind and he never stopped smiling.

From this experience, John found the confidence to pursue his dream career and study food preparation in college. He was accepted on to a Steady Chefs cooking course in Bootle where he started 3 weeks after leaving the team programme.

**Now, in the future and the impact of achievements**
Since leaving the team programme, John has maintained his place in college studying cookery. He really enjoys it and feels as though he is learning new things very day. He is aiming to find employment in a cafe once he finishes the 12 month course with Steady Chefs. He expresses that he misses the team and the team leaders, but he is thankful for the opportunities and experience.

John said "My favourite part of the 12 weeks was cooking for the firefighters and climbing the mountain. I loved being part of a team. The whole thing was brilliant!"

His team leaders were asked to sum up the nominees as a newspaper headline. They decided that John's would be, "He is a pinch of enthusiasm, a dash of motivation and a big sprinkle of smiles".

**Young Achiever of the year – Sadaldin (Saad)**

**Before the Princes Trust**

Saad grew up with a very supportive family, and had a happy childhood however everything rapidly changed when the uprisings began in Syria, resulting in the civil war.

Saad left Syria in 2014 due to the lack of safety in his country and the constant worry of being forced to join the army.  He managed to escape and illegally crossed borders to make it to Turkey, where he stayed for just under a year working and saving to continue his journey.  Saad's journey from his hometown Homs was terrifying; he had to leave his family behind and it was a very painful time saying goodbye and not knowing whether he would ever see them again. From Turkey, Saad crossed the Mediterranean to Greece on a boat along with many other asylum seekers.  Once on mainland Europe, Saad started an epic journey by foot and train, passing through Macedonia, Serbia, Croatia, Hungary, Austria, Germany and France.  Saad finally made it to 'The Jungle' in Calais and realised it wasn't somewhere he wanted to spend a long time, after only 5 days there, he managed to conceal himself in a lorry crossing the English Channel, and made it to the UK.

In the October 2015 Saad arrived in the UK, and was detained by police, he then spent 25 days in temporary accommodation in London, Manchester and Wigan before finally being given more permanent housing in Liverpool.  Once in Liverpool, he was put in contact with Asylum Link, which amongst other support, provided him with an English teacher.  Eamon, his English teacher, spoke to Saad about the Team programme run by Merseyside Fire & Rescue Authority in Toxteth.

**During his time with Princes Trust**

When Saad first joined the Team programme, he was worried what other people on the Team would think about him and where he came from because of the language barrier and cultural differences. In spite of this he was excited to get involved with other young people in the local area. The first week and meeting new people was difficult for Saad, but he felt confident that he had made friends, and also felt happy and safe. The second week going away on residential helped him to feel more confident and he became friendlier with his fellow Team members and Team leaders.

His English was quite poor but he really wanted to improve it as soon as possible. Saad threw himself into the Team programme, and got involved with all aspects of it, including a residential in North Wales, a Community Project rejuvenating and creating an outdoor sensory garden for elderly people with dementia, a work placement at a riding stables and Team challenges with homeless and elderly people.

Towards the end of the Team, Saad was absolutely delighted to receive the news he had been waiting for, that he had been granted his refugee status in the UK. He had built such a bond with the rest of the Team and the staff that he wanted to celebrate with them all, and went out and purchased a special cake to share with them all.

One of Saad's best moments during Team was on the Army day when he won on the bleep test. The Team members and leaders were so happy with his victory; he had done it for the Team. Saad is so happy and grateful for what he has done and achieved through the course. The qualification and skills he has got are really important to him. As Saad was new to this country he did not expect to get on as easily as he did, but through this experience he feels as though he has been here for a lot longer, maybe even as if he was born here. His continued communication with friends on the course, (not in his own language) has helped him to develop considerably and made him feel included in the Team.

There are so many aspects of Saad's life that he felt improved by being on the Team programme, and skills that he developed. Possibly the most outwardly obvious would be the improvement in his English; by the end of the Team he was speaking,

reading and writing confidently, though some would say he has learnt to speak Scouse rather than English!  Being more confident in his communication skills meant that Saad's confidence increased a lot and his ability to work with others who he might not normally have encountered was also a real boost.

Saad felt that during his time on the Team programme he really increased his ability to manage his own feelings, and was given lots of support and advice for how to do so. He loved finding out about opportunities to volunteer, and above all else, really relished the opportunity to integrate into his local community and Liverpool as a whole.

**Now, in the future and the impact of achievements**
After Saad completed Team, he applied to college for a Level 3 Access to Engineering course, starting in September 2016. In the mean time until his course started, he applied for work, and secured a job at KFC.  Having received his refugee status, he also had to move house, as he was previously in asylum seeker accommodation.

In September 2016 Saad started his Access to Engineering course.  Whilst discussing his future plans to go to university after completing the access course, he spoke to two local universities who stated he would also need an English GCSE to be offered a place on engineering degrees. As a result he signed up to complete an English GCSE as well, starting the course in November 2016.

A little while into the course, Saad left his job at KFC after securing a new, more flexible job with Deliveroo.  He enjoys keeping active whilst working, and is able to work hours that fit around his studies, and at times when he needs to spend longer studying, doesn't work to focus on revision.

Saad has received two conditional offers, from The University of Liverpool and Liverpool John Moores University, to study Electric & Electronic Engineering starting in September 2018.  He is on track to achieve the required grades in both his Access to Engineering course and English GCSE.  Saad will be completing his final exams in June, then awaiting his results in August 2017.

Saad is committed to completing a degree, then securing employment as an electrical engineer. This has been his long term dream since he was a child, however the upheaval of leaving his home and family made him worry whether this was possible. The boost he received during his time on The Prince's Trust Team Programme reaffirmed his passion and gave him the inspiration to move forward with his dreams. With an Electrical Engineering degree behind him, Saad will always be able to support himself in the future and is looking forward to a long and prosperous life in Liverpool ahead of him.

Saad said "The Prince's Trust Team Programme gave me so many personal skills I needed and made the route easier to achieve my dreams. The Prince's Trust Certificate in Employment, Teamwork and Community Skills helped me with my follow on steps as I was able to show the college I had achieved a UK based qualifications. Liverpool is my home now, I never want to leave. I wouldn't be where I am now without the Team programme." Sadaldin Habab

"Saad made amazing progress while on Team, not just with improving his English (and knowledge of Scouse!) But also by integrating himself into Liverpool life and making new friends. He's then gone on to find himself work (initially in KFC and then Deliveroo) and then achieved his goal of going to City of Liverpool College to do his Access course for engineering. He keeps in touch with his Team Leaders and still has so much enthusiasm about life." Alison Caulfield, Team Leader

For the newspaper headline which best summed up Saad the team choose, '3000 mile journey through hell and high water leads inspirational young person to his dreams in engineering'.

**Fire Cadets**

The main ethos of our fire cadet units is for cadets to be involved in Social Action activities that specifically support their local communities and encourage personal development. Over the last year, the cadets have taken part in numerous Social Action activities which have included:

- Supporting fire crews with charity car washes,

- Performing at  the MFRS Carol Service,

- Participating in Remembrance Day ceremonies,

- Becoming Dementia Friends

The biggest social action activity this year was for cadets units to take part in the Commonwealth War Graves Commission Battle of the Somme Centenary.  All cadet units researched their local war graves – by visiting churches, taking part in grave rubbing, photographing war graves.  Research was then done on specific soldiers and memorial booklets/displays were produced.

**Dementia Friends**

MFRA Fire Cadet Units have received Dementia Awareness training from Watch Manager Steve Bousfield, as part of the Alzheimer's Society initiative called Dementia Friends.  The initiative is aimed at helping to change people's perceptions of dementia and to get people talking about the condition.  As a Dementia Friend people learn a little bit more about what it's like to live with dementia and they can then turn that understanding into actions.  Dementia Friends is about learning more about dementia and the small ways in which people can help.  From telling friends about Dementia Friends to visiting someone living with dementia, every action counts.

As part of their commitment of turning understanding into action, the Fire Cadets from Archbishop Blanch visited a local dementia care home to play bingo with local residents.  Many of the residents had dementia and the cadets displayed lots of compassion and were able to understand their condition and adapt the session so that everyone taking part was able to enjoy the activity.

PHOTO

# Responsive services and customer care

**Home Safety**

Merseyside Fire and Rescue Authority continues to provide extensive fire prevention services to our communities, with a particularly focus on fires in the home. We use the knowledge about our communities that we have gathered from numerous sources, to target our prevention activity on those most at risk. This has resulted in a Home Safety Strategy that focuses on reducing fires, deaths and injuries amongst the over 65s.

In 2016/17:

- 49,000 Home Fire Safety Checks (HFSCs) were delivered by fire crews (60% to over 65s)
- Fire Safety Advocate performance was up by 45% .
- Prevention teams and operational crews delivered over 40 prevention campaigns e.g. in areas where there had been a serious fire
- Wider use of social media has enabled us to…….
- Tragically, there were seven fatalities in accidental fires in the home – but this was over 50% fewer than in 2015/16 and the lowest number for four years.
- There were fewer than 1000 accidental fires in the home, for the first time ever

**Vulnerable People Safeguarding**

Our prevention teams across Merseyside regularly receive referrals from partners such as local neighbourhood policing teams, and Registered Social Housing Providers.  In August our St Helens Prevention Team attended a MASH (multi agency safeguarding hub) meeting to deliver a presentation aimed at carers and people responsible for vulnerable people.  Following this presentation our staff received a referral stating that a property was in extremely poor condition and the

occupants living conditions were a concern alongside their mental health and wellbeing.

On our Prevention team's first visit to the property the occupier was not at home, but it was very clear that the living conditions were extremely poor and the occupant was extremely vulnerable. The front door to the property had been left open and it was apparent from the small area of the home which was visible that there was some major fire risks due to the amount of combustible material and poorly discarded cigarettes.

Our Prevention staff subsequently organised an essential multi-agency visit with two environmental health officers, and the local neighbourhood policing team. Again the occupant was not home, but however due the concerns, the police entered the property and requested that the Prevention staff also enter to inspect the condition of the property. The condition of the property was a major concern - the floor was not visible through rubbish, combustibles and poorly discarded cigarettes, there was no lighting in the property and it was infested with flies due to rotting food. There were numerous fire concerns within the property, such as very poor cooking habits, the poorly discarded cigarettes, a small fan heater placed on top of a pile of clothes, and numerous other electrical items in a poor state of repair. There was also no working smoke alarms in the property. The decision was made to fit smoke alarms so as to reduce the possible risk to the occupant.

During the following weeks our Prevention staff liaised with Social Services, Environmental Health, and health professionals to arrange temporary accommodation and for the property to be cleared so that it was safe to live in. Unfortunately only six weeks after the property had been cleared it was back in an extremely poor condition and the smoke alarms had been removed.

Although in this case further extensive work was needed with numerous partner agencies in order to ensure the vulnerable adult received all the support required and that their home environment was safe and suitable our main priority is to reduce the risk of fire. We strive to ensure we are doing all we can to help vulnerable people within our communities, ensuring people with disabilities and mental health problems

do not go unnoticed and without the help they require to live a healthy and fulfilled life.

## Merseyside Fire and Rescue Service Volunteers

October saw the introduction of a Merseyside-wide volunteer recruitment campaign to enable people to gain a number of key skills and knowledge about fire prevention and assist Community Risk Management staff deliver a wide range of community engagement activities and events during the year.

We now have a team of 14 volunteers from diverse backgrounds, including male and female, people with a disability, and people from a BME background. Their diversity helps to assist us in all aspects of work across the districts including:

- Providing awareness about home fire safety to communities through campaigns and home visits.
- Attending community fun days, supermarkets, community events and other public places to engage with members community to provide key healthy living advice and information about the services we offer
- Contributing to safe and well visits and community reassurance campaigns.
- Delivering safety presentations in primary and secondary schools especially seasonal presentations about firework safety, grass fire prevention in summer months.

The volunteers have assisted with numerous campaigns across Merseyside including arson campaigns in deprived wards where there has been issues relating to arson, antisocial behaviour and c crime. They have also engaged with residents alongside with Community Risk Management staff to complete Home Fire Safety Checks.

Two of our Volunteers are registered disabled and require additional support from a carer/support worker whilst volunteering for us. We worked closely with the volunteer and the carer to ensure that the carer /support worker receives a briefing before any event to enable them to assist the volunteer to perform to their full ability for each

event. We are keen to ensure that all volunteers are learning valuable life and work skills to assist them with any future chosen careers and life choices.

The volunteers have also attended a women's recruitment conference along with our District Prevention Manager Jen Taylor.  The conference aimed to promote work and voluntary opportunities within the city to help women improve their skills and confidence so that they can get back into employment.

# A Skilled and committed workforce

As well as the normal activities you would associate with firefighters; attending and preventing fires and other emergencies, our staff are also keen to focus on ensuring that those services are delivered in an equitable way and to support local people, and charities, including the Firefighters Charity with fund raising events. As an organisation, we have also worked hard to focus on the way that we engage with our biggest single group of employees, our operational firefighters.

**STAFF ENGAGEMENT**

Following the release of the results of the second staff survey in 2016, Station Managers met with their Watch Manager teams to hold open discussion forums to gain a greater insight into how staff felt about the results. This was done in a consistent manner to ensure everyone received the same messages. Each of the Watch Managers then held a similar feedback session, with their own teams using the same approach.

The information was brought together centrally and a small group discussed the responses and categorised the feedback into the following themes.

- What are the most positive changes?
- What are your concerns and how to address them?
- What our priorities should be.

The feedback for each specific location was used by the Station Mangers as the cornerstone of engagement in the upcoming station planning process for 2016/17.

The discussions highlighted some positive feedback showing that the survey had provided them with a platform to be listened to in relation to changes around:
- Shift system and family friendly arrangements.
- Management of the work routine – firefighters have noticed and commented positively that Watch Managers are more able to plan the day and have the autonomy to manage the work routine.

- Station Managers have more time to engage and are more approachable, listen more and communicate better with their station staff.
- Improved communication has had a positive impact across all stations and the importance of consistent Principal Officer Briefings contributed to these improvements.

**Flexible Working Requests**

During 2016/17 our Flexible Working Panel has met regularly to review and evaluate requests. Each request is dealt with individually, taking into account the employee's personal circumstances, the effects that the proposed changes to working hours or place of work are likely to have on the Authority, and the impact on their colleagues and departmental objectives.

A total of 17 flexible working requests were considered by the panel during 2016-17; 29% of applications were from male staff, 71% from female. All except three of those applications were accepted and the remaining three were either withdrawn or an alternative option taken.

"I have applied flexible working in May this year, to reduce my working hours to 30 hours due to a change in child minding arrangements. I have been granted the request and will be starting 1st September this year. If MFRS didn't have this Policy it would challenging for me to balance work life and family. It's excellent that I am working for organisation that provides this and looks after their employee welfare." *Sagal Jama,* Community Fire Protection Arson Officer – Liverpool South

**Supporting our Female Firefighters**

MF&RS are aware that female firefighters' careers may go through different transitions and that they may face challenges if and when they choose to have a family and later in their career in terms of the impact of their age and the menopause. Over the last two years we have invested time in engaging with female staff to understand how we can best support staff at different important stages of their careers and help them achieve a suitable work life balance.

We have used that feedback to focus on two particular areas; women returning to work after having a baby and the impact on breastfeeding; and the impact that the menopause can have on operational staff. Operational guidance has been developed for both of these areas and has been used across the country as an example of best.

The guidance for supporting employees returning from maternity leave and in particular those who may still be breastfeeding, has been developed to provide staff and managers with information on how manage the mother's return to work.  It sets out how women returning from maternity leave can request changes to their working conditions and how those requests should be considered.  The guidance provides a clear plan to ensure that the appropriate risk assessments are carried out and if necessary temporary maternity adjustments and facilities for breastfeeding (provisions of a private, healthy and safe environment to express and store milk) can be put in place ahead of them returning to work.

The breast feeding guidance introduced a three month transition from maternity to fully operational duty to enable our staff to adjust and still allow them to express milk.

The menopause guidance provides practical assistance to managers in terms of understanding how this may impact women in terms of fitness and wellbeing. The Supporting the Menopause in the Workplace guide has been designed to outline to staff and managers the ways in which we can support female employees during the menopause.  The guide includes useful background information about the menopause, what it is, the wide range of symptoms a woman may experience, what the organisation can do to help, including suggested working adjustments.

The guide also includes information for managers on how to support a member of their staff, with regular informal conversations between manager and employee enabling discussion of changes to health.  It is considered valuable to acknowledge that this is a normal stage of life and that adjustments can easily be made.

Finally the guide offers useful information for women on coping with the menopause and provides external links to more information

Both guidance documents have been developed to support all female staff who work for Merseyside Fire and Rescue Authority but in particular to provide advice to our operational staff who work in very physical and demanding roles.

The use of both documents will be monitored during 2017/18 as they are used more widely to enable us to keep the areas under review and we will update them based on our female employees' experience and feedback.

We also have a comprehensive maternity and pregnancy policy, policies for adoption, fostering, and IVF.

We also understand that in the UK we are all being expected to work longer with pension ages increasing and staff may develop long term health issues, which require regular medication such as insulin, or anticoagulants.  This is why during 2016/17 we have written and implemented a number of new guidance documents created to provide information for staff and managers on a wide variety of subjects.

**Equality and Procurement**

As part of our aim for excellent Operational Preparedness, we ensure that our firefighters are provided with the training information, procedures and equipment that they need to resolve all emergency incidents safely and effectively, our Operational Equipment Team continue to improve on the provision of well-fitting Personal Protective Equipment (PPE) for all.  All new PPE tenders are put through wearer trials and we engage volunteers to carry out testing who represent both men and women and a broad range of ages, and we also take into account other factors which may be important e.g.  Those who wear glasses, or those of a smaller or larger than average build.

Clauses are written into the procurement documents outlining the need to cater for a diverse workforce and always cover every eventuality by including a request that

suppliers provide a 'special measure' service in the event of their existing sizing range not meeting our requirements for all.

We continue to promise that we will supply everyone with suitable PPE.  On occasion we have issued alternative items e.g. a quick release firefighting boot rather than a pull on where individuals cannot be accommodated in the contracted footwear. We have invited suppliers in to measure people for bespoke items and to assist in the correct fitting and adjustment of the items.  This includes drysuits and water rescue helmets.

We have options available to us and we follow a process from regular off the shelf items down to special measure with alternatives in between.  There are high costs involved with special measure, so we will exhaust other options first but special measure should always enable us to reach a suitable conclusion for our diverse workforce.

## Think People, Staff Survey 2016 (Think People Logo)
## Your Service - Your Voice

This year we held our second staff survey, facilitated by People Insight, as part of the Authority's commitment to carry out the survey every two years.  The results were very pleasing, showing that our work around engagement and inclusive communication had made a difference to staff views since the last survey in June 2014.  With a response rate of 51%, the survey resulted in an engagement score of 74%.

People insight, the organisation that hosts our survey commented
"This is an unprecedented 19 percentage point increase on the 2014 engagement score and is an excellent result, especially for an organisation that is only on its second staff survey."

The greatest improvements against the 2014 survey were in the following areas:
- 76% of respondents felt that they enjoyed their work , up 25 percentage points from the v2014 survey

- 75% of the respondents did not "feel they have been bullied, harassed or discriminated against in the last 12 months", an increase of 27 percentage points
- "Morale in my immediate team/watch/section is generally high",  up  26 percentage points to 58%
- "MFRA is a better place to work than it was 3 years ago", up 27 percentage points to 42%
- "I feel supported in my role", up 24 percentage points to 58%
- "Bullying, harassment and discrimination are not tolerated at MFRA" – up 22 percentage points to 67%

The response to one question did not show an improvement; "We are good at sharing ideas to make things work better". This is an area that has been focused on during the year and will be reviewed as part of our ongoing engagement work.

The survey recognised the good work around extending Principle Officer briefings to non-uniformed staff, Authority Member engagement with all staff, increased communication and recognition of employee's work across all functions.

## Staff & Authority Member Engagement

The results of the 2014 Staff Engagement Survey highlighted an issue for the Authority in relation to their engagement with all groups of staff.  In response to the statement "**Fire Authority Members engage well with staff at MFRA**" only 7% of staff completing the survey responded positively.  21% stated that they neither agreed nor disagreed with the statement, whilst 72% responded negatively.

As a result, Merseyside Fire & Rescue Authority made a commitment to improve their engagement with all staff groups across the organisation.

Since then, a raft of engagement events and activity between Authority Members and employees, has taken place.

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A series of station visits were scheduled to provide Authority Members with an opportunity to have meaningful engagement with operational, station based staff, who may not ordinarily come into contact with Authority Members.

A number of "Staff Engagement Sessions" have also taken place. These have provided non –operational staff across each function, with the opportunity to engage with Authority Members and provide information regarding their various roles, and to ask Members questions regarding theirs.

Engagement sessions have also been held with Fire Control Staff, Operational and Non-Operational staff based at the Training and Development Academy and recruit firefighters.

Several days dedicated to such engagement events, are now included within the schedule of meeting dates and events agreed by the Authority each year.

The Authority are also continually reviewing their engagement activity to identify where improvements can be made and any additional opportunities for engagement.

For example, a poster has recently been produced and distributed to all Authority premises which includes pictures of all Authority Members and directs employees to where they can find more information regarding Members and the role of the Authority.

Also, articles focusing on Authority Members are to be incorporated within each edition of the "Hot News". The aim of which is to enable employees to learn more about Authority Members as individuals and provide an insight into what motivates them and what they do to promote the work of MFRS.

The second Staff Survey undertaken in 2016, highlighted that the number of positive responses to the above statement had increased from 7% in 2014 to 24% in 2016, whilst the number of negative responses reduced from 72% in 2014 to 36% in 2016. Although this statement remains in the bottom 10 responses and there is still some

way to go, the improvements observed in responses to the statement are substantial and reflect the positive engagement activity undertaken by the Authority since 2014.

## Equality and Diversity staff training delivery 2016/17

### Diversity awareness sessions

Equality and Diversity training sessions are delivered to new staff to provide an overview of how E&D is delivered across the organisation, to help them understand their role in ensuring that services are delivered fairly and that people have due regard to the needs of different staff. The training also provides a good overview of the legal requirements and responsibilities of the Authority with regards to The Equality Act 2010. The sessions are interactive and provide an opportunity to raise awareness of the Merseyside Fire and Rescue Authority Ground Rules and an introduction to our policies

This year we have trained 18 new Firefighter recruits and 8 Community Safety Apprentices. We have asked each of the attendees to make a commitment to Equality and Diversity, this could be anything from becoming a FireProud Ally or attending Liverpool Pride, to supporting events and campaigns such as International Women's Day, Older Person's Day, or supporting charity work.

## Autism Charter (Autism Together Logo)

Merseyside Fire and Rescue Authority have become **Autism Champions** thanks to the work being carried out by our Youth Engagement teams and in particular our Prince's Trust Staff. Early this year Autism Together delivered training for our Prince's Trust Staff and Community Risk Management Apprentice to provide staff with a better awareness of autism and the challenges people face. The charter was written by people on the autism spectrum and asks organisations to train their staff and make venues more autism-friendly. Other prominent Liverpool organisations who have also signed the Charter include, NatWest Bank, Tate Liverpool and Remploy. The Autism together team has delivered over 1,200 hours of training, including Merseyside Fire and Rescue Authority, in a bid to make Liverpool one of

the UK's first autism-friendly cities.

Tony Canavan said: "I approached Autism Together for training for our Princes Trust staff and Community Risk Management Apprentices as many had said they would benefit from knowing more about autism. The training carried out by Autism Together was extremely useful as we work directly with the public and often encounter people with autism"

The Prince's Trust teams have always been inclusive of individuals with autism when recruiting.  However the training delivered by Autism Together further underpinned everyone's understanding of the condition.

Everyone who attended the course said they found it very interesting and useful and the feedback from the Autism Together trainers was that they were a great group to deliver to, and very interactive.

Speaking at the charter signing ceremony, Chief Executive of Autism Together Robin Bush said: "It's a real credit to this city that organisations of all shapes and sizes are supporting our project. In the end it's all about people, and the difference we can make"

**<span style="color:red">Photo from Hotnews</span>**

## Disability Awareness training

New recruit firefighters receive a significant amount of operational fire fighter training before they start their role and this year we have expanded it to include disability awareness training and education. The training, delivered by Daisy Inclusive UK representative Dave Kelly, who became blind at the age of 30, provided an innovative training session to the recruits which gave them an opportunity to experience what it feels like to lose their sight and have to rely on someone else to see and get around.  This training also provided the firefighters with input to developing sensory skills, an important part of the firefighter role when tackling fires. The recruits found the course really helped them to prepare for their breathing

apparatus training which is carried it out in the dark, in a smoke house as part of a team. The training has also assisted them in confidently carrying out community engagement activities with people with a disability in a fully inclusive way.

"The training provided allowed us to experience sensory deprivation in the safe environment of the classroom prior to us experiencing it during the Breathing Apparatus phase of the course.  It further developed trust amongst colleagues as we guided each other blindfolded up and down stairs, much as we do during BA" Chris Kench, Development Firefighter, Kensington.

## Equality and Diversity e-learning training package

This year the Equality and Diversity team, with support from staff at our Training & Development Academy and an operational firefighter, have been working together to develop a bespoke in-house on line training package.  The package which is due to enter its testing phase in 2017, has been developed using a suite of packages from our current e-learning training package provider Learn-pro.

The new software package has allowed us to develop e-learning content bespoke to Merseyside Fire & Rescue Authority with increased interactivity, video content and links to our own policies and procedures. This has enabled us to produce a very cost effective learning module which can be delivered to all staff using our e-learning platform.

## Key employment-related information – as at 31.3.17

- There were  991 staff employed at MFRA, as at the end of 2016/17, of which 65.4% were uniformed/operational[1] and 31.2% were support staff and 3.4% were fire control staff
- 76.1% of staff were male and 23.9% were female
- Support staff have a 50% split between male and female
- Uniformed/operational staff had a gender split of 93.1% Male and 6.9% Female
- 59.9% of the total staff employed at MFRA are aged 46 and over
- 4.2% of staff had declared a disability (lower than the UK average population at 20%)
- 94.3% of the total staff population at MFRA were White British/White other , 4.3% of staff are Black Minority Ethnic (BME) –lower than the Merseyside average at 5.5%

Our Annual Workforce Equality Analysis report, which can be found on our website, provides a more detailed breakdown on  staff diversity. We produce this data annual to help us monitor the trends around the number of staff in different protected groups across all groups and levels of the organisation.

The information also assists senior officers when developing Positive Action exercises, to encourage more diverse groups to apply for roles where they are most under represented.  The data also assists the organisation with completing its duty to have due regard to the needs of different groups when developing employment practices and fire and rescue services, this is done through our Equality Impact Assessment process.

More information on recruitment can be found on page 17, where we have provided diversity information on recruitment to support Equality Objective 5.

