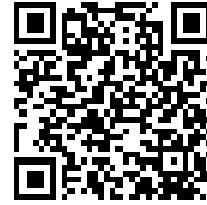


To: All Members of the Authority



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: 16 May 2018

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on **THURSDAY, 24TH MAY, 2018** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

Clerk to the Authority

Encl.

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**MERSEYSIDE FIRE AND RESCUE AUTHORITY**

**AUTHORITY**

**24 MAY 2018**

**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 Budget Authority Meeting 22nd February 2018 (Pages 5 - 24)**

The Minutes of the Budget Authority Meeting, held on 22<sup>nd</sup> February 2018, are submitted for approval as a correct record and for signature by the Chair.

**3. Minutes of the Previous Meeting (Pages 25 - 30)**

The Minutes of the previous meeting of the Authority, held on 12<sup>th</sup> April 2018, are submitted for approval as a correct record and for signature by the Chair.

**4. SERVICE DELIVERY PLAN 2017-18 END OF YEAR REPORT (Pages 31 - 88)**

To consider Report CFO/027/18 of the Chief Fire Officer, concerning scrutiny of performance against the Service objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2017/18.

**5. Lead Member and Scrutiny Review Outcomes and Options (Pages 89 - 98)**

To consider Report CFO/031/18 of The Monitoring Officer, concerning the key outcomes of a review of Merseyside Fire & Rescue Authority's (MFRA)

Lead Member and Scrutiny processes and the proposed options for strengthening MFRA's scrutiny arrangements.

6. **Part 2 EXEMPT Minutes of the Previous Meeting 12th April 2018**

(Pages 99 - 100)

The Part 2 EXEMPT Minutes of the previous meeting of the Authority, held on 12<sup>th</sup> April 2018, are submitted for approval as a correct record and for signature by the Chair.

***This Minute contains EXEMPT information by virtue of Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Local Government Act 1972.***

7. **Disposal of Allerton Fire station** (Pages 101 - 122)

To consider Report CFO/030/18 of the Chief Fire Officer, concerning the outcome of a joint marketing exercise for the disposal of Allerton Fire station and Allerton Police Station.

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

8. **Disposal of Whiston Fire Station** (Pages 123 - 126)

To consider Report CFO/029/18 of the Chief Fire Officer, concerning the sale of Whiston Fire Station.

***This Report contains EXEMPT information by virtue of Paragraph 3 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.

Refreshments

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

## MERSEYSIDE FIRE AND RESCUE AUTHORITY

22 FEBRUARY 2018

### MINUTES

**Present:** Cllr Dave Hanratty (Chair) Councillors Denise Allen, Sharon Connor, Janet Grace, Brian Kenny, Chris Meaden, Les Byrom, Barbara Murray, Lesley Rennie, Jean Stapleton, Sharon Sullivan, Paul Tweed and Lynne Thompson

**Apologies of absence were received from:** Councillors Joe De'Asha, Peter Brennan, James Roberts and Edna Finneran

#### 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) no additional items of business were determined by the Chair to be considered as matters of urgency; and
- c) The following items of business required the exclusion of the press and public during consideration thereof, due to the possible disclosure of exempt information:
  - Agenda item 8 – “Provision of Trauma Services” contains Exempt information by virtue of Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

#### 2. Minutes of the Previous Meeting

The Minutes of the previous meeting of the full Authority, held on 14<sup>th</sup> December 2017, were approved as a correct record and signed accordingly by the Chair.

#### 3. Provisional Authority Meeting Dates For 2018/19

Members considered report CFO/012/18 of the Clerk to the Authority requesting that Members consider and note the provisional dates for Authority Committee meetings and events for 2018/19.

Members were advised that set meeting dates may be changed and other meetings convened as and when required, in accordance with procedural standing orders.

Members Resolved that:

- a. the provisional schedule of meeting dates and events for the 2018/19 Municipal Year, as attached at Appendix A, be considered.
- b. they will be advised of any required amendments to the provisional dates.
- c. the provisional dates (including any requested amendments), to be confirmed at the Authority's AGM on 14<sup>th</sup> June 2018, be noted.

**4. Asset Management Plans 2018/19 - 2022/23**

Members considered report CFO/016/18 of the Chief Fire Officer, which sets out how the Authority plans invest in its ICT, Buildings and Vehicle assets over the next 5 years (2018/19 – 2022/23). The investment will be required to continue to meet the needs of the Service and deliver the Authority's mission, aims and service delivery plans. The proposed 2018/19 – 2022/23 Medium Term Financial Plan and Capital Budgets that are on the Budget Authority agenda for approval today have incorporated the required financial investment outlined in the Asset Plans .

Members were reminded that the disposal of Huyton Fire Station was agreed at a previous Authority meeting on 1<sup>st</sup> February 2018.

Members resolved that:

the revised Asset Management Plans provided as Appendices to this report, be approved.

**5. MERSEYSIDE FIRE AND RESCUE AUTHORITY BUDGET AND FINANCIAL PLAN 2018/19 - 2022/23**

Members considered report CFO/004/18 of the Treasurer, presenting information to allow Members to set a medium term capital and revenue financial plan that allocates resources in line with the Authority's strategic aims and ensures that MFRA delivers an efficient, value for money service. This will also allow MFRA to determine a budget for 2018/19 and a precept level in line with statutory requirements.

The proposed Capital Programme for 2018/19 to 2022/23 would see a total investment of £31.946m. This would represent an overall increase in capital

expenditure above that in the current programme of £5.536m. Of this £4.665m relates to the addition of an extra year (2022/23). After taking into account the non-borrowing funding the impact of the net additions to the expenditure programme on the Authority's borrowing requirement is a net increase of £5.146m. Members were requested to consider the revenue impacts of the proposed capital investment and borrowing requirement as part of revenue budget and council tax considerations.

Members were advised that under the Local Authorities and Accounting Regulations, MFRA is required to set aside a sum of money each year to reduce the overall level of debt, known as the Minimum Revenue Provision (MRP). Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations were updated in 2008 and now require each Authority to repay debt at a rate it considers prudent and to set out in an annual statement the Authority's policy on making MRP in respect of the forthcoming year. The report sets out the Authority's MRP policy for 2018/19 and Members were asked to approve the policy.

The report set out for Members the proposed options for balancing the 2018/19 – 2019/20 revenue budget based on certain assumptions in the MTFP. The report also outlined the Authority's reserve strategy and outlined how the Authority had set aside specific reserves to meet potential significant risks or future one-off projects and investments. Therefore, as the significant risks are known and are being managed or have a specific reserve, the Treasurer recommends maintaining the general reserve at its current £2.000m level that equates to 3% of the revenue budget, below the 5% recommended by Audit.

The CFO reminded Members that the current plan assumes a £1.9m operational response saving that would see a loss of up to 49 firefighter posts. Since Members approved this option a number of major fire incidents have occurred, particularly the Grenfell incident. The CFO is reviewing the current operational model to assess any additional operational investment requirements in light of the guidance that may come out once the Grenfell review has been completed. At this point the plan assumes no further savings can be taken from the operational budget and any additional investment will have to be met from other budget heads. No additional investment in the operational front line has been built into the proposed financial plan. Any changes to the staffing model deemed necessary by the CFO will be within the existing 620 whole time equivalent post allocation and will be broadly cost neutral.

The Chair asked representatives of the Unions if they wished to add anything:

- A member of the Fire Brigades Union (FBU) commented that the FBU agreed with the report and recognise the financial constraints. However, they also commented that any more cuts to Operational Staff would not be tolerated and Councillors were requested to continue lobbying on behalf of MFRS.
- A member of the Fire Officers Association (FOA) agreed with comments made by the FBU, but stated that the view of FOA is that Emergency Services should not take strike action. They also praised the response to the Echo Arena car park fire.

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

Members place on record their thanks to Finance staff for the production of a viable budget and stated that they will continue to lobby the Government.

Cllr Rennie commented that she would support the budget, as there was no viable alternative strategy. She praised firefighters and staff for doing a wonderful job.

The Police & Crime Commissioner - Jane Kennedy raised a question regarding a previous MFRA vote in favour of reforming of the Authority, and asked if MFRA were continuing to pursue this option in an effort to save costs. The Chair of the Authority responded that work around the reform was on hold at present, pending the outcome of considerations regarding the Metro Mayor and Liverpool City Region. He commented that despite Halton being part of the Liverpool City Region, it is currently within the boundary of Cheshire Fire & Rescue Authority, which creates complications in terms of governance, which would need to be resolved.

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

Members then voted on the motion:

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

0 Members voted against the motion

0 Members abstained.

The Budget Resolution for 2018/19 was therefore unanimously approved.

Members resolved that:

- a. the 2018/19 service budget set out in the report, be noted.
- b. the Treasurer's recommendation on maintaining the current level of general fund balance at £2.000m, and maintaining the reserves as outlined in Paragraph 141 to 146 of this report, be endorsed.
- c. the current plan to increase the precept by just below 3% for 2018/19, raising the Band D Council Tax from £74.34 to £76.56 and confirm the strategy for future precept rises (the plan assumes a further increase of just under 3% in 2019/20 and then just under 2% in each year thereafter), be endorsed.
- d. the assumptions in developing a five year (2018/19 – 2022/23) Financial Plan outlined in the report and approve the Medium



Term Financial Plan in Appendix C and the 2018/19 budget estimate of £59.701m, be endorsed.

- e. the 2018/19 – 2022/23 amended saving plan outlined in the report and summarised in Appendix C, be approved.
- f. the capital strategy and investment strategy as summarised in Appendix B, be approved.
- g. the Minimum Revenue Payment (MRP) strategy for 2018/19 as outlined in Paragraph 77 to 78 of this report, be approved.
- h. the prudential indicators relating to the proposed capital programme, paragraph 89 to 91 of this report, be noted.
- i. the Treasury Management Strategy outlined in Section F, be approved and the Treasury Management indicators set out in paragraph 96(d) of this report for:-
  - i. External Debt
  - ii. Operational Boundary for Debt
  - iii. Upper limits on fixed interest rate exposure
  - iv. Upper limits on variable rate exposure
  - v. Limits on the maturity structure of debt
  - vi. Limits on investments for more than 364 days,

be agreed.

- j. The Budget Resolution 2018/19, be agreed as follows:

#### ***BUDGET RESOLUTION 2018/19***

#### **Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan Resolution 2018/19 – 2022/23**

1. Merseyside Fire and Rescue Authority (the Authority) suffered one of the largest cuts in Government funding of any Fire and Rescue Service in the country between 2010/11 and 2015/16. The 2015 Government Spending Review announced further significant grant cuts for the Authority from 2016/17 up to 2019/20.
2. Over the 2010/11 to 2019/20 period the Authority faces a 50%, in real terms, reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget will reduce from £73.6m to £59.9m or £13.7m which represents a 19% cash or 40% real reduction.
3. The Authority has set a financial plan that delivers the required savings needed as a result of government cuts up to 2019/20. These drastic cuts from the Government has forced the Authority to make tough choices.

4. The impact of the 2015 Comprehensive Spending Review meant the Authority had to find £11m of savings from the forecast planned spend for 2016/17 to 2019/20. The Authority has planned prudently to minimise the impact on frontline services and identified significant efficiency savings of £9.1m by reducing management, support services costs and other technical amendments. Despite these efficiencies unfortunately the Authority had no choice but to approve an unavoidable reduction of £1.9m from the operational front line.
5. It is with extreme reluctance that the Authority has accepted the recommendation of the Chief Fire Officer to deliver the operational savings required as a result of the Government cuts up to and including 2019/20. The saving will be delivered through the transition from wholetime crewing to days and retaining crewing on 6 appliances as the least worst operational option. Compared to 2010/11 the number of fire appliances in Merseyside by 2019/20 will reduce from 42 wholetime pumps down to a budgeted 18 wholetime pumps; 6 day crewed appliances; and 2 fully wholetime retained appliances. This equates to a 57% reduction in wholetime pumps.
6. The Authority is therefore saddened to have to approve a financial plan that is based upon a significant reduction in the operational cover provided to the Merseyside community at a time when incidents such as that at Grenfell highlight the need to maintain a suitably resourced Fire and Rescue Service.
7. In order to minimise the impact on the Fire and Rescue Service the Authority has agreed a council tax increase of just under 3%.
8. The effect of the budget on the council tax will be a ***Band D Council Tax of £76.56 (which equates to £1.47 per week) an increase of less than 5p per week on the 2017/18 figure.***
9. Most people in Merseyside will pay ***Band A Council Tax of £51.04 or 98p per week towards their Fire & Rescue Service.***
10. The Authority will continue to lobby the Government against the level of cuts being proposed and highlight the consequences that further cuts will have on effectively delivering an emergency service.
11. The Authority recognises that the Fire and Rescue Service is emergency risk based and not demand led. During this period of austerity we urge this Government to reflect on the impact these cuts are having on the Fire and Rescue Service and properly review all risks facing the country in the light of emerging risks (for example a heightened terrorist threat or responding to increased flooding events through climate change) and would hope that resources are allocated in a way that allow Merseyside to continue to respond effectively to local and national threats.

## **The Financial Plan**

12. In order to balance the financial plan the Authority will adopt the following strategy

- Prepare a five year financial plan based on the final Local Government Finance Settlement figures announced on 6<sup>th</sup> February 2018, that;
  - i. deals with the financial challenge arising from the known Government funding support up to 2019/20, and
  - ii. although the financial plan has projected Authority spend and Government funding up to 2022/23, the 2020/21 and future years estimates are based on assumptions that are unpredictable as future Government funding for the Fire and Rescue Service is subject to a number of Government reviews and the national economic performance. Therefore the Authority has agreed to note the outstanding financial challenge from 2020/21 at this point and will deal with any saving requirement in future budget rounds.
- To set council tax increases in line with its financial plan of just under 3% for 2018/19 and 2019/20 and just under 2% thereafter.
- That assumes annual pay increases for its staff will be within the 2% limit set in the plan. This reflects the recent pay offers made by employers.
- The Authority is of the view that no more savings can be taken from operational response, and if possible would wish to identify additional efficiencies to re-invest in the front line.
- In order to set a balanced financial position for 2019/20, the Authority has instructed the Chief Fire Officer to review Support Services and deliver a minimum £0.426m saving in 2019/20 and future years.
- Any changes to the operational staffing model deemed necessary by the Chief Fire Officer will be made within the existing budgeted 620 whole time equivalent (WTE) firefighter establishment and will be broadly cost neutral
- The Authority will continue to focus its search for efficiencies on collaboration, management, support services costs and other technical reviews and assume that the current approved savings of £9.053million (including the 2019/20 anticipated £0.426m saving) can be generated from that area.
- The approved saving of £1.900m from operational response can be delivered.

13. Noting that the reduction in firefighter numbers will be achieved by natural retirement rates and will be delivered in full by the end of 2018.