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[1] Includes Fire Control Staff

**Gender Pay Gap**

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 came into force on 31$^{st}$ March 2017. The regulation stipulates that organisations who employ more than 250 people must publish a report of their gender pay gap. There is a slight difference in the regulation for Public Sector organisations, in so much as we must publish an annual "snapshot" of our gender pay as at the 31$^{st}$ March each year to include in our Annual Public sector reporting. A copy of our full Annual Workforce Equality Analysis report can be found on our website www.merseyfire.gov.uk/Aboutus/EqualityandDiversity/XXXXXXX

## Equality and Diversity policy refresh

As part of our Annual policy refresh we have developed a wide range of information to help and support our staff with delivering inclusive services. Part of this process has been to update and refresh our policies and service instructions. The Equality and Diversity Policy has been renewed and in doing so we have ensured we have consulted with key partners, staff representative bodies, our Diversity Action Group and our Strategic Equality Group to enable us to build their views into the Policy using the Equality Impact Assessment process.

The response to the newly refreshed policy was very positive, and we received feedback from across the organisation, and from external partners. Feedback was received from the organisations below that demonstrated a wide endorsement for the policy saying that the policy was easy to read and very thorough. There were some suggestions for minor changes which helped to improve the policy:

- Employers Forum for Equality and Inclusion ,
- Asian Fire Service Association
- Fire Proud and LGBT Fire Brigades Union  rep
- Fire Brigades Union
- Diversity Action Group members

# Part 2 – Equality and Diversity Benchmarks and Events

# Equality and Diversity Events and Awards 2016/17

This section of the report focuses on the events and awards that MF&RS has been involved in to celebrate and support diversity over the year. We have an active diversity calendar which is issued to all staff to encourage them to celebrate and commemorate different events throughout the year and to also understand when there may be times we adapt our services to meet the needs of diverse community's e.g. During the month of Ramadan.

## Equality and Diversity Events in 2015/16

**MF&RS hosts and promotes a variety of services, events and special days throughout the year which are aimed at improving outcomes for vulnerable people and relations between people who share protected characteristics and those who do not. Examples of some of the specific community-focused initiatives carried out during 2016/17 and the outcomes which have benefitted people with protected characteristics and other vulnerable groups are outlined below:**

## IDAHO Day and Launch of LGBT FireProud Network

This year as part of our celebration for IDAHO Day Merseyside Fire and Rescue Authority launched a new Lesbian, Gay, Bisexual and Transgender network for all staff. Taking the name 'FireProud', the network will seek to provide a safe, confidential and supportive environment for all Merseyside Fire and Rescue Authority staff who identifies as LGBT and others who identify under the LGBT umbrella. It will exist for anyone in the organisation to offer help, information, support, advice or just a better understanding of LGBT issues. The FireProud network will also establish a calendar of events where staff can meet and socialise.

Firefighter and chair of the FireProud network, Lorraine Lowe, said: "It's vital for us to have a work environment where everyone has a chance to achieve their potential, free from barriers, prejudice and discrimination. FireProud will help every member of staff who identify under the LGBT umbrella feel supported and empowered,

providing peer support and confidential advice.  We are looking forward to FireProud becoming a valuable resource to all our LGBT staff."

Equality & Diversity Manager, Wendy Kenyon, said: "FireProud will be available for anyone in the organisation to access help, information, support and advice or just gain a better understanding of LGBT issues.  Any member of staff experiencing difficulty due to their gender identity or sexuality will be supported in confidence and FireProud will provide a safe forum for LGBT Staff to network"

**Photograph – FireProud Launch**

Firefighter Lorraine Lowe, DCFO Phil Garrigan and Community Risk Management Officer Cheryl McGrath

## Liverpool Pride 2016 – "Liverpool Icons"

Merseyside Fire and Rescue Authority staff, apprentices and Authority Members, along with family, friends (and a few family pets) attended the Liverpool Pride event on Saturday 30th July.  All those attending started the day with breakfast at our Liverpool City Community Fire Station, before walking to St Georges Plateau to join the main march.  The breakfast event was hosted by our new FireProud LGBT Staff Network, and we used Pride 2016 to mark the launch of our FireProud Allies Programme.  Allies are individuals who do not themselves identify as LGBT but believe that lesbian, gay, bi and transgender people should be free to be themselves and reach their full potential.  Allies have a critical role to play in creating inclusive environments and they are key to advancing fair treatment for LGBT people in their work, at home and in their communities.  To date we have 70 members of staff who have volunteered to be FireProud Allies.

**(Pride Photo)**

**Macmillan Coffee morning**

**(photo from Hotnews)**

Each September our Occupation Health Team organise and host a Macmillan Coffee Morning and cake sale, with a Great British Bake-off show stopper challenge.  This year's sale raised over £360 for the Cancer Charity.  **(Photo Hotnews with Ruth Baller-Willson)**

**Ageing Safely Week 2016,**

Firefighters, Advocates, Prevention teams and support staff joined forces to deliver Home Fire Safety Checks to elderly and vulnerable people across Merseyside on Older Persons day in October 2016.  The focus of the day was to ensure that people aged 65 and over were safe in their homes, particularly those who may have difficulty escaping their property in the event of fire.

Checks were also carried out to make sure residents had working smoke alarms and teams advised people about the importance of being proactive if they hear a neighbours smoke alarm bleeping.

Altogether, 1032 Home Fire Safety Checks were delivered on the day and 1057 safety leaflets were handed out.  Oil-filled radiators were also installed in a number of properties, door handles were fixed and a gentleman was even referred for help with his overgrown garden.

During the day staff were also shadowed by representatives from Liverpool Mutual Homes recording a short film on the work carried out by Merseyside Fire and Rescue Authority to highlight the work we do for Older People across Merseyside.

**Merseyside Fire and Rescue Authority awarded for 'Outstanding' Work with Older People**

Merseyside Fire & Rescue Authority was recognised for its proactive work with older members of the community at an awards ceremony hosted by Liverpool Mutual

Homes.

The Liverpool Older People's Awards was held at The Devonshire House Hotel in Liverpool and compered by actor Ricky Tomlinson.

MFRS was presented with the Outstanding Agency Award due to its fire safety prevention work with over 65s in Merseyside.  The initiative launched by Liverpool Older Housing and Wellbeing Forum and has seen partner agencies working together to help Liverpool become an 'Age-Friendly City for Older People.' Members of Staff from the Community Risk Management Team from Service Headquarters and Belle Vale Community Fire Station attended the awards ceremony, where they were presented with a framed certificate and £500 prize money, which was donated to the Whitechapel Centre, a charity that supports homeless people in Liverpool.

**(Photos from Hotnews- HFSC's)**

# Youth Engagement and Princes Trust team raise Autism Awareness

As part of their twelve week Princes Trust programme each team must identify, fund raise and deliver a community project.  Team 38 based at our Huyton Community Fire Station, visited a number of local charities and decided that they would decorate a room at a local community centre which was used by local community groups including one which supports young people with Autism.

Part of the project is that the team must developed a plan, work out what they can do in the two week period, and raise money for materials.  They did this by doing a bag pack at a local Sainsbury's and raised £208.  The team were ready to start the project when the team leader received a phone call to say it would not be possible for them to do the agreed work.  This meant team needed to develop an alternative community project.

As it was Mental Health Awareness Week it was suggested to the team that they produce a film about mental health issues for young people.  The group liked the idea but decided that they would like to still raise awareness about autism and do a documentary about mental health issues for people with autism.  The team decided to create a short documentary highlighting autism and the mental health issues which can be experienced by someone with autism and decided to interview people with autism and organisations who help and support young people with autism.

The team interviewed a former Princes Trust member Amaris Thomas, and a friend of two of this current team, Hal Yorke, who are both autistic. They explained their personal experience about being autistic, and what they have experienced.  They also interviewed a number of people including:

- Yvonne Smith from Autism Together, a charity based on the Wirral, that supports up to 450 people each day with services which include residential care, homecare and supported living, community and vocational services and the Step into Work programme.

- Sarah McKenzie who runs the Shetland centre, a charity based in Hale, Knowsley.  The animal sanctuary, which relies on volunteers and a number of those who help out regularly at the centre  are autistic. Amaris explained how helping at the centre has helped with her confidence and communication skills.

- Steve Johnson the Disability Manager for Everton in the Community.  Everton in the Community offer help and support to young people, with various activities including football training (which helps with team building), communication skills, confidence building, work experience, volunteering opportunities and coaching accreditation and qualifications.

- Finally they spoke to two mums Diane Ryder and Michelle Cunningham who both have young children with Autism.  They were finding it difficult to find support as mums of pre-school children, so started the group Little Stars Knowsley to offer support to mums and families of early years children. The

group offers monthly stay and plays, summer clubs, family support, days out for families, siblings and parents to give them a break from the day to day challenges.  They group also hire the local soft play centre for a private group session, which allows mums and carers the chance to experience a 'normal' day out with other children and mums who are all experiencing similar problems and where their child's behaviour is expected and seen as normal.

Challenges faced by the Prince's Trust Team were the need to develop a new project quickly that would be inclusive to all members of the team.  The team was a very diverse group, from a wide range of backgrounds, someone who was wearing a tag, people who were gender fluid, transgender, with mental health issues and different levels of education.  It was decided that roles would be assigned to play on people's strengths while still allowing them to develop new skills.  One member of the team who was not confident academically was given the opportunity to film the documentary.  Throughout the project the team developed new skills from learning to use cameras, light and sound, how to structure an interview, carrying out research and editing.

The time scale was short (a total of 9 days) and getting people on board to talk about something so personnel on film, was a challenge but everyone approached was happy to be involved.

The film produced by the team can be found on Youtube, by searching for Autism & Mental Health Documentary - Huyton Team 38.

## Employee Engagement Awards 2016 (Finalist Logo)

Following on from our successful second staff survey in 2016, People Insight (our survey facilitators) nominated Merseyside Fire and Rescue Authority for the Engagement Awards 2016 in the category of Employee Engagement Public Sector Company of the Year. MFRA was selected as one of five finalists in that category with Derbyshire Fire & Rescue, Ashford Borough Council, Sandwell Council (winner) and British Business Bank (highly commended).  The awards event was held in the

26<sup>th</sup> January at Wembley Stadium where the winners were announced for the 17 categories.

Despite not winning the top award, the nomination was a great endorsement for the involvement in staff engagement that we have seen since the first survey in 2014.

## Mental Health and Well-Being (Photo from hotnews)

As we continue to work hard to support the mental health and well-being of our staff, our Occupational Health team have been nominated for a number of awards this year, to recognise the outstanding work they are doing. The Service achieved 'Highly Commended' in the category of 'Mental Health, the Emergency Services and the Criminal Justice System' at the National Practice Mental Health Awards. We were shortlisted from eight entrants in this category and recognised by the judges, for our mental health and well-being support programmes

Judge Claire Andre, clinical policy liaison lead at Northumberland Tyne and Wear Foundation NHS Trust said "The work being undertaken by Merseyside Fire & Rescue Authority to support the mental health of their employees and community is nothing short of outstanding, which is why they were selected as one of the final three in their group from so many nominations. I had the privilege to meet some of the team on the awards evening and was overwhelmed to hear how positive and enthusiastic they are about the work. Theirs is fantastic initiative from a forward-thinking organisation. I look forward to continuing to work with Merseyside Fire & Rescue Authority to share its positive practice."

The Occupational Health Team also won 'Best Employee Health and Wellbeing Strategy' category at the Annual Engagement Awards Programme. The event was attended by representatives from Barclays, Marks and Spencer, Nationwide Building Society, Virgin Money and The Tate Group. We were recognised for our 'effective, sustainable and successful 'health and wellbeing strategy' and for introducing it into the Service for the benefit of all staff and their working lives. The strategy was commended for the positive contribution it has made to the productivity of the organisation.

Merseyside Fire and Rescue Authority were also named as a runner-up in the 'Health and Wellbeing' category at the Personnel Today Awards 2016, where judges commended the Occupational Health Team for its 'well-considered programme and well-managed solutions that are delivering good results for the organisation and the individuals.

## Our continuing work with Staff Representative Bodies

### Fire Officers Association (FOA)

"The Fire Officers Association (FOA) are an active partner with other representative body colleagues, working with Merseyside Fire and Rescue Authority to support and assist the work of the Service Equality and Diversity team ensuring that we promote the values of the Service and our Association. FOA support the various forums within the service and at national level to ensure we are fully engaged with all protected groups. In fact we have appointed representatives to advice the National Executive on both Equality and Diversity issues and they attend all Board meetings. We are confident in the approach the service and that it is Merseyside Fire and Rescue Authority a place where all can feel valued and supported in the workplace. We are confident in the knowledge that the service is actively monitoring and responding to issues that arise and prioritises this work, enshrining equality within its policies".

**Rob Pritchard**
**Merseyside Chair and National Vice President Fire Officer Association**

### Fire Brigades Union (FBU)

"The Fire Brigades Union (FBU) have historically championed equality and diversity in the workplace and dignity and respect for all and fairness at work policies are enshrined within our Rule Book.

We welcome and embrace the ongoing hard work that is being done by the Equality and Diversity team and we attend regular meetings and take an active role in all

areas of E&D. It is our belief that through this positive and constructive engagement we can not only address our existing members concerns but also make Merseyside Fire & Rescue Authority a better place to work for all.

Through the hard work of the Equality and Diversity team and the support of the FBU we believe we have made a significant difference in achieving those goals and whilst there is much still to be done we look forward to working together in the future."

**Kev Hughes**
**Merseyside FBU Brigade Secretary**

## Conclusion

It's really pleasing to see the outcomes from our equality and diversity priorities and the impact they have on our staff and the diverse communities of Merseyside. I hope that you have enjoyed reading this report and will be able to understand a bit more about how we ensure that we are considering the needs of different groups, fostering good relations between different equality groups and ensuring that there is equality for all in our services and employment practices.

We are feeling proud of our work around Equality and Diversity but also recognise there is still much more to be done, especially around diversity within the workforce. We will continue to strive to deliver against our Equality Objectives in the coming year

If you would like to learn more about our work, or have any questions, please do not hesitate to contact our Diversity and Consultation Manager:

**Wendy Kenyon, Diversity and Consultation Manager**
**Email: wendykenyon@merseyfire.gov.uk**
**Telephone 0151 296 4000**
**Website: www.merseyfire.gov.uk**

**Phil Garrigan,**
**Deputy Chief Fire Officer,**
**Merseyside Fire & Rescue Service.**

| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|---|---|---|---|
| **MEETING OF THE:** | **AUTHORITY** | | |
| **DATE:** | **19 OCTOBER 2017** | **REPORT NO:** | **CFO/071/17** |
| **PRESENTING OFFICER** | **DEPUTY CHIEF FIRE OFFICER** | | |
| **RESPONSIBLE OFFICER:** | **DEB APPLETON** | **REPORT AUTHOR:** | **JACKIE SUTTON** |
| **OFFICERS CONSULTED:** | **STRATEGIC MANAGEMENT GROUP** | | |
| **TITLE OF REPORT:** | **CORPORATE RISK REGISTER 2017-18** | | |

| APPENDICES: | APPENDIX 1: | CORPORATE RISK REGISTER 2017-18 |
|---|---|---|
| | APPENDIX 2: | RISK MANAGEMENT POLICY |

## Purpose of Report

1. To inform Members of the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including reference to any new risks introduced or any risks that no longer apply and can be removed

## Recommendation

2. That Members approve the updated Corporate Risk Register for 2017/18 which incorporates the current status of those risks to August 2017.

## Introduction and Background

3. It is good practice to regularly review the internal and external risks to the on-going delivery of service by the Authority.

4. To that end, a Corporate Risk Register has been produced which focusses on the Mission and Aims of the Authority and aligns each risk to a specific aim. The Strategic Management group has reviewed those risks and considered any new risks that might affect the Authority during 2017/18 (new risks are highlighted in yellow). The resultant risks have been scored against the original risk and re-scored following mitigation. The purpose of this report is to ask Members to review the updated register attached at Appendix 1 to consider any implications for the Authority.

5.   The Strategic Management Group (SMG) has previously considered the outcomes from an Internal Audit report from April 2017 that looked at the Authority's approach to Risk Management. Overall compliance was found to be "Good", with some "Substantial" elements. The report also contained the following required actions:

6.   "The Risk Management Policy should be amended to include details of how risk appetite is calculated across the authority and what an acceptable risk tolerance level is". The introduction to the attached Corporate Risk Register (appendix 1) addresses this and it is reflected in the Policy (attached at appendix 2).

## Equality and Diversity Implications

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

## Staff Implications

8.   There are no specific staff implications arising from this report

## Legal Implications

9.   Management of corporate risk and the application of suitable mitigation strategies, affords the Authority security that should a risk become an issue then suitable remedies are in place to mitigate any impact.

## Financial Implications & Value for Money

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

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

11.   The assessment and mitigation of risk is essential in ensuring a safe working environment for all MFRA employees and its agents and consideration of its actions on the environment is paramount.

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

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

## BACKGROUND PAPERS

## GLOSSARY OF TERMS

**MFRA**          **M**erseyside **F**ire and **R**escue **A**uthority

**MFRS**          **M**erseyside **F**ire and **R**escue **S**ervice

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# CORPORATE RISK REGISTER 2017/18

*April 2017 –March 2018*

Aims: - 1) Excellent Operational Preparedness 2) Excellent Operational Response
3) Excellent Prevention & Protection 4) Excellent People

# CORPORATE RISK REGISTER 2017/18

## MFRA RISK MATRIX

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

1

## Introduction

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

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

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

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

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

## Risk Appetite by Strategic Corporate Risk Category

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

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

# CORPORATE RISK REGISTER 2017/18

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

# CORPORATE RISK REGISTER 2017/18

**Mission :-  Safer Stronger Communities: Safe Effective Fire-fighters**

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| RISK | STRATEGIC CORPORATE RISK | RISK No. | SPECIFIC CORPORATE RISKS | SUB RISK No. | AIMS AFFECTED | IMPACT | RISK SCORE | MITIGATION | MITIGATED SCORE | RISK/ACTION OWNER |
|---|---|---|---|---|---|---|---|---|---|---|
| 1. | **Budget /Financial Risks** | 1.1 | Insufficient staff to maintain current levels of operational planning, training and management of intelligence | 1.1.1 | 1,2,3,4 | Increased risk to all MFRS staff safety - increased numbers of injuries. | 15 | Resilience exists within departments to task staff with priority work steams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place. | 12 | **AM Operational Preparedness** |
| | | | | 1.1.2 | 1,2,3,4 | increased risk of property loss | 12 | | 10 | |
| | | | | 1.1.3 | 1,2,3,4 | Reducing ability to respond or maintain competent workforce. | 15 | The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff | 10 | **Director of POD** |
| | | | | 1.1.4 | 1,2,3,4 | Reduced ability to maintain FF safety | 15 | <u>AM Response</u> Maintenance of competency is managed on station through SPA and the training planner for all operational staff.  TRM staff utilise VAH to ensure appliances on fully staffed.<br><br><u>AM Preparedness</u> Safe Person Assessments and Learn pro modules continue to be completed by operational crews as part of their work routine. | 10 | **AM Operational Response/ Preparedness** |

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*Corporate Risk Register April 2017 – March 2018*

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| 1. | Budget/Financial Risks | | | | | | Confirmation of knowledge and understanding is confirmed through station audit processes. | 1. | |
|---|---|---|---|---|---|---|---|---|---|
| | | 1.2 | Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act) | 1.2.1 | 1,2,3,4 | Increased fires, deaths and injuries | 15 | MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through PMG.<br><br>The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased Protection teams as such a review is underway | 10 | AM Community Risk Management |
| | | 1.3 | Insufficient FF's to maintain current levels of response and current number of fire stations | 1.3.1 | 1,2,3,4 | Increased risk of property loss in the community | 15 | MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards. | 10 | AM Operational Response |
| | | | | 1.3.2 | 1,2,3,4 | Increased fires, deaths and injuries | 15 | MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards. | 10 | AM Operational Response |

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| 1. | Budget/Financial Risks | | | | | | | | |
|----|------------------------|-----|--------------------------------------------------|-------|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-----------|
|    |                        | 1.4 | Pay increases-impact on ability to maintain a balanced budget | 1.4.1 | 1,2,3,4 | The 2017/18 MTFP assumes 1% annual pay increase for all staff in 2017/18 to 2019/20 and then 2% thereafter.<br><br>Each additional 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.<br><br>For 2017/18 the latest indication is that firefighters will receive a minimum of a 2% pay increase. This will permanently increase expenditure by £0.3m p.a. above the budgeted amount. An additional 3% may be awarded in April 2018, but this is dependent upon the Government funding this, and therefore although unlikely the assumption is that without Gov support the 3% will not be | 15 | For 2017/18 financial year the inflation reserve, £0.5m, can cover short term funding of the 2017/18 firefighter pay offer, 2%.<br><br>However permanent additional savings must be identified (during the 2018/19 budget process) to cover the increase on a permanent basis. | 10 | Treasurer |
| 1. | Budget/Financial Risks | | | | | | | | |

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| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | awarded. | | | | |
| | | 1.4 | Pay increases-impact on ability to maintain a balanced budget | 1.4.1 | 1,2,3,4 | The 2017/18 MTFP assumes 1% annual pay increase for all staff in 2017/18 to 2019/20 and then 2% thereafter.<br><br>Each additional 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.<br><br>For 2018/19 to 2019/20 the updated MTFP is likely to see the assumption that the future pay awards may be 2% p.a. of higher. Increasing the financial challenge by £0.8m by 2019/20, plus the £0.3m from the 2017/18 Firefighter pay award. | 25 | For 2018/19 & 2019/20 the 2018/19 budget making process must identify permanent savings to cover any change in the pay assumptions. At the present moment no specific saving options have been worked up to cover the increased cost. | 25 | Treasurer |
| | | 1.5 | Insufficient support staff to maintain services to front line and maintain good | 1.5.1 | 1,2,3,4 | Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings. | 15 | Processes are redesigned when cuts to staffing are made<br>Stopping performing specific activities considered | 10 | SMG |

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|---|---|---|---|---|---|---|---|---|---|
| | | | | | governance. | | | Remaining staff are trained in processes/services that are still required | | |
| | | | 1.7 | Loss of National Resilience funding from Home Office | | | | Loss of operational response/service/training/lack of equipment/vehicles not maintained. | | Utilising MFRS resources to fulfil Role and responsibilities.<br><br>Budget constantly reviewed with Home Office Colleagues | | AM Preparedness |
| | | | 1.8 | Changes to insurance discount rates | 1.8.1 | 1,2,3,4 | Increased insurance premiums | | This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect. | | Director of Legal, Procurement & Democratic Services |

**Aims:    1) Excellent Operational Preparedness.    2) Excellent Operational Response.    3) Excellent Prevention & Protection.    4) Excellent People**

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 2. | Legal & Legislative Risks | 2.1 | Non-compliance with the National Framework | 2.1.1 | 1,2,3 | Damage to MFRS reputation. Impact on public and partner goodwill. | 15 | The IRMP process is thorough and consulted on widely.<br>SWOT and PESTEL activities are carried out<br>Community risks are assessed and strategies and processes adopted to deal with them<br>Data is analysed and considered | 8 | SMG |
| | | | | 2.1.2 | 1,2,3 | Inability to respond to major national resilience incidents | 15 | | 8 | SMG |
| | | | | 2.1.3 | 1,2,3 | Increased fires, deaths and injuries | | | | SMG |

| | | | | | | | 15 | | 12 | |
|---|---|---|---|---|---|---|---|---|---|---|
| 2. | Legal & Legislative Risks | 2.2 | Corporate Manslaughter Act | 2.2.1 | 1,2,3,4 | Sanctions, fines and or arrests resulting from death of Personnel | 25 | This can be mitigated to some degree by all staff taking care at incidents and events to avoid injury and damage. | 12 | SMG |
| | | 2.3 | Changes introduced by the Localism Act 2011 | 2.3.1 | 1,2,3,4 | Judicial Review – other legal challenges | 15 | This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. However any person can apply for JR regardless of the perceived merits or otherwise of such an application.<br><br>No challenges in the form of Judicial Review or other have been received within this period. | 8 | Director of Legal, Procurement & Democratic Services |
| | | 2.4 | Equality Act - not maintaining compliance with the Public Sector Equality Duty | 2.4.1 | 4 | Potential impact on reputation Potential legal action | 15 | The Equality and Diversity Policy is regularly reviewed (most recently 2017) An Equality Action Plan has been in place for five years, with outcomes and risks reviewed in full every year and progress monitored quarterly An E&D Annual Report details outcomes in line with the Equality Act and Action Plan A Public Sector Equality Duty data report is produced annually and analysed to feed in the action planning process Equality Impact Assessments are carried out for plans, policies, guidance, instructions and | 8 | Director of Strategy & Performance |

*Corporate Risk Register April 2017 – March 2018*

| 2. | Legal & Legislative Risks | | | | | | | organisational change<br>A desk top exercise was carried out in 2016/17 to gather information in relation to the LGA Equality and Diversity Framework<br>Two staff surveys have been carried out (2014 and 2016) and action taken to address concerns.<br>Training and support is given to staff to assist them in complying with Equality and Diversity related duties. | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 2.6 | Policing and Crime Act 2017 | 2.6.1 | 2,3 | Potential change to Governance | 15 | Police and Crime Commissioner (PCC) representative model on the Fire Authority.<br><br>A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case.<br><br>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority. | 12 | AM Strategic Change and Resources |
| | | | | 2.6.2 | 2,3 | Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017 | 12 | The Policing and Crime Act 2017 places a duty on MFRA to keep collaboration under review.<br><br>We will update, review and monitor our local collaboration overview.<br><br>We will continue with the Blue Light Collaboration Programme Board. | 8 | AM Community Risk Management |
| | | 2.7 | Increased Litigation | | | Staff shortages | | SMG will take care to ensure staffing | | |

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| 2. | Legal & Legislative Risk | | | costs | 2.7.1 | 4 | resulting in dissatisfaction of staff and customers, causing increases in claims. | 15 | levels are appropriate to deal with statutory functions | 12 | Director of Legal, Procurement & Democratic Services |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 2.7.2 | 4 | Increasing insurance and settlement cost provision | 12 | Close work with the Health and Safety team and ongoing training and development | 6 | Director of Legal, Procurement & Democratic Services |
| | | | | | 2.7.3 | 2,4 | Increased incidents/costs/injuries whilst travelling under blue lights/speeding | 12 | Close work with the Health and Safety team and ongoing training and development | 6 | Director of Legal, Procurement & Democratic Services |
| | | | | | 2.7.4 | 2,4 | Potential for increased litigation arising from shared premises with partners. | 12 | Estates team monitor shared use and advise partner agencies as appropriate. | 6 | Director of Legal, Procurement & Democratic Services. |
| | | 2.9 | Failure to comply with Government Transparency agenda | | 2.9.1 | 1,2,3 | Damage to reputation of MFRS by not publishing policies and data as required | 12 | A Transparency Service Instruction has been produced to set out the Authority's commitment There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish | 8 | SMG |

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| | | 2.10 | Health & Safety audits, failures and investigations | 2.10.1 | 1,2,3 | H&S audits, failures and investigations from HSE resulting in sanctions and or fines | 15 | MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection. | 10 | AM Operational Preparedness & Operational Response |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 2.11 | Lead Authority for National Resilience | 2.11.1 | 1,2,3,4 | Increased responsibility and liability; capacity issues and reputational risk. | | Mitigation in part through careful contract management. | | Director of Legal, Procurement & Democratic Services. |

**Aims:**    **1) Excellent Operational Preparedness.**    **2) Excellent Operational Response.**    **3) Excellent Prevention & Protection.**    **4) Excellent People**

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **3.** | **Loss of Strategic sites/Assets** | 3.1 | Loss of strategic sites/assets and inability to provide services to Merseyside | 3.1.1 | 1,2,3,4 | Inability to respond to major local and national resilience incidents | 20 | Treasurer<br>Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well. | 8 | Head of Technology, Treasurer, AM Operational Preparedness |
| | | 3.2 | Loss of FSHQ, FIRE CONTROL, TADA, fire stations and National Resilience Control | 3.2.1 | 1,2,4 | Inability to respond, delay in providing core services | 20 | Head of Technology & AM Preparedness<br>Secondary Fire Control is available at TDA for relocation. | 8 | |
| | | 3.3 | Loss of utilities due to infrastructure failure. | 3.3.1 | 1,2,3,4 | Inability to provide core services temporarily whilst fall-back site is brought online | 20 | A fall-back 'buddy' agreement is in place with Surrey FRS and BT to redirect and manage Emergency 999 calls during periods of outage, spate and spike.<br><br>Enhanced buddy arrangements with Surrey including DEIT are under investigation | 8 | Head of Technology, Treasurer, AM Operational Preparedness |

| | | 3.4 | Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy. | 3.4.1 | 1,2,3,4 | Potential security risk in relation to all FRS assets, particularly in relation to Personnel, information and premises risk. | 20 | A Protective Security Group is led by the DCFO and includes representatives of several departments with security responsibilities. There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security In 2017/18 an Internal Audit review of arrangements will take place. | 9 | Director of Strategy & Performance |
|---|---|---|---|---|---|---|---|---|---|---|
| **3.** | **Loss of Strategic Sites/Assets** | 3.5 | Station Change Programme doesn't achieve desired outcomes.  Mergers and closures of Merseyside stations in light of cuts. | 3.5.1 | 1,2,3,4 | Programme management direction and led by PO's.  Prescot | 20 | The key risk is that not all the three merged stations will be built as planned. However, Prescot is on target to be operational by March 2018. | 6 | |
| | | | | 3.5.2 | 1,2,3,4 | Saughall Massie | 25 | Planning permission has now been received for Saughall Massie and Authority approval will be sought later in 2017 for the build to commence, once the land has been obtained. | 12 | AM Strategic Change and Resources |
| | | | | 3.5.3 | 1,2,3,4 | St Helens | 25 | In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close | 12 | |

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*Corporate Risk Register April 2017 – March 2018*

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| | | | | | | | completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area. | | |
| | | 3.6 | Potential elevated target risk for terrorist action in regards to cyber crimes | 8.1.1 | 1,2,3,4 | Loss of Fire Control ICT services and information assets | See 6.2 and 6.9.<br><br>As a further mitigation, cyber security is also increased by having the Fire Control Infrastructure on its own firewalled network with limited access in and out. However, ICT at this point in time would increase the risk level from 6 to 12 in line with other cyber risks (6.2 and 6.9). – *Head of Technology* | | Head of Technology |

**Aims:        1) Excellent Operational Preparedness.        2) Excellent Operational Response.        3) Excellent Prevention & Protection.        4) Excellent People**

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|---|---|---|---|---|---|---|---|---|---|
| 4. | Environmental And Political | 4.1 | Increase in Environmental incidents resulting in the inability to respond | 4.1.1 | 1,4 | HSE and legislative impacts from illegal discharges (impact from fire-fighting activity) | 15 | Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation.  HMEPO support officers are available across all flexi duty groups to support incident commanders. | 10 | AM Operational Response |
| | | 4.2 | Insufficient water pressure resulting in the inability to fight fires effectively. | 4.2.1 | 1,2 | Potential for major consequences, FF injuries | 25 | High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements.<br><br>Availability of mapping for water mains to be accessible on the | 4 | AM Operational Preparedness |

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| | | | | | | | command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software | | | | |
| **4.** | **Environmental And Political** | 4.3 | Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment. | 4.3.1 | 1,2,3 | Increased economic costs from increases in arson | 15 | Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) and the associated deliberate fire setting. Increased economic costs from increases in fraud – The newly funded communications and media post will raise awareness of community safety priorities coordinating media messages and campaigns across a digital platform. Increased road traffic collisions (RTC) – As above (but add 50% Merseyside Road Safety Partnership funded). Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and | 12 | AM Community Risk Management |
| | | | | 4.3.2 | 1,2,3 | Increased economic costs from increases in fraud. | 15 | | 12 | |
| | | | | 4.3.3 | 1,2,3 | Increased incidents eg. fires | 15 | | 12 | |
| | | | | 4.3.4 | 1,2,3 | Increased antisocial behaviour (ASB) | 15 | | 12 | |

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| 4. | Environmental And Political | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | community cohesion, develop community resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.<br><br>Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group. | | |
| | | 4.4 | Reputation | 4.5.1 | 1,2,3,4 | Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages. | 15 | Corporate Communications activity is focussed on protecting the reputation of the Service whilst providing advice and guidance to communities and promoting the services provided<br>Social media is closely monitored (but not 24/4)<br>Press and media queries are dealt with promptly with senior officers providing information<br>Events are promoted and provided with communications support | 12 | Director of Strategy and Performance |

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| | | | | | | | | Staffing levels have been very low – this will improve during 2017/18. | | |
| **4.** | **Environmental And Political** | 4.5 | Increased flood risk | 4.6.1 | 1,2 | Ability to respond to major flooding incidents from spate conditions. | 15 | Response<br>Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.<br><br>Additional resources are available to the Service if required for increased levels of activity. Increased Alert Level protocols can be implemented by Senior Officers for anticipated events.<br><br>Preparedness<br>Service Instruction 0415 Provision of Resources during Periods of Sustained Operational Activity and or Spate Conditions Service Policy PREPOL07 Spate Conditions<br><br>All front line crews are trained and equipped for still water response.<br><br>Swift water trained personnel available for deployment, including boats, to support major flooding events. Further resilience available through retained personnel. | 10 | **AM Operational Preparedness & Operational Response** |
| | | 4.6 | Extreme Weather | 4.7.1 | 1,2 | Spate conditions will impact on ability to respond | 15 | | 10 | **AM Operational Preparedness & Operational Response** |

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| | | | | | Further assistance available via NCAF arrangements.<br><br>Fire control have increased activity level procedures to respond to appliance availability<br><br>4x4 vehicles available for officers. | | | |
| | | 4.7 | Civil Unrest | 4.8.1 | 1,2,3 | Inability to respond effectively to civil unrest | **15** | MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol). | **10** | **AM Operational Preparedness & Operational Response** |
| | | 4.8 | Impact of increased focus on high rise buildings following the Grenfell Towers fire. | 4.8.1 | 1,2 | Required focus on fire safety in high rise buildings following the Grenfell Tower fire has a negative impact on the current MFRS Home Safety Strategy resulting in fewer HFSC's being delivered to over 65's (the group most vulnerable to fire | **15** | MFRA approach at this time (and subject to continuous review) has established a community reassurance campaign for the 43 high rise buildings initially identified with cladding, MFRA is also cognisant of all communications from Government Departments, National Fire Chiefs Council, housing and others. | **10** | **AM Community Risk Management** |

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| | | | | | in the home). | | We will continue to engage proactively with key stakeholders locally to mitigate any risks were possible.<br><br>We will continue to monitor Home Fire Safety Check (HFSC) performance in the short term (set against the status reports) from operational crews given that July and Augusts focus will be given to high rise premises. This has been reported and acknowledged by the Service's Performance Management Group. Advocates will still predominately focus on core business in the delivery of high risk visits" | | |
| | 4.9 | Air pollution charges - Report/regulations due out July 2017 on City Centre car charges for diesel vehicles | 4.9.1 | 1,2,3 | Cost of MFRS ancillary vehicles entering City centre zone – anticipate fire appliances will be exempt. | | MFRS Transport Manager will closely monitor the situation | | AM Preparedness |
| | 4.10 | Fuel Strike | | | Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks. | | Merseyside Resilience Forum Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions | | AM Preparedness |

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| | | 4.11 | Diesel fuel vehicles being phased out in the future | 4.11.1 | 1,2,3 | Impact on fleet and lease vehicles | | Long term planning for vehicle and asset refresh. | AM Preparedness |

**Aims:**     **1) Excellent Operational Preparedness.**     **2) Excellent Operational Response.**     **3) Excellent Prevention & Protection.**     **4) Excellent People**

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **5.** | **Loss of Key staff** | 5.1 | Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident, significant incident | 5.1.1 | 1,2,3,4 | Loss of Key staff, Inability to provide core services | 15 | AM Response The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition section 13-16 arrangements are maintained to supplement internal resilience arrangements.  AM Preparedness Business Continuity arrangements supported by Resilience contracts | 10    AM Operational Preparedness & Operational Response |
| | | 5.2 | Industrial Action resulting in the Inability to provide suitable response | 5.2.1 | 1,2,3,4 | Inability to attend incidents, provide core services | | The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 | 12    Director of POD |

*Corporate Risk Register April 2017 – March 2018*

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | key locations during contingency situations. In addition section 13-16 arrangements are maintained to supplement internal resilience arrangements. | | | |
| | | | 5.3 | Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services | 5.3.1 | 1,2,3,4 | Loss of key skills, lack of momentum going forward, reduced ability to respond to changes. | 15 | The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs | 12 | Director of POD |

**Aims:**     **1) Excellent Operational Preparedness.**     **2) Excellent Operational Response.**     **3) Excellent Prevention & Protection.**     **4) Excellent People**

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **6.** | **Technology Risks** | 6.1 | Management of 3rd Party Technology Suppliers Software & Applications Training requirements. | 6.1.1 | 1,2,3,4 | Loss or reduction in the quality of services provided | 12 | Test environment exists for training on systems, upgrades etc before any change is made to the live system.<br><br>telent and the internal ICT client team manages all supplier performance to the required Service Levels and ensures they are appropriate to support the needs of MFRA, both across the ICT Infrastructure and the Commodity & | 6 | **Head of Technology**<br><br>**Director of Strategy & Performance**<br><br>**FMIS Manager** |

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|---|---|---|---|---|---|---|---|---|---|
| **Page 115** | | | | | | | Fire Control Applications used by the Authority. This ensures the Suppliers deliver continuous service improvement, show best value and are fit for purpose to meet the business needs. – *Head of Technology* | | |
| | | 6.2 | Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.). | 6.2.1 | 1,3,4 | Data compromised, loss of data, complaints, legal action, fines | **15** Director of Strategy & Performance<br>ICT and Information Management Strategy Group considers and responds to strategic risks<br>A Protective Security Group focuses on information security<br>Governance arrangements for applications were been reviewed and formalised in 2016.<br><br>Head of Technology<br>An Exempt report on Cyber Security Attacks was presented to MFRA on 6th June 2017. This informed Members of the arrangements in place – both proactive and reactive – in response to the escalating threat of cyber-attacks.<br>As can be appreciated, releasing full details of security measures is a security risk in itself<br><br>In August 2016, as part of the requirement to prepare for connection to the Emergency Services Network (ESN), MFRSA | **12** | **Head of Technology**<br><br>**Director of Strategy & Performance** |
| **6.**<br><br>**Technology Risks** | | | | | | | | | |

| | | | | | | | | | |
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| | | | | | | | undertook an IT Health check engaging 3rd Party Security consultants CNS to undertake the IT Health Check (ITHC).<br><br>The ITHC remedial Action Plan will contribute to increase Cyber Security for MFRA. – *Head of Technology* | | |
| | | 6.3 | The inability to keep pace with technology changes. | 6.3.1 | 1,2,3,4 | Loss or reduction in the quality of services provided | **15** | MFRA has forgone a concrete roadmap for its newly launched ICT strategy and has adopted a Strategic Framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to "evolve" the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of appropriate innovations, whilst having an ICT Infrastructure that is robust, secure, reliable and resilient.<br><br>For this reason our 'ICT Strategy is encapsulated in our ICT Strategic Framework and our Asset Management Plan, which is then aligned to wider organisation strategy at the ICT and Information Management Strategy Meetings. | **12** | **Head of Technology** |
| **6.** | **Technology Risks** | 6.4 | Poor data/information management resulting | 6.4.1 | 1,2,3,4 | Data compromised, loss of data, | | There are polices for Information Security and Governance, | | **Director of Strategy &** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | complaints, legal action, fines | **15** | Acceptable use of ICT equipment and Protective Security.<br>There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information.<br>Work has commenced to implement the General Data Protection Regulation with a working group considering its implications. This includes:<br>Developing an information asset register, privacy impact assessments, access to information and the role of the Data Protection Officer.<br>Collaborative work with Merseyside police and other FRAs is being considered to share best practice. | **12** | **Performance** |
| **6.** | **Technology Risks** | 6.5 | The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network | 6.5.1 | 1,2,3 | Radio voice services cannot be guaranteed for the transition | **16** | The ESMCP programme presents a high-risk potential for MFRA dependent on external factors beyond its day-to-day control, the main issue being slippage at a national level.<br><br>A watching brief is in place and any opportunities to influence the ESMCP national regional aspects of the project will be taken. | **9** |

Text in first row, earlier column (continued): in loss of data, legal redress from Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.

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| 6. | Technology Risks | | | | | The project risks are being managed by the MFRA ESMCP Project board and the national programme risk register is being maintained by the Home Office Central Team.<br><br>A key risk mitigation is that the Airwave contract has been extended and Motorola has now bought Airwave as a company.<br><br>The Home Office will work closely with FRS & Airwave to ensure that our current voice communication network remains in place and effective.<br><br>ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all 3 emergency services.<br><br>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project. - *Head of Technology* | | **Head of Technology** |

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| | | | 6.7 | Withdrawal and transition arrangements from SOPHTLOGIC to new MIS for Community Fire Protection. | 6.7.1 | 1,2,3,4 | Robust transitional arrangements are required to ensure the Authority can carry out its statutory duty as the Enforcing Authority under the RRO (Fire Safety) 2005. | 15 | The replacement of the SOPHTLOGIC system is programmed in for development and options are being explored. The transitional arrangements remain part of that process. | 12 | **Director of Strategy & Performance** |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | 6.9 | Increase potential for Cyber Attack as we move to the Cloud | | | Loss or reduction in the quality of services provided | 15 | ICT deploys a number of security measures to protect our networks and information See 6.2.<br><br>In addition to these, members of ICT have joined the Cybersecurity information Sharing Partnership (CiSP), which is a joint industry and government forum for cybersecurity practitioners to share advice and warnings. | 12 | **Head of Technology** |
| | | | 6.10 | Loss of system signal to Vesty building | | | In extreme weather (fog or snow) and if foliage is overgrown there is a loss of systems in the Engineering Centre | | Business Continuity plans are in place for these eventualities. | | **AM Preparedness** |

| Aims: | | 1) Excellent Operational Preparedness. | | | 2) Excellent Operational Response. | | 3) Excellent Prevention & Protection. | | 4) Excellent People | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **7.** | **Procurement** | 7.2 | Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs | 7.2.1 | 1,2,3,4 | Negative impact on service delivery, legal issues, poor quality Partnerships undertaken | 12 | Regular, documented contract management in place for key contracts with priorities agreed between the Authority and the supplier. | 8 | **Director of Legal, Procurement & Democratic Services** |
| | | 7.3 | Key suppliers of goods and services ceasing to trade | 7.3.1 | 1,2,3,4 | Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed. | 15 | Use of Creditsafe alerts to identify and financial changes to contracted suppliers. | 12 | **Director of Legal, Procurement & Democratic Services** |

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<span style="color:red">Service Policy    STRPOL05<br>Risk Management Policy</span>

# Document Control

| Active date | Review date | Author | Editor | Publisher |
|---|---|---|---|---|
| 22/09/2009 | April 2018 | Jeff Edwards & Garry Williams | Deb Appleton & Dan Stephens | Jackie Sutton |

## Amendment History

| Version | Date | Author | Reasons for Change |
|---|---|---|---|
| 001 | 22/09/2009 | Garry Williams | To include reference to all MFRS activities |
| 001 | 04/02/2010 | Jeff Edwards | Reviewed to align with Corporate Policy strategy |
| 001 | 30/03/2011 | Jeff Edwards | Reviewed as per retention Policy |
| 001 | 24/04/2012 | Jeff Edwards | Reviewed as per retention Policy |
| 001 | 30/01/2013 | Jeff Edwards | Reviewed as per retention Policy and Text changes to reflect changes in organisation & Mission statement |
| 001 | 27/03/2013 | Jeff Edwards | Reviewed as per retention Policy |
| 001 | 09/06/15 | Jackie Sutton | Reviewed as per retention Policy |
| 002 | 02/07/16 | Jackie Sutton | Annual Review |
| 003 | 15/3/17 | Jackie Sutton | Annual Review |
| 004 | 21/9/17 | Jackie Sutton | Addition of Risk Appetite |

## Equalities Impact Assessment

| Initial | Full | Date | Reviewed by | Comments |
|---|---|---|---|---|
| x | | 17/10/99 | Jeff Edwards | Portal: Approved EIA Forms |

## Civil Contingencies Impact Assessment

| Date | Reviewed by | Comments |
|---|---|---|
| | | |

## Related Documents

| Doc. Type | Ref No. | Title | Location |
|---|---|---|---|
| Policy | RESPOL05 | Health Safety & Welfare Policy | Portal: Service Policies |
| SI | SI0 | | Portal: Service Instructions |

## Distribution List

| Name | Position | I/R |
|---|---|---|
| Dan Stephens | CFO | |
| Deb Appleton | Director of Strategy and Performance | |

## Sign-Off List

| Name | Position |
|---|---|
| Dan Stephens | CFO |
| Deb Appleton | Director of Strategy and Performance |

## Target audience

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

| off. | | | | | | | | | | |
|------|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | | |

## Ownership

| FOI exemption required? | Yes | | URL | |
|---|---|---|---|---|
| | No | X | Reason | |

## Legislation

| Title | | |
|---|---|---|
| | | |

## Contact

| Department | Email | Telephone ext. |
|---|---|---|
| Strategy & Performance | paulblanchardflett@merseyfire.gov.uk | 4339 |

# Risk Management Policy

## 1. Policy Introduction and Background

Merseyside Fire & Rescue Authority's Risk Management Policy has been developed in accordance with our Missions and Values. The Authority is committed to provide, maintain and seek continual improvement of, as far as is reasonably practicable, financial regulatory governance, corporate reputation and a safe working environment for all of its employees and for others that may be affected by its activities. MFRA will conduct its business effectively and efficiently whilst ensuring stringent standards of risk management throughout the Service.

## 2. Policy Explanation

Risk Management is the ultimate responsibility of the Chief Fire Officer (CFO) and the Strategic Management Group (SMG) and they are fully committed to compliance with all relevant financial, corporate, environmental and health & safety legislation, statutes, regulations and codes of practice and regard compliance as a minimum requirement. The CFO in co-operation with SMG will ensure that risk management is implemented and that responsibilities are assigned, accepted and fulfilled at all levels within MFRA.

Within Merseyside Fire & Rescue Authority (MFRA) there is a "Golden Thread" that links all aspects of the activity undertaken and that is risk management. Risk management within MFRA seeks to enable the identification, evaluation and continuous management of the threats and opportunities to the achievement of MFRA Mission, Aims & Values. The primary goal is to embed risk awareness at all levels of the organisation, in such a way that every MFRA decision is risk informed, with particular reference being given to safety, environmental, commercial, financial, reputational, community, partnership and legal risks. With the framework delivering a balanced control of risk using formal risk management processes.

Risk management is applied whether the activity is strategic, operational, functional or departmental. MFRA will provide adequate resources to ensure commitment and effective implementation of this Policy and is committed to ensuring risk management is an integral part of business performance and function. It is the responsibility of all directors, heads of department and managers at all levels to ensure that risks are understood and appropriately managed.

Risk Management is the responsibility of all employees of MFRA and is a continuing and developing process that runs throughout MFRA Strategy and the implementation of that Strategy.

The annual Statement of Assurance is published in December, in line with the Fire and Rescue National Framework 2012, and explains how MFRA address risk in all areas of business.

## Risk Appetite by Strategic Corporate Risk Category

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

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

| Corporate Risk Category | Risk Appetite | Explanation |
| --- | --- | --- |
| Budget and financial | Low | **The appetite for Budget and financial risk is low.** MFR/ of its financial resources to achieve its mission. MFRA v and ensure compliance with applicable legislation and a prudent decisions to mitigate the financial impact of int( it. |
| Legal and legislative | Low | **The appetite for Legal and legislative risk is low.** MFR with the laws that govern its activity and adopt appropri no risk appetite for non-compliance with applicable laws |
| Loss of strategic sites and assets | Moderate | **The appetite for risk in relation to strategic sites and** relation to vehicles and equipment is low, as safety and the use of detailed specifications of requirements. Risk for a new fires station) is higher, as it is acknowledged t end result in relation to the provision of a new fire stat beginning of the process. |
| Environmental and Political | Moderate | **The appetite for risk in relation to environmental and** acknowledges that activity in relation to collaborative w( entirely predictable and some risks will be taken wh delivery or make savings through the use of new arrange |
| Loss of key staff | Moderate | **The appetite for risk in relation to loss of key staff is** may need to adopt new and untried ways of working to industrial action or reductions in the size of the workforc |
| Technology | Low | **The appetite for Technology risk is low.** Inform MFRA functions with adequate capability, capaci internal and external threats. The organisation relie dependent workforce to carry out its Mission. |
| Procurement | Low | **The appetite for Procurement risk is low.** MF regulations that are designed to ensure that public a result processes are designed to ensure that al governed and carried out in a way that ensures com |

## MFRA Mission

MFRA will manage its activities to world class standards of risk management, professionalism, technical knowledge and expertise in the field of fire and rescue service provision, in pursuit of the MFRA Mission:

Safer, stronger communities; Safe effective firefighters.

MFRA recognises that a good corporate culture exists when risk management is understood to be, and is accepted as, a high priority. Fire and rescue service provision to the community does not exist in a vacuum isolated from other aspects of the organisation such as people and financial management. Risk management is an integral part of the overall corporate culture. Cultures consist of shared beliefs, practices, and attitudes that exist in an establishment. It is the atmosphere created by those beliefs, attitudes, etc., which shape our behavior. MFRA is committed to the development of a strong and sustainable organisational culture through effective risk management and control strategies.

**MFRA Beliefs and Principles**

MFRA will act responsibly towards the communities in which it operates. The principles, by which MFRA operates, within the limits of current knowledge, are:

- In a strong organisational culture, everyone is responsible for safety, financial and reputational management, and risk management is pursued on a daily basis;
- We will adhere to the highest standards of financial regulation.
- Line managers are accountable for leading the continuous improvement in risk management performance to defined goals.
- Everyone will be involved in the risk management improvement process.
- Information on risk management performance will be made available to all our stakeholders.
- Personnel within MFRA are our most valuable asset.

**MFRA is recognised for excellence in Risk Management**

- We will constantly encourage, develop, review and share corporate risk management practice, performance and initiatives both internally & externally through effective protocols;
- We are individually and collectively committed to these principles and expect all who work in MFRA to behave in accordance with them. We will actively promote these principles throughout MFRA;
- We will only work with partners who are willing to meet and achieve our risk management expectations. We will engage and influence stakeholders to drive improvements in risk management;
- Our policy will be delivered by generating a culture that does not tolerate threats to MFRA, its functions or services provided to the community.

## 3. Policy Implementation

The Service Instructions used to underpin this Policy are:

Staff should familiarise themselves with these Service Instructions:

| | |
|---|---|
| SI 0857 | Fatigue Risk Management System |
| SI 0040 | Management of Occupational Road Risk |
| SI 0832 | Site Specific Risk Information (SSRI) Risk Based Strategy |
| SI 0820 | Stress Risk Assessment |
| SI 0627 | Completion of Risk Assessment |
| SI 0805 | Community Fire Protection Risk Based Strategy |
| SI 0042 | Analytical Risk Assessment |
| SI 0195 | MFRS Fire Risk Assessment in Fire Authority Premises |
| SI 0789 | Critical Incident Stress Management |
| SI 0060 | Dynamic Risk Assessment |
| SI 0467 | Business Risk Response Group |

| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|---|---|---|---|
| MEETING OF THE: | AUTHORITY | | |
| DATE: | 19 OCTOBER 2017 | REPORT NO: | CFO/061/17 |
| PRESENTING OFFICER | DCFO PHIL GARRIGAN | | |
| RESPONSIBLE OFFICER: | DEB APPLETON | REPORT AUTHOR: | WENDY KENYON |
| OFFICERS CONSULTED: | JANET HENSHAW NICK MERNOCK | | |
| TITLE OF REPORT: | CONSULTATION AND ENGAGEMENT POLICY | | |

| APPENDICES: | APPENDIX A: APPENDIX B: | STRPOL012 STAKEHOLDER CONSULTATION AND ENGAGEMENT POLICY SERVICE INSTRUCTION 0881 |
|---|---|---|
| | APPENDIX C | CONSULTATION AND ENGAGEMENT FRAMEWORK EQUALITY IMPACT ASSESSMENT |

## Purpose of Report

1.  To request that Members approve the new Consultation and Engagement Policy and the Consultation and Engagement Framework Service Instruction.

## Recommendation

2.  That Members;

    a.  Approve the Consultation and Engagement Policy STRPOL012, and

    b.  Approve the Consultation and Engagement Framework Service Instruction (SI 0881).

## Introduction and Background

3.  Although Merseyside Fire and Rescue Authority has carried out public consultation in relation to Integrated Risk Management Planning for several years, the consultation on station mergers and closures that has taken place since 2014 introduced a new complexity to the process.

4.  A new approach was required to ensure that risks regarding potential legal challenge were minimised whilst encouraging a wide range of representative stakeholders to comment on the Authority's plans. These consultation exercises identified a need for a uniform approach to consultation and this requirement was confirmed by an Internal Audit of our consultation processes.

As a result a new policy (Appendix A) and Stakeholder Consultation and Engagement Framework (Appendix B) have been created.

Our Approach to Stakeholder Consultation and Engagement

5.    This Policy forms part of a wider communications, consultation and engagement approach that sets out how the Authority will engage with stakeholders through communication and consultation. That engagement will be used to inform and influence the Authority's decision making processes, involving stakeholders in the work and future direction of the Authority's provision of services.

6.    The Authority's consultation approach will be developed to be accessible to, and targeted at, those people who are affected by our plans, proposals and decisions. This will also include being:

   o  Timely and cost effective
   o  Interactive and well facilitated
   o  Inclusive and accessible
   o  Transparent with a fair and responsible interpretation of community views

## Equality and Diversity Implications

7.    An EIA has been completed which is attached at Appendix C.

8.    Consultation will be developed to be accessible to, and targeted at, those people who are affected by our plans, proposals and decisions. Especially members of the community who identify as one or more of the 9 protected characteristics

## Staff Implications

9.    Staff will be engaged with and/or and consulted on organisational changes through staff briefings from managers and via the consultation process already in place with the representative bodies.