14. Noting that there is a considerable risk that the Authority's aspiration to avoid compulsory redundancy may be compromised because of the need for a reduction in non-uniformed staff. Therefore instruct the Chief Fire Officer to use voluntary severance and early voluntary retirement in line with Authority's policy to as far as possible achieve savings through voluntary means.

15. The Authority notes that to deliver any savings in relation to the number of staff it employs may take time. The Authority is committed to seeking to try and avoid compulsory redundancy. The Authority has established a cost smoothing reserve to be used in this regard.
16. The Authority requests that the Chief Fire Officer continue to bring back individual reports, including equality impact assessments, as soon as possible on specific business cases for operational savings and support service reviews as detailed information and costs become available.
17. The Authority recognises that the Chief Fire Officer needs to consider any recommendations on future national fire and rescue practices that come out of the Grenfell review, Fire and Rescue National Framework guidelines and ongoing local challenges. It therefore recognises that the Chief Fire Officer will need to continue to manage operational crewing levels and appliance availability on a dynamic basis using a variety of response systems where necessary under his delegated powers as the financial plan proceeds to delivery.
18. The Authority is fully committed to reducing its own costs as the organisation faces up to the Government cuts and what that means for local services. The Authority had already made reductions in its allowances of £24,000 and the Authority will again freeze all member allowances for the tenth consecutive year

### **IRMP**

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

### **Implementation**

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

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

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

21. The Authority requests the Chief Fire Officer to use every available measure and management tool to avoid compulsory redundancy and therefore it grants delegated power to utilise the Voluntary Severance / Voluntary Early

Retirement Programme in line with the VS/R framework agreed by the Authority previously.

22. The Authority believes that a wholetime professionally trained workforce is the most resilient and effective way of delivering a Fire and Rescue Service to its communities and is fully committed to maintaining this approach.

### **Council Tax**

23. In identifying a financial deficit of £11m over the 2016/17 – 2019/20 period the Authority had already assumed a council tax increase at the maximum level allowed by the Government before a referendum of just below 2% in each year. The Government has announced that this threshold has been increased to just under 3% for 2018/19 and 2019/20.
24. Because of the scale of the financial challenge the Authority has agreed, with a heavy heart, to stick to this plan and increase council tax to the maximum allowed before a referendum is required. In 2018/19 the Authority has approved an increase of just below 3% to minimise the impact on the services to Merseyside in the future
25. The impact of the budget on the council tax will be a Band D Council Tax of £76.56 (which equates to £1.47 per week) an increase of less than 5p per week on the 2017/18 figure.
26. Most people in Merseyside will pay ***Band A Council Tax of £51.04 or 98p per week towards their Fire & Rescue Service.***

### **Recruitment**

27. Despite the need to reduce Firefighter numbers in the short term as part of the budget plan this Authority recognises that over the next decade that without any recruitment Firefighter numbers will reduce to just under 300 due to natural retirements. The loss of such experience and knowledge will bring major challenges for the Authority who will need to recruit between 250-300 firefighters by 2025. Any recruitment will be undertaken in a manner so as to meet the demands placed on the Authority.
28. In order to meet this challenge in a prudent and structured fashion the Authority has set aside a strategic reserve of £2.3m to support limited firefighter recruitment to ensure the recruitment approach reflects the financial plan and the competency requirements placed on the Authority.

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

29. This Authority is fully committed to closer collaboration with our emergency service colleagues across the county. Many collaborative successes have been achieved so far including:-
- (i) The delivery of the Joint Command and Control Centre with Merseyside Police,
  - (ii) Sharing 7 sites with North West Ambulance Service (NWAS) including NWAS Hazardous Area Response Team working alongside the Search and Rescue team,

(iii) Extensive joint planning and exercising.

30. The Authority instructs the Chief Fire Officer to continue to build upon this success and in particular to actively seek out opportunities of working with NWS and Merseyside Police around sharing buildings, and other assets and corporate service functions.

### **Working with other Partners**

31. The Authority will continue to work in partnership with each District Council in order to explore opportunities in which will mutually benefit each Authority in dealing with these and future financial challenges.

32. The Authority will examine the impacts of the devolution agenda and how best we can understand and develop constructive dialogue with the Liverpool City Region Combined Authority.

### **Reserves**

33. The Authority has prudently planned to meet its financial challenges over the medium term. The plan the Authority proposes is based upon the key assumptions around changes to grant, pay, tax and pension costs.

34. The Authority recognises that there are substantial risks associated with these assumptions and that, particularly in light of the current economic climate; it is not unreasonable to expect a significant degree of financial uncertainty and risk which will vary across the life of the financial plan. The Authority will therefore set a medium term financial plan based upon these key assumptions recognising that it may need to vary that plan to cope with changes arising.

35. In light of the risks within the financial plan the Authority therefore agrees to maintain the reserves as set out in Appendix B to this resolution and in particular maintain a general revenue reserve of £2.0m.

### **Capital Programme**

36. The Authority approves the Capital Programme as set out in CFO/004/18 which includes a total investment of over £31.946m over 2018/19 – 2022/23 period. The programme for 2018/19 shall be approved as £16.814m.

37. The Authority notes the prudential indicators that this programme produces and recognises that the proposed capital investment programme is prudent, sustainable and the borrowing affordable. This programme makes use of the freedoms available to the Authority under the prudential regime and proposes 'prudential' borrowing of £6.814m in 2018/19 as part of a total borrowing of £20.446m across the life of the plan.

38. In the light of the capital programme and the prudential indicators, agree the Treasury Management Strategy and the indicators set out in that strategy for:-

- (i) External Debt
- (ii) Operational Boundary for Debt
- (iii) Upper limits on fixed interest rate exposure

- (iv) Upper limits on variable rate exposure
- (v) Limits on the maturity structure of debt
- (vi) Limits on investments for more than 364 days

### **Basic calculations**

39. Following consideration of the report of the Treasurer (CFO/004/18) and having taken into account views expressed in consultations, and all other relevant matters, pursuant to the Local Government Finance Act 1992, as amended, (the "Act"), the Authority determines its budget requirement for the financial year 2018/19 as follows.

40. Approves the capital expenditure programme for the financial year 2018/19 for the total of £16.814m as set out in report CFO/004/18 and the five year programme totalling investment of £31.946m, and in this respect notes the advice of the Treasurer that the programme is prudent, sustainable and the borrowing affordable.

41. The Authority resolves as follows:

(a) It be noted that on 22<sup>nd</sup> February 2018, the Authority calculated the Council Tax Base 2018/19 for the whole Authority area as 365,022.43 [Item T in the formula in Section 42B of the Local Government Finance Act 1992, as amended (the "Act")].

(b) That the following amounts be calculated for the year 2018/19 in accordance with sections 40 to 47 of the Act:

The Authority calculates the aggregate of: (A)

- the expenditure which it estimates it will incur in the financial year 2018/19 in performing its functions and will charge to the revenue account for the year in accordance with proper practices under S42A (2) (a) of the Act as £75.269m,
- the allowance as the Authority estimates will be appropriate for contingencies in relation to amounts to be charged or credited to the revenue account for the year 2018/19 in accordance with proper practices under S42A (2) (b) of the Act as £0.000m,
- the financial reserves which the Authority estimates it will be appropriate to raise in the year for meeting its estimated future expenditure for 2018/19 under S42A (2) (c) of the Act as £0.030m,
- the financial reserves as are sufficient to meet so much of the amount estimated by the Authority to be a revenue account deficit for any earlier financial year as has not been already provided for under S42A (2) (d) of the Act as £0.000m.

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

- the income which it estimates will accrue to it in the year 2018/19 and which it will credit to a revenue account for the year in accordance with proper practices, other than income which it estimates will accrue to it in respect of any precept issued by it under S42A (3) (a) of the Act as £47.353m,
- The amount of the financial reserves which the Authority estimates that it will use in order to provide for the items mentioned in S42 (2) (a and b) under S42A (3) (a) of the Act as £4.832m.

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

The Authority calculates the basic amount of its council tax by dividing the aggregate amount of S42A (4) (item R) divided by the council tax base (item T) above. The council tax requirement for 2018/19 is £27,946,117 and the council tax base is 365,022.43, which is equal to £76.56 precept for a Band D property. This calculation meets the requirements under S42B of the Act.

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

2018/19	Property Band		Increase	
£			£	%
£51.04	For properties in Band	A	1.48	2.99
£59.55	For properties in Band	B	1.73	2.99
£68.05	For properties in Band	C	1.97	2.98
<b>£76.56</b>	<b>For properties in Band</b>	<b>D</b>	<b>2.22</b>	<b>2.99</b>
£93.57	For properties in Band	E	2.71	2.98
£110.59	For properties in Band	F	3.21	2.99
£127.60	For properties in Band	G	3.70	2.99
£153.12	For properties in Band	H	4.44	2.99



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

PRECEPT		AUTHORITY
£		
7,975,334	Payable by	LIVERPOOL
7,063,112	Payable by	WIRRAL
3,871,103	Payable by	ST.HELENS
6,349,848	Payable by	SEFTON
2,686,720	Payable by	KNOWSLEY
27,946,117		

44. The Authority requests the Treasurer to arrange for precepts to be issued to the constituent district councils pursuant to S40 of the Act before 1<sup>st</sup> March 2018, such sums to be payable by 10 equal instalments on or before the following dates:

Friday	20 <sup>th</sup> April 2018
Wednesday	30 <sup>th</sup> May 2018
Thursday	5 <sup>th</sup> July 2018
Friday	10 <sup>th</sup> August 2018
Tuesday	18 <sup>th</sup> September 2018
Wednesday	24 <sup>th</sup> October 2018
Thursday	29 <sup>th</sup> November 2018
Wednesday	9 <sup>th</sup> January 2019
Thursday	14 <sup>th</sup> February 2019
Friday	15 <sup>th</sup> March 2019

45. The Authority notes that The Treasurer has advised that the 2018/19 budget is based upon robust estimates.

**Appendix A – 2018/19 Budget & Financial Plan to 2022/23**

**2018/19 - 2022/23 FINANCIAL PLAN**

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure in Current MTFP:</b>	<b>59,068</b>	<b>59,537</b>	<b>60,792</b>	<b>62,187</b>	<b>63,662</b>
<b>Add</b>					
Approved Support Service Savings - re-phasing	178	22	2	7	7
Approved 2017/18 inflation saving ahead of planned phasing	-50	-15	0	0	0
Compensation Grant for under-indexing increase in Business Rates by higher Sept 2017 RPI factor	-178	-339	-339	-339	-339
Anticipated higher S31 NNDR for other BR relief grant	-50	-50	-50	-50	-50
Application Team Growth in Establishment / other	329	233	223	100	100
ESMCP ongoing ICT investment / support (IF s31 grants not forthcoming) 2019/20		95	95	95	95
2017/18 Firefighter Pay-Assume 2%, (increase of 1%)	320	320	320	320	320
Assume ALL staff receive 2% Pay increase from 2018/19	355	797	881	881	881
<b>Updated MTFP</b>	<b>59,972</b>	<b>60,600</b>	<b>61,924</b>	<b>63,201</b>	<b>64,676</b>
<b>FUNDING</b>					
<b>Government Funding-Settlement Funding Assessment</b>					
Top Up Grant . Post 19/20 uplift by 2% (Bus Rates inflationary uplift assumption)	-15,273	-15,574	-15,885	-16,203	-16,527
CLG Estimate of Local Business Rate Share Post 19/20 uplift by 2%	-4,096	-4,225	-4,310	-4,396	-4,484
<b>Baseline Funding Level</b>	<b>-19,369</b>	<b>-19,799</b>	<b>-20,195</b>	<b>-20,599</b>	<b>-21,011</b>
RSG (assume frozen at 2019/20 levels from 2020/21)	-12,050	-11,000	-11,000	-11,000	-11,000
<b>Total Government Funding (NOT Known beyond 2019/20)</b>	<b>-31,419</b>	<b>-30,799</b>	<b>-31,195</b>	<b>-31,599</b>	<b>-32,011</b>
<b>Adjustment for Business Rates based on NNDR1 District Forecasts</b>					
Adjustment for Local Business Rate income forecast from Districts to CLG	-83	0	0	0	0
NNDR Collection Fund (surplus)/deficit	-34	0	0	0	0
<b>Adjustment to Local Business Rates income forecast</b>	<b>-117</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Council Tax -</b>					
Base Precept Income	-27,136	-27,946	-29,067	-29,939	-30,837
Assume just under 3% rise year on year in 18/19 & 19/20 then 2%	-810	-842	-581	-599	-617
Assume increase in Council Tax Base of 1.0% each year from 2018/19 to 2021/22	0	-279	-291	-299	0
Council Tax Collection Fund (surplus)/deficit	-219	0	0	0	0
<b>Forecast Council Tax Income</b>	<b>-28,165</b>	<b>-29,067</b>	<b>-29,939</b>	<b>-30,837</b>	<b>-31,454</b>
<b>TOTAL FUNDING</b>	<b>-59,701</b>	<b>-59,866</b>	<b>-61,134</b>	<b>-62,436</b>	<b>-63,465</b>
<b>Impact of Changes on 2017/18 Original MTFP Forecast Net Position (surplus) / deficit</b>	<b>271</b>	<b>734</b>	<b>790</b>	<b>765</b>	<b>1,211</b>
<b><u>New Saving Options to Consider:</u></b>					
Review 2018/19 Inflation Provision	-50	-75	-100	-125	-150
Invest to Save Reserve to cover application investment 18/19-20/21	-329	-233	-223		
Support Services Review		-426	-426	-426	-426
(Use of) / Contribution to Smoothing Reserve - reduced planned use from £406k to £298k	108				
<b>Impact on Forecast Net Position (surplus) / deficit</b>	<b>0</b>	<b>0</b>	<b>41</b>	<b>214</b>	<b>635</b>

## Appendix B- Reserves

### Forecast Movement on Reserves 2017/18 - Future Years

	Anticipated 2017/18 Closing Balance	2018/19	2019/20	2020/21	2021/22	2022/23	Future Years	Balance
<b>Earmarked Reserves</b>	<b>£'000</b>							
<b>Emergency Related Reserves</b>								
Bellwin Reserve	147						-147	0
Insurance Reserve	700		-100	-100	-150	-150	-200	0
Emergency Planning Reserve	75						-75	0
Catastrophe Reserve	100						-100	0
<b>Modernisation Challenge</b>								
Smoothing Reserve	1,806	-298	-754	-754			0	0
Ill Health Penalty Reserve	500		-125	-125	-125	-125	0	0
Recruitment Reserve	2,256	-405	-150	-250	-750	-701	0	0
<b>Capital Investment Reserve</b>								
Capital Investment Reserve	11,314	-3,737	-3,610	-3,044	-923	0	0	0
PFI Annuity Reserve	2,094	-91	-91	-91	-91	-91	-1,639	0
Equality / DDA Investment Res	285		-285				0	0
Invest to Save Reserve	1,000	-329	-233	-223	-215		0	0
<b>Specific Projects</b>								
Community Sponsorship Res	2		-2				0	0
Equipment Reserve	276		-276				0	0
Contestable Research Fund Res	24		-24				0	0
Training Reserve	450		-200	-200	-50		0	0
Healthy Living / Olympic Legacy	40		-40				0	0
Inflation Reserve	500	-400					-100	0
Clothing / Boots Reserve	58		-58				0	0
<b>Ringfenced Reserves</b>								
Princes Trust Reserve	92		-92				0	0
Community Risk Management	320		-320				0	0
Energy Reserve	141		-40	-40	-61		0	0
New Dimensions Reserve	1,099		-250	-250	-250	-349	0	0
<b>Total Earmarked Reserves</b>	<b>23,279</b>	<b>-5,260</b>	<b>-6,650</b>	<b>-5,077</b>	<b>-2,615</b>	<b>-1,416</b>	<b>-2,261</b>	<b>0</b>
<b>General Revenue Reserve</b>	<b>2,000</b>							<b>2,000</b>
<b>Total Reserves</b>	<b>25,279</b>	<b>-5,260</b>	<b>-6,650</b>	<b>-5,077</b>	<b>-2,615</b>	<b>-1,416</b>	<b>-2,261</b>	<b>2,000</b>

## **6. Structural Firefighting PPE And Technical Rescue Jackets**

Members considered report CFO/017/18 of the Chief Fire Officer informing Members of the arrangements currently in place for the issue of structural firefighting Personal Protective Equipment (PPE) and to approve the proposals to revert back to individual issue of PPE and an initial issue of Technical Rescue Jackets.