## Legal Implications

10.   The duty to involve stakeholders when making changes to services is a statutory obligation applying to specified bodies, requiring them to consult and involve individuals, groups, businesses or organisations likely to be affected by their actions. The duty to involve was introduced in the Local Government and Public Health Act 2007s.138. The Localism Act 2011, s.10 provides for consultation before charging for certain services; s.122 for pre planning and Chapter 6 for national infrastructure projects.

11.   Guidance for Local Authorities to help interpret the duty is contained in 2008 CLG publication Safe, Strong and Prosperous Communities.

12. Other legislation and guidance also governs the way Fire and Rescue Authorities are required to consult, for example:

    a. The Fire and Rescue National Framework for England 2012
    b. The Civil Contingencies Act 2004
    c. The Equality Act 2010 – Introduction to Public Sector Equality Duties

## Financial Implications & Value for Money

13. Funding is available in existing budgets for Integrated Risk Management Planning consultation. Funding for project related consultation (e.g. station closures) is provided from that project's budget.

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

14. The Policy and Service Instruction are there to provide guidance on how to conduct Public Consultation and engagement. As this is guidance there are no actual risks involved, but the framework does include recommendations to carry out risk assessments for all venues ahead of any public meeting.

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

15. The Policy, Service Instruction and framework has been developed to ensure that any consultation and engagement with the public will always provide the information:

    o Timely and cost effective
    o Interactive and well facilitated
    o Inclusive and accessible
    o Transparent with a fair interpretation of community views
    o Published information for easy access

16. The information produced will be produced so that members of the community have a clear picture and understanding of what our proposal/recommendations are.

## BACKGROUND PAPERS

## GLOSSARY OF TERMS

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**Service Policy STRPOL12**

**Stakeholder Consultation and Engagement**

# Document Control

| Active date | Review date | Author | Editor | Publisher |
|---|---|---|---|---|
| August 2017 | April 2018 | Wendy Kenyon | Wendy Kenyon and Deb Appleton | Jackie Sutton |

## Amendment History

| Version | Date | Author | Reasons for Change |
|---|---|---|---|
| | | | |

## Equalities Impact Assessment

| Initial | Full | Date | Reviewed by | Comments |
|---|---|---|---|---|
| | X | 01/04/17 | Wendy Kenyon | |

## Civil Contingencies Impact Assessment

| Date | Reviewed by | Comments |
|---|---|---|
| | | |

## Related Documents

| Doc. Type | Ref No. | Title | Location |
|---|---|---|---|
| SI | xxxx | Consultation & Engagement Framework | Portal |
| | | | |

## Distribution List

| Name | Position | I/R |
|---|---|---|
| All MFRS | | |
| | | |

## Sign-Off List

| Name | Position |
|---|---|

1

| SMG | |
|-----|---|
| | |

## Target audience

| All MF&RS | YES | Ops Crews | | Fire safety | | Community FS | | Support Staff | |
|-----------|-----|-----------|---|-------------|---|--------------|---|---------------|---|
| Principal off. | | Senior off. | | etc | | etc | | etc | |

## Ownership

| FOI exemption required? | Yes | | URL | |
|-------------------------|-----|---|-------|---|
| | No | | Reason | |

## Legislation

| Title | Equality Act | 2010 |
|-------|--------------|------|
| | CIPFA/SOLACE Framework (Delivering Good Governance in Local Government' | 2016 |

## Contact

| Department | Email | Telephone ext. |
|------------|-------|----------------|
| Strategy & Performance | wendykenyon@merseyfire.gov.uk | 4422 |

2

# STRPOL12

# Stakeholder Consultation and Engagement

## 1. Introduction and Background

The duty to involve stakeholders when making changes to services is a statutory obligation applying to specified bodies, requiring them to consult and involve individuals, groups, businesses or organisations likely to be affected by their actions. The duty to involve was introduced in the Local Government and Public Health Act 2007,s.138, The Localism Act 2011, s.10 provides for consultation before charging for certain services; s.122 for pre planning and Chapter 6 for national infrastructure projects..

Guidance for Local Authorities to help interpret the duty is contained in 2008 CLG publication Safe, Strong and Prosperous Communities.

Other legislation and guidance also governs the way Fire and Rescue Authorities are required to consult, for example:

      a.  The Fire and Rescue National Framework for England 2012
      b.  The Civil Contingencies Act 2004
      c.  The Equality Act 2010 – Introduction to Public Sector Equality Duties

Our stakeholder consultation is designed to :

- Encourage greater stakeholder involvement and interest in Fire and Rescue Authority decisions

- Deliver stronger community relationships

- Plan services and policies based on the needs and views of people

- Identify priorities for Fire and Rescue Authority and improve our strategies and services to achieve them

- Monitor the performance of our services over time

3

## 2. Policy Explanation

### Our Approach to Stakeholder Consultation and Engagement

This Policy forms part of a wider communications, consultation and engagement approach that sets out how the Authority will engage with stakeholders through communication and consultation. That engagement will be used to inform and influence the Authority's decision making processes, involving stakeholders in the work and future direction of the Service.

- Our consultation will be developed to be accessible to, and targeted at, those people who are most affected by our plans, proposals and decisions. This will also include being:

  - Timely and cost effective
  - Interactive and well facilitated
  - Inclusive and accessible
  - Transparent with a fair interpretation of community views

- All aspects of consultation policy and activity will take account of the cultural and community diversity to ensure that our services are delivered equitably, are accessible and are developed with appropriate stakeholder involvement.

- The Authorty will ensure that our consultation exercises use an appropriate range of consultation methods designed to be cost effective and targeted accordingly. Where consultation exercises need to reach a diverse audience, several approaches may be required.

- MFRA approach to dissemination of information will be pro-active and cost effective. We will give consideration to producing alternative versions of documents when requests, e.g audio, braille and alternative languages.

Full details on how to plan for, deliver and report on community consultation are included in SI 0881 Consultation and Engagement Framework

### Evaluation and Review

Following each consultation exercise, the lead department will review the results of that consultation process and present the outcomes back to whichever body is responsible for making future decisions on the matter. This could be the Authority for major strategic consultation exercises or a project team for smaller consultations. In either case, the full outcomes and responses should be reported back to the decision making body to inform their decision.

Those responsible for the consultation should also review the effectiveness of the process and any ways in which consultation could be improved in the future.

4

# 3. Policy Implementation

The Consultation and Engagement Service Instruction will ensure that Merseyside Fire and Rescue Authority actively seeks and considers the views of the stakeholders as part of the decision-making process when reviewing its Integrated Risk Management Plans (IRMP) and changes to Fire and Rescue services.

The Service Instructions used to underpin this Policy are:

SI 0881   Consultation and Engagement Framework

Users should familiarise themselves with these Service Instructions:

5

**Service Instruction 0881**
**Stakeholder Consultation and Engagement Framework**

# Document Control

### Description and Purpose

| This document is intended to give guidance to MFRS personnel with regard to Stakeholder Consultation. |
| --- |

| Active date | Review date | Author | Editor | Publisher |
| --- | --- | --- | --- | --- |
| 01.09.17 | 01.09.18 | Wendy Kenyon | Deb Appleton | Sue Coker |
| Permanent | X | Temporary | | If temporary, review date must be 3 months or less. |

### Amendment History

| Version | Date | Reasons for Change | Amended by |
| --- | --- | --- | --- |
| | | | |
| | | | |

### Risk Assessment (if applicable)

| Date Completed | Review Date | Assessed by | Document location | Verified by(H&S) |
| --- | --- | --- | --- | --- |
| N/A | N/A | N/A | N/A | N/A |

### Equalities Impact Assessment

| Initial | Full | Date | Reviewed by | Document location |
| --- | --- | --- | --- | --- |
| | X | 01/04/17 | Wendy Kenyon | E&D Portal/EIA's/Strategy & Performance |

### Civil Contingencies Impact Assessment (if applicable)

| Date | Assessed by | Document location |
| --- | --- | --- |
| N/A | N/A | N/A |

### Related Documents

| Doc. Type | Ref. No. | Title | Document location |
| --- | --- | --- | --- |
| SI | | | Portal |
| | | | Portal |
| | | | Portal |
| | | | Portal |
| | | | Portal |

### Contact

| Department | Email | Telephone ext. |
| --- | --- | --- |
| Strategy & Performance | wendykenyon@merseyfire.gov.uk | 0151 296 4422 |

### Target audience

| All MFRS | X | Ops Crews | | Fire safety | | Community FS | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Principal officers | | Senior officers | | Non uniformed | | | | | |

**Relevant legislation (if any)**

| Equality Act 2010 |
| CIPFA/SOLACE Framework 2016 'Delivering Good Governance in Local Government' |

| Department | Email | Telephone ext. |
|---|---|---|
| **Strategy & Performance** | **wendykenyon@merseyfire.gov.uk** | **0151 296 4422** |

# INTRODUCTION

## 1    What is this Service instruction for?

This Public Consultation and Engagement Framework explains how we work with our partners and local communities, to ensure that they are kept informed and consulted with regarding any changes to or introduction of Fire and Rescue Service.

The framework is for all Merseyside Fire Rescue Authority (MFRA) staff to use when consulting/engaging with the public and other stakeholders.

Adoption of this approach will ensure the consistency of the consultation process across the organisation through the application of a set of principles and standards that shape the way we engage and consult with our communities.

## 2    Our Aims

Our consultation exercises will be developed to be accessible to, and targeted at, those people who are affected by our decisions and whom the consultation is intended to reach. We will ensure that consultation exercises use an appropriate range of methods and are designed and targeted accordingly. Where consultation exercises need to reach a diverse audience several approaches may be required.

Our Main aims are to:
- Understand our communities' needs in relation to fire and rescue services, including those who are vulnerable or may experience disadvantage (older people, people who have an illness or disability)
- Involve our communities in identifying issues that are important to them when developing new services or making changes to service provisions
- Work with key stakeholders when we want to speak with or listen to our communities

## 3    What do we mean by 'Consultation and Engagement'?

The words 'consultation' and 'engagement' can mean different things.  To us, engagement is more than simply making information available or gathering opinions and attitudes.  We use the views and opinions we receive to help us make decisions on changes to our services, and the development of the Service Delivery Plan or Integrated Risk Management Plan.

In this framework, we define consultation as a process of dialogue with members of the public and stakeholders, which has a defined start and end date, and informs a decision about a new proposal, policy, or service change. Our consultation is designed to:

- Encourage greater public involvement and interest in local democracy.
- Deliver stronger community leadership.
- Plan services and policies based on the needs / views of people.
- Identify priorities and improve strategies.
- Monitor the performance of services over time.

We believe it is important to get our community involved and to keep them informed about proposed changes which may affect them.

It is important that we communicate effectively with a cross representation of our local communities, so that everyone can have their say. It is important that everyone understands how they can have their say regarding any of our consultation, and that they feel able to do so.

## 4    Who are we consulting with?

Consultation will be undertaken with anyone who is affected by the proposal or procurement process. This will include staff, service users and partner organisations.

Merseyside Fire & Rescue Authority will consult with:
- Partner organisations (e.g. councils, the police, health service)
- Members of the public
- Local businesses
- Stakeholders directly affected by the matter on which we are consulting e.g. for station closure/mergers we consulted with:
  - Community groups and organisations that use the current station facilities and will be affected by the changes.
  - Local residents within the proposed areas for the change, residents in the local area of the new proposed site and,
  - Local businesses
- MFRA Staff

- Representative Bodies e.g. FBU, FOA, Unison, Unite etc. This is in relation to public consultation only, as employment related consultation (restructures, establishment change etc) would be carried out using the existing arrangements managed by People and Organisational Development

- Local groups e.g. resident associations, parish councils
- Merseyside Fire & Rescue Authority's Community Forum Members [1]

## 5    When will we carry out consultation?

Merseyside Fire & Rescue Authority may need to consult with members of the public and partners for a number of reasons, these could include:
- Changes to service e.g. Station Mergers/Closures
- Procuring services which will affect members of the public as part of the Public Services (Social Value) Act 2012
- Creation and development of key strategic documents such as the Integrated Risk Management Plan (IRMP) and our Service Delivery Plan

---

[1] The Merseyside Fire & Rescue Service Community Forum has been created as a way in which we can engage with people or people who represent members of the public from across the Merseyside region and in particular people from the 9 protected groups, who we may not always engage with through are normal consultation methods.

---

# 6    How will we carry out public consultation?

Consultation can be carried out over a 2 – 12 week period depending on the proposal.  For changes to services or for a strategic plan such as the Integrated Risk Management plan we would usually carry out public consultation over an 8-12 week period.
Consultation can be carried out using various methods of engagement including:

- On-line surveys
- Paper surveys
- Focus Groups and forums; sometimes facilitated by an independent facilitator
- Public meetings
- Stakeholder/partner meetings
- Direct consultation with service users
- Postal surveys

Advice on suitable methods can be provided by the Diversity and Consultation manager.  Once completed, findings from any consultation should be published within 12 weeks, where possible, of the consultation closing.

# 6    External Facilitators

MFRA currently uses an external facilitator for part of our consultation process.  The external facilitator is an independent organisation experienced in consulting with the public as objectively as possible. As a result, they are respected and trusted by the public.  By having an external facilitator involved with the project it ensures that MFRS receives feedback from a representative sample of the public regarding a given proposal.

# 7    Planning consultation

The appendices to this Service instruction provide;

1. A planning template
2. A generic project timeline
3. Guidance on when and how to consult
4. A general consultation planning checklist
5. A consultation venue checklist

An overview of general guidance is given below:

When planning consultation or engagement activity the following should be taken into account:-

- Does the information already exist?
- Has similar recent consultation been undertaken that will give you the information you require?
- There is a need for clear objectives in relation to the consultation activity:-
    - What do you want to find out?
    - Who do you want to find it out from?
    - How will you feedback the results of the consultation?
- Identify a brief and timetable for the consultation process. This can be developed with the Diversity and Consultation Manager as part of the consultation and engagement plan.
- Identify appropriate budget/resources

- Expectations of the consultation outcome
  - o Are you prepared for the response?
  - o Will it raise expectation to an unacceptable level?

# 8      Development of the consultation plan

Once the need for consultation has been identified and the scope of what will be consulted on is clear, a meeting should be arranged between the Diversity and Consultation Manager and project lead to:
- Complete the consultation and engagement plan.
- Develop the project timeline, which will include individual tasks, and the key dates in the consultation, e.g. start and finish dates and meeting dates.
- Identify the consultation project team – it is important to ensure that you have enough staff available to help with the planning and to help at the actual meetings.  It is always better to have more staff then you think you will need for public meetings as we are unable to predict how many people will actually attend these meetings.
- When working out your consultation plan make sure that you factor in the appropriate length of time at the beginning, to allow for planning (approx. 4 weeks) from the date of approval by the Authority, if required, and allow at least 6 weeks at the end of the consultation before the date that outcome report will be presented to Authority.

Included in the framework are examples of key documents which will help with the planning for public consultation.
- Consultation and engagement plan – which should be completed in conjunction with the Consultation Manager
- Consultation Plan – Project Timeline – this can be a 6, 8 or 12 week plan
- Consultation check list
- Venue facilities check list

# 9      Reporting and Governance

On completion of the consultation, a report to Authority must be prepared detailing the outcomes of the consultation.  This should include the following sections (where appropriate):
- Recommendations
- Summary of outcomes
- Promoting and marketing the consultation
- Media interest
- Consultation events
- Outcomes from the Consultation
  - o On line survey
  - o Focus Groups and Forums (details of each meeting held)
  - o postal surveys
- Meetings
  - o Stakeholder/business
  - o Public meetings
  - o Meetings with other groups

- Correspondence and Requests for Information
- Staff consultation
- Petitions
- E&D Impacts
- Staff implications
- Legal implications
- Financial implications/value for money
  - Include all costs
- Risk Management/health & safety and environmental

Please allow at least 6 weeks' timescale for the drafting of the Consultation Outcomes report from the end of the consultation to the committee date.

# 10    Evaluation Debrief

Following the completion of the consultation period it is always helpful to arrange a debrief meeting with the project team to discuss the process and the reporting process.

# 11    Communication of consultation outcomes

On completion of the outcome report, arrange a meeting with the Corporate Communications team to discuss how the findings are to be published. The outcomes should not be circulated until the report has been approved by Authority.

For further help and assistance:

Diversity and Consultation Manager

**wendykenyon@merseyfire.gov.uk**
 0151 296 4474 4422

## Appendix 1

**Merseyside Fire & Rescue Service Consultation and Engagement Plan**

This document should be completed by the Diversity and Consultation Manager and the lead officer for the project.

| | | |
|---|---|---|
| **Project Title:** | | |
| **What is the consultation connected with?** | | |
| | | |
| **Lead department/function:** | | |
| **Lead officer for the project:** | | |
| **Contact details:** | | |
| **Which of the Authority's Aims does the Consultation relate to?** | | |
| | | |
| | | |
| | | |
| | | |
| **What are you consulting on? (please state)** | | |
| **Development of strategic plans** | | |
| **Change or removal to services** | | |
| **Procurement of services** | | |
| | | |
| **Is this project/work stream included in the IRMP/Service Delivery plan?** | | |
| **Yes** (please specify which document) | | |
| **No** | | |
| **Aims & Objectives of the Consultation (Specific options which are to be consulted on)** | | |
| **Option 1** | | |
| **Option 2** | | |
| **Option 3** | | |
| | | |
| | | |
| **Target Audience** (please tick all that apply) | | |
| **Public** | | |
| **Staff** | | |
| **Police** | | |
| **Other Fire & Rescue Services** | | |
| **NHS** | | |
| **Other businesses, service users. Please specify:** | | |

| Method of Engagements (Please tick all that apply) | |
|---|---|
| **Public meetings** | |
| **Forums** | |
| **Focus groups** | |
| **Stakeholder/partner meetings** | |
| **Survey** | |
| **Consultation document** | |
| **Posters/flyers** | |
| **One to one meetings** | |
| | |

| Communication Requirements | | | |
|---|---|---|---|
| | Yes | No | Responsible person |
| **Questionnaire** | | | |
| **Consultation document** | | | |
| **Promotional material** | | | |
| **Press releases/social media** | | | |
| **Brief for an external facilitator** | | | |
| **Information for stakeholders** | | | |
| **Information for service users** | | | |
| **Information for staff** | | | |
| **Information for partners** | | | |
| **Information for businesses** | | | |
| **Principal Office briefing** | | | |
| **Other** (Please specify) | | | |
| | | | |

| Risks associated with the consultation | | | |
|---|---|---|---|
| There are a number of potential risks to consider when planning for consultation | | | |
| **Does the Consultation run:** | | | |
| | | Yes | No |
| a | **During an election period and incur restrictions on councillors/MP's (purdah)?** | | |
| b | **Is funding available?** | | |
| c | **Are staff resources available for the period required?** | | |
| d | **Does the consultation run during holiday periods?** | | |
| e | **Does the consultation involve any other key dates e.g. major local or national sporting events?** | | |
| f | **Are there likely to be any issues with the availability of suitable public venues?** | | |
| g | **Other risks:** (please specify) | | |

| | | | |
|---|---|---|---|
| | | | |
| | | | |
| **Time period for the consultation** | | | |
| (please tick) | | Start Date | End Date |
| 6 Weeks | | | |
| 8 Weeks | | | |
| 12 Weeks | | | |
| Other: | | | |
| Justification: | | | |
| **Report of findings (please state committee and date)** N.B. please allow at least 6 weeks from the end of the consultation to the committee date. | | | |
| | | | |
| | | | |

**Appendix 2**
**Project timeline**
**Authority approval estimated**
**Working Group –**
**Events in bold may be facilitated by an external facilitator**

| Type | Preparation & Marketing | Present to Council & other politicians (Consultation) | Marketing of consultation events (Communication) | Staff communication | | | Online surveys | Rep body consultation | Station users consultation | Public Focus Group | Public Focus Group | Public Focus Group | Public Meeting | Public Meeting | Public Meeting | Joint Stakeholder Business Breakfast | Joint Forum (using members of the existing IRMP forums) | Staff meeting - Station 1 and Station 2 | Staff Meeting - other station in the council area | | Reporting |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Type | Produce documentation for publication. Agree and organise media coverage/advertising. | | | Staff communication | | | Online surveys | Rep body consultation | Station users consultation | Public Focus Group | Public Focus Group | Public Focus Group | Public Meeting | Public Meeting | Public Meeting | Joint Stakeholder Business Breakfast | Joint Forum (using members of the existing IRMP forums) | Staff meeting - Station 1 and Station 2 | Staff Meeting - other station in the council area | | Reporting |
| Plan Date | 4 weeks prior to start of consultation | Wk 1 | Weeks 1-5 | Week 1-4 | | | Week 1-12 | Week 1-12 | Week 1-12 | Week 8 | Week 8 | Week 8 | Week 9 | Week 9 | Week 10 | Week 11 | Week 11 | Week 8 | week 9-11 | Week 12 | End date |
| Actual Date | | | | | | | | | | | | | | | | | | | | | |
| Officer responsible or representing MFRS | | Principal Officer | | TBC | TBC | TBC | | | TBC | PO | PO | PO | PO | PO | PO | PO | PO | TBC | TBC | | |
| External Facilitator (where applicable) | | | | | | | | | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | TBC | | | | |
| Actions | | | | | | | | | | | | | | | | | | | | | |

**Appendix 3**

**Guidance on when and how to consult**

When embarking on consultation it is important to clarify the type of engagement that is to take place, whether it is providing information/communication or consultation. If changes are going to affect service users then consultation should take place at a formative stage and before any decisions are made. If decisions have been made, then information should be provided but any potential mitigation needs to be identified. Always be prepared to change the course of action as a result of the consultation.

The table below gives information about the different stages of consultation and the methods that may be appropriate. Further advice can be provided by the Diversity and Consultation manager:-

|  | Information giving | Consultation | Participation |
|---|---|---|---|
| **Purpose** | To provide people with information to assist their understanding | To collect information about attitudes, opinions and preferences that will assist understanding and therefore decision making.<br><br>To obtain feedback on specific policies or proposals | To involve people actively at all stages to ensure their concerns are understood and considered, and to give them some influence and ownership of decisions |
| **Expectation** | That information given will be accurate, balanced and updated as necessary | That information gathered will be treated and used responsibly and reported honestly.<br><br>That feedback will be taken seriously, decisions will be influenced, and people will be informed of the influence they have had. | That people will be able to shape the process, that it will be transparent throughout, and that they will have some influence over decisions |
| **Examples** | Fact Sheets Websites Exhibitions | Surveys Questionnaires Focus Groups Consultation documents Public meetings | Deliberative workshops Stakeholder dialogue processes |

## When is it appropriate to inform?

- When you want to tell the public what has been decided or what is planned.
- At the start of the consultation exercise to raise awareness and promote involvement.
- To inform who will be affected by cuts or proposed changes to the service
- To support the consultation process by providing clear, accessible and sufficient information and options to allow an informed response.
- To keep the public informed and updated
- To provide information on alternative services.

## When is it appropriate to Consult?

- When there is scope for the public to offer feedback that can be taken into consideration when making decisions (i.e. reducing or re-designing a service)
- When there might be options they can exercise a view on (e.g. response times, variable staffing systems and station mergers).
- Where there are established mechanisms in place to have an on-going dialogue with people who will be affected (for example groups or networks who use the facilities on station regularly). These can be used for continued engagement.

## When is it appropriate to use Participation?

- When we wish stakeholders to take part in decision-making, even if the actual decision-taking is ultimately done by others.
- When we wish participants to have some influence over the process through shaping the agendas of meetings, for example, or deciding what background information is required before subjects can be sensibly discussed.

**Appendix 4**

**Consultation Check list**

1.  Consultation period confirmed (number of weeks and start date).

2.  Start to complete a risk assessment for the consultation events – seek advice from Health and Safety.

3.  Complete the Consultation Timetable with the dates. Ensure that you include the end date of the consultation.

4.  Check dates for bank holidays, elections, school holidays, this may affect attendance and staff availability.

5.  Identify when during your consultation period you want to hold any meetings (focus groups, forums, public meetings and stakeholder meetings)  - update the timetable

6.  Speak to external facilitator for provisional dates for focus group and forums. (These are normally held in the evening)

7.  Request Principal/Senior Officers' availability, include the provisional dates and the weeks which have been identified for all of the meetings.

8.  Once dates are confirmed, start to complete the Meeting Planning document.

9.  Speak to Systems Support Team for the postcodes and council wards within the station areas if members of the public are going to be invited to meetings or sent postal surveys.

10. Check council websites to ensure council meetings are not planned for the same dates as MFRS consultation (where ward councillors may wish to attend).

11.  Identify the ward councillors for each of the wards and make a list of all their email and telephone numbers.

12. Start to identify and provisionally book venues.  Make sure that each venue is accessible and has the correct facilities (see Venues Facilities Check List)

13. Contact Local Chambers of Commerce for assistance with contacting their members for the Stakeholders Business Breakfast (if one is taking place)

14. Arrange for venues to be checked for suitability, and that the AV system is compatible with the MFRS Laptop that is to be used (where appropriate) – use the venue checklist.

15. Once venues and dates confirmed, circulate the meeting plan to the team and request everyone's availability

16. Send email to external facilitator (where required) with confirmed dates and the meeting venue addresses and times

17. Raise the purchase orders for all of the meetings.

18. Book British Sign Language interpreters for the public meetings (Equality and Diversity have contact details)

19. Once everyone has confirmed availability agree with the consultation team which MFRS staff will be attending each meeting to facilitate.

20. Circulate final MFRS staff attendance list to the team

21. When a quote is received from the external facilitator (when appropriate) send to the budget holder for approval. Then raise a purchase order

22. Send postcodes for station areas to external facilitator for them to start the recruitment process for members of the public to attend the focus group and forum meetings or send out a survey.

23. Create a document for everyone attending with all the meeting details, venue addresses and directions, who is attending from MFRS, meeting and set up times and equipment required.

24. Update risk assessment and submit to Health & Safety

25. Draft letter for sending out to stakeholders regarding the Business Breakfast

26. Identify the best way people can register for the business breakfast, MFRS email/telephone contact or use Eventbrite.