Members were advised that the existing contract for structural firefighting PPE is due to expire, therefore the Authority need to retender for a new contract. As the value of this contract will exceed £250,000, Member approval is required.

Members were informed that the PPE ensemble consists of a fire tunic, over trousers, helmet, boots and gloves. Each station holds a stock of 1.6 fire tunics and over trousers per firefighter. Pooled stock was introduced some years ago as an efficiency saving; and when a firefighter needs to replace a tunic or trousers for cleaning or repair they draw a replacement garment from the station stock.

Members were advised that there can be issues with sizes, resulting in ill-fitting PPE, particularly for women, which is something that needs to be resolved. The proposal is to revert back to issuing 2 sets of individual PPE to every firefighter which will alleviate the issue of ill-fitting PPE, albeit at an increased cost. In order to minimise the cost of new PPE, it will be used in conjunction with existing PPE until the equipment is due for refresh. It is proposed that 325 sets of new PPE will be initially purchased at an estimated additional cost of £143,000. It is anticipated that these additional costs can be contained within the revenue budget.

Members were informed of the proposal to issue 2 Technical Rescue Jackets (TRJ) for all operational staff. Research has indicated that for operational incidents not requiring the use of full structural firefighting PPE, such as Road Traffic Collisions, there is less practicality and more discomfort to staff wearing structural firefighting tunics with the additional high visibility jacket. As a result several Authorities have moved to a combined working tunic, known as a TRJ. The cost of the issue of TRJs will be met from existing budgets, therefore it is recommended that our crews are issued with TRJs to increase their comfort levels and dexterity when attending technical rescue incidents.

### Members resolved that:

- a. the requirement for a North West competitive tender process to take place in 2018, be noted.
- b. a change of issue from the current pooled stock arrangement to individual issue, be approved. (Proposal 1)
- c. the additional purchase of a lightweight working rig tunic suitable for non-fire related activity which will be purchased off a current North West framework, be approved. (Proposal 2)

## **7. National Framework and Fire and Rescue Service Inspection Consultation**

Members considered report CFO/013/18 of the Chief Fire Officer, informing them of the development of the new draft National Framework and the Fire and Rescue Service Inspection Framework; and to provide details of the Authority's response to both consultations.

Members were informed that there is requirement for a Fire and Rescue National Framework, as it sets priorities and objectives for fire and rescue authorities (FRAs) in England. The National Framework was last updated in 2012 and the Home Office has determined that changes are required which warrant a full revision of the Framework to embed the fire reform programme, such as the creation of a new inspectorate for fire and rescue services and the creation of the National Fire Chiefs Council. The new draft Framework also reflects the provisions in the Policing and Crime Act 2017 on emergency services collaboration and changes to fire and rescue governance.

The Home Office proposes the priorities and objectives for FRA's, as set by the National Framework Document to:

- identify and assess the full range of foreseeable fire and rescue related risks their areas face;
- make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
- collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of service provision;
- be accountable to communities for the service they provide; and
- develop and maintain a workforce that is resilient, skilled, flexible and diverse.

A response to the consultation has been submitted to the Home Office by Officers who had reviewed the proposed provisions of the National Framework.

Members were then advised that in July 2017, Her Majesty's Inspectorate of Constabulary's (HMIC) remit was extended to include inspections of Fire and Rescue Authorities in England. It is now known as Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The FRS inspection programme is intended to enable HMICFRS to draw together evidence from inspections of all 45 FRSs in England.

The categories of graded judgment will be:

- outstanding;
- good;
- requires improvement; and
- inadequate

Following the outcomes for the consultation and three pilot inspections, it is intended that the full inspection programme will be carried out in three tranches

commencing in summer 2018. There will be 15 FRA's in each tranche and MFRA is in the second tranche scheduled for autumn/winter 2018.

Officers have reviewed the proposed inspection framework and submitted a consultation response to HMICFRS, which states that 'we believe that the suggested approach is the best one for the FRA and HMICFRS in the first instance as it will result in HMICFRS acquiring a wide range of rounded knowledge about FRSs'.

Members resolved that:

the details of the draft National Framework and Fire and Rescue Inspection framework and the MFRA response to consultation on both proposals, be noted.

## **8. Provision of Trauma Services**

Members considered report CFO/014/18 of the Clerk to the Authority requesting that they agree to the award of contract for Trauma Care Training Services which will develop and qualify personnel to respond to trauma care casualties involved at incidents, including emergency medical response.

Members were informed that MFRA currently train operational personnel with First Person on Scene at an Intermediate Level (FPOSI). The training is delivered in a practical setting and within a simulated emergency medical environment, which reflects the challenges our firefighters face at an incident.

To support the ongoing provision of training, an open tender process was undertaken, tendering for an initial three year period, with the option to extend for another two years. The tender evaluation exercise sought to balance the issues of quality and price to ensure that the chosen supplier offered the most economically advantageous tender for the Authority. The Authority evaluated the tenders based on Quality and Cost.

Members were reminded that the specification for this provision included Corporate and Social Responsibility (CSR), organisational values and equality and diversity requirements appropriate to the provision and these were weighted and scored as part of the evaluation process. Part of Frontier Risk Group's tender submission included community engagement and flexible learning. The expenditure over the duration of the proposed contract is anticipated to be the region of £264,450.

Members resolved that:

the provision and the award of the contract for Trauma Care Training Services to Frontier Risk Group for the period 23<sup>rd</sup> March 2018 to 23<sup>rd</sup> March 2021 with a possible two year extension thereafter, be approved.

Close

Date of next meeting Date Not Specified

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## MERSEYSIDE FIRE AND RESCUE AUTHORITY

12 APRIL 2018

### MINUTES

**Present:** Cllr Dave Hanratty (Chair) Councillors Ireland, Lynne Thompson, Edna Finneran, Denise Allen, Joe De'Asha, Janet Grace, Brian Kenny, Chris Meaden, Les Byrom, Peter Brennan, Lesley Rennie, James Roberts, Jean Stapleton, Sharon Sullivan and Paul Tweed

**Also Present:**

**Apologies of absence were received from:**  
Jane Kennedy (PCC), Cllr Sharon Connor and Cllr Barbara Murray

#### **7. CHAIR'S ANNOUNCEMENT**

Prior to the start of the meeting, the Chair of the Authority thanked everyone for their attendance, due to the changed of meeting to a full Authority.

He welcomed Cllr Pat Ireland, who had replaced Cllr Lynn Clarke on the Authority, and stated that he hoped she enjoyed her time on the Authority and wished her well for the following Municipal Year when she would be the Mayor of St. Helens.

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 identified by individual Members in relation to any item of business on the Agenda.

b) no additional items of business which the Chair has determined should be considered as matters of urgency, where identified.

c) The following items of business required the exclusion of the press and public during consideration thereof, due to the possible disclosure of exempt information:

- Agenda item 5 – “Confidential Report” contains Exempt information by virtue of Paragraph(s) 1, 2 of Part 1 of Schedule 12A of the Local Government Act 1972.

Members were advised that this item would be a verbal update provided by the Chief Fire Officer.

## **2. Minutes of the Previous Meeting**

Members were advised that the Minutes of the previous meeting of the Authority, held on 14<sup>th</sup> December 2017, are included for information only, as they have already been approved at the Budget Authority Meeting on 22<sup>nd</sup> February 2018.

The Minutes of the Budget Authority Meeting on 22<sup>nd</sup> February 2018, would be submitted for approval as a correct record and for signature by the Chair at the next full Authority Meeting on 24<sup>th</sup> May 2018, as scheduled.

## **3. Information Governance and Security Policy**

Members considered Report CFO/022/18 of the Chief Fire Officer, concerning the implications of the introduction of the General Data Protection Regulation on 25<sup>th</sup> May 2018 and request that Members consider and approve the Authority’s Information Governance and Security Policy (Appendix A), which has been revised to reflect this legislative change.

Members were advised that the General Data Protection Regulation (GDPR) will be coming into effect as of 25<sup>th</sup> May 2018.

They were provided with an overview of the report, which detailed the GDPR and the differences between it and the Data Protection Act 1998; and highlighted the legal obligations and potential sanctions for any breaches.

Members were also informed of the action taken to implement GDPR and the revised Information Governance and Security Policy attached for consideration.

The Chair of the Authority advised that for all those Members who would still be on the Authority following the Local Elections, there would be a presentation delivered around GDPR on the 24<sup>th</sup> May 2018, to which all Members are required to attend.

Questions were raised around whether there would be any specific audit days dedicated to GDPR. Members were informed that a Working Group had been established as soon as the Authority became aware of the introduction of GDPR, to look at potential implications; and that awareness sessions had been provided to various teams in preparation for its introduction. Although no audit days have been assigned to GDPR as yet, Members were advised that they will be in due course.

Members Resolved that:

- a) The implications of the introduction of the General Data Protection Regulation and the actions being taken to prepare for implementation, be noted.
- b) The revised Information Governance and Security Policy, be approved.

**4. Multi Agency Hoarding Protocol Progress Report**

Members considered report CFO/015/18 of the Chief Fire Officer, concerning the progress made in relation to the Multi-Agency Hoarding and Self-Neglect Protocol (MHSP) developed following a double fatality at a fire in a single private dwelling where hoarding was identified as a contributory factor in relation to the loss of life.

Members were provided with an overview of the report, which detailed the background to the development of a Multi-Agency Hoarding and Self-Neglect Protocol with regards to recommendations in a Regulation 28 Coroners Letter: Hoarding Fire Fatality, directed to the Secretary of State for the Home Office Rt. Hon. Amber Rudd.

Members were advised of a recent case in which the MHSP was utilised to secure a warrant of entry into an owner occupied property in order to address a high risk hoarding safeguarding concern and details regarding the case were explained to Members.

Members were also informed of the intended action to disseminate information regarding this case, to enable shared learning; and that the Deputy Chief Fire Officer would be writing to the Liverpool and Wirral Coroner and Secretary of State for the Home Office, to update them on the progress.

Members suggested that a press release be issued and a request made to include this case study on the agenda for the Merseyside Community Safety Partnerships, in order to promote the Protocol; and commented that it is a further example of MFRS being proactive and leading the way in preventing fire deaths and protecting the vulnerable.

Questions were raised regarding the position with adoption of a Protocol within Wirral; and Members were advised that progress is being made, the extent of which would be established and Members informed post meeting.

Further questions were raised and comments made regarding the removal of hoarding material following the cessation of the Community Risk Intervention Service; and powers of entry to make required interventions.

Members were advised that powers of entry do exist, but rest with the local authorities and that long before the Mather Avenue incident occurred, which resulted in the Regulation 28 Coroners Letter, MFRA have been proposing recommendations and a protocol for agencies to work together to address such issues. However, it has only been since that incident that MFRA have had the leverage to move the matter forward. With regards to the mechanics of the intervention, Members were informed that Environmental Health have the powers to remove debris and hoarding material. Members were further informed that each agency will draw on their specific powers to make interventions together.

With regards to a press release, it was noted that this should be produced in collaboration with all agencies involved.

**Members Resolved that:**

- a) The effective progress of the MHSP, be noted.
- b) The significance of this progress in light of the double fatality fire incident and the consequential regulation 28 letter from the Coroner to the Secretary of State for the Home Office, be noted.
- c) The intention to share the learning from this progress with safeguarding partners and the wider Fire and Rescue Service, be noted.
- d) The recent success in obtaining a warrant of entry in order to conduct a hoarding intervention to safeguard vulnerable occupants, be noted.
- e) The intention to write to the Liverpool and Wirral Coroner and Secretary of State for the Home Office to update them on the progress following their previous involvement, be noted.
- f) A Multi Agency press release be produced to promote the success of the MHSP.
- g) A request be made to include the effective progress of the MHSP as an agenda item for the Merseyside Community Safety Partnerships, to promote the Protocol and enable the information to be appropriately disseminated.

**5. Part 2 EXEMPT minutes**

Members were advised that the Part 2 EXEMPT Minutes of the previous meeting of the Authority, held on 14<sup>th</sup> December 2017, are included for information only, as they have already been approved at the Budget Authority Meeting on 22<sup>nd</sup> February 2018.

The Minutes of the Budget Authority Meeting on 22<sup>nd</sup> February 2018, would be submitted for approval as a correct record and for signature by the Chair at the next full Authority Meeting on 24<sup>th</sup> May 2018, as scheduled.

6. **Confidential Report**

***This Minute contains EXEMPT information by virtue of Paragraph 1 and 2, of part 1 of Schedule 12A of the Local Government Act 1972.***

Close

Date of next meeting Thursday, 24 May 2018

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>AUTHORITY</b>		
<b>DATE:</b>	<b>24 MAY 2018</b>	<b>REPORT NO:</b>	<b>CFO/027/18</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>JACKIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC MANAGEMENT GROUP</b>		
<b>TITLE OF REPORT:</b>	<b>SERVICE DELIVERY PLAN 2017-18 END OF YEAR REPORT</b>		

<b>APPENDICES:</b>	<b>APPENDIX A:</b>	<b>KEY PERFORMANCE INDICATORS 2017-18 END OF YEAR REPORT</b>
	<b>APPENDIX B:</b>	<b>FUNCTIONAL DELIVERY PLANS END OF YEAR REPOTR 2017-18</b>

## **Purpose of Report**

1. To request that Members scrutinise performance against the Service objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2017/18.

## **Recommendation**

2. That Members approve the attached reports for publication on the Service website.

## **Introduction and Background**

3. The 2017/18 planning process began in January 2017. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the Integrated Risk Management Plan (IRMP) and Service Delivery Plan.
4. This Service Delivery Plan Performance Report for 2017/18 updates on the Functional Plan action points and Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2017.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

### **Performance Indicators**

6. In March 2017 a full annual review of performance indicators and their relevance was carried out. It was agreed that performance measures would continue to be

grouped in the following way:

- Benchmark Indicators – key summary performance indicators to measure how MFRA is performing.
  - Service Plan outcomes - Key Performance Indicators
  - Tier 1 - Outputs – Contributory outcomes and Local Performance Indicators
  - Tier 2 – Output - Local Performance Indicators
7. A further review was undertaken at Performance Management Group in March 2018 to ensure Performance Indicators remain relevant for 2018-19.
  8. Performance indicators have been grouped according to incident type:
    - Dwelling fire
    - Non domestic property fire
    - Anti-social behaviour and other fire
    - Road traffic collisions
    - Special Service
    - Fire alarms
    - Staff welfare, risks and competency
    - Energy and the environment
  9. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
  10. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks we deliver and especially to those most at risk, which we have identified as those over 65 years of age.
  11. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meeting of Area Managers, Directors and relevant Functional managers. The group is chaired by the Deputy Chief Fire Officer. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
  12. All performance for April 2017 to March 2018 is covered in detail in the appendices to this report.

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### **Equality and Diversity Implications**

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



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**Staff Implications**

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

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**Legal Implications**

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

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**Financial Implications & Value for Money**

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

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

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

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

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

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**BACKGROUND PAPERS**

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**CFO/008/18** Service Delivery Plan July to November 2017 update report

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**GLOSSARY OF TERMS**

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**MFRA** Merseyside Fire and Rescue Authority

**MFRS** Merseyside Fire and Rescue Service



# SERVICE DELIVERY PLAN 2017-18:

April 2017 to March 2018

## INDEX

**Total emergency calls**

**Total incidents**

**Total fires**

**Primary fires**

**Secondary fires**

**Special Services**

**False Alarms**

**Attendance standard**

**Sickness Absence**

**Carbon output**

### Objective:

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



## BENCHMARK INDICATORS

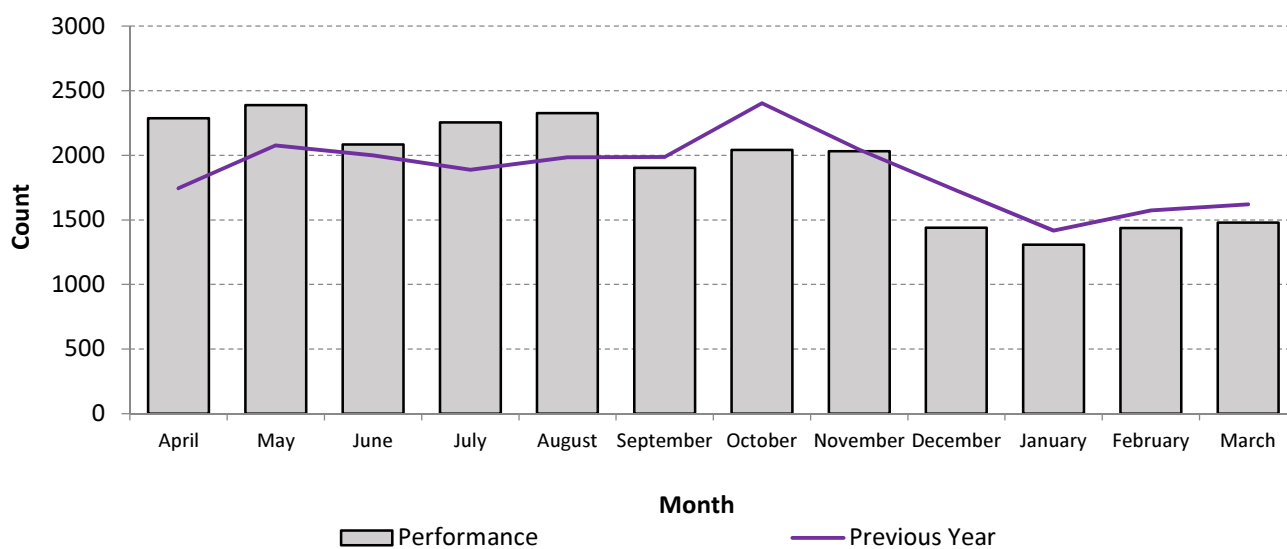
### TC00 Total number of emergency calls received

**Service Plan Target  
2017-18**

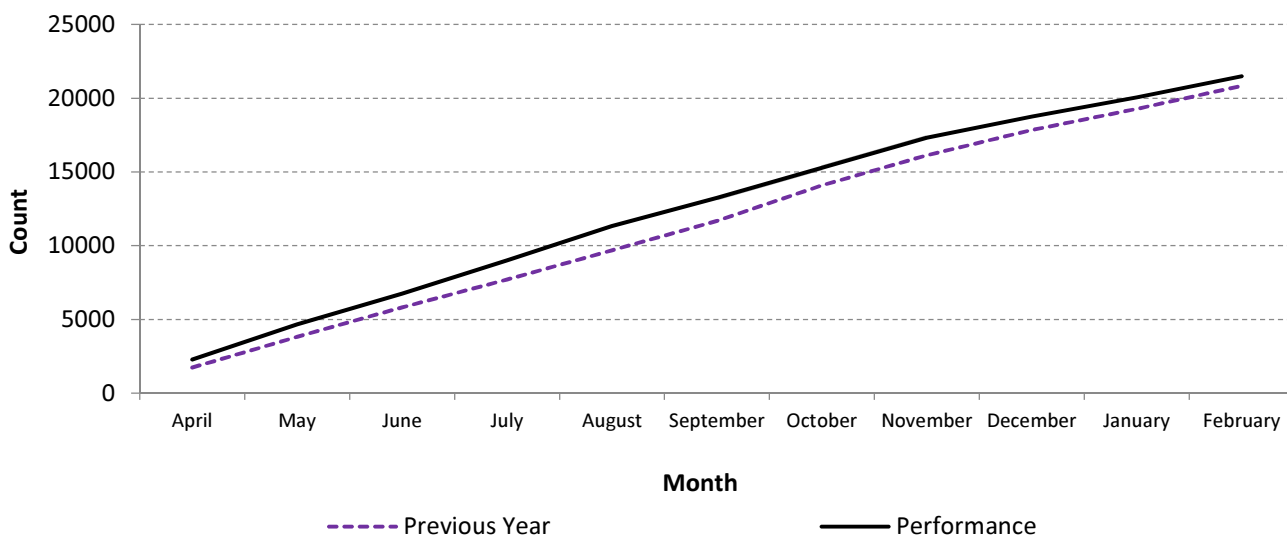
**Quality Assurance – no target**

**Year end total**

**22980**



### Cumulative Performance



TO00 Total number of emergency calls received

**For quality assurance only**

DO22 The % of 999 calls answered within 10 seconds

TC00

In 2017-18 there were 22980 emergency calls received at Fire Control compared to 22465 in 2016-17. There were a number of large incidents which generated a high volume of calls including Spotmix on Hawthorne Road Bootle = 30 repeat calls, a reported gas leak in Southport = 36 repeat calls, Mulberry Waste in Kirkby = 27 repeat calls, Special Ops Paintball, St Helens = 53 repeat calls, derelict property on Irlam Road Bootle = 28 repeat calls and a disused warehouse off Park Lane West, Netherton = 82 repeat calls.

DO22

98.3% of 999 calls were answered within 10 seconds by Fire Control achieving the 96% target.

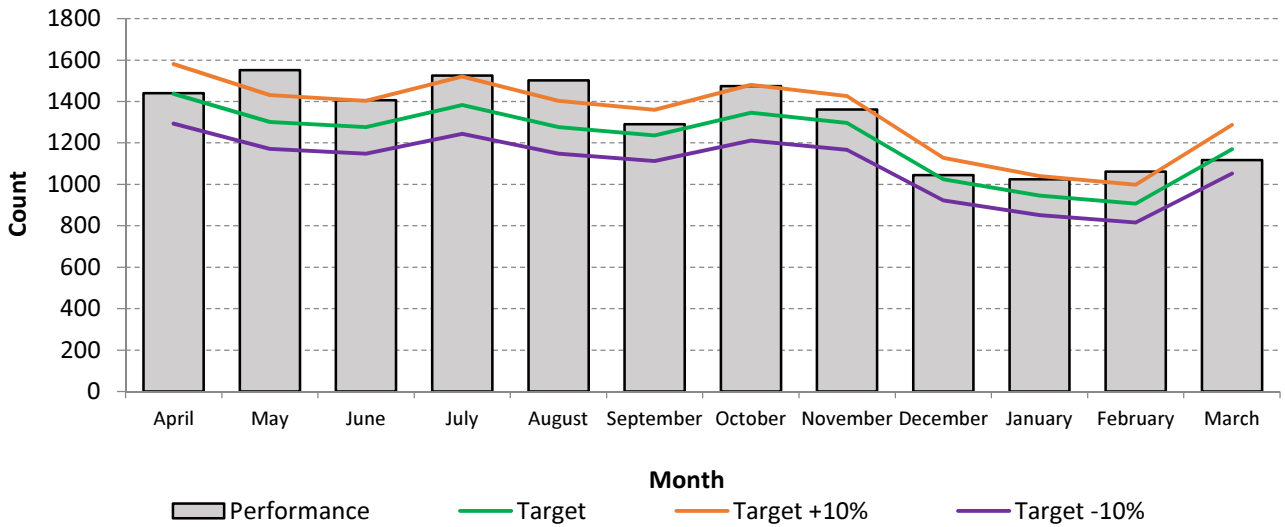
## TC01 The total number of incidents attended

Service Plan Target  
2017/18

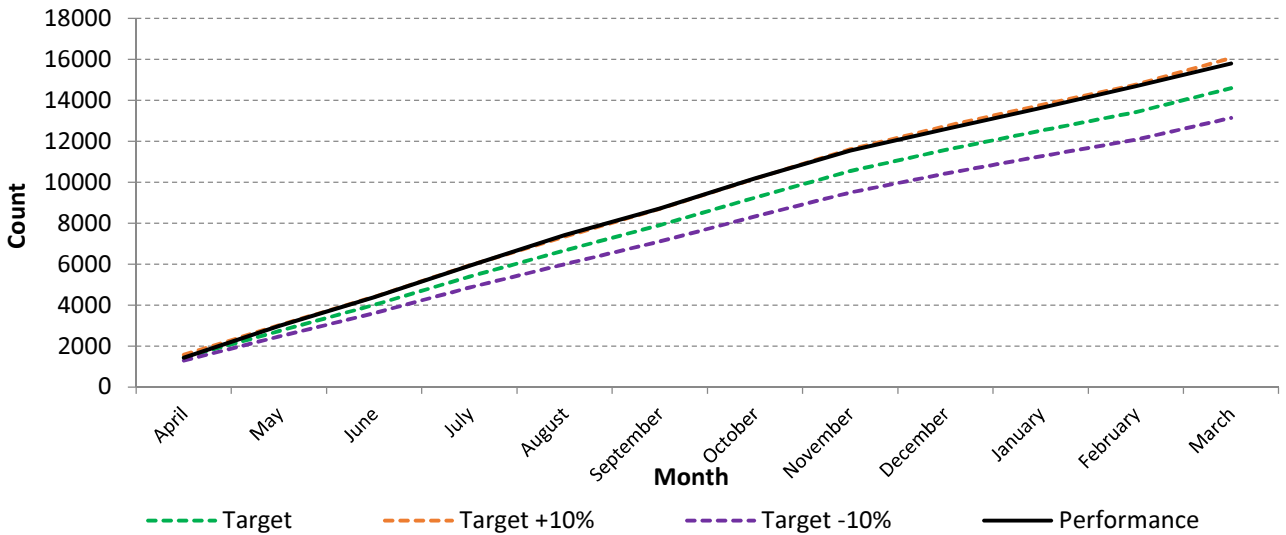
14600

Year end total

15976



### Cumulative Performance



TC01 Total number of incidents attended

TC01

There were 538 more incidents during 2017-18 (15976) than in 2016-17 (15438). Incidents attended dropped considerably during the last 4 months of the year with 1045 incidents attended in December compared to 1551 during the peak month of May.