27. Make sure all equipment required is ready ahead of the meeting

- Tea, Coffee, Juice, Biscuits, Sugar, Milk, Cups, Milk , paper cups, water jugs and flask (Focus group and forum only unless venue can provide)
- Water jugs and paper cups for public meetings
- Copies of questionnaires
- Copies of consultation documents
- Pens
- Signs for doors
- Blue tack
- Reserved signs for chairs (MFRS Staff or Councillors)
- Hearing loop
- Hearing loop sign
- Tape to fix cables to the floor
- Scissors
- Spare pad & pen for notes

**Appendix 5**
**Consultation Venue – Check sheet -**

| | | Comments |
|---|---|---|
| **Disabled parking** | | |
| **Easy access (ramp not steps)** | | |
| **Disabled toilets** | | |
| **Lift access – (if required)** | | |
| **Room size** | | |
| **Public transport** | | |
| **Easy to find** | | |
| **Equipment:** | | |
| **Tables/chairs** | | |
| **Access to water** | | |
| **Tea/coffee (Please delete as appropriate)** | | **Can be ordered/facilities to make own** |
| **Audio equipment** | | |
| **Power supply** | | |
| **PA system** | | |
| **Overhead projector** | | |
| **Screen** | | |
| **Hearing loop** | | |
| **Wi-fi** | | |
| **Laptop compatible with system (please comment if any additional or specialist equipment is required to ensure compatibility)** | | |

| **Additional Comments** |
|---|
| |

# Equality Impact Assessment (EIA)
# Reporting Form

*For any advice, support or guidance about completing this form please contact the*
*DiversityTeam@merseyfire.gov.uk or on 0151 296 4236*

### Section 1: EIA Details

| | |
|---|---|
| **1.1) Author** | Campbell, Vicky |
| **1.2) Responsible Officer** | Kenyon, Wendy |
| **1.3) Function** | Strategy and Performance |
| **1.4) Department** | Equality & Diversity |
| **1.5) What is the status of this EIA?** <br> **If "Revision" is selected, please ensure "1.7) Date of EIA" is revised and "1.5.1) Which sections have been revised?" is completed.** | New |
| **1.6) Title of EIA** | Stakeholder Consultation and Engagement Framework |
| **1.7) Date of EIA** | 27/06/2017 |
| **1.8) What does the EIA relate to?** | Policy |
| **1.9) Title reference of SI/policy/report/event/project** | Stakeholder Consultation |
| **1.10) SI Policy Number of SI/policy/report/event/project** | STRPOL012 |

### Section 2: Initial Assessment

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

This Policy forms part of a wider communications, consultation and engagement approach that sets out how the Authority will engage with stakeholders through communication and consultation. That engagement will be used to inform and influence the Authority's decision making processes, involving stakeholders in the work and future direction of the Service.

**2.2) Who will be affected?**      MF&RS Staff & Members of the

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

| Protected Characteristics | Positive Impact | Negative Impact | Neutral |
|---|---|---|---|
| Age | ◉ | ○ | ○ |
| Sex | ◉ | ○ | ○ |
| Race | ◉ | ○ | ○ |
| Disability | ◉ | ○ | ○ |
| Religion & Belief | ◉ | ○ | ○ |
| Gender Reassignment | | | |

|  | | | |
|---|---|---|---|
|  | ● | ○ | ○ |
| Marriage & Civil Partnership | ○ | ○ | ● |
| Pregnancy and Maternity | ● | ○ | ○ |
| Sexual Orientation | ● | ○ | ○ |
| Socio-Economic Disadvantage | ● | ○ | ○ |

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

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

Our consultation and engagement Policy, Service Instruction and Framework has been developed to be accessible to, and targeted at, those people who are most affected by our plans, proposals and decisions. This will also include being:

o    Timely and cost effective
o    Interactive and well facilitated
o    Inclusive and accessible
o    Transparent with a fair interpretation of community views
o    Published information for easy access

**Section 3: Monitoring**

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

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

This is a new policy and as such will need to be monitored going forward. However we are aware that there is a need to consider diverse communities and their needs in relation to how we engage and consult with them. There will be the need to consider language  barriers where we consult in areas that are more Ethnically diverse ( L8) and that there will be the need to consider access to consultation for those with Disabilities both physical  and hidden. Going forward we will monitor the impact of this policy on the outcomes from those groups and build feedback into the annual policy review process.

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

.

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

.

**3.4) Supporting Document**

📎 **Click here to attach a file**

**Section 4: Research**

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

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

Research has taken place through the following methods:

1) Sefton consultation and Engagement forum
2) ENEI
3) AFSA
4) other FRS
5) Disability reports on inclusive access to consultation

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

That there is a need for the following :

*British sign language interpreters at all public consultation events
*Hearing loops at public events
*Dedicated areas for Assistance and Guide dogs
*Dedicated assistance for public attending events with different disabilities
* Language interpretation facility on websites where consultation documentation can be translated
*Large Print
*accessible venues

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

SEE ABOVE

**4.4) Supporting Document**

📎 **Click here to attach a file**

**Section 5: Consultation**

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

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

**As the framework has been developed while carrying out public consultation we have been able to use any feedback from the public or staff attending the events to make changes to the process**

**We have also spoken to representatives from Sefton Council Public Engagement and Consultation team and have been able to use the framework they have developed to our own.**

**An internal audit was carried out to assess the framework and its suitability to reach all public groups**

**5.2) What did it say?**

.

**5.3) Which Groups/persons?**

Members of the public and staff involved in the events including those with disabilities
Sefton Councils Public Engagement and Consultation Committee
Internal Audit

**5.4) Supporting Document**

📎 **Click here to attach a file**

**Section 6: Conclusions**

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

**(a) Age**
Age equality and the way a policy, practice, service or function affects people of different ages, especially younger people and older people.  It remains lawful to target services at people of different ages or to have age rules governing access to services or training.

Our consultation and engagement framework has been developed to be accessible to, and targeted at, those people who are most affected by our plans, proposals and decisions.

**(b) Disability (including mental, physical and sensory conditions)**
Disability equality and the effects on different disabled people, deaf people, people with a long-term limiting illness and people associated with disabled people, such as carers, parents of disabled children.

Our consultation and engagement framework has been developed to be accessible to, and targeted at, those people who are most affected by our plans, proposals and decisions.

**(c) Race (include: nationality, national or ethnic origin and/or colour)**
Race equality and the effects on ethnic and racial minority staff, customers and communities.  Race includes colour, ethic or national origin, nationality or caste.

Our consultation and engagement framework has been developed to be accessible to, and targeted at, those people who are most affected by our plans, proposals and decisions.

**(d) Religion or Belief**
Religion and Belief based equality and the way in which policies, practices, services of functions affect people from different religious or belief based groups.  This includes observance of religious and cultural requirements/practices of staff and customs and it also covers non-belief.

Our consultation and engagement framework has been developed to be accessible to, and targeted at, those people who are most affected by our plans, proposals and decisions.

**(e) Sex (include gender reassignment, marriage or civil partnership and pregnancy or maternity)**
Sex equality and the effects on men and women, boys and girls.  For example, the experiences of lone parents, working women, women from BME communities, victims of domestic violence, boys and young men, fathers etc.

Our consultation and engagement framework has been developed to be accessible to, and targeted at, those people who are most affected by our plans, proposals and decisions.

**(f) Sexual Orientation**
Sexual Orientation equality and whether services are delivered fairly and respectfully to lesbians, gay men, bi-sexual and heterosexual people.  This will mean ensuring that services or policies recognise the needs of lesbian, gay, bisexual and heterosexual customers and respect their family structures and relationships.

Our consultation and engagement framework has been developed to be accessible to, and targeted at, those people who are most affected by our plans, proposals and decisions.

**(g) Socio-economic disadvantage**

Socio-economic Disadvantage:  Although not one of the 9 protected groups M&RS recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.

Our consultation and engagement framework has been developed to be accessible to, and targeted at, those people who are most affected by our plans, proposals and decisions.

**Section 7: Decisions**

If the SI/policy/report/event/project will have a negative impact on members of one or more of the protected groups, explain how it will change or why it is to continue in the same way. If no changes are proposed, the SI/policy/report/event/project needs to be objectively justified as being an appropriate and necessary means of achieving the legitimate aim set out in 3.1

.

**Section 8: Actions (Admin Use Only)**

**8.1) Actioned Required**           ○ **Yes** ◉ **No**

**8.2) Details of Action Required**

**8.3) DAG Consultation Required**      ○ **Yes** ◉ **No**

**8.4) Approved**               ◉ **Yes** ○ **No**

**8.5) Responsibility Of**            Campbell, Vicky

**8.6) Completed By**             28/07/2017

**8.7) Review Date**             27/06/2018

**Submit Form**

http://intranetportal/sites/smd/equalityanddiversity/_layouts/15/FormServer.aspx?Xml...   28/07/2017

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| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|---|---|---|---|
| MEETING OF THE: | AUTHORITY | | |
| DATE: | 19 OCTOBER 2017 | REPORT NO: | CFO/053/17 |
| PRESENTING OFFICER | CHIEF FIRE OFFICER | | |
| RESPONSIBLE OFFICER: | PAUL MURPHY | REPORT AUTHOR: | ED FRANKLIN |
| OFFICERS CONSULTED: | DEPUTY CHIEF FIRE OFFICER (DCFO) AREA MANAGER (AM) STRATEGIC CHANGE AND RESOURCES DIRECTOR OF STRATEGY AND PERFORMANCE HEAD OF ESTATES ICT BUSINESS RELATIONSHIP MANAGER ICT SUPPORT ANALYST STATION MANAGER (SM) MARK JONES | | |
| TITLE OF REPORT: | ICT ROLE BASED RESOURCING (RBR) | | |

| APPENDICES: | APPENDIX A | ROLE-BASED RESOURCING |
|---|---|---|
| | APPENDIX B | DISM – INCIDENTS RESULTS |
| | APPENDIX C | DISM – SHQ RESULTS |
| | APPENDIX D | DISM – STATIONS RESULTS |
| | APPENDIX E | DISM – TDA RESULTS |
| | APPENDIX F | DISM – VESTY 1 RESULTS |
| | APPENDIX G | EIA |

**Purpose of Report**

1. To request that the Authority note progress and next steps in activities associated with ICT Role Based Resourcing (RBR).

**Recommendation**

2. That Members note the progress made on the RBR project and the move to a more modern way of working by the Authority's staff.

**Introduction and Background**

3. ITIL (Information Technology Infrastructure Library) is the most widely accepted approach to ICT service management in the world and its practices are firmly embedded in the ICT department.

4. ITIL Service Design aligns ICT services with strategic goals, policies, infrastructure and changing business requirements in a cost-effective manner.

5. In 2017 two key Service Design initiatives were undertaken by ICT involving the use of ICT equipment:

   - Following an initial Multi-Functional Device (MFD) and printer rationalisation exercise, the renewal of the MFD contact with Konica Minolta Business Solutions (UK) Ltd

   - A full Role Based Resourcing (RBR) activity to determine best use of ICT equipment for individual members of staff

**Konica Minolta Contract**

6. The renewal of the Konica Minolta contract was approved by Members on 29th June 2017. Report 'CFO/043/17 Multi-Functional Contract 2017 Renewal' refers.

7. The award of the contract to Konica and the adoption of the print management solution – Paper Cut – represents an estimated saving in the region of £186k over the next 5 years. Existing budgets have already been reduced in expectation of savings. Paper Cut will realise significant benefits, including the introduction of secure printing, making users aware of the environmental and financial costs of printing, and the ensuing reduction in paper and ink throughout the estate.

**RBR Activity**

8. Arising from an initial request from the ICT & Information Management Strategy Group, to evaluate the use of personal computers, laptops and smartphones, the Deputy Chief Fire Officer (DCFO) widened the scope of the evaluation to cover a full RBR activity to determine best use of ICT equipment by all members of staff.

9. The subsequent RBR project was the logical next step, complementing the activities around the MFD rationalisation and savings mentioned above.

10. The underpinning reasons for the introduction of RBR include:

   - It encourages the best use of limited resources. "Enough, but not too much"

   - It enables staff to know what resources to expect as they move between locations and roles; no surprises, no guesswork

- It reduces waste from unused ICT equipment, unnecessary journeys, time, etc.

- It provides more estate space

- It reduces pressure on telent to maintain unused and/or varied equipment

- It promotes long-term sustainability and efficiency, reducing pressure on budgets

- It promotes agility; resources can be redeployed/decommissioned faster when ICT requirements are known in advance

- Overall agile & smarter working

**RBR Method**

11. The RBR project was the undertaken by ICT, evaluating the agile provision of ICT equipment at stations, SHQ, TDA, Vesty One and 'incidents', based on the roles of the staff housed or present there.

12. The major task was to design a way to fairly and efficiently provide ICT resources to staff at stations, SHQ, TDA, Vesty One and 'incidents' based upon their roles. The approach involved a two-step process:

13. The first step was an assessment of the current situation:

- Which roles are/could be at each of the five situations

- What each role has in terms of existing ICT equipment

14. The second step was to create a dynamic model called the Dynamic ICT Standardisation Model (DISM). The DISM allows accurate and easy calculation of projected ICT equipment numbers, costings and modelling of any future scenarios.

15. Scenarios were based on what each role actually *needs* in terms of access to ICT equipment to work in an agile way.

**RBR Recommendations**

16. Refer to Appendix A – Role Based Resourcing. This provides the 'projected situation' ICT equipment numbers when RBR is introduced. (Note: Appendix B through to Appendix G contain the detail supporting evidence to Appendix A)

17. In essence this would mean for Community Fire Stations:

- Adoption of standard station operational ICT equipment based on a crewing model taking into consideration the number of Whole Time or Retained appliances and shift pattern worked on a Community Fire Station

- Following a suitable Proof of Concept (PoC), operational crews would be issued with Panasonic Tough Pads for use on the appliance to access in-house developed apps whilst out in the community

18. For all other sites, from the model it is clear that roles fall into one of three categories: desk based, semi-mobile or mobile.

19. For semi-mobile and mobile roles to gain the most in terms of standardisation and agility it is recommended that these roles be issued with a hybrid tablet and, following a suitable PoC, this is likely to be a Microsoft Surface Pro.

20. The Surface Pro's ability to be both a laptop and tablet is its greatest attribute. The juggling act between desktop, laptop, and tablet or iPad is expensive, not to mention a burden on staff who spend time transferring files between devices. See the later section RBR 'Tablets versus Laptops'.

**RBR Observations**

21. The move to the ICT equipment numbers outlined in the Appendices means a decrease in desktops and laptops but an overall increase in tablets. See table below:

|  | *Before* | | | *After* | | | *Gap* | | |
|---|---|---|---|---|---|---|---|---|---|
|  | *Desk Top* | *Lap Top* | *tablet* | *Desk Top* | *Lap Top* | *tablet* | *Desk Top* | *Lap Top* | *tablet* |
| Station | 210 | 48 | 20 | 114 | 0 | 117 | -96 | -48 | 97 |
| SHQ | 95 | 74 | 52 | 149 | 0 | 115 | 54 | -74 | 63 |
| TDA | 16 | 9 | 3 | 32 | 0 | 1 | 16 | -9 | -2 |
| Vesty 1 | 22 | 6 | 1 | 26 | 0 | 21 | 4 | -6 | 20 |
|  | | | | | | | | | |
| **Totals** | **343** | **137** | **76** | **321** | **0** | **254** | **-22** | **-137** | **178** |

22. Although the increase in tablet numbers is offset by the decrease in desktops and laptops, the 5 Year ICT Capital budget was realigned to meet the costs of the increase in the number of tablets.

23. Further, the net increase in ICT costs and an increase in tablet numbers is misleading if only taken at face value as:

- RBR will be implemented in a sensible and cost-efficient way, e.g. when stations merge, when equipment is due for renewal, when the TDA is due for refurbishment, when staff leave or join… a phased approach, not 'Big Bang'

- Financial savings would occur over the long-term, e.g. through time efficiencies and a reduced variety of ICT hardware for telent to service

- Some benefits are intangible *in this study* (e.g. worker satisfaction, 'agility', uniformity, sustainability and capability) yet will have financial benefits

24. A separate business case will be required for any requirements which differ to those identified by RBR. Working closely with Level Six budget holders and Finance, the business case will identify and address any required increase in budgets. Once presented, the business case will be approved by the Area Manager (Strategic Change and Resources).

25. Further actions arising from the RBR project will be individual projects to evaluate the Smart Board Provision on Community Fire Stations, the use of smartphones by staff and the benefits of Microsoft Office 365.

**RBR Tablets versus Laptops**

26. In broad terms, as technology has progressed, tablets can now perform most of the tasks associated with a laptop computer.

27. Tablets are extremely lightweight. Current times call for extreme mobility and in the past senior officers have pointed out the weight restrictions of carrying a laptop.

28. Tablets are fast to start up – most laptop computers generally take around 10 – 30 seconds to start up, however the initial start-up on a tablet device is generally around 2 – 10 seconds. Once powered on, a tablet can 'wake' from sleep mode instantaneously.

29. Tablets have improved battery life over laptops as tablets are designed for efficiency demonstrated by the low power requirements of their hardware components

30. In terms of the Surface Pro, this has some distinct advantages over a normal tablet. A USB port on the side lets you connect USB drives and cameras, and even charge another mobile device without recourse to adapters (this, however,

is also a cyber-security challenge). The Surface Pro can connect to a docking station which means on a desk, an external monitor, a keyboard and a mouse may be used.

31. There are inherent disadvantages with tablets. The higher price is an issue and tablet computers cost more than a laptop although this premium has been predicted to fall.

32. Screen size and screen damage is a greater risk with tablets. Because the screen is used as the primary input device, tablet computers are prone to problems like cracks, dead pixels, blown back-light bulbs and bad sensors. The LCD screen is one of the most expensive parts to replace on a tablet PC.

33. There is no single tablet that is the best for everyone, and an entry-level laptop may be a better fit for some or a high specification laptop for high end processing may be better for others. With the Surface Pro, however, it is a good fit for a corporate device for people who work in the community and affords the opportunity to standardise and, at the same time, enable agile working.


**Equality and Diversity Implications**

34. An EIA is attached to this report.

35. In summary, Equality and Diversity implications are positive for staff and the community which MFRS serves.

36. In terms of staff, the Surface Pros are much more user-friendly and have a number of more advanced accessibility options (e.g. facial login and touch screen instead of typing on a board and using a mouse) than the current solution.

37. RBR assigns ICT equipment to a type of role and provides devices accordingly, instead of individuals being given more devices than others arbitrarily even when their roles are essentially the same.

38. Wi-Fi will be provided, improving access to the internet for those who do not have it at home. As part of the RBR project, ICT is committed to providing a community wireless access point in all community fire stations.

39. Tough Pads and Surface Pros will likely also have some real-time translation app on them which will allow staff to communicate better with those who do not speak English. This will not be a perfect translation system, but it will be vastly better and cheaper than the current solution.

## Staff Implications

40. Staff feedback formed the basis of the RBR report. Staff including Station Managers (SMs) and those from TRM, telent and ICT, provided much of the raw data which made this report possible.

41. The addition of an SM on the team also allowed for objective decision-making when deciding the projected ICT provision per role; the needs of staff were not decided just by an ICT formula. Staff will be affected either by receiving less ICT than they have now or more ICT. Yet the key point to note is that even if ICT is taken away, it will be replaced with ICT which the particular role *needs*, not simply *expects*.

42. This is a more modern (agile) way of working; with tablets replacing laptops and thus promoting mobility and adaptablity of staff. Modernity is a key term here. Any replacement technology will be more modern than what staff have now. It will therefore be faster and more efficient. It will also give them access to a host of in-house apps.

43. A training needs analysis will be carried out as the introduction of Tough Pads, tablets and in-house apps will mean the introduction of Windows 10 and Office 2016.

## Legal Implications

44. The Surface Pro has a Windows 10 operating system and as such the Legal Civica Case Management System will be available; the Civica Case Management System will be tested as part of the POC.

45. There are no direct legal implications to this report, although security issues are paramount.

## Financial Implications & Value for Money

46. All RBR figures were estimated by using current costs provided by telent in addition to current market prices for the equipment and models that are anticipated to be purchased in the future.

47. Tablets and Tough Pads will be depreciated on a 5-Year basis and current ICT budgets have been identified within the 5-year ICT Capital budget to meet this requirement.

| Role Based Resourcing | |
|---|---|
| | £'000 |
| Forecast Required Spend over a 5 year period | 790 |
| Current Budget identified within the existing 5 Year Capital Budget | 790 |

48. The Multi-Functional Device contract renewal did not form part of RBR, as the work stream was already underway.

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

49. All devices will satisfy all legal and statutory health and safety requirements. All old devices will be disposed of securely and safely to minimise the risk of data leaks. Training will be provided for users of the new devices where appropriate. Business cases may be submitted by staff who believe they do not have the correct device or enough resources. This will act as a 'check' on the resources assigned to staff.

50. Tablets in particular will be more energy efficient than the laptop technology which they will replace. Also, all old devices will be disposed of in a safe, secure and environmentally friendly way. The use of the new devices coupled with Skype will also likely reduce unnecessary journeys, reducing pollution.

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

51. The communities of Merseyside will benefit greatly from the Role Based Resourcing project. They will see a leaner fire and rescue service with access to better technology, delivered by Protection, Prevention and Operational Response staff.

52. Communities will also directly benefit from a greater provision of community-accessible technology at stations, such as public Wi-Fi.

## BACKGROUND PAPERS

**CFO/043/17**   Multi-Functional Contract 2017 Renewal

## GLOSSARY OF TERMS

**AM**          **A**rea **M**anager

**RBR**         **R**ole-**b**ased **R**esourcing

**DCFO**        **D**eputy **C**hief **F**ire **O**fficer

**DISM**        **D**ynamic **ICT S**tandardisation **M**odel

**E&D**        **E**quality and **D**iversity

**EIA**        **E**quality **I**mpact **A**ssessment

**ICT**        **I**nformation and **C**ommunication **T**echnology

**ITIL**        **I**nformation **T**echnology **I**nfrastructure **L**ibrary

**LCD**        **L**iquid **C**rystal **D**isplay

**MFD**        **M**ulti-**f**unction **D**evice

**MFRA**        **M**erseyside **F**ire and **R**escue **A**uthority is the physical and legal entity. When writing reports MFRA is the "object".

**MFRS**        **M**erseyside **F**ire and **R**escue **S**ervice is the service provided by MFRA. When writing reports MFRS is the "action"

(You are employed by the Authority (MFRA). The job you do forms part of the Service (MFRS) provided by the Authority (MFRA). If in doubt use MFRA.)

**POC**        **P**roof **o**f **C**oncept

**SHQ**        **S**ervice **H**ead**q**uarters

**TDA**        **T**raining and **D**evelopment **A**cademy

**WI-FI**        **W**ireless **I**nternet

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# Role-based Resourcing (RBR)

Lesley Hollis, Mark Jones and Mark Rice

# This Presentation Will …

● Define, and state the **purpose** of, the RBR project

● Discuss the **method** of the RBR project

● Present the **results** of the project with associated costs and savings

● Discuss the **implications** of applying the RBR findings

# Defining RBR

RBR in this context means:

"The agile provision of ICT equipment at **stations**, **SHQ**, **TDA**, **Vesty 1** or **'incidents'** based on the **roles** of the MFRS personnel housed or present there"

# What are the arguments for RBR?

- It encourages the best use of limited resources. **"Enough, but not too much"**
- It fits with the 'Role-based Resourcing' **ethos** raised at the ICT & IM Strategy Group
- It enables staff to know what resources to expect as they move between locations and roles; **no surprises, no guesswork**
- **It reduces waste** from unused ICT equipment, unnecessary journeys, time, etc.
- It provides more **estate space**
- It **reduces pressure** on telent to maintain unused and/or varied equipment
- It promotes **long-term** sustainability and efficiency, fitting our reduced budget
- It promotes agility; resources can be redeployed/decommissioned **faster** when we know the 'equation' in advance
- **Overall smarter working**

# The RBR Task and Method

- The Task
  - "To design a way to fairly and efficiently provide ICT resources to MFRS employees at the five 'situations' based upon their roles"

- The Method:
  - An assessment of the current situation
  - An assessment of which roles are/could be found across MFRS locations
  - An assessment of 'what each role **actually** needs'
  - The creation of a dynamic model to allow accurate and easy calculation of projected ICT requirements and associated costs/savings
  - A gap analysis to calculate the numbers and costs/savings of the projected situation versus the current situation
  - All of the above collected in an Excel spreadsheet, one 10,000 word report and five short reports

# The Current Situation: Who, Where and What …

● Data was gathered from telent (ICT equipment) and from TRM (staff locations and roles). Gaps in the data were filled by questionnaires sent to station managers, face-to-face/telephone calls with personnel and knowledge of the project team

● Data consisted of: location, appliances, retained appliances, shift pattern, personnel divided by role and grade and ICT provision. For example:

# The Current Situation: Who, Where and What …

| LOCATION | TOTAL PERSONNEL | TOTAL OPERATIONAL PERSONNEL | TOTAL NON-OPERATIONAL PERSONNEL | CFO (NOCFO) | DCFO (NODCFO) | DIRECTOR OF FINANCE (DFIN) |
|---|---|---|---|---|---|---|
| SHQ | 273 | 0 | 273 | 1 | 1 | 1 |
| Vesty 1 (Workshop) | 43 | 0 | 43 | 0 | 0 | 0 |
| TDA | 33 | 0 | 33 | 0 | 0 | 0 |

| PRINTERS | TOTAL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS% | OTHER | USERS |
|---|---|---|---|---|---|---|---|---|---|
| 27 | 469 | 95 | 52 | 74 | 45 | 146 | 9 | 48 | 130 |
| 6 | 62 | 22 | 1 | 6 | 1 | 23 | 1 | 8 | 14 |
| 3 | 61 | 16 | 3 | 9 | 2 | 17 | 12 | 2 | 18 |

| STATION | APPLIANCES | RETAINED APPLIANCES | WT/DC/24/LLAR | TOTAL ON WATCH AND NON-OP PERSONNEL | TOTAL PERSONNEL |
|---|---|---|---|---|---|
| 10 - Kirkdale! | 2 | 0 | WT | 12 | 47 |
| 11 - City Centre | 1 | 0 | WT | 10 | 31 |
| 12 - Kensington | 2 | 0 | DC | 10 | 11 |
| 14 - Speke Garston | 1 | 0 | WT | 5 | 25 |

| PRINTERS | TOTAL OF TOTALS | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS% | OTHER |
|---|---|---|---|---|---|---|---|---|
| 3 | 24 | 8 | 3 | 1 | 1 | 8 | 3 | 0 |
| 2 | 14 | 5 | 1 | 1 | 1 | 5 | 1 | 0 |
| 2 | 25 | 7 | 3 | 2 | 2 | 9 | 2 | 0 |