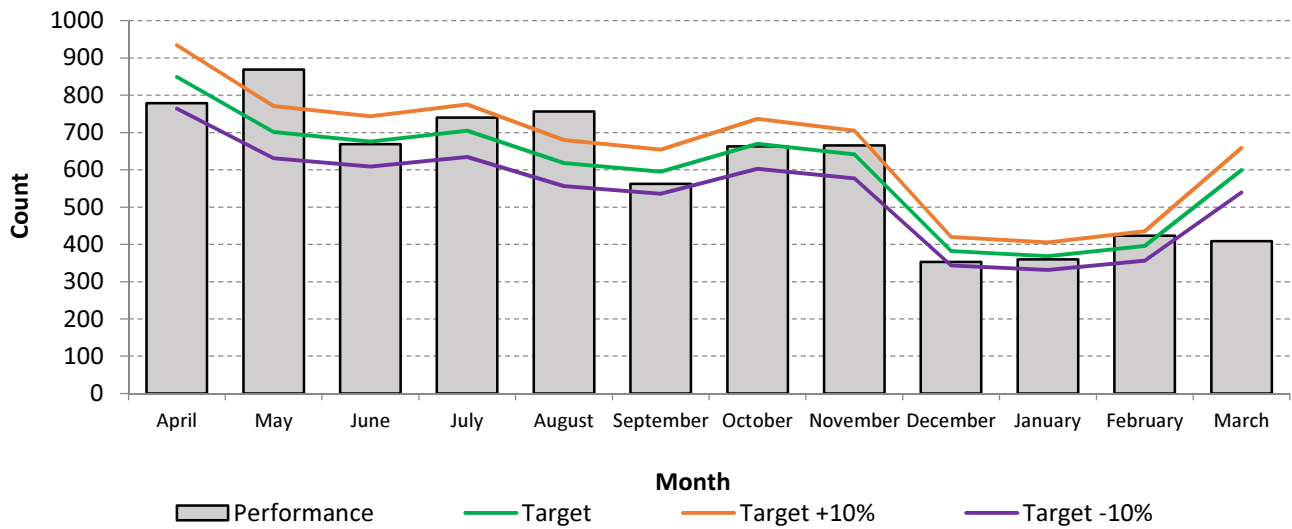
## TC02 Total number of fire attended in Merseyside

Service Plan Target  
2017/18

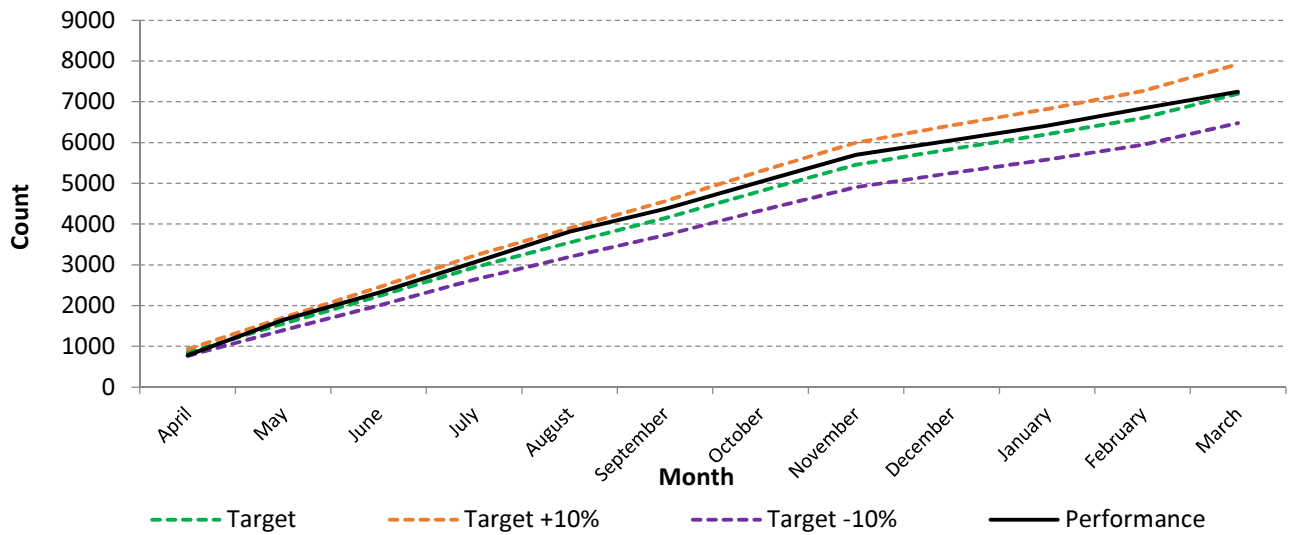
7200

Year end total

7318



### Cumulative Performance



### TC02 Total number of Fires attended in Merseyside

TC02

At 118 over target this indicator is within 10% of target and there were 28 fewer fires attended during 2017-18 than in 2016-17 (7346). Following peaks during the Summer months and in particular May, which saw the highest number of fires for any month with 869 attended compared to 361 in January. This is predictable as the number of fires usually increase during the warmer months due to lighter nights and school holidays.

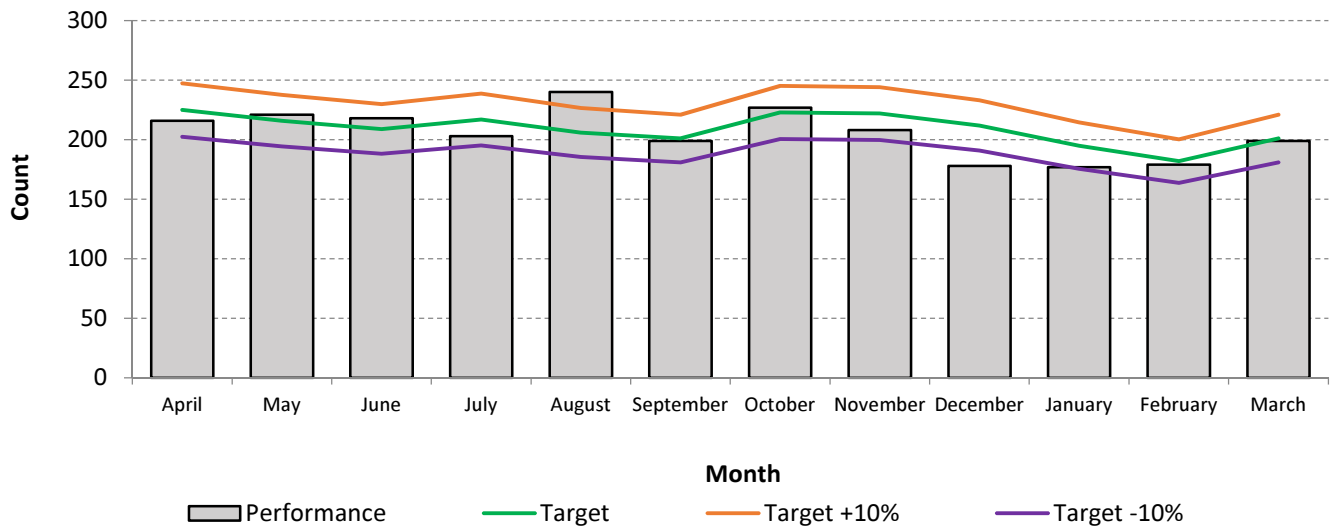
## TC03 Total number of primary fires attended

Service Plan Target  
2017/18

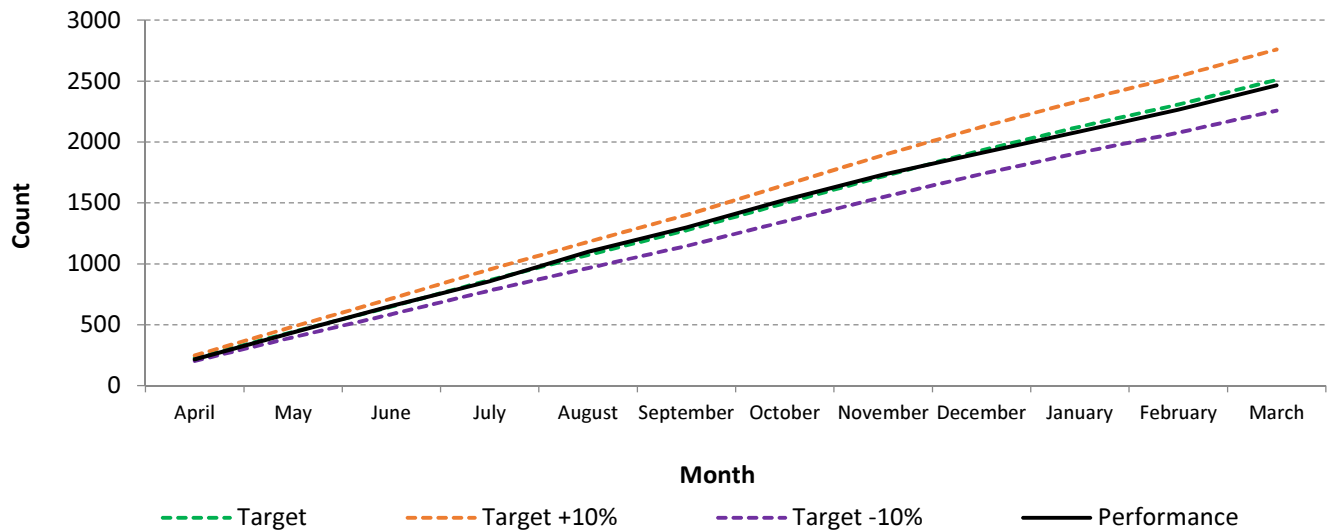
2509

Year end total

2495



### Cumulative Performance



## TC03 Total number of primary fires attended

TC03

Primary fires are fires which involve an insurable loss. During 2017-18 MFRS attended 2495 primary fires 102 less than in 2016-17 (2597) and under the annual target of 2509. Targets are calculated using 3 years historical data.

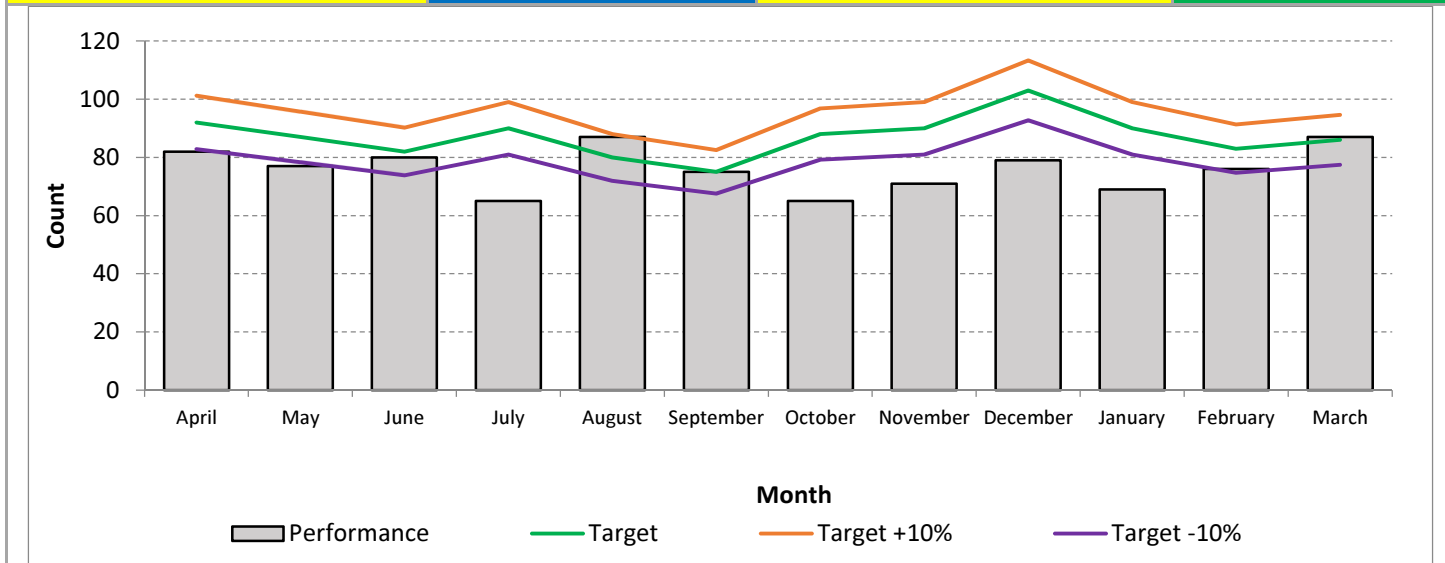
<b>DC11</b>	<b>Number of accidental dwelling fires</b>	
<b>DC12</b>	<b>Number of fatalities in accidental dwelling fires</b>	
<b>DC13</b>	<b>Number of injuries in accidental dwelling fires</b>	
<b>DC14</b>	<b>Number of deliberate dwelling fires in occupied properties</b>	
<b>DC15</b>	<b>Number of deliberate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

**COMMENTARY:**

DC11	Accidental dwelling fires (total - 928) have decreased significantly in number when compared to previous years. Just 5 years ago in 2013-14 there were 1153 incidents.
DC12	There were 4 fatalities in accidental dwelling fires this year which is the lowest figure ever recorded in the history of the Service. It is one less than our previous lowest number of 5 fatalities (achieved in years 2010-11 and 2011-12) and one quarter of the figure of 16 fatalities from only 2 years ago (our worst performance within the last 10 years). On a locality basis, only 2 out of the 5 Local Authority Districts had accidental dwelling fire fatalities, with no fatalities occurring in Sefton, Knowsley and St Helens. Every fatality is a tragedy for the family and community involved, but this low number is a reflection of the extensive targeted / intelligence lead prevention work carried out by MFRA staff over recent years.
DC13	There were 91 injuries in accidental dwelling fires, 2 less than last year. Of these injuries 32 (in 17 incidents) were recorded as serious.
DC14	Deliberate dwelling fires in occupied property have increased from 170 in 2016/17 to 179 in 17/18, which is within 10% of target (163).
DC15	Deliberate fires in unoccupied properties have decreased from 39 in 2016/17 to 36 in 2017/18.
DC16 DC17	There have been 10 injuries but no fatalities in deliberate dwelling fires this year. In 2016-17 there were 19 injuries and 1 fatality meaning targets have been achieved for 2017-18.

**DC11 Number of accidental dwelling fires**

Service Plan Target 2017-18	<b>1046</b>	Year end total	<b>928</b>
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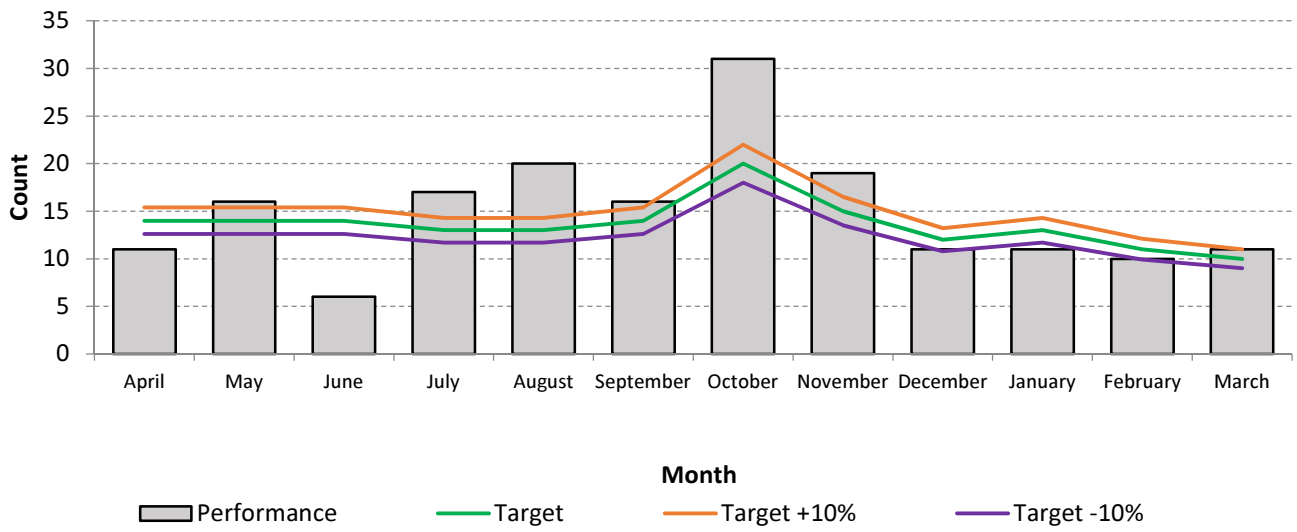
## DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target  
2017-18

163

Year end total

179



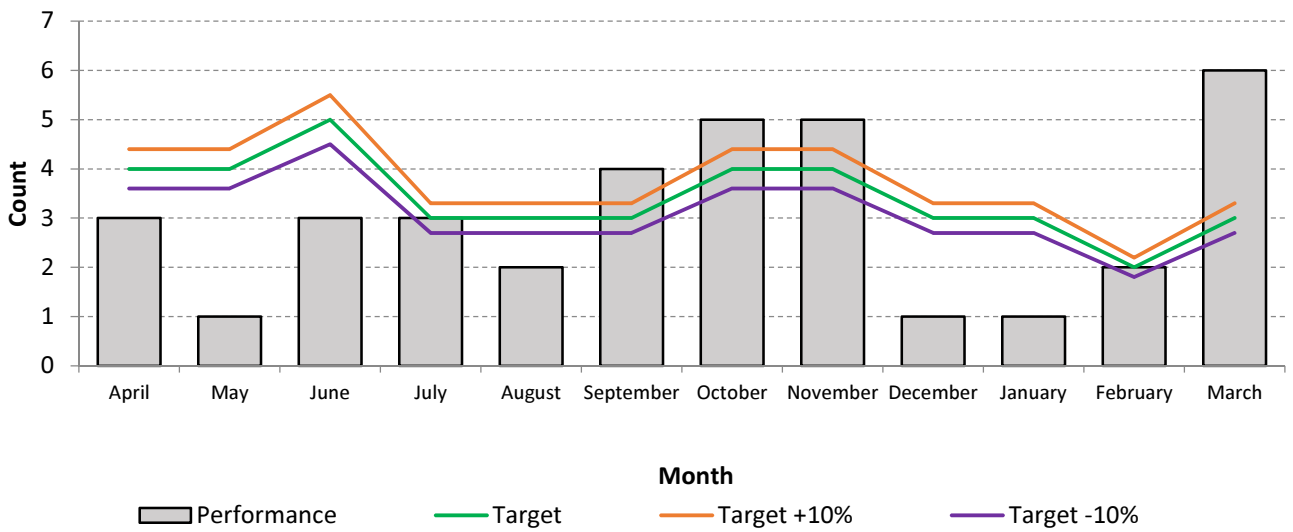
## DC15 Number of deliberate fires in unoccupied properties

Service Plan Target  
2017-18

41

Year end total

36



<b>Home Fire Safety Checks (HFSC's)</b>		
	<b><i>Annual Target</i></b>	<b>TOTAL</b>
Completed by Stations	<i>40951</i>	41454
Completed by stations, prevention staff and others	<i>50951</i>	51989
<p>Operational fire crews generally use status reports to select which addresses to deliver HFSC's to. These reports identify properties where residents are over 65 and as such considered at greater risk of fire. During 2017/18 56.4% of HFSC's were delivered to homes identified from status reports (i.e. to homes where at least one resident was over 65). In addition, HFSC's are delivered as part of reassurance and other campaigns that might be carried out after a fatality for example. These are delivered to a range of people in the community and are one of the main reasons why HFSCs are not only delivered to over 65s.</p> <p>During 2017/18 operational fire crews delivered 41454 HFSC's. There were 51989 HFSC's carried out by fire crews, prevention staff and the new Home Safety Advisers (who delivered 916 HFSC's). Prevention staff target the most vulnerable people in our communities and they have delivered 9571 Safe and Well visits.</p>		

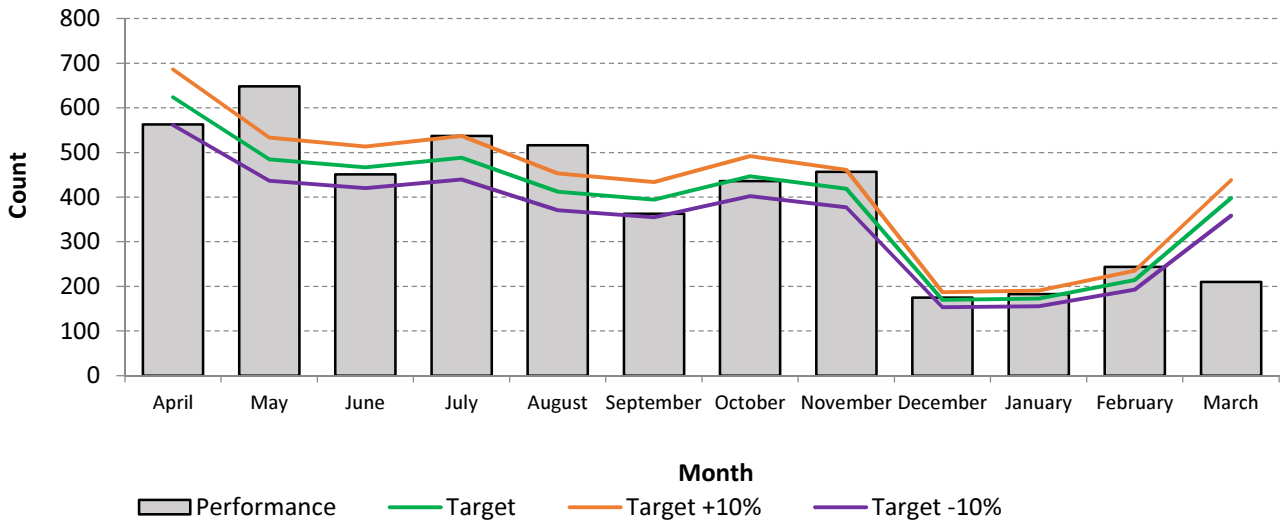
## TC04 Total number of secondary fires attended

Service Plan Target  
2017-18

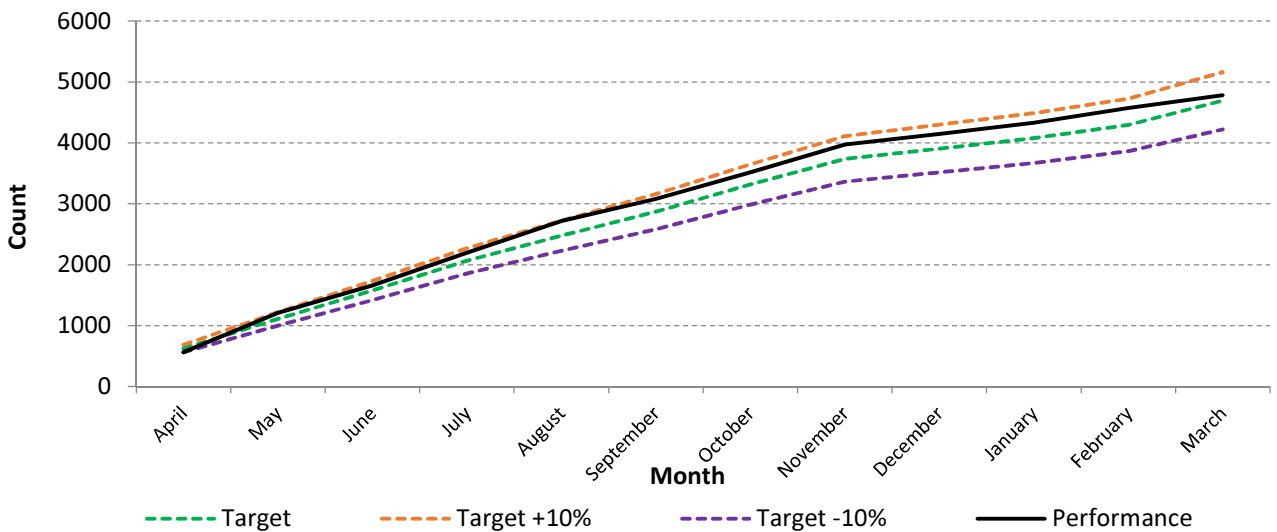
4691

Year end total

4823



## Cumulative Performance



TC04 Total number of secondary fires attended

AC11 Number of deliberate vehicle fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 1612 secondary fires in the first quarter of 2017/18. This is over 300 more fires than in quarter 1 of 2016/17. In May there were 635 fires; this is the highest number of incidents since May 2011 when there were 671. At the end of the year there had been 74 more secondary fires than in 2016/17.

AC11

Deliberate vehicle fires continue to be an incident type that is increasing and

	<p>exceeding targets. During 2017/18 there were 640 deliberate vehicle fires attended and 217 of those attended were motorcycle fires. MFRA continue to work closely with Merseyside Police to address this type of criminal activity around deliberate vehicle fires. Liverpool stations Old Swan, Toxteth, Speke and Kensington had the highest number of incidents.</p>
<b>AC13</b>	<p>Deliberate anti-social behaviour small fires (4221) are within 10% of the cumulative target of 4193. Again there was a spike in incidents in May when the weather was dry and schools were on holiday. Numbers fell dramatically during the winter months, as is usual.</p>

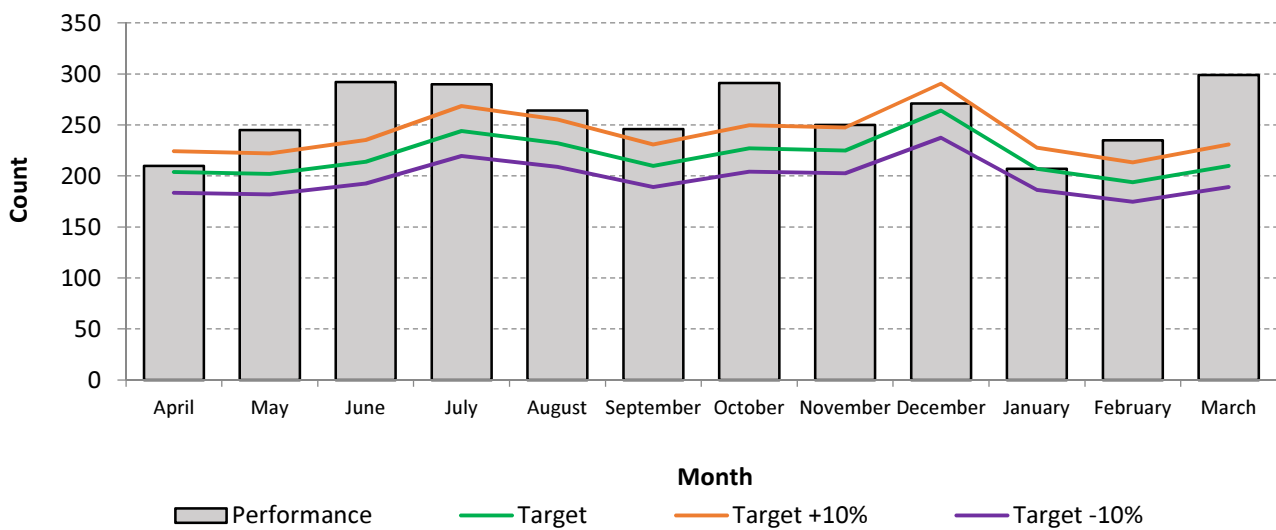
### TC05 Total number of special services attended

Service Plan Target  
2017-18

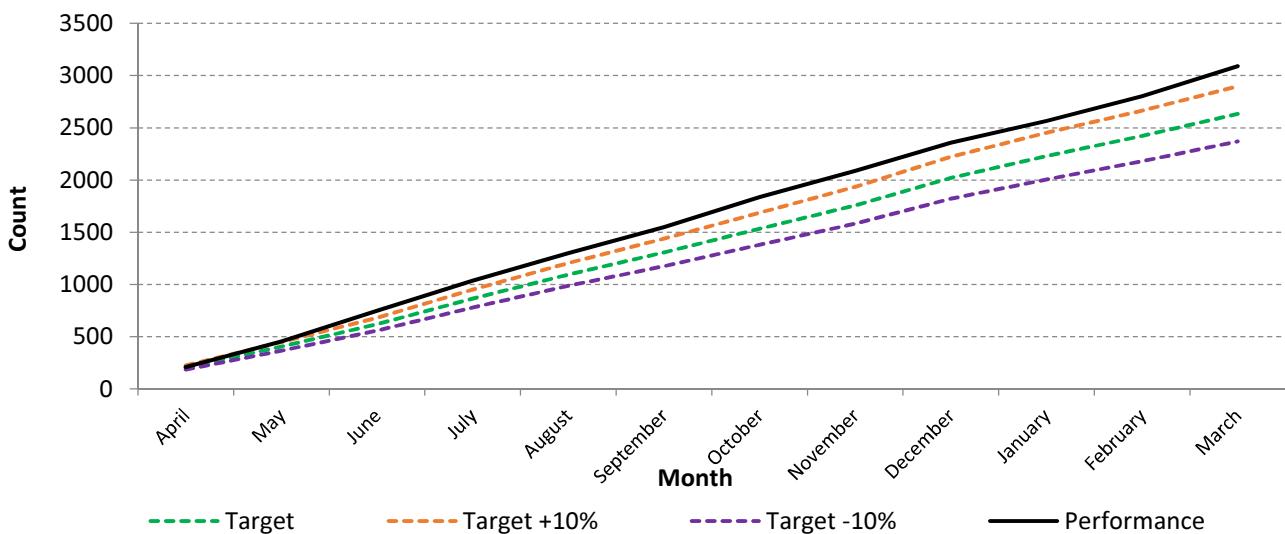
**2633**

Year end total

**3140**

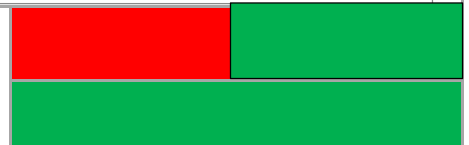


### Cumulative Performance



TC05 Total number of Special Services attended

RC11 Number of Road Traffic Collisions (RTC's)



<p><b>TC05</b></p>	<p>Special service calls have increased during 2017-18. The main types of incident attended are effecting entry, ring removal, assisting other agencies and lift rescues. Cumulatively there have been 3140 incidents this year compared to 3071 in 2016/17. The Emergency Medical Response trial was included in this indicator but the trial was suspended in August 2017. Some Special Services are potentially preventable by MFRA (e.g. RTCs) and are desirable for us to attend (e.g. EMR), so work is ongoing to determine how many of each category there are.</p> <p>Some Special Service attended generate income such as lift rescue and effecting entry, approx. £ 15,000 per annum. This indicator has had a number of new incident types added during 2017/18 including emergency medical response, gaining entry alongside Merseyside Police and assisting with searching for missing persons. This was not known when setting targets meaning that in some cases an increase in incidents is a positive development, in other cases it is not. We are intending to reflect this more accurately in 2018/19.</p>
<p><b>RC11</b></p>	<p>The number of RTC's attended has reduced from 605 in 2016/17 to 556 in 2017/18. This was 1 incidents below the cumulative target. In line with the reduction in incidents there have been 73 less injuries in RTC's. However there have sadly been 10 fatalities compared to 5 in 16/17.</p>