# The Current/Projected Situation – Who Is Where? Who *Could* Be There? What is Their Role?

| TYPE | RANK/ROLE | CODE | ROLE PRESENT? | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | STATION | ON WAY | AT | EXPANDED | VESTY | TDA | SHQ |
| | | | | AT INCIDENT | | | | | |
| OPERATIONAL | APPLIANCE | OAPP | | | | | | | |
| | RETAINED APPLIANCE | ORAPP | | | | | | | |
| | WMB | OWMB | | | | | | | |
| | WMA | OWMA | | | | | | | |
| | WMD | OWMD | | | | | | | |
| | CM | OCM | | | | | | | |
| | CMD | OCMD | | | | | | | |
| | FF* | OFF | | | | | | | |
| Page 178 | CFO | NOCFO | | | | | | | |
| | DCFO | NODCFO | | | | | | | |
| | DIRECTOR OF DEPARTMENT | FINANCE (D1) DFIN | | | | | | | |
| | | STRATEGY (D2) DSTRA | | | | | | | |
| | | LEGAL (D3) DLEG | | | | | | | |
| | | POD (D3) DPOD | | | | | | | |
| | HEAD OF DEPARTMENT | ICT (H5) HICT | | | | | | | |
| | | PROCUREMENT (H2) HPRO | | | | | | | |
| | | PFI (H3) HPFI | | | | | | | |
| | G19 | G19D | | | | | | | |
| | | G19S | | | | | | | |
| | | G19M | | | | | | | |

| | CRAFT2 | CR2 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | CRAFT1 | CR1 | | | | | | | |

| Role Present |
| Role Seldom Present |
| Role Not Present |

| D: Desk-Based |
| S: Semi-Mobile |
| M: Mobile |

# The Projected Situation – Who Gets What?

| PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS% | OTHER |
|---|---|---|---|---|---|---|
| | | | PROVISION OF ICT PER ROLE | | | |
| 0 | 2 | 0 | 0 | 0 | 0.5 | 0 |
| 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| 0.5 | 0 | 0 | 0 | 0.5 | 0 | 0 |
| 0 | 1 | 0 | 1 | 1 | 0 | 0 |
| 0 | 1 | 0 | 1 | 1 | 0 | 0 |
| 1 | 1 | 0 | 1 | 2 | 0 | 0 |
| 1 | 1 | 0 | 1 | 1 | 1 | 0 |
| 1 | 1 | 0 | 1 | 1 | 0 | 0 |
| 1 | 1 | 0 | 1 | 1 | 0 | 0 |
| 0 | 1 | 0 | 1 | 1 | 1 | 0 |
| 1 | 1 | 0 | 1 | 1 | 0 | 0 |
| 1 | 1 | 0 | 1 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| 0 | 1 | 0 | 1 | 1 | 0 | 0 |
| 0 | 1 | 0 | 1 | 1 | 0 | 0 |

| PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS% | OTHER |
|---|---|---|---|---|---|---|
| 0.25 | 1 | 0 | 0 | 0.25 | 0 | 0 |
| 0.25 | 1 | 0 | 0 | 0.25 | 0 | 0 |

# Bringing it All Together … The Dynamic Model

- The User selects the situation from a drop-down menu and this results in all key data being displayed, including:

- Staff numbers
- Staff types
- ICT currently present
- Projected ICT
- Gross and net costs/savings ("the gap")

- For example:

# Bringing it All Together … The Dynamic Model

| LOCATION |
|---|
| 15 - Toxteth |

## SITUATION DATA ACTUAL

| | | OPERATIONAL STAFF (STATIONS AND INCIDENTS ONLY) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| TOTAL STAFF | SHIFT PATTERN (STATIONS ONLY) | APPLIANCE (OAPP) | RETAINED APPLIANCE | VMB (OVMB) | VMA (OVMA) | VMD (OVMD) | CM (OCM) | CMD (OCMD) | FF* (OFF) | CFO (NOCFO) | DCFO (NODCFO) | DIRECTOR OF FINANCE (DFIN) |
| 31 | WT | 1 | 0 | 2 | 1 | 1 | 0 | 1 | 25 | 0 | 0 | 0 |

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| PROJECTED ICT | ON WATCH (STATION/INCIDENT ONLY) | OFF WATCH | TOTAL | INCIDENT | EXPANDED | COST(£) |
|---|---|---|---|---|---|---|
| PCs | 3 | 1 | 4 | | | 2400 |
| TABLETS | 2 | 0 | 2 | | | 3600 |
| LAPTOPS | 0 | 0 | 0 | | | 0 |
| DOCKING STATIONS | 0 | 0 | 0 | | | 0 |
| MONITORS | 3 | 1 | 4 | | | 480 |
| PROJECTORS% | 1 | 1 | 2 | | | 1900 |
| OTHER | 0 | 0 | 0 | | | N/A |
| TOTAL | 9 | 3 | 12 | N/A | N/A | 8380 |

| INCIDENT? | EXPANDED INCIDENT? |
|---|---|
| No | No |

| CURRENT ICT | NUMBERS | COST(£) | GAP (PROJECTED - CURRENT) | NUMBER DIFFERENCE (+/-) | COST(£) |
|---|---|---|---|---|---|
| PCs | 10 | 6000 | PCs | -6 | -3600 |
| TABLETS | 0 | 0 | TABLETS | 2 | 3600 |
| LAPTOPS | 4 | 3120 | LAPTOPS | -4 | -3120 |
| DOCKING STATIONS | 9 | 1080 | DOCKING STATIONS | -9 | -1080 |
| MONITORS | 16 | 1920 | MONITORS | -12 | -1440 |
| PROJECTORS% | 2 | 1900 | PROJECTORS% | 0 | 0 |
| OTHER | 6 | N/A | OTHER | -6 | N/A |
| TOTAL | 47 | 14020 | TOTAL | -35 | -5640 |

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# Current Situation

| STATION | APPLIANCES | RETAINED APPLIANCES | WT/DC/24/LLAR | TOTAL PERSONNEL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS | OTHER | COST (£) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 10 - Kirkdale | 2 | 0 | WT | 47 | 8 | 3 | 1 | 1 | 8 | 3 | 0 | 14910 |
| 11 - City Centre | 1 | 0 | WT | 31 | 5 | 1 | 1 | 1 | 5 | 1 | 0 | 7250 |
| 12 - Kensington | 2 | 0 | DC | 11 | 7 | 3 | 2 | 2 | 9 | 2 | 0 | 14380 |
| 14 - Speke Garston | 1 | 0 | WT | 25 | 4 | 1 | 1 | 1 | 5 | 1 | 1 | 6650 |
| 15 - Toxteth | 1 | 0 | WT | 31 | 10 | 0 | 4 | 9 | 16 | 2 | 6 | 14020 |
| 16 - Old Swan | 1 | 0 | WT | 29 | 5 | 2 | 0 | 1 | 6 | 2 | 1 | 9340 |
| 17 - Belle Vale | 1 | 0 | LLAR | 27 | 24 | 0 | 5 | 19 | 4 | 2 | 0 | 22960 |
| 18 - Aintree | 2 | 0 | DC | 13 | 7 | 2 | 0 | 1 | 8 | 1 | 0 | 9830 |
| 19 - Croxteth | 2 | 0 | 24 | 40 | 9 | 1 | 2 | 3 | 10 | 2 | 0 | 12220 |
| 20 - Birkenhead | 1 | 0 | 24 | 24 | 10 | 0 | 3 | 2 | 10 | 3 | 0 | 12630 |
| 21 - Bromborough | 1 | 0 | 24 | 25 | 6 | 0 | 2 | 1 | 7 | 2 | 1 | 8020 |
| 22 - Heswall | 1 | 0 | LLAR | 12 | 4 | 0 | 5 | 1 | 5 | 1 | 0 | 7970 |
| 23 - Upton | 1 | 1 | 24 | 25 | 4 | 0 | 1 | 1 | 5 | 1 | 2 | 4850 |
| 24 - West Kirby | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 - Wallasey | 1 | 0 | 24 | 41 | 22 | 2 | 6 | 4 | 26 | 2 | 0 | 26980 |
| 30 - Bootle & Netherton | 1 | 0 | WT | 41 | 26 | 2 | 2 | 2 | 24 | 2 | 8 | 25780 |
| 31 - Crosby | 1 | 0 | WT | 27 | 4 | 0 | 0 | 1 | 5 | 1 | 0 | 4070 |
| 32 - Formby | 1 | 0 | LLAR | 11 | 6 | 0 | 5 | 0 | 5 | 2 | 0 | 10000 |
| 33 - Southport | 2 | 0 | WT | 39 | 10 | 2 | 0 | 2 | 11 | 2 | 4 | 13060 |
| 40 - Huyton | 1 | 0 | 24 | 28 | 10 | 0 | 0 | 0 | 10 | 1 | 1 | 8150 |
| 41 - Whiston | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 42 - Kirkby | 1 | 0 | 24 | 25 | 8 | 1 | 1 | 2 | 9 | 2 | 2 | 10600 |
| 50 - St Helens | 1 | 1 | 24 | 38 | 13 | 0 | 2 | 1 | 21 | 1 | 4 | 12950 |
| 51 - Newton Le Willows | 1 | 0 | LLAR | 13 | 5 | 0 | 5 | 0 | 3 | 2 | 0 | 9160 |
| 52 - Eccleston | 1 | 0 | 24 | 23 | 3 | 0 | 0 | 0 | 3 | 1 | 1 | 3110 |
| Marine Fire Unit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 28 | 2 | | 626 | 210 | 20 | 48 | 55 | 215 | 39 | 31 | 268890 |

| LOCATION | | | | TOTAL PERSONNEL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS | OTHER | COST (£) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SHQ | | | | 273 | 95 | 52 | 74 | 45 | 146 | 9 | 48 | 239790 |
| Vesty 1 (Workshop) | | | | 43 | 22 | 1 | 6 | 1 | 23 | 1 | 8 | 23510 |
| TDA | | | | 33 | 16 | 3 | 9 | 2 | 17 | 12 | 2 | 35700 |
| TOTAL | | | | 349 | 133 | 56 | 89 | 48 | 186 | 22 | 58 | 299000 |

567890

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# Projected Situation

| STATION | APPLIANCES | RETAINED APPLIANCES | WT/DC/24/LLAR | TOTAL PERSONNEL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS | OTHER | COST (£) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 10 - Kirkdale | 2 | 0 | WT | 47 | 6 | 4 | 0 | 0 | 6 | 1 | 0 | 12470 |
| 11 - City Centre | 1 | 0 | WT | 31 | 4 | 6 | 0 | 4 | 8 | 2 | 0 | 16540 |
| 12 - Kensington | 2 | 0 | DC | 11 | 7 | 4 | 0 | 0 | 7 | 1 | 0 | 13190 |
| 14 - Speke Garston | 1 | 0 | WT | 25 | 3 | 2 | 0 | 0 | 3 | 1 | 0 | 6710 |
| 15 - Toxteth | 1 | 0 | WT | 31 | 4 | 2 | 0 | 0 | 4 | 2 | 0 | 8380 |
| 16 - Old Swan | 1 | 0 | WT | 29 | 3 | 2 | 0 | 0 | 3 | 1 | 0 | 6710 |
| 17 - Belle Vale | 1 | 0 | LLAR | 27 | 5 | 16 | 0 | 14 | 19 | 2 | 0 | 37660 |
| 18 - Aintree | 2 | 0 | DC | 13 | 7 | 4 | 0 | 0 | 7 | 1 | 0 | 13190 |
| 19 - Croxteth | 2 | 0 | 24 | 40 | 7 | 5 | 0 | 1 | 8 | 2 | 0 | 16180 |
| 20 - Birkenhead | 1 | 0 | 24 | 24 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| 21 - Bromborough | 1 | 0 | 24 | 25 | 5 | 2 | 0 | 0 | 5 | 2 | 0 | 9100 |
| 22 - Heswall | 1 | 0 | LLAR | 12 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| 23 - Upton | 1 | 1 | 24 | 25 | 4 | 3 | 0 | 0 | 4 | 1 | 0 | 9230 |
| 24 - West Kirby | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 - Wallasey | 1 | 0 | 24 | 41 | 6 | 14 | 0 | 12 | 18 | 2 | 0 | 34300 |
| 30 - Bootle & Netherton | 1 | 0 | WT | 41 | 6 | 13 | 0 | 11 | 17 | 2 | 0 | 32260 |
| 31 - Crosby | 1 | 0 | WT | 27 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| 32 - Formby | 1 | 0 | LLAR | 11 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| 33 - Southport | 2 | 0 | WT | 39 | 6 | 5 | 0 | 1 | 7 | 2 | 0 | 15460 |
| 40 - Huyton | 1 | 0 | 24 | 28 | 6 | 5 | 0 | 3 | 9 | 2 | 0 | 15940 |
| 41 - Whiston | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 42 - Kirkby | 1 | 0 | 24 | 25 | 6 | 2 | 0 | 0 | 6 | 2 | 0 | 9820 |
| 50 - St Helens | 1 | 1 | 24 | 38 | 5 | 16 | 0 | 13 | 18 | 2 | 0 | 37420 |
| 51 - Newton Le Willows | 1 | 0 | LLAR | 13 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| 52 - Eccleston | 1 | 0 | 24 | 23 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| Marine Fire Unit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 28 | 2 | | 626 | 114 | 117 | 0 | 59 | 173 | 34 | 0 | 339140 |

| LOCATION | | | | TOTAL PERSONNEL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS | OTHER | COST (£) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SHQ | | | | 273 | 149 | 115 | 0 | 115 | 259 | 12 | 48 | 352680 |
| Vesty 1 (Workshop) | | | | 43 | 26 | 21 | 0 | 5 | 31 | 1 | 0 | 58670 |
| TDA | | | | 33 | 32 | 1 | 0 | 1 | 33 | 12 | 0 | 36480 |
| TOTAL | | | | 349 | 207 | 137 | 0 | 121 | 323 | 25 | 48 | 447830 |

786970

# The "Gap"

| STATION | APPLIANCES | RETAINED APPLIANCES | WT/DC/24/LLAR | TOTAL PERSONNEL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS | OTHER | NET (£) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 10 - Kirkdale | 0 | 0 | WT | 0 | -2 | 1 | -1 | -1 | -2 | -2 | 0 | -2440 |
| 11 - City Centre | 0 | 0 | WT | 0 | -1 | 5 | -1 | 3 | 3 | 1 | 0 | 9290 |
| 12 - Kensington | 0 | 0 | DC | 0 | 0 | 1 | -2 | -2 | -2 | -1 | 0 | -1190 |
| 14 - Speke Garston | 0 | 0 | WT | 0 | -1 | 1 | -1 | -1 | -2 | 0 | -1 | 60 |
| 15 - Toxteth | 0 | 0 | WT | 0 | -6 | 2 | -4 | -9 | -12 | 0 | -6 | -5640 |
| 16 - Old Swan | 0 | 0 | WT | 0 | -2 | 0 | 0 | -1 | -3 | -1 | -1 | -2630 |
| 17 - Belle Vale | 0 | 0 | LLAR | 0 | -19 | 16 | -5 | -5 | 15 | 0 | 0 | 14700 |
| 18 - Aintree | 0 | 0 | DC | 0 | 0 | 2 | 0 | -1 | -1 | 0 | 0 | 3360 |
| 19 - Croxteth | 0 | 0 | 24 | 0 | -2 | 4 | -2 | -2 | -2 | 0 | 0 | 3960 |
| 20 - Birkenhead | 0 | 0 | 24 | 0 | -6 | 2 | -3 | -2 | -6 | -2 | 0 | -5200 |
| 21 - Bromborough | 0 | 0 | 24 | 0 | -1 | 2 | -2 | -1 | -2 | 0 | -1 | 1080 |
| 22 - Heswall | 0 | 0 | LLAR | 0 | 0 | 2 | -5 | -1 | -1 | 0 | 0 | -540 |
| 23 - Upton | 0 | 0 | 24 | 0 | 0 | 3 | -1 | -1 | -1 | 0 | -2 | 4380 |
| 24 - West Kirby | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 - Wallasey | 0 | 0 | 24 | 0 | -16 | 12 | -6 | 8 | -8 | 0 | 0 | 7320 |
| 30 - Bootle & Netherton | 0 | 0 | WT | 0 | -20 | 11 | -2 | 9 | -7 | 0 | -8 | 6480 |
| 31 - Crosby | 0 | 0 | WT | 0 | 0 | 2 | 0 | -1 | -1 | 0 | 0 | 3360 |
| 32 - Formby | 0 | 0 | LLAR | 0 | -2 | 2 | -5 | 0 | -1 | -1 | 0 | -2570 |
| 33 - Southport | 0 | 0 | WT | 0 | -4 | 3 | 0 | -1 | -4 | 0 | -4 | 2400 |
| 40 - Huyton | 0 | 0 | 24 | 0 | -4 | 5 | 0 | 3 | -1 | 1 | -1 | 7790 |
| 41 - Whiston | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 42 - Kirkby | 0 | 0 | 24 | 0 | -2 | 1 | -1 | -2 | -3 | 0 | -2 | -780 |
| 50 - St Helens | 0 | 0 | 24 | 0 | -8 | 16 | -2 | 12 | -3 | 1 | -4 | 24470 |
| 51 - Newton Le Willows | 0 | 0 | LLAR | 0 | -1 | 2 | -5 | 0 | 1 | -1 | 0 | -1730 |
| 52 - Eccleston | 0 | 0 | 24 | 0 | 1 | 2 | 0 | 0 | 1 | 0 | -1 | 4320 |
| Marine Fire Unit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 0 | 0 | | 0 | -96 | 97 | -48 | 4 | -42 | -5 | -31 | 70250 |

| LOCATION | | | | TOTAL PERSONNEL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS | OTHER | NET (£) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SHQ | | | | 0 | 54 | 63 | -74 | 70 | 113 | 3 | 0 | 112890 |
| Vesty 1 (Workshop) | | | | 0 | 4 | 20 | -6 | 4 | 8 | 0 | -8 | 35160 |
| TDA | | | | 0 | 16 | -2 | -9 | -1 | 16 | 0 | -2 | 780 |
| TOTAL | | | | 0 | 74 | 81 | -89 | 73 | 137 | 3 | -10 | 148830 |

219080

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# Summary of Figures (£'000s)

● All figures were estimated by using current costs provided by telent in addition to current market prices for the equipment and models we anticipate MFRS will purchase

● Current Costs: £570k

● Projected Costs: £790k

● Calculated "Gap": £220k

MIND THE GAP

# Financial Implications

| Role-based Resourcing | £'000 |
|---|---|
| | |
| Forecast required spend over a 5-year period | 790 |
| | |
| Current budget identified within the existing 5-year capital budget | 790 |

# Observations of the RBR

● Although there is a requirement to realign ICT budgets to accommodate a **net increase** in ICT costs and an increase in equipment numbers (c.150), this is misleading if only taken at face value:

- The introduction of tablets as part of the RBR is a strategic adoption of the latest technology to enable agile working

- Financial savings will occur over the long-term, e.g. through time efficiencies and a reduced variety of ICT hardware for telent to service

- Some benefits are intangible in *this* study (e.g. estate utilisation, worker satisfaction, uniformity, sustainability and capability) yet will have financial benefits

- RBR is one of two key service design initiatives, the second being the MFD project, which delivered a 186k saving over five years

# Nest Steps for the RBR

- If these conclusions are accepted, the next steps will be to:

  - Implement RBR in a sensible and cost-efficient way, e.g. when stations merge, when equipment is due for renewal, when the TDA is due for refurbishment, when staff leave or join… a phased approach, not 'Big Bang'

  - Develop an ethical and secure disposal strategy of existing hardware

  - Develop the dynamic model to make sure it is kept up-to-date, e.g. by turning it into an app and by modifying the way TRM records staff locations and roles

- Right now the Toughpad Proof of Concept (PoC) is underway, the tablet PoC is next, followed by a rollout in 2018

# References

- Rice, M., Role-Based Resourcing, <u>Internal MFRS Report</u>, 2017.
- Main RBR Spreadsheet
- Main RBR Report
- RBR Short Reports

# Thank You

# Questions?

# The Dynamic ICT Standardisation Model (DISM): Incidents

**Lesley Hollis, Mark Jones, Mark Rice**

**10.07.2017**

# Dynamic ICT Standardisation Model (DISM): Incidents

**Purpose**

The purpose of this report is to recommend the optimal Information and Communication Technology (ICT) resources for MFRS to use at incidents. This report should be read in conjunction with the **Role-based Resources report[1]**, the **main report ('The Dynamic ICT Standardisation Model)** and the **spreadsheet ('DISM', AKA Appendix 1)** which contains the DISM model/calculator.

**Overview**

Building upon the previous report ('Stations'), this report investigates the provision of ICT resources when the crews are actively performing fire and rescue duties at incidents. For the purposes of this report, 'Incident' is defined as:

**A situation requiring the emergency response of at least one fire appliance and crew**

Incident is divided into three for the purpose of this report:

- **On Way:** The crew is travelling to the incident
- **At:** The crew is at the incident and performing its duties
- **Expanded:** The incident is serious and a major incident/national emergency/disaster has been declared

The method to determine how many resources are available at incidents is very similar to that used when determining resources at stations. Recall from the Stations report that:

> "Using an Excel-based model created specifically for this task, called the Dynamic ICT Standardisation Model (DISM), the user is able to select a station of their choice from a drop-down list and the appliance (read 'pump') numbers, shift types, staff numbers, staff types, current ICT provision, projected ICT provision and the gap analysis between current and projected provisions in terms of numbers and GBP (£)[2] are immediately displayed. The model works by referring to a master data source, which was populated from numerous sources including Station Managers (SMs), Time and Resource Management (TRM), telent and face-to-face/telephone contact with other MFRS staff. This master source interacts with a data source which dictates not only what type of role is present in various situations, but also which role gets which ICT resource and how much of each. The model is sophisticated enough that operational staff are limited in their impact of how much ICT is subsequently provided, by the number of full-time appliances on-station. This is because appliance numbers typically dictate operational staff numbers actually on-station at any given time. Headline staff numbers are misleading when it comes to operational staff. The model is also sophisticated enough to divide different operational staff types on-station as a proportion of their total numbers (e.g. although unrealistic, 40 firefighters and 10 WMBs on a station with a single appliance would result in the model calculating enough ICT for four firefighters and one WMB on the basis that a single appliance holds five crew). The model cannot choose specific

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[1] M. Rice, Role-based Resourcing, MFRS, 02.02.2017.
[2] (£) Figures are based on telent pricing.

operational staff on-watch from a pool of staff above the number of appliances multiplied by five. The ratio calculation does not apply to non-operational staff present on stations.

The model (or calculator) also allows the user to enter hypothetical data into the spreadsheet so that they can observe how much ICT would be required. The 'MASTER DATA DISM' source enables the user to find the current mean, median and mode characteristics of all the stations (e.g. the mean number of firefighters at two-pump stations on a WT shift pattern). This is useful if the user wants to enter hypothetical data of a 'typical' station so that if they are planning to set up a new station it would not have grossly superior or inferior numbers of staff, appliances and/or ICT[3]: it would 'fit' with the rest of the stations on the MFRS estate."

The difference between stations and incidents when calculating ICT is subtle. What needs to first be understood is that there is no difference between a crew **on its way** to an incident and a crew **at** an incident in terms of ICT provision. From feedback from MFRS managers, it can be argued that the crew always has its ICT on the appliance while at an incident, and since it travels to incidents with the appliance there can be no alternative ICT provision. Yet this does not mean that there are no differences between stations and incidents. Firefighters will not take their PCs and monitors with them to an incident! **Tablets are the only ICT relevant to this study[4]. Two tablets go to an incident per FT appliance and one tablet is provided per retained appliance.**

Both DISM calculators allow the user to decide if the staff outlined in the makeup of the station (real or hypothetical) are at an incident or not and, if so, whether the incident is a serious one. By the user selecting 'yes' to incident, the calculator multiplies the number of appliances by two and multiplies the number of retained appliances by one to state how many tablets are required on way to/at the incident. This is a simple but accurate measure of ICT resources at incidents, though a limitation here is that the model assumes maximum appliance turnout per incident, per station, not an appliance staying at the station (where more than one resides). Moreover, if the incident is expanded, the calculator will display 'Within IMU', meaning that the planner must deploy the IMU and acknowledge that the single IMU item will have multiple ICT items within it (beyond the scope of this report; the IMU is also under review).

**Results**

In summary, the data on the following page represents, predominantly, the **projected** ICT provision at incidents ('on way', 'at' and 'expanded'), though the reader could substitute 'ToughBooks' for ToughPads (tablets) to see the approximate **current** situation. Also, the IMU applies to current incidents in the same quantities; there is no gap to speak of.

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[3] Meaning ICT on the new projected matrix, not the current situation, which is deemed to be incorrect.

[4] Despite 0.5 of a projector being assigned to an appliance (cell R5 in the 'STAFF TYPE, ICT NEEDS, DISM' tab of the appendix), this has no relevance for incidents; it was added merely to assist in the appropriate provision of projectors at stations. CCTV and radios (in the cab and, indeed, at stations) are also not included explicitly here.

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## Projected Resources at Incidents Depending on Station

| STATION | APPLIANCES | RETAINED APPLIANCES | WT/DC/24/LLAR | APPLIANCE TABLETS |
|---|---|---|---|---|
| 10 - Kirkdale! | 2 | 0 | WT | 4 |
| 11 - City Centre | 1 | 0 | WT | 2 |
| 12 - Kensington | 2 | 0 | DC | 4 |
| 14 - Speke Garston | 1 | 0 | WT | 2 |
| 15 - Toxteth | 1 | 0 | WT | 2 |
| 16 - Old Swan | 1 | 0 | WT | 2 |
| 17 - Belle Vale | 1 | 0 | LLAR | 2 |
| 18 - Aintree | 2 | 0 | DC | 4 |
| 19 - Croxteth | 2 | 0 | 24 | 4 |
| 20 - Birkenhead | 1 | 0 | 24 | 2 |
| 21 - Bromborough | 1 | 0 | 24 | 2 |
| 22 - Heswall | 1 | 0 | LLAR | 2 |
| 23 - Upton | 1 | 1 | 24 | 3 |
| 24 - West Kirby | 0 | 0 | 0 | 0 |
| 25 - Wallasey | 1 | 0 | 24 | 2 |
| 30 - Bootle & Netherton | 1 | 0 | WT | 2 |
| 31 - Crosby | 1 | 0 | WT | 2 |
| 32 - Formby | 1 | 0 | LLAR | 2 |
| 33 - Southport | 2 | 0 | WT | 4 |
| 40 - Huyton | 1 | 0 | 24 | 2 |
| 41 - Whiston | 0 | 0 | 0 | 0 |
| 42 - Kirkby | 1 | 0 | 24 | 2 |
| 50 - St Helens | 1 | 1 | 24 | 3 |
| 51 - Newton Le Willows | 1 | 0 | LLAR | 2 |
| 52 - Eccleston | 1 | 0 | 24 | 2 |
| Marine Fire Unit | 0 | 0 | 0 | 0 |

| PROJECTED ICT | EXPANDED |
|---|---|
| PCs | WITHIN IMU |
| TABLETS | WITHIN IMU |
| LAPTOPS | WITHIN IMU |
| DOCKING STATIONS | WITHIN IMU |
| MONITORS | WITHIN IMU |
| PROJECTORS% | WITHIN IMU |
| OTHER | WITHIN IMU |

| INCIDENT? | EXPANDED INCIDENT? |
|---|---|
| Yes | Yes |

\* Replace 'ToughBooks' for 'Appliance Tablets' for an approximation of the current ICT situation

**Figure 1: Projected Resources at Incidents According to Station**

**Discussion and Additional Information**

It is **strongly recommended** that this report be read in conjunction with the **Role-based Resources report**[5], the **main report ('The Dynamic ICT Standardisation Model')** and the **spreadsheet ('DISM', AKA Appendix 1)** which contains the DISM model/calculator, because numerous observations, exceptions, caveats and parameters are discussed which help qualify the results displayed above. In *summary*:

- The provision of new tablets per appliance is as follows: two per full-time appliance and one per retained appliance. Budget permitting, these will be Panasonic ToughPads
- The forthcoming provision of tablets for Prevention and Protection is likely to consist of the Surface Pro. For both tablet types we need to learn more of what managers would like on the tablets (apps, features, etc.); an Area Manager (AM) has already been consulted
- Future innovations need to be considered when thinking about ICT provision at incidents (such as methods of clocking-in and Skype). Given the focus on collaboration, there is likely to be some usage of MFRS ICT resources by the police (MP), and perhaps even North West Ambulance Service (NWAS), at incidents, such as the Wi-Fi, switches and internet cables. This may equally allow MFRS access to extra ICT resources
- West Kirby, Whiston and Marine were not included in the statistical part of the study
- Some ICT is not included in this study or included in discussion but not in the statistical analysis, such as mobile telephones, MDTs and internet routers
- Projectors could be considered as unique because they are predominantly a shared resource. Allocation formulae is particularly complex for this ICT resource. Although assigned to appliances, they have **no** bearing on the ICT at incidents
- There are reliability concerns pertaining to some of the data used (e.g. double counting, classifications and assumed staff locations)
- **Staff distribution depends on the situation under discussion. Predictably, operational staff (or those who have operational capability) are typically present in the Incident situation, while high level managers are rarely present unless the situation is serious. On these occasions senior managers may occupy the IMU and engage with the media. In terms of numbers, staff at incidents, per station, are typically a reflection of 'the number of appliances per station * 5', though, as discussed above, the severity of the incident may add non-operational staff**
- The medium of Excel limits the performance of the DISM model
- The main document also gives further information on how to use the DISM model/calculator

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[5] Loc. Cit., Rice, Role-based Resourcing.