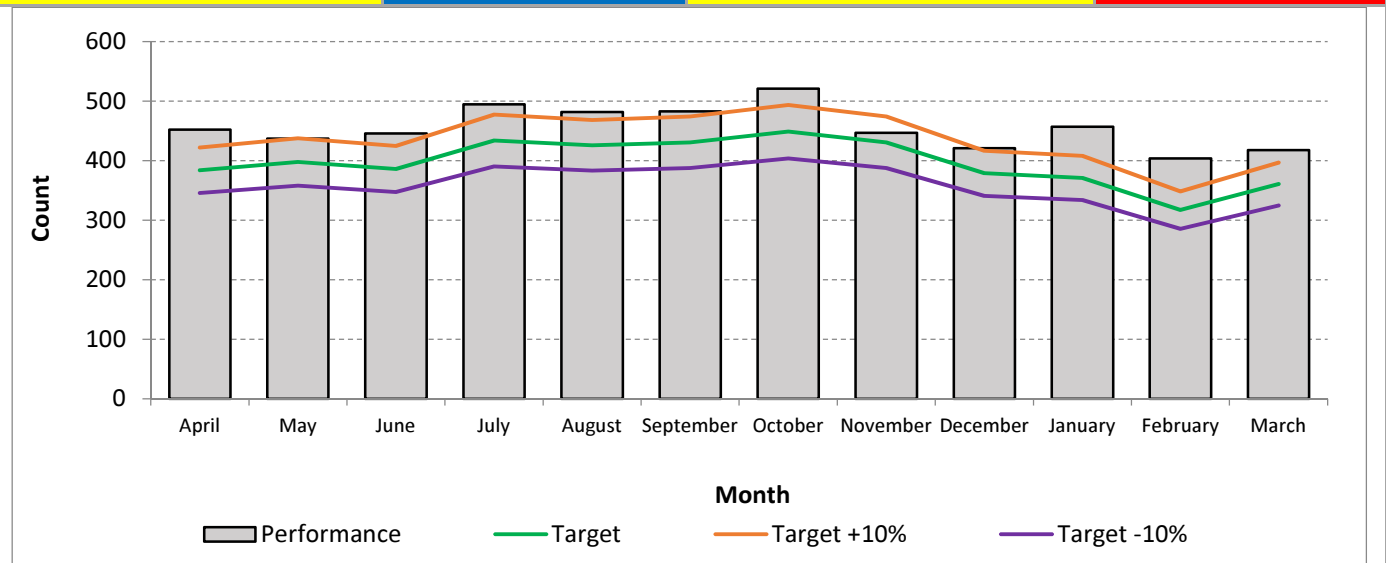
## TC06 Total number of false alarms attended

Service Plan Target  
2017-18

4767

Year end total

5517



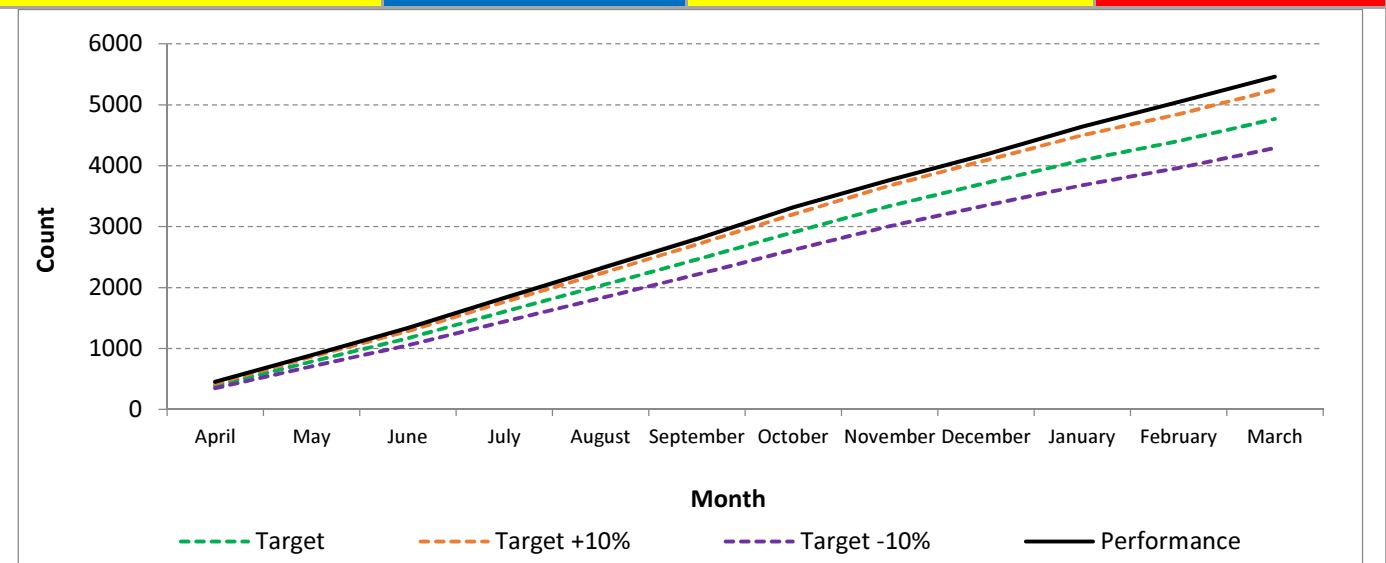
## TC011 Total number of false alarms attended, discounting false alarm good intent

Service Plan Target  
2017-18

3243

Year end total

3636



TC06 Total number of false alarms attended

TC011 Total false alarms attended, discounting false alarm good intent

TC06

The number of false alarms attended (5517) increased compared to 2016/17 when crews attended 5021 false alarms. Repeat attendances continue to be predominantly automatic fire alarms (AFA) in sheltered, self-contained accommodation, which are exempt from MFRA's policy of only attending AFAs when a back-up call is removed or a double-knock alarm system is used. Community Risk Management teams work closely with these premises to reduce false alarm calls.

For this indicator, comparing the 6 Metropolitan FRA's Merseyside is ranked 2<sup>nd</sup> best of the 6 FRA's, at the time of writing figures for quarter 4 are not available.

**TC011**

By subtracting the number of false alarm good intent calls from the total number of false alarms attended a clearer picture of the number of incidents can be drawn. Each month this incident type has exceeded targets.

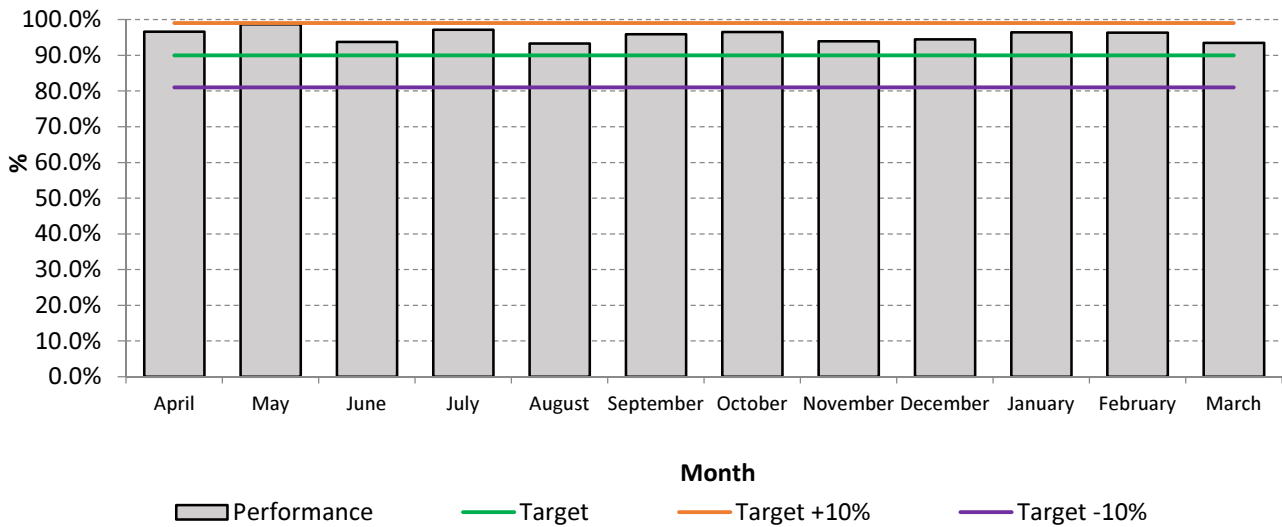
## TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target

90%

Year end total

95.3%



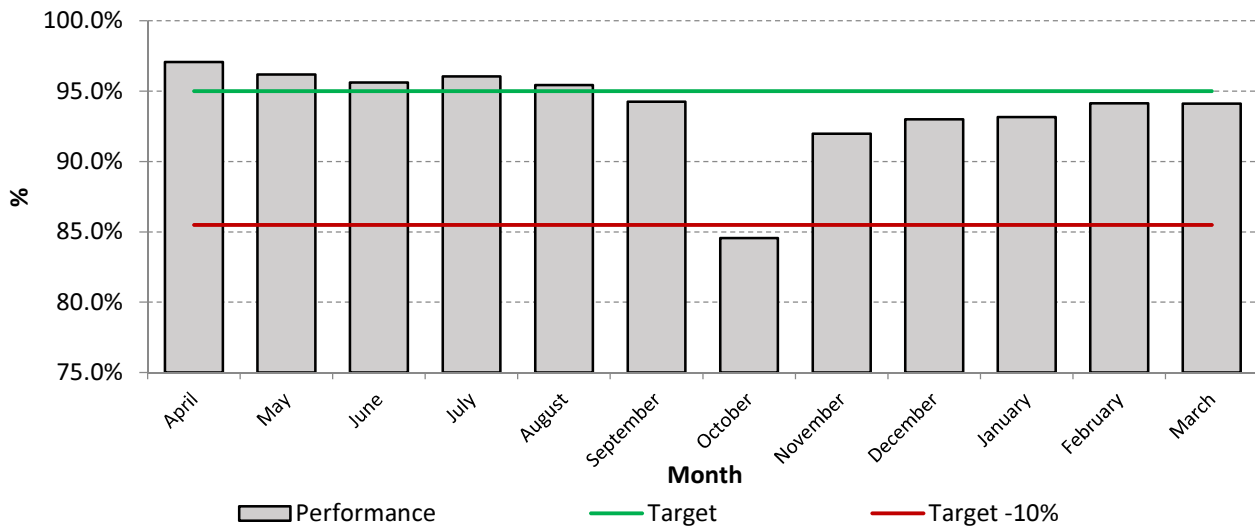
## DR23 Alert to mobile in under 1.9 minutes

Service Plan Target

95%

Year end total

93.8%



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

**DR23 Alert to mobile in under 1.9 minutes**

**TR08**

Operational staff attained the Attendance Standard of the first attendance of an appliance at a life risk incident within 10 minutes on 95.3% of occasions, well above the target of 90%.

**DR23**

Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 93.8% of incidents. This indicator is within 10% of target. It is an important part of ensuring the attendance standard is met and any failures to meet the standard are fully investigated by managers.



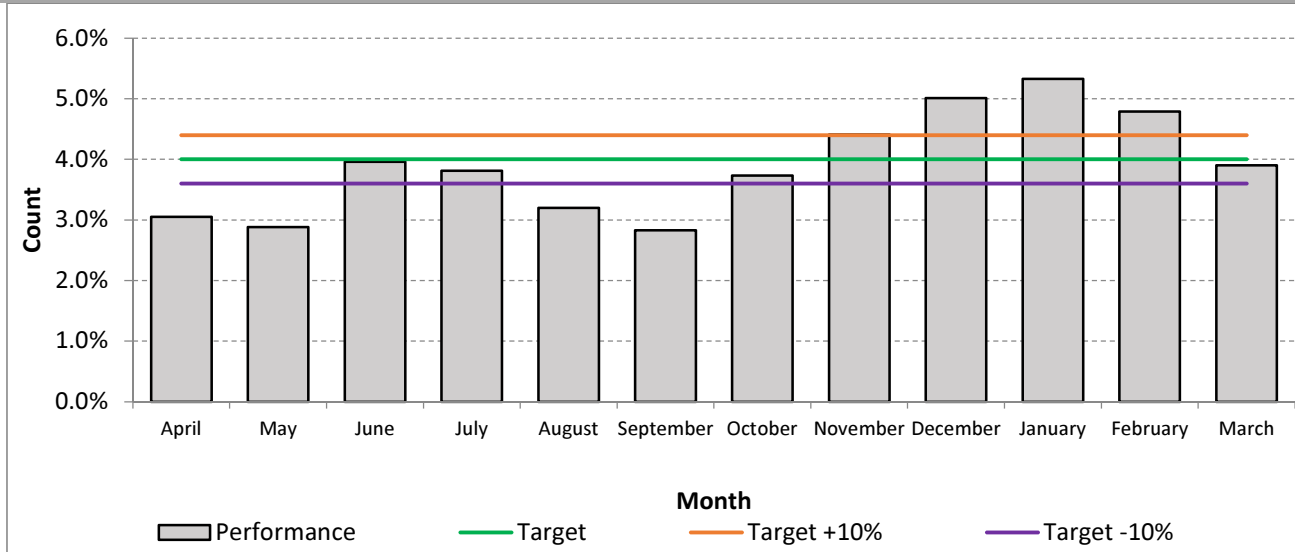
## TD09 The % of available shifts lost to sickness absence, all personnel

**Service Plan Target  
2017-18**

**4%**

**Year end total**

**4.11%**



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

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

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

**TD09**

Overall sickness among all staff at 4.11% shifts lost to sickness absence is within 10% of the 4% target but has increased when compared to 2.89% in 2016/17. There were a number of Winter months when sickness exceeded the 4% target with 5.33% of shifts in January lost to sickness absence.

**WD11  
WD12**

During 2017-18 4.32% of uniformed staff shifts/days were lost to sickness absence; this exceeds the 4% target. During 2016/17 3.46% of shifts/days were lost. Absence among operational personnel steadily increased month on month from October to February but has decreased since then.

Non uniformed staff absence was 3.47% at the end of 2017-18 compared to 1.96% in 2016/17. The target of 4% was only exceeded in January. Absence among operational personnel steadily increased month on month from October to February but has started to decrease since then.

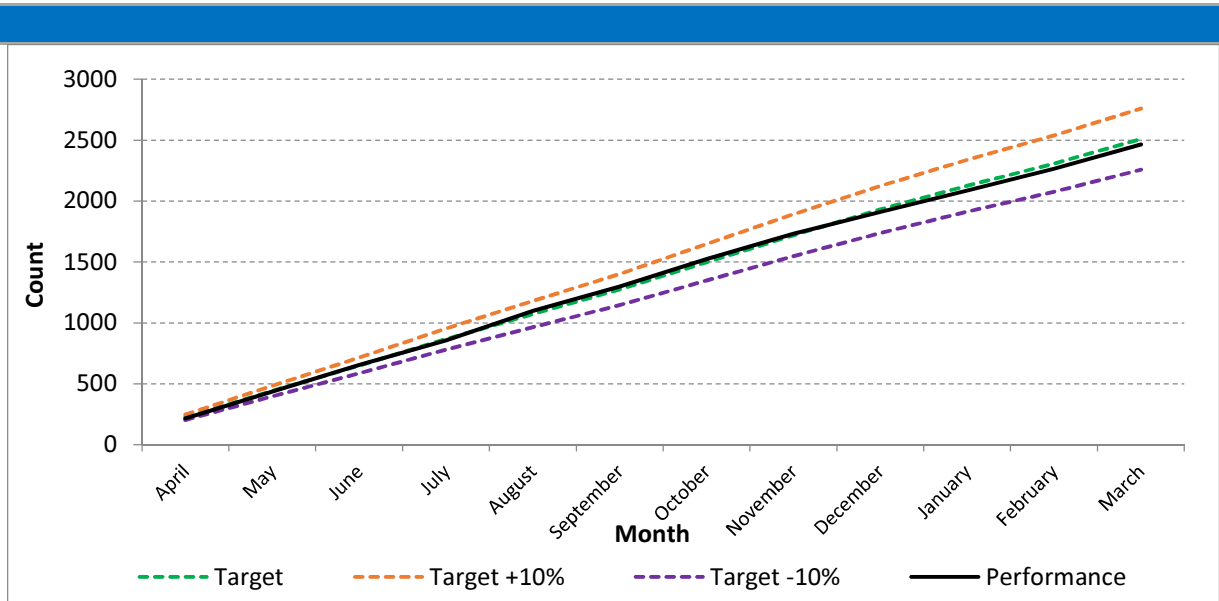
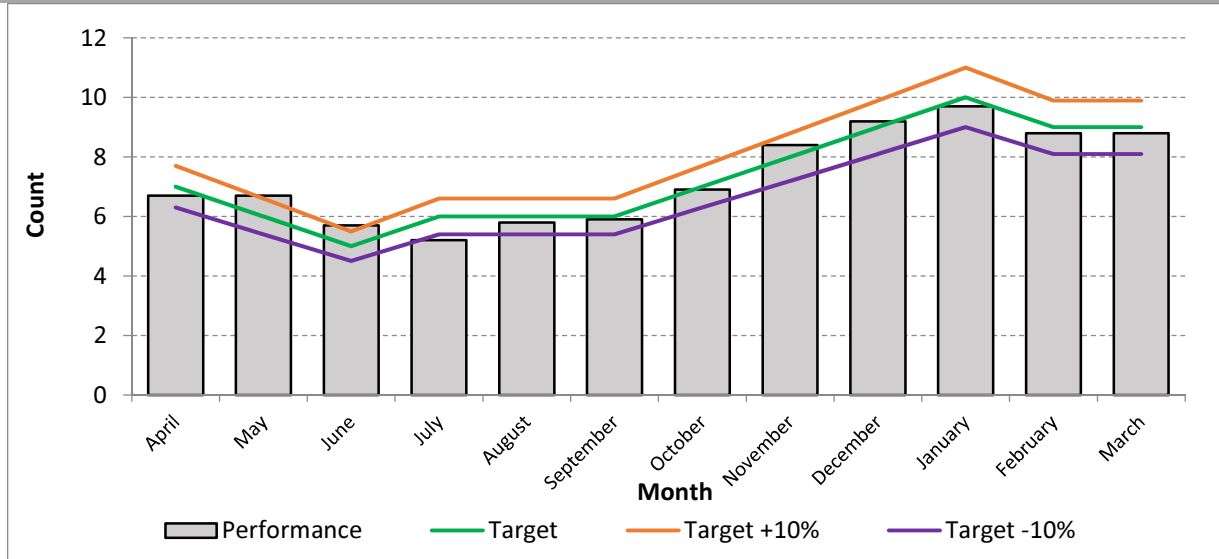
## TE10 Total carbon output of all buildings

Service Plan Target  
2017-18

88

Year end total

87.8



### TE10 Total carbon output of all buildings

TE10

Carbon output at 87.6 from all buildings was below the annual target of 88. This measurement is CO2 per metre per building.

# SERVICE DELIVERY PLAN 2017-18

Period Covered December 2017 – March 2018 Report



**SERVICE DELIVERY PLAN – 2017-18 ACTION PLAN:**

**OPERATIONAL PREPAREDNESS:**

<p><b>FP-17/18-1.1 – OPERATIONAL PLANNING</b>                  As lead authority for National Resilience develop a structure to support the provision of National Resilience Training and maintain links with the National Resilience Assurance Team (NRAT).</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Embed FRS National Co-ordination Centre into Merseyside FRS Fire Control.</b></li> <li>• <b>Review and develop and revised NR training programme</b></li> <li>• <b>Review support of NRAT</b></li> </ul>	<p>Fire and Rescue Service National Co-ordination Centre (FRSNCC) is now embedded within MFRA and has recently undergone an assurance process by National Resilience Command and Control capability.</p> <p>National Resilience Training programme is embedded.</p> <p>2018/19 Training needs analysis has been collated and courses are now being scheduled with FRS providers.</p> <p>The National Resilience Assurance Team (NRAT) is now embedded within MFRA. This is now considered business as usual. NRAT constantly monitored and Home Office colleagues updated regularly.</p>
<p><b>FP-17/18-1.2</b>                  Review and continue implementation of the Standard Operational Procedures (SOP) in line with National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development of further NOG</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Produce updated suite of SOPs in line with the NOG</b></li> <li>• <b>Consultation</b></li> <li>• <b>Gap analysis with existing SOPS</b></li> <li>• <b>Scheme of work to develop training package</b></li> </ul>	<p>New suite of SOP's should be completed by the second quarter of 2018/19. Operational Procedure Review Team (OPRT) will then review strategic actions associated with National Operational Guidance (NOG)</p>
<p><b>FP-17/18-1.3</b>                  To carry out a full review of the current operational risk information including MFRA Site Specific Risk Information (SSRI) procedure and amend or replace as necessary</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Commence development with an 'in house' build</b></li> <li>• <b>Deliver the necessary training to all personnel.</b></li> <li>• <b>Introduce operational risk information including new SSRI procedures.</b></li> </ul>	<p>Ongoing development of "in house" application and procurement of tablets, with a view to commence distribution to stations in the second quarter of 2018/19 to implement new Site Information Risk and Hazards (SIRAH) application.</p>

<p><b>FP-17/18-1.4</b> Resilience arrangements to support TCG and SCG during large scale /significant incidents</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Review options to provide support to TCG and SCG including out of hours provision. The development of a Multi Agency Information Cell, as detailed in JESIP doctrine, requires incorporating into this piece of work</b></li> <li>• <b>Review resilience arrangements and structure of Fire control.</b></li> <li>• <b>Options report to AM Ops Preparedness including any budget implications.</b></li> </ul>	<p>Funding has been identified for Watch Managers in Operational Planning to provide retained cover to support out of hours Tactical Command Group (TCG) and Strategic Command Groups (SCG).</p> <p>Multi Agency Information Cells (MAIC) is ongoing and being led by Merseyside Police, in conjunction with Local Resilience Forum (LRF) partners.</p> <p>Fire Control is recruiting and a training programme is being developed for MFRA Group Manager, Station Managers and National Resilience Assurance Team.</p>
<p><b>FP-17/18-1.5</b> Develop Training and Development Academy (TDA) and Croxteth sites</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Survey sites</b></li> <li>• <b>Identify options for the core training delivery model</b></li> <li>• <b>Secure budget</b></li> <li>• <b>Options Report to AM and then SMG</b></li> <li>• <b>Work to commence</b></li> </ul>	<p>The Training and Development Academy (TDA) Development Project Board has now been established to oversee the development of the TDA site and Croxteth station refurbishment.</p> <p>The overall function of the Board is to progress the development of the site to facilitate and adapt to the future training requirements of the Authority.</p> <p>The Project Board is accountable to the Estates Strategic Executive Group (ESEG) for the successful development and delivery of the TDA Project.</p> <p>The board has responsibility for:</p> <ul style="list-style-type: none"> <li>• supporting the duty to collaborate with partners in the development of the TDA site</li> <li>• ensuring adequate preparation is carried out for the design and build of the site, coordinating bid submissions, defining and realising benefits, monitoring risks, quality, budgets and timelines, making and resourcing decisions, and assessing requests for changes to the scope of the project and recommend any changes to the Estates exec board.</li> <li>• co-ordinating all communication &amp; consultation required for the project including those Equality and Diversity objectives.</li> </ul>

<p><b>FP-17/18-1.6</b> Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Ops Response Directorate</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Review current fleet</li> <li>• Identify where efficiencies can be made or additional needs identified in consultation with Operational Improvement Group/Operational Scrutiny</li> <li>• Design and procure or adapt suitable delivery systems be it appliances or modules</li> <li>• Secure or identify budget if required for AM Searle</li> <li>• Prioritise Projects</li> <li>• Assign Project Lead and manage delivery</li> </ul>	<p>Process implemented for all fleet and equipment developments to report to Operational Improvement Group then onto Operational Scrutiny Committee for approval.</p>
<p><b>FP-18/18-1.7</b> Cross Directorate Review of Operational PPE and Support Staff Uniform</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Review options of new uniform under the National Procurement arrangement</li> <li>• Conduct user trials</li> <li>• Agree options report</li> <li>• Seek approval from Strategic Management Group</li> <li>• Establish a procurement strategy including tender process, and appointment of preferred supplier</li> </ul>	<p>Operational fire kit Personal Protective Equipment (PPE) is in procurement phase and all staff will be issued with two sets of Fire Kit (Marine Unit two sets of Dry Suits).</p> <p>Support staff clothing will now fall into a separate project that will see a review of standards of dress and suitability of uniform provision</p>
<p><b>FP-17/18-1.8</b> Create a mobile logistics/welfare system available for deployment</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Review current arrangements of welfare, logistics, equipment and PPE support at incidents</li> <li>• Create a dedicated vehicle to house the appropriate resources.</li> <li>• Arrange staffing of the vehicle and deployment process</li> <li>• Vehicle adapted or procured</li> <li>• Staff contracts agreed and signed</li> </ul>	<p>A large scale welfare provision is in place with male and female toilets and Salvation Army Catering contract in place.</p> <p>A smaller scale vehicle is in design which will incorporate toilet facilities and internal welfare provision for hydration etc will be delivered 2018-19 as part of Fleet update and restructure</p>

**OPERATIONAL RESPONSE:**

<p><b>FP-17/18-2.1-</b> Evaluate and Review the organisational and individual risk posed by Staff working different shift patterns.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Utilising the agreed fatigue management system, consider all existing operational duty patterns in terms of organisational and individual risk.</b></li> <li>• <b>Use information to review shift patterns and work routines on operational fire stations.</b></li> </ul>	<p>This work is on-going for all shift patterns as and when the Service reviews the operational response template.</p> <p>The trial of 24 hour shift working was scrutinised and reviewed by the Health &amp; Safety Team and this resulted in the conclusion of the trial in September 2017 due mainly to concerns over fatigue and the impact of long working hours on the operational staff.</p>
<p><b>FP-17/18-2.2</b> Undertake a review of the current Management of Occupational Road Risk processes in line with legislation and UKFRS guidance</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Review Management of Operational Road Risk SI.</b></li> <li>• <b>Meet stakeholders to gauge opinion on the management of MORR.</b></li> <li>• <b>Review feedback and amend MORR SI.</b></li> <li>• <b>Implement findings with stakeholder and engagement and communicate to staff.</b></li> </ul>	<p>Ongoing meetings are taking place to conclude the Management of Occupational Road Risk (MORR) document but the completion has been delayed whilst work on driving license check software, vehicle trackers, etc. are introduced. Health and Safety Manager is working with Workshops to reduce the amount of Service Instructions related to the fleet and driving to produce a reduced amount of documents which are specific to the current needs.</p>
<p><b>FP-17/18-2.3-</b> Involvement in the National Operational Learning Project to develop, trial and review the Bow Tie Risk Assessment methodology with a view to implementation into MFRA Standard Operating Procedures.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Embed representative on the NOL working party to develop the Bow Tie Risk Assessment methodology.</b></li> <li>• <b>Link learning and liaise with OPRT to ensure Bow Tie development underpins the revised SOP's.</b></li> </ul>	<p>The Operational Assurance Team Station Manager was embedded within the National Operational Learning (NOL) Pilot and was proactive throughout. The Pilot concluded in January 2018 with the process activated in April 2018</p>

<p><b>FP-17/18-2.4-</b>                  Research and develop an interactive Analytical Risk Assessment template capable of being completed electronically.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Utilise learning from the NOL Bow Tie Project to explore development of an electronic ARA.</b></li> <li>• <b>Liaise with Applications Development Team and interrogate suitable platform to provide remote access for operational personnel to an electronic ARA.</b></li> </ul>	<p>A revised hard copy Analytical Risk Assessment (ARA) form is to be introduced over the next 6 months which will lead on to an electronic version in the future. This is currently delayed due to the high demand currently on the IT development team but the business case and software request form have been submitted.</p>
<p><b>FP-17/18-2.5-</b>                  Build on the feedback from the 2016 Staff Survey and our Service aim 'Excellent People</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Introduction of a development role for potential Operational Response Managers</b></li> <li>• <b>Increased visibility and access to Station Managers</b></li> <li>• <b>Personal Protective Equipment (PPE) USER Forums.</b></li> <li>• <b>Build upon positive outcomes of 2016 staff survey to improve culture and trust</b></li> </ul>	<p>The Development Role of Crew Manager is now embedded within Operational Response, successful managers have now moved into a number of roles across the organisation. – CLOSED</p> <p>The Group Manager (Service Delivery) regularly attends Stations for impromptu discussions with firefighters and managers and this is being formalised for the GM (SD), GM (H&amp;S) and 3<sup>rd</sup> Officer for 2018/19. GM (Service Delivery &amp; Health and Safety) attend monthly standardisation meetings with all Station Managers to improve access and visibility. - CLOSED</p> <p>An ongoing project with Equality and Diversity Manager working with Operational Crews and Managers is designed to enhance trust and mutual behaviour.</p>
<p><b>FP-17/18-2.6-</b>                  Continue to support and develop a greater understanding and awareness of Equality and Diversity and support our Equality and Diversity Plan</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Contributing to and supporting the 'Knowing our Communities' plan.</b></li> <li>• <b>Direct engagement of Station Managers with the Service Diversity Manager</b> <ul style="list-style-type: none"> <li>○ <b>Peripatetic awareness training of Station personnel</b></li> <li>○ <b>Supporting the Community Forums