# References

Rice, M., Role-based Resourcing, MFRS, 02.02.2017.

4

# The Dynamic ICT Standardisation Model (DISM):

# Service Headquarters (SHQ)

Lesley Hollis, Mark Jones, Mark Rice

10.07.2017

# Dynamic ICT Standardisation Model (DISM): Service Headquarters (SHQ)

**Purpose**

The purpose of this report is to recommend the optimal Information and Communication Technology (ICT) resources for MFRS to use at Service Headquarters (SHQ). This report should be read in conjunction with the **Role-based Resources report[1]**, the **main report ('The Dynamic ICT Standardisation Model')** and the **spreadsheet ('DISM', AKA Appendix 1)** which contains the DISM model/calculator.

**Overview**

Building upon the previous report ('Stations'), this report investigates the provision of ICT resources at SHQ. SHQ is the largest location in terms of staff presence, it has no operational role in terms of literal appliance deployment, but it does house the control room. It also houses critically important departments within it, including – but not exhaustively – ICT, Estates, Legal, Finance, Strategy and the Joint Control Centre (JCC). SHQ also hosts a significant Merseyside Police (MP) presence, but this is not included in this study. **Correctly functioning and resourced ICT at SHQ is of paramount importance**.

The method to determine how many resources are available at SHQ is very similar to that used when determining resources at stations. Recall from the Stations report that:

> "Using an Excel-based model created specifically for this task, called the Dynamic ICT Standardisation Model (DISM), the user is able to select a station of their choice from a drop-down list and the appliance (read 'pump') numbers, shift types, staff numbers, staff types, current ICT provision, projected ICT provision and the gap analysis between current and projected provisions in terms of numbers and GBP (£)[2] are immediately displayed. The model works by referring to a master data source, which was populated from numerous sources including Station Managers (SMs), Time and Resource Management (TRM), telent and face-to-face/telephone contact with other MFRS staff. This master source interacts with a data source which dictates not only what type of role is present in various situations, but also which role gets which ICT resource and how much of each. The model is sophisticated enough that operational staff are limited in their impact of how much ICT is subsequently provided, by the number of full-time appliances on-station. This is because appliance numbers typically dictate operational staff numbers actually on-station at any given time. Headline staff numbers are misleading when it comes to operational staff. The model is also sophisticated enough to divide different operational staff types on-station as a proportion of their total numbers (e.g. although unrealistic, 40 firefighters and 10 WMBs on a station with a single appliance would result in the model calculating enough ICT for four firefighters and one WMB on the basis that a single appliance holds five crew). The model cannot choose specific operational staff on-watch from a pool of staff above the number of

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[1] M. Rice, <u>Role-based Resourcing</u>, MFRS, 02.02.2017.
[2] (£) Figures are based on telent pricing.

appliances multiplied by five. The ratio calculation does not apply to non-operational staff present on stations.

The model (or calculator) also allows the user to enter hypothetical data into the spreadsheet so that they can observe how much ICT would be required. The 'MASTER DATA DISM' source enables the user to find the current mean, median and mode characteristics of all the stations (e.g. the mean number of firefighters at two-pump stations on a WT shift pattern). This is useful if the user wants to enter hypothetical data of a 'typical' station so that if they are planning to set up a new station it would not have grossly superior or inferior numbers of staff, appliances and/or ICT[3]: it would 'fit' with the rest of the stations on the MFRS estate."

The difference between stations and SHQ when calculating ICT is subtle. Unlike stations and incidents, appliances are not typically present. Operational staff will not be present (in an on-watch capacity) either, nor the tablets – which will be – assigned to appliances. Moreover, there is only one SHQ, unlike stations, of which there are many, which means some statistical analysis is not possible (e.g. mean, median and mode).

Both DISM calculators (hypothetical and actual) allow the user to see hypothetical and actual SHQ resource situations respectively. By choosing 'SHQ' from the drop-down on the **actual** calculator the results will show the **current** situation followed by **projected** resources deemed suitable for SHQ. Again, the reader can then see the gap, and attendant costs/savings, between the two situations. This is a simple but accurate measure of ICT resources at SHQ.

**Results**

In summary, the data on the following pages represents, predominantly, the **current** and **projected** ICT provision at SHQ, with staff numbers, and associated **gap analysis**:

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[3] Meaning ICT on the new projected matrix, not the current situation, which is deemed to be incorrect.

## Current and Projected Resources at SHQ, With Personnel Numbers

| | TOTAL PERSONNEL | PRINTERS | TOTAL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS% | OTHER | USERS |
|---|---|---|---|---|---|---|---|---|---|---|---|
| SHQ | 273 | 27 | 469 | 95 | 52 | 74 | 45 | 146 | 9 | 48 | 130 |

**Figure 1: Current Total Personnel and ICT Resources at SHQ**

| PROJECTED ICT | ON WATCH (STATION/INCIDENT ONLY) | OFF WATCH | TOTAL | INCIDENT | EXPANDED | COST(£) |
|---|---|---|---|---|---|---|
| PCs | N/A | 149 | 149 | | | 89400 |
| TABLETS | N/A | 115 | 115 | | | 207000 |
| LAPTOPS | N/A | 0 | 0 | | | 0 |
| DOCKING STATIONS | N/A | 115 | 115 | | | 13800 |
| MONITORS | N/A | 259 | 259 | | | 31080 |
| PROJECTORS% | N/A | 12 | 12 | | | 11400 |
| OTHER | N/A | 0 | 0 | | | N/A |
| **TOTAL** | **0** | **650** | **650** | **N/A** | **N/A** | **352680** |
| **INCIDENT?** | **EXPANDED INCIDENT?** | | | | | |
| No | No | | | | | |

**Figure 2: Projected ICT Resources at SHQ**

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# Gap Analysis of SHQ's ICT Provision

The gap analysis then is as follows (projected – current), using telent's hardware request form as the basis for the pricing:

| CURRENT ICT | NUMBERS | COST(£) | GAP (PROJECTED - CURRENT) | NUMBER DIFFERENCE (+/-) | COST(£) |
|---|---|---|---|---|---|
| PCs | 95 | 57000 | PCs | 54 | 32400 |
| TABLETS | 52 | 93600 | TABLETS | 63 | 113400 |
| LAPTOPS | 74 | 57720 | LAPTOPS | -74 | -57720 |
| DOCKING STATIONS | 45 | 5400 | DOCKING STATIONS | 70 | 8400 |
| MONITORS | 146 | 17520 | MONITORS | 113 | 13560 |
| PROJECTORS% | 9 | 8550 | PROJECTORS% | 3 | 2850 |
| OTHER | 48 | N/A | OTHER | -48 | N/A |
| **TOTAL** | 469 | 239790 | **TOTAL** | 181 | 112890 |

| DEVICE | UNIT PRICE (EXC. SERVICE, £) |
|---|---|
| PC | 600 |
| TABLET | 1800 |
| LAPTOP | 780 |
| DOCKING STATION | 120 |
| MONITOR | 120 |
| PROJECTOR | 950 |
| OTHER | N/A |

**Figure 3: The Gap Analysis of SHQ with telent Price List**

**Discussion and Additional Information**

It is **strongly recommended** that this report be read in conjunction with the **Role-based Resources report[4]**, the **main report ('The Dynamic ICT Standardisation Model')** and the **spreadsheet ('DISM', AKA Appendix 1)** which contains the DISM model/calculator, because numerous observations, exceptions, caveats and parameters are discussed which help qualify the results displayed above. In *summary*:

- The tablets used at SHQ would likely be non-rugged but housed in a simple rubberised case, given that they would be used predominantly by office staff within the building and probably as their main computer too (using a docking station). The tablet is likely to be a Surface Pro or similar
- Some ICT is not included in this study or included in discussion but not in the statistical analysis, such as mobile telephones, MDTs, smartboards, CCTV and internet routers
- Projectors could be considered as unique because they are predominantly a shared resource. Allocation formulae is particularly complex for this ICT resource
- There are reliability concerns pertaining to some of the data used (e.g. double counting)
- **Staff distribution depends on the situation under discussion. The roles present at SHQ are as expected. The majority of non-operational staff are present at SHQ, the heads of departments reside here, as do the CFO and DCFO. Operational staff (including appliances) occasionally visit SHQ and so are listed as 'Seldom Present'. By a significant margin, SHQ contains the most staff, the highest role variation and the highest level of ICT, when compared to the other situations. It also has the most visitors on a daily basis (both internal and external), each of whom could bring their own ICT resources and use the building's Wi-Fi, as well as making use of SHQ's conference facilities. SHQ is the hub of MFRS' non-operational activities**
- Future innovations need to be considered when thinking about ICT provision at SHQ (such as conference room provision, Skype, accessibility for the disabled, clocking-in, card payment machines and ERP software). Given the focus on collaboration, there is likely to be some usage of MFRS ICT resources by MP (and perhaps even North West Ambulance Service – NWAS) at SHQ, such as the Wi-Fi, switches, conference rooms and internet cables. This may equally allow MFRS access to extra ICT resources
- The medium of Excel limits the performance of the DISM model
- The main document also gives further information on how to use the DISM model/calculator

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[4] Loc. Cit., Rice, Role-based Resourcing.

# References

Rice, M., Role-based Resourcing, MFRS, 02.02.2017.

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# The Dynamic ICT Standardisation Model (DISM): Stations

**Lesley Hollis, Mark Jones, Mark Rice**

**10.07.2017**

# Dynamic ICT Standardisation Model (DISM): Stations

**Purpose**

The purpose of this report is to recommend the optimal Information and Communication (ICT) resources on each MFRS community fire station. This report should be read in conjunction with the **Role-based Resources report**[1], the **main report ('The Dynamic ICT Standardisation Model')** and the **spreadsheet ('DISM', AKA Appendix 1)** which contains the DISM model/calculator.

**Overview**

Using an Excel-based model created specifically for this task, called the Dynamic ICT Standardisation Model (DISM), the user is able to select a station of their choice from a drop-down list and the appliance (read 'pump') numbers, shift types, staff numbers, staff types, **current** ICT provision, **projected** ICT provision and the **gap analysis** between current and projected provisions in terms of numbers and GBP (£)[2] are immediately displayed. The model works by referring to a master data source, which was populated from numerous sources including Station Managers (SMs), Time and Resource Management (TRM), telent and face-to-face/telephone contact with other MFRS staff. This master source interacts with a data source which dictates not only what type of role is present in various situations, but also which role gets which ICT resource and how much of each.

The model is sophisticated enough that operational staff are limited in their impact of how much ICT is subsequently provided, by the number of **full-time** appliances on-station. This is because appliance numbers typically dictate operational staff numbers actually on-station at any given time. Headline staff numbers are misleading when it comes to operational staff. The model is also sophisticated enough to divide different operational staff types on-station as a proportion of their total numbers (e.g. although unrealistic, 40 firefighters and 10 WMBs on a station with a single appliance would result in the model calculating enough ICT for four firefighters and one WMB on the basis that a single appliance holds five crew). The model cannot choose specific operational staff on-watch from a pool of staff above the number of appliances multiplied by five. The ratio calculation does not apply to non-operational staff present on stations.

The model (or calculator) also allows the user to enter hypothetical data into the spreadsheet so that they can observe how much ICT would be required. The 'MASTER DATA DISM' source enables the user to find the current mean, median and mode characteristics of all the stations (e.g. the mean number of firefighters at two-pump stations on a WT shift pattern). This is useful if the user wants to enter hypothetical data of a 'typical' station so that if they are planning to set up a new station it would not have grossly superior or inferior numbers of staff, appliances and/or ICT[3]: it would 'fit' with the rest of the stations on the MFRS estate.

**Results**

In summary, the data on the following pages represents the current and projected ICT provision per station, with personnel numbers, appliances numbers, shift pattern and gap analysis:

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[1] M. Rice, Role-based Resourcing, MFRS, 02.02.2017.
[2] (£) Figures are based on telent pricing.
[3] Meaning ICT on the new projected matrix, not the current situation, which is deemed to be incorrect.

## Current Appliance/Personnel/ICT Station Situation

| STATION | APPLIANCES | RETAINED APPLIANCES | WT/DC/24/LLAR | TOTAL PERSONNEL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS | OTHER | COST (£) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 10 - Kirkdale | 2 | 0 | WT | 47 | 8 | 3 | 1 | 1 | 8 | 3 | 0 | 14910 |
| 11 - City Centre | 1 | 0 | WT | 31 | 5 | 1 | 1 | 1 | 5 | 1 | 0 | 7250 |
| 12 - Kensington | 2 | 0 | DC | 11 | 7 | 3 | 2 | 2 | 9 | 2 | 0 | 14380 |
| 14 - Speke Garston | 1 | 0 | WT | 25 | 4 | 1 | 1 | 1 | 5 | 1 | 1 | 6650 |
| 15 - Toxteth | 1 | 0 | WT | 31 | 10 | 0 | 4 | 9 | 16 | 2 | 6 | 14020 |
| 16 - Old Swan | 1 | 0 | WT | 29 | 5 | 2 | 0 | 1 | 6 | 2 | 1 | 9340 |
| 17 - Belle Vale | 1 | 0 | LLAR | 27 | 24 | 0 | 5 | 19 | 4 | 2 | 0 | 22960 |
| 18 - Aintree | 2 | 0 | DC | 13 | 7 | 2 | 0 | 1 | 8 | 1 | 0 | 9830 |
| 19 - Croxteth | 2 | 0 | 24 | 40 | 9 | 1 | 2 | 3 | 10 | 2 | 0 | 12220 |
| 20 - Birkenhead | 1 | 0 | 24 | 24 | 10 | 0 | 3 | 2 | 10 | 3 | 0 | 12630 |
| 21 - Bromborough | 1 | 0 | 24 | 25 | 6 | 0 | 2 | 1 | 7 | 2 | 1 | 8020 |
| 22 - Heswall | 1 | 0 | LLAR | 12 | 4 | 0 | 5 | 1 | 5 | 1 | 0 | 7970 |
| 23 - Upton | 1 | 1 | 24 | 25 | 4 | 0 | 1 | 1 | 5 | 1 | 2 | 4850 |
| 24 - West Kirby | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 - Wallasey | 1 | 0 | 24 | 41 | 22 | 2 | 6 | 4 | 26 | 2 | 0 | 26980 |
| 30 - Bootle & Netherton | 1 | 0 | WT | 41 | 26 | 2 | 2 | 2 | 24 | 2 | 8 | 25780 |
| 31 - Crosby | 1 | 0 | WT | 27 | 4 | 0 | 0 | 1 | 5 | 1 | 0 | 4070 |
| 32 - Formby | 1 | 0 | LLAR | 11 | 6 | 0 | 5 | 0 | 5 | 2 | 0 | 10000 |
| 33 - Southport | 2 | 0 | WT | 39 | 10 | 2 | 0 | 2 | 11 | 2 | 4 | 13060 |
| 40 - Huyton | 1 | 0 | 24 | 28 | 10 | 0 | 0 | 0 | 10 | 1 | 1 | 8150 |
| 41 - Whiston | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 42 - Kirkby | 1 | 0 | 24 | 25 | 8 | 1 | 1 | 2 | 9 | 2 | 2 | 10600 |
| 50 - St Helens | 1 | 1 | 24 | 38 | 13 | 0 | 2 | 1 | 21 | 1 | 4 | 12950 |
| 51 - Newton Le Willows | 1 | 0 | LLAR | 13 | 5 | 0 | 5 | 0 | 3 | 2 | 0 | 9160 |
| 52 - Eccleston | 1 | 0 | 24 | 23 | 3 | 0 | 0 | 0 | 3 | 1 | 1 | 3110 |
| Marine Fire Unit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 28 | 2 | | 626 | 210 | 20 | 48 | 55 | 215 | 39 | 31 | 268890 |

| DEVICE | UNIT PRICE (EXC. SERVICE, £) |
|---|---|
| PC | 600 |
| TABLET | 1800 |
| LAPTOP | 780 |
| DOCKING STATION | 120 |
| MONITOR | 120 |
| PROJECTOR | 950 |
| OTHER | N/A |

**Figure 1: The Current Station Situation**

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## Projected Appliance/Personnel/ICT Station Situation

| STATION | APPLIANCES | RETAINED APPLIANCES | WT/DC/24/LLAR | TOTAL PERSONNEL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS | OTHER | COST (£) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 10 - Kirkdale | 2 | 0 | WT | 47 | 6 | 4 | 0 | 0 | 6 | 1 | 0 | 12470 |
| 11 - City Centre | 1 | 0 | WT | 31 | 4 | 6 | 0 | 4 | 8 | 2 | 0 | 16540 |
| 12 - Kensington | 2 | 0 | DC | 11 | 7 | 4 | 0 | 0 | 7 | 1 | 0 | 13190 |
| 14 - Speke Garston | 1 | 0 | WT | 25 | 3 | 2 | 0 | 0 | 3 | 1 | 0 | 6710 |
| 15 - Toxteth | 1 | 0 | WT | 31 | 4 | 2 | 0 | 0 | 4 | 2 | 0 | 8380 |
| 16 - Old Swan | 1 | 0 | WT | 29 | 3 | 2 | 0 | 0 | 3 | 1 | 0 | 6710 |
| 17 - Belle Vale | 1 | 0 | LLAR | 27 | 5 | 16 | 0 | 14 | 19 | 2 | 0 | 37660 |
| 18 - Aintree | 2 | 0 | DC | 13 | 7 | 4 | 0 | 0 | 7 | 1 | 0 | 13190 |
| 19 - Croxteth | 2 | 0 | 24 | 40 | 7 | 5 | 0 | 1 | 8 | 2 | 0 | 16180 |
| 20 - Birkenhead | 1 | 0 | 24 | 24 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| 21 - Bromborough | 1 | 0 | 24 | 25 | 5 | 2 | 0 | 0 | 5 | 2 | 0 | 9100 |
| 22 - Heswall | 1 | 0 | LLAR | 12 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| 23 - Upton | 1 | 1 | 24 | 25 | 4 | 3 | 0 | 0 | 4 | 1 | 0 | 9230 |
| 24 - West Kirby | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 - Wallasey | 1 | 0 | 24 | 41 | 6 | 14 | 0 | 12 | 18 | 2 | 0 | 34300 |
| 30 - Bootle & Netherton | 1 | 0 | WT | 41 | 6 | 13 | 0 | 11 | 17 | 2 | 0 | 32260 |
| 31 - Crosby | 1 | 0 | WT | 27 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| 32 - Formby | 1 | 0 | LLAR | 11 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| 33 - Southport | 2 | 0 | WT | 39 | 6 | 5 | 0 | 1 | 7 | 2 | 0 | 15460 |
| 40 - Huyton | 1 | 0 | 24 | 28 | 6 | 5 | 0 | 3 | 9 | 2 | 0 | 15940 |
| 41 - Whiston | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 42 - Kirkby | 1 | 0 | 24 | 25 | 6 | 2 | 0 | 0 | 6 | 2 | 0 | 9820 |
| 50 - St Helens | 1 | 1 | 24 | 38 | 5 | 16 | 0 | 13 | 18 | 2 | 0 | 37420 |
| 51 - Newton Le Willows | 1 | 0 | LLAR | 13 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| 52 - Eccleston | 1 | 0 | 24 | 23 | 4 | 2 | 0 | 0 | 4 | 1 | 0 | 7430 |
| Marine Fire Unit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 28 | 2 | | 626 | 114 | 117 | 0 | 59 | 173 | 34 | 0 | 339140 |

| DEVICE | UNIT PRICE (EXC. SERVICE, £) |
|---|---|
| PC | 600 |
| TABLET | 1800 |
| LAPTOP | 780 |
| DOCKING STATION | 120 |
| MONITOR | 120 |
| PROJECTOR | 950 |
| OTHER | N/A |

**Figure 2: The Projected Station Situation**

3

# Example of Gap Analysis for a Station's ICT Provision: Speke Garston

Below, the table lists the net price of changing Speke Garston station from its current ICT situation to a projected ICT situation, using telent's hardware request form as the basis for the pricing.

| GAP (PROJECTED - CURRENT) | NUMBER DIFFERENCE (+/-) | COST(£) |
|---|---|---|
| PCs | -1 | -600 |
| TABLETS | 1 | 1800 |
| LAPTOPS | -1 | -780 |
| DOCKING STATIONS | -1 | -120 |
| MONITORS | -2 | -240 |
| PROJECTORS% | 0 | 0 |
| OTHER | -1 | N/A |
| TOTAL | -5 | 60 |

| DEVICE | UNIT PRICE (EXC. SERVICE, £) |
|---|---|
| PC | 600 |
| TABLET | 1800 |
| LAPTOP | 780 |
| DOCKING STATION | 120 |
| MONITOR | 120 |
| PROJECTOR | 950 |
| OTHER | N/A |

**Figure 3: The Gap Analysis of Speke Garston with telent Price List**

## Overall Station Gap Analysis

| STATION | APPLIANCES | RETAINED APPLIANCES | WT/DC/24/LLAR | TOTAL PERSONNEL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS | OTHER | NET (£) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 10 - Kirkdale | 0 | 0 | WT | 0 | -2 | 1 | -1 | -1 | -2 | -2 | 0 | -2440 |
| 11 - City Centre | 0 | 0 | WT | 0 | -1 | 5 | -1 | 3 | 3 | 1 | 0 | 9290 |
| 12 - Kensington | 0 | 0 | DC | 0 | 0 | 1 | -2 | -2 | -2 | -1 | 0 | -1190 |
| 14 - Speke Garston | 0 | 0 | WT | 0 | -1 | 1 | -1 | -1 | -2 | 0 | -1 | 60 |
| 15 - Toxteth | 0 | 0 | WT | 0 | -6 | 2 | -4 | -9 | -12 | 0 | -6 | -5640 |
| 16 - Old Swan | 0 | 0 | WT | 0 | -2 | 0 | 0 | -1 | -3 | -1 | -1 | -2630 |
| 17 - Belle Vale | 0 | 0 | LLAR | 0 | -19 | 16 | -5 | -5 | 15 | 0 | 0 | 14700 |
| 18 - Aintree | 0 | 0 | DC | 0 | 0 | 2 | 0 | -1 | -1 | 0 | 0 | 3360 |
| 19 - Croxteth | 0 | 0 | 24 | 0 | -2 | 4 | -2 | -2 | -2 | 0 | 0 | 3960 |
| 20 - Birkenhead | 0 | 0 | 24 | 0 | -6 | 2 | -3 | -2 | -6 | -2 | 0 | -5200 |
| 21 - Bromborough | 0 | 0 | 24 | 0 | -1 | 2 | -2 | -1 | -2 | 0 | -1 | 1080 |
| 22 - Heswall | 0 | 0 | LLAR | 0 | 0 | 2 | -5 | -1 | -1 | 0 | 0 | -540 |
| 23 - Upton | 0 | 0 | 24 | 0 | 0 | 3 | -1 | -1 | -1 | 0 | -2 | 4380 |
| 24 - West Kirby | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 - Wallasey | 0 | 0 | 24 | 0 | -16 | 12 | -6 | 8 | -8 | 0 | 0 | 7320 |
| 30 - Bootle & Netherton | 0 | 0 | WT | 0 | -20 | 11 | -2 | 9 | -7 | 0 | -8 | 6480 |
| 31 - Crosby | 0 | 0 | WT | 0 | 0 | 2 | 0 | -1 | -1 | 0 | 0 | 3360 |
| 32 - Formby | 0 | 0 | LLAR | 0 | -2 | 2 | -5 | 0 | -1 | -1 | 0 | -2570 |
| 33 - Southport | 0 | 0 | WT | 0 | -4 | 3 | 0 | -1 | -4 | 0 | -4 | 2400 |
| 40 - Huyton | 0 | 0 | 24 | 0 | -4 | 5 | 0 | 3 | -1 | 1 | -1 | 7790 |
| 41 - Whiston | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 42 - Kirkby | 0 | 0 | 24 | 0 | -2 | 1 | -1 | -2 | -3 | 0 | -2 | -780 |
| 50 - St Helens | 0 | 0 | 24 | 0 | -8 | 16 | -2 | 12 | -3 | 1 | -4 | 24470 |
| 51 - Newton Le Willows | 0 | 0 | LLAR | 0 | -1 | 2 | -5 | 0 | 1 | -1 | 0 | -1730 |
| 52 - Eccleston | 0 | 0 | 24 | 0 | 1 | 2 | 0 | 0 | 1 | 0 | -1 | 4320 |
| Marine Fire Unit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 0 | 0 | | 0 | -96 | 97 | -48 | 4 | -42 | -5 | -31 | 70250 |

**Figure 4: Overall Station Gap Analysis**

**Discussion and Additional Information**

It is **strongly recommended** that this report be read in conjunction with the **Role-based Resources report[4]**, the **main report ('The Dynamic ICT Standardisation Model')** and the **spreadsheet ('DISM', AKA Appendix 1)** which contains the DISM model/calculator, because numerous observations, exceptions, caveats and parameters are discussed which help qualify the results displayed above. In *summary*:

- The provision of new tablets per appliance is as follows: two per full-time appliance and one per retained appliance. Budget permitting, these will be Panasonic ToughPads
- The forthcoming provision of tablets for Prevention and Protection is likely to consist of the Surface Pro. For both tablet types we need to learn more of what managers would like on the tablets (apps, features, etc.); an Area Manager (AM) has already been consulted
- Future innovations need to be considered when thinking about ICT provision at stations (such as card payment readers for staff who sell/fit smoke alarms, methods of clocking-in, Skype and accessibility). Given the focus on collaboration, there is likely to be some usage of MFRS ICT resources by the police (MP), and perhaps even North West Ambulance Service (NWAS), at stations such as the Wi-Fi, switches, conference rooms and internet cables. This may equally allow MFRS access to extra ICT resources
- West Kirby, Whiston and Marine were not included in the statistical part of the study
- LLAR houses and their corresponding leisure ICT requirements are currently being renegotiated
- There are relationships between the Station situation and the other situations discussed in this study (i.e. Incidents, Service Headquarters [SHQ], the Training and Development Academy [TDA] and Vesty 1 [Workshop])
- Some ICT is not included in this study or included in discussion but not in the *statistical* analysis, such as mobile telephones, MDTs and internet routers
- Projectors could be considered as unique because they are predominantly a shared resource. Allocation formulae is particularly complex for this ICT resource
- There are reliability concerns pertaining to some of the data used (e.g. double counting, classifications and assumed staff locations)
- Stations are unique in that compared to the other situations, they exist as multiples, whereas there is only a single SHQ, for instance. This meant that additional statistical analysis could be undertaken for stations (i.e. mean, median, mode)
- **Staff distribution depends on the situation under discussion. Predictably, operational staff are typically present in the Station situation, while non-operational staff – many of whom are nevertheless qualified in operational behaviour – are present in small numbers and high level managers are, justifiably, very rarely or never present**
- Community rooms are a benefit for firefighters when they are not being used because firefighters can use the ICT resources present there
- DC stations may need to have additional ICT resources because they have no 'evening' and there is potential for a 'choke point' when all firefighters need to use finite ICT resources at the same time
- The medium of Excel limits the performance of the DISM model
- The main document also gives further information on how to use the DISM model/calculator

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[4] Loc. Cit., Rice, Role-based Resourcing.

6

## References

Rice, M., Role-based Resourcing, MFRS, 02.02.2017.

7

# The Dynamic ICT Standardisation Model (DISM):

# The Training and Development Academy (TDA)

**Lesley Hollis, Mark Jones, Mark Rice**

**10.07.2017**

# Dynamic ICT Standardisation Model (DISM): The Training and Development Academy (TDA)

**Purpose**

The purpose of this report is to recommend the optimal Information and Communication Technology (ICT) resources for MFRS to use at the Training and Development Academy (TDA). This report should be read in conjunction with the **Role-based Resources report[1]**, the **main report ('The Dynamic ICT Standardisation Model')** and the **spreadsheet ('DISM', AKA Appendix 1)** which contains the DISM model/calculator.

**Overview**

Building upon the previous report ('Stations'), this report investigates the provision of ICT resources at the TDA. While the TDA has the least staff out of the three non-station/incident locations (TDA, Vesty and SHQ), it serves two important functions: **training** and **backup** for functions within SHQ (e.g. control). This means that ICT is essential here, as is its reliability.

The method to determine how many resources are available at the TDA is very similar to that used when determining resources at stations. Recall from the Stations report that:

> "Using an Excel-based model created specifically for this task, called the Dynamic ICT Standardisation Model (DISM), the user is able to select a station of their choice from a drop-down list and the appliance (read 'pump') numbers, shift types, staff numbers, staff types, current ICT provision, projected ICT provision and the gap analysis between current and projected provisions in terms of numbers and GBP (£)[2] are immediately displayed. The model works by referring to a master data source, which was populated from numerous sources including Station Managers (SMs), Time and Resource Management (TRM), telent and face-to-face/telephone contact with other MFRS staff. This master source interacts with a data source which dictates not only what type of role is present in various situations, but also which role gets which ICT resource and how much of each. The model is sophisticated enough that operational staff are limited in their impact of how much ICT is subsequently provided, by the number of full-time appliances on-station. This is because appliance numbers typically dictate operational staff numbers actually on-station at any given time. Headline staff numbers are misleading when it comes to operational staff. The model is also sophisticated enough to divide different operational staff types on-station as a proportion of their total numbers (e.g. although unrealistic, 40 firefighters and 10 WMBs on a station with a single appliance would result in the model calculating enough ICT for four firefighters and one WMB on the basis that a single appliance holds five crew). The model cannot choose specific operational staff on-watch from a pool of staff above the number of appliances multiplied by five. The ratio calculation does not apply to non-operational staff present on stations.

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[1] M. Rice, <u>Role-based Resourcing</u>, MFRS, 02.02.2017.
[2] (£) Figures are based on telent pricing.

The model (or calculator) also allows the user to enter hypothetical data into the spreadsheet so that they can observe how much ICT would be required. The 'MASTER DATA DISM' source enables the user to find the current mean, median and mode characteristics of all the stations (e.g. the mean number of firefighters at two-pump stations on a WT shift pattern). This is useful if the user wants to enter hypothetical data of a 'typical' station so that if they are planning to set up a new station it would not have grossly superior or inferior numbers of staff, appliances and/or ICT[3]: it would 'fit' with the rest of the stations on the MFRS estate."

The difference between stations and the TDA when calculating ICT is subtle. Unlike stations and incidents, appliances are not present in a 'usable' context at the TDA, rather any appliances present are being used for training and teaching and so are not counted as resources. Operational staff will not be present (in an on-watch capacity) either, nor the tablets – which will be – assigned to appliances. Moreover, there is only one TDA, unlike stations, of which there are many, which means some statistical analysis is not possible (e.g. mean, median and mode).

Both DISM calculators (hypothetical and actual) allow the user to see hypothetical and actual TDA resource situations respectively. By choosing 'TDA' from the drop-down on the **actual** calculator the results will show the current situation followed by projected resources deemed suitable for the TDA. Again, the reader can then see the gap, and attendant costs/savings, between the two situations. This is a simple but accurate measure of ICT resources at the TDA.

**Results**

In summary, the data on the following pages represents, predominantly, the **current** and **projected** ICT provision at the TDA, with staff numbers and associated **gap analysis**:

---

[3] Meaning ICT on the new projected matrix, not the current situation, which is deemed to be incorrect.

2

# Current and Projected Resources at the TDA, With Personnel Numbers

| | TOTAL PERSONNEL | PRINTERS | TOTAL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS% | OTHER | USERS |
|---|---|---|---|---|---|---|---|---|---|---|---|
| TDA | 33 | 3 | 61 | 16 | 3 | 9 | 2 | 17 | 12 | 2 | 18 |

**Figure 1: Current Total Personnel and ICT Resources at the TDA**

| PROJECTED ICT | ON WATCH (STATION/INCIDENT ONLY) | OFF WATCH | TOTAL | INCIDENT | EXPANDED | COST(£) |
|---|---|---|---|---|---|---|
| PCs | N/A | 32 | 32 | | | 19200 |
| TABLETS | N/A | 1 | 1 | | | 1800 |
| LAPTOPS | N/A | 0 | 0 | | | 0 |
| DOCKING STATIONS | N/A | 1 | 1 | | | 120 |
| MONITORS | N/A | 33 | 33 | | | 3960 |
| PROJECTORS% | N/A | 12 | 12 | | | 11400 |
| OTHER | N/A | 0 | 0 | | | N/A |
| **TOTAL** | **0** | **79** | **79** | **N/A** | **N/A** | **36480** |
| **INCIDENT?** | **EXPANDED INCIDENT?** | | | | | |
| No | No | | | | | |

**Figure 2: Projected ICT Resources at the TDA**

3

## Gap Analysis of the TDA's ICT Provision

The gap analysis then is as follows (projected – current), using telent's hardware request form as the basis for the pricing:

| CURRENT ICT | NUMBERS | COST(£) | GAP (PROJECTED - CURRENT) | NUMBER DIFFERENCE (+/-) | COST(£) |
|---|---|---|---|---|---|
| PCs | 16 | 9600 | PCs | 16 | 9600 |
| TABLETS | 3 | 5400 | TABLETS | -2 | -3600 |
| LAPTOPS | 9 | 7020 | LAPTOPS | -9 | -7020 |
| DOCKING STATIONS | 2 | 240 | DOCKING STATIONS | -1 | -120 |
| MONITORS | 17 | 2040 | MONITORS | 16 | 1920 |
| PROJECTORS% | 12 | 11400 | PROJECTORS% | 0 | 0 |
| OTHER | 2 | N/A | OTHER | -2 | N/A |
| **TOTAL** | 61 | 35700 | **TOTAL** | 18 | 780 |

| DEVICE | UNIT PRICE (EXC. SERVICE, £) |
|---|---|
| PC | 600 |
| TABLET | 1800 |
| LAPTOP | 780 |
| DOCKING STATION | 120 |
| MONITOR | 120 |
| PROJECTOR | 950 |
| OTHER | N/A |

**Figure 3: The Gap Analysis of the TDA With telent Price List**

**Discussion and Additional Information**

It is **strongly recommended** that this report be read in conjunction with the **Role-based Resources report[4]**, the **main report ('The Dynamic ICT Standardisation Model')** and the **spreadsheet ('DISM', AKA Appendix 1)** which contains the DISM model/calculator, because numerous observations, exceptions, caveats and parameters are discussed which help qualify the results displayed above. In *summary*:

- The tablets used at the TDA would likely be both ruggedised and non-ruggedised/encased, given that they could feasibly be used both for training outside, and within the building by office staff. The rugged tablets are likely to be Panasonic ToughPads while the office tablets are likely to be Surface Pros
- Some ICT is not included in this study or included in discussion but not in the statistical analysis, such as mobile telephones, MDTs, smartboards, CCTV and internet routers
- There are reliability concerns pertaining to some of the data used (e.g. double counting)
- Although the TDA contains the least number of staff out of Vesty 1, SHQ and the TDA, it has the second greatest amount of role variation, given that operational staff and non-operational staff all attend the TDA to do training, in addition to those staff who work in the back office at the TDA. A corollary of this is that the TDA may have significantly more staff onsite at any given time than the baseline numbers suggest; this is also suggested by the, relatively, very high number of projectors onsite. The TDA also contains the secondary fire control centre. The TDA is as important for backup activities as SHQ is for primary activities; it is not 'just a training facility'. This study only takes into account the *baseline* staff numbers however Projectors could be considered as unique because they are predominantly a shared resource. Allocation formulae is particularly complex for this ICT resource
- Future innovations need to be considered when thinking about ICT provision at the TDA (such as a Virtual Reality [VR] suite in a dedicated room, clocking-in, card payment machines, Skype and Enterprise Resource Planning [ERP]). Given the focus on collaboration, there is likely to be some usage of MFRS ICT resources by the police (MP), and perhaps even North West Ambulance Service (NWAS) at the TDA, such as the Wi-Fi, switches, conference rooms and internet cables. This may equally allow MFRS access to extra ICT resources
- The medium of Excel limits the performance of the DISM model
- The main document also gives further information on how to use the DISM model/calculator

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[4] Loc. Cit., Rice, Role-based Resourcing.

# References

Rice, M., Role-based Resourcing, MFRS, 02.02.2017.

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# The Dynamic ICT Standardisation Model (DISM):

# Vesty 1 (Workshop)

**Lesley Hollis, Mark Jones, Mark Rice**

**10.07.2017**

# Dynamic ICT Standardisation Model (DISM): Vesty 1 (Workshop)

**Purpose**

The purpose of this report is to recommend the optimal Information and Communication Technology (ICT) resources for MFRS to use at Vesty 1 (also known as the 'workshop' or 'garage'). This report should be read in conjunction with the **Role-based Resources report[1]**, the **main report ('The Dynamic ICT Standardisation Model')** and the **spreadsheet ('DISM', AKA Appendix 1)** which contains the DISM model/calculator.

**Overview**

Building upon the previous report ('Stations'), this report investigates the provision of ICT resources at Vesty 1. While Vesty 1 is heavily 'practical' it does have back office staff, especially on the upper floors of the building. Moreover, the mechanics use ICT (e.g. laptops) to perform their duties. ICT is essential here to keep the fleet on the road.

The method to determine how many resources are available at Vesty 1 is very similar to that used when determining resources at stations. Recall from the stations report that:

> "Using an Excel-based model created specifically for this task, called the Dynamic ICT Standardisation Model (DISM), the user is able to select a station of their choice from a drop-down list and the appliance (read 'pump') numbers, shift types, staff numbers, staff types, current ICT provision, projected ICT provision and the gap analysis between current and projected provisions in terms of numbers and GBP (£)[2] are immediately displayed. The model works by referring to a master data source, which was populated from numerous sources including Station Managers (SMs), Time and Resource Management (TRM), telent and face-to-face/telephone contact with other MFRS staff. This master source interacts with a data source which dictates not only what type of role is present in various situations, but also which role gets which ICT resource and how much of each. The model is sophisticated enough that operational staff are limited in their impact of how much ICT is subsequently provided, by the number of full-time appliances on-station. This is because appliance numbers typically dictate operational staff numbers actually on-station at any given time. Headline staff numbers are misleading when it comes to operational staff. The model is also sophisticated enough to divide different operational staff types on-station as a proportion of their total numbers (e.g. although unrealistic, 40 firefighters and 10 WMBs on a station with a single appliance would result in the model calculating enough ICT for four firefighters and one WMB on the basis that a single appliance holds five crew). The model cannot choose specific operational staff on-watch from a pool of staff above the number of appliances multiplied by five. The ratio calculation does not apply to non-operational staff present on stations.
>
> The model (or calculator) also allows the user to enter hypothetical data into the spreadsheet so that they can observe how much ICT would be required.

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[1] M. Rice, <u>Role-based Resourcing</u>, MFRS, 02.02.2017.
[2] (£) Figures are based on telent pricing.

1

The 'MASTER DATA DISM' source enables the user to find the current mean, median and mode characteristics of all the stations (e.g. the mean number of firefighters at two-pump stations on a WT shift pattern). This is useful if the user wants to enter hypothetical data of a 'typical' station so that if they are planning to set up a new station it would not have grossly superior or inferior numbers of staff, appliances and/or ICT[3]: it would 'fit' with the rest of the stations on the MFRS estate"

The difference between stations and Vesty 1 when calculating ICT is subtle. Unlike stations and incidents, appliances are not present in a 'usable' context at Vesty 1, rather any appliances present are being repaired or serviced (or 'spare') and so are not counted as resources. Operational staff will therefore typically not be present either, nor the tablets – which will be – assigned to appliances. Moreover, there is only one Vesty 1, unlike stations, of which there are many, which means some statistical analysis is not possible (e.g. mean, median and mode).

Both DISM calculators (hypothetical and actual) allow the user to see hypothetical and actual Vesty 1 resource situations respectively. By choosing 'Vesty 1 (Workshop)' from the drop-down on the **actual** calculator the results will show the current situation followed by projected resources deemed suitable for Vesty 1. Again, the reader can then see the gap, and attendant costs/savings, between the two situations. This is a simple but accurate measure of ICT resources at Vesty 1.

**Results**

In summary, the data on the following pages represents, predominantly, the **current** and **projected** ICT provision at Vesty 1, with associated **gap analysis**:

---

[3] Meaning ICT on the new projected matrix, not the current situation, which is deemed to be incorrect.

2

## Current and Projected Resources at Vesty 1, With Personnel Numbers

| | TOTAL PERSONNEL | PRINTERS | TOTAL | PCs | TABLETS | LAPTOPS | DOCKING STATIONS | MONITORS | PROJECTORS % | OTHER | USERS |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Vesty 1 (Workshop) | 43 | 6 | 62 | 22 | 1 | 6 | 1 | 23 | 1 | 8 | 14 |

**Figure 1: Current Total Personnel and ICT Resources at Vesty 1**

| PROJECTED ICT | ON WATCH (STATION/INCIDENT ONLY) | OFF WATCH | TOTAL | INCIDENT | EXPANDED | COST(£) |
|---|---|---|---|---|---|---|
| PCs | N/A | 26 | 26 | | | 15600 |
| TABLETS | N/A | 21 | 21 | | | 37800 |
| LAPTOPS | N/A | 0 | 0 | | | 0 |
| DOCKING STATIONS | N/A | 5 | 5 | | | 600 |
| MONITORS | N/A | 31 | 31 | | | 3720 |
| PROJECTORS% | N/A | 1 | 1 | | | 950 |
| OTHER | N/A | 0 | 0 | | | N/A |
| **TOTAL** | 0 | 84 | 84 | N/A | N/A | 58670 |
| **INCIDENT?** | **EXPANDED INCIDENT?** | | | | | |
| No | No | | | | | |

**Figure 2: Projected ICT Resources at Vesty 1**

3

# Gap Analysis of Vesty 1's ICT Provision

The gap analysis then is as follows (projected – current), using telent's hardware request form as the basis for the pricing:

| CURRENT ICT | NUMBERS | COST(£) | GAP (PROJECTED - CURRENT) | NUMBER DIFFERENCE (+/-) | COST(£) |
|---|---|---|---|---|---|
| PCs | 22 | 13200 | PCs | 4 | 2400 |
| TABLETS | 1 | 1800 | TABLETS | 20 | 36000 |
| LAPTOPS | 6 | 4680 | LAPTOPS | -6 | -4680 |
| DOCKING STATIONS | 1 | 120 | DOCKING STATIONS | 4 | 480 |
| MONITORS | 23 | 2760 | MONITORS | 8 | 960 |
| PROJECTORS% | 1 | 950 | PROJECTORS% | 0 | 0 |
| OTHER | 8 | N/A | OTHER | -8 | N/A |
| TOTAL | 62 | 23510 | TOTAL | 22 | 35160 |

| DEVICE | UNIT PRICE (EXC. SERVICE, £) |
|---|---|
| PC | 600 |
| TABLET | 1800 |
| LAPTOP | 780 |
| DOCKING STATION | 120 |
| MONITOR | 120 |
| PROJECTOR | 950 |
| OTHER | N/A |

**Figure 3: The Gap Analysis of Vesty 1 With telent Price List**

4

**Discussion and Additional Information**

It is **strongly recommended** that this report be read in conjunction with the **Role-based Resources report[4]**, the **main report ('The Dynamic ICT Standardisation Model')** and the **spreadsheet ('DISM', AKA Appendix 1)** which contains the DISM model/calculator, because numerous observations, exceptions, caveats and parameters are discussed which help qualify the results displayed above. In *summary*:

- The tablets used at Vesty 1 would be predominantly ruggedised (Panasonic ToughPads) or at least have a case, given that the 'craft' ranks would use them in conditions where they could be dropped or get dirt/chemicals on the devices. However, non-ruggedised devices (Surface Pros) would be used to for the back office staff
- Some ICT is not included in this study or included in discussion but not in the statistical analysis, such as mobile telephones, MDTs, smartboards, CCTV and internet routers
- There are reliability concerns pertaining to some of the data used (e.g. double counting)
- Staff distribution depends on the situation under discussion. Predictably, craft staff are exclusively present at Vesty 1 because this role repairs and services vehicles. Vesty 1 also contains non-craft and non-operational staff upstairs. Out of SHQ, the Training and Development Academy (TDA) and Vesty 1, Vesty 1 contains the median (midpoint) number of staff, though still significantly less staff than SHQ and only slightly more than the TDA
- There are cumulatively more PCs and tablets than staff at Vesty 1 because each craft worker need access to 0.25 of a PC in addition to a whole tablet
- Projectors could be considered as unique because they are predominantly a shared resource. Allocation formulae is particularly complex for this ICT resource
- Future innovations need to be considered when thinking about ICT provision at Vesty 1 (such as clocking-in, card payment machines [e.g. for MOTs] and Skype). Given the focus on collaboration, there is likely to be some usage of MFRS ICT resources by the police (MP), and perhaps even North West Ambulance Service (NWAS) at Vesty 1, such as the Wi-Fi, switches, conference rooms and internet cables. This may equally allow MFRS access to extra ICT resources. A non-ICT collaboration possibility is the use of the garages to service/repair MP and NWAS vehicles, probably on a paid-for-but-subsidised basis
- The medium of Excel limits the performance of the DISM model
- The main document also gives further information on how to use the DISM model/calculator

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[4] Loc. Cit., Rice, Role-based Resourcing.

# References

Rice, M., Role-based Resourcing, MFRS, 02.02.2017.

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# Equality Impact Assessment (EIA)
# Reporting Form

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

## Section 1: EIA Details

| | | |
|---|---|---|
| 1.1) Author | Rice Mark | |
| 1.2) Responsible Officer | Rice Mark; | |
| 1.3) Function | ICT | |
| 1.4) Department | Select a Department... | |
| 1.5) What is the status of this EIA? **If "Revision" is selected, please ensure "1.7) Date of EIA" is revised and "1.5.1) Which sections have been revised?" is completed.** | New | |
| 1.6) Title of EIA | Role-based Resourcing | |
| 1.7) Date of EIA | 25/07/2017 | |
| 1.8) What does the EIA relate to? | SMG/Authority Report | |
| 1.9) Title reference of SI/policy/report/event/project | ICT ROLE BASED RESOURCING (RBR) | |
| 1.10) SI Policy Number of SI/policy/report/event/project | TBC by Democratic Services | |

## Section 2: Initial Assessment

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

The major task was to design a way to fairly and efficiently provide ICT resources to staff at the five 'situations' of stations, SHQ, TDA, Vesty One and 'incidents', based upon their roles; the approach involved a two-step process:

The first step was an assessment of the current situation:

- Which roles are/could be at each of the five situations

- What each role has in terms of existing ICT equipment

The second step was to create a dynamic model to allow accurate and easy calculation of projected ICT equipment numbers and costings and modelling of any future scenarios.

Scenarios were based on what each role actually needs in terms of access to ICT equipment to work in an agile way.

2.2) Who will be affected?

All MF&RS Staff

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

| Protected Characteristics | Positive Impact | Negative Impact | Neutral |
|---|---|---|---|
| Age | ◉ | ○ | ○ |
| Sex | ○ | ○ | ◉ |
| Race | ○ | ○ | ◉ |
| Disability Religion & | ◉ | ○ | ○ |
| Belief Gender | ○ | ○ | ◉ |
| Reassignment | ○ | ○ | ◉ |
| Marriage & Civil Partnership | ○ | ○ | ◉ |
| Pregnancy and Maternity | ○ | ○ | ◉ |
| Sexual Orientation | ○ | ○ | ◉ |
| Socio-Economic Disadvantage | ◉ | ○ | ○ |

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

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

<div style="border:1px solid #000">　</div>

Section 3: Monitoring

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

3.1) What monitoring data have you considered?

Project hasn't been approved by SMG yet, so there is no monitoring data.

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

Project hasn't been approved by SMG yet.

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

Project hasn't been approved by SMG yet, so there is no monitoring data, but monitoring will include the staff survey (job satisfaction, correct resources for the job) and any community feedback. Separate monitoring is also happening with the tablets we want to introduce to staff, to see if they like them and if they do the job.

3.4) Supporting Document

📎 Click here to attach a file

Section 4: Research

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

4.1) What research have you considered?

Research consisted of asking all staff and telent what ICT they have currently, in addition to staff numbers at each scenario. Then, in conjunction with MFRS operational management, we designed a framework of which role and grade gets which type of resource. I also asked stations how much demand they get from their communities regarding Wi-Fi provision. This will help prioritise the stations which get the most demand when it comes time to fit the Wi-Fi hubs.

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

The finished study (1 x 10000 word report, 5 x short reports and a spreadsheet) showed that resource allocation will be more accessible for all since the new tablets will have more potential for serving E+D purposes, such as touch screen, online translation and screen adaptation (e.g. zooming, colour schemes). Generally, the replacement tech will be more modern and capable of serving people of different abilities, disabilities and backgrounds. The provision of Wi-Fi at stations will also benefit the local community.

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

The finished study (1 x 10000 word report, 5 x short reports and a spreadsheet) showed that resource allocation will be more accessible for all since the new tablets will have more potential for serving E+D purposes, such as touch screen, online translation and screen adaptation (e.g. zooming, colour schemes). Generally, the replacement tech will be more modern and capable of serving people of different abilities, disabilities and backgrounds. The provision of Wi-Fi at stations will also benefit the local community.

4.4) Supporting Document

📎 Click here to attach a file

Section 5: Consultation

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

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

E+D is always at the forefront of ICT's mind when purchasing new technology. We have consulted with firefighters and station managers, in addition to TRM and the Dev team when we were choosing the devices to trial. I also asked stations how much demand they get from their communities regarding Wi-Fi provision. This will help prioritise the stations which get the most demand when it comes time to fit the Wi-Fi hubs.

5.2) What did it say?

Firefighters are pleased with their potential device (the Panasonic ToughPad). We are also going to trial the Microsoft Surface with advocates to see if they are suitable. Stations responded with general levels of demand for Wi-Fi from the community.

5.3) Which Groups/persons?

We have consulted with firefighters and station managers, in addition to TRM, area managers stations in general and the Dev team. We will consult with advocates later when we come to replace their devices.

5.4) Supporting Document

Section 6: Conclusions

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

(a) Age

Age equality and the way a policy, practice, service or function affects people of different ages, especially younger people and older people. It remains lawful to target services at people of different ages or to have age rules governing access to services or training.

The new tablets will be easier to use than traditional laptops since there will be more menus, rather than typing and using a mouse, touchscreen offers better zoom facilities too for bad eyes. And if older members of staff have difficulty with the new technology, we will arrange support on the portal.

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

Disability equality and the effects on different disabled people, deaf people, people with a long-term limiting illness and people associated with disabled people, such as carers, parents of disabled children.

This will benefit greatly. The new Surfaces have better accessibility options (e.g. touch, not type, facial login, voice control, zoom). If any member of staff would like an adapted piece of technology then they just have to submit a business case and it will be provided if approved.

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

Race equality and the effects on ethnic and racial minority staff, customers and communities. Race includes colour, ethic or national origin, nationality or caste.

Neutral.

(d) Religion or Belief

Religion and Belief based equality and the way in which policies, practices, services of functions affect people from different religious or belief based groups. This includes observance of religious and cultural requirements/practices of staff and customs and it also covers non-belief.

Neutral.

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

Sex equality and the effects on men and women, boys and girls. For example, the experiences of lone parents, working women, women from BME communities, victims of domestic violence, boys and young men, fathers etc.

Neutral

(f) Sexual Orientation

Sexual Orientation equality and whether services are delivered fairly and respectfully to lesbians, gay men, bi-sexual and heterosexual people. This will mean ensuring that services or policies recognise the needs of lesbian, gay, bisexual and heterosexual customers and respect their family structures and relationships.

Neutral.

(g) Socio-economic disadvantage

Socio-economic Disadvantage: Although not one of the 9 protected groups M&RS recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.

Wi-Fi at stations will give access to the internet for disadvantaged people.

Section 7: Decisions

If the SI/policy/report/event/project will have a negative impact on members of one or more of the protected groups, explain how it will change or why it is to continue in the same way. If no changes are proposed, the SI/policy/report/event/project needs to be objectively justified as being an appropriate and necessary means of achieving the legitimate aim set out in 3.1

No negative impacts.

Section 8: Actions (Admin Use Only)

8.1) Actioned Required          ○ Yes ● No

8.2) Details of Action Required

                                ○        ●

8.4) Approved                   ● Yes ○ No

8.5) Responsibility Of          Rice Mark

8.6) Completed By               26/07/2017

8.7) Review Date                25/07/2018

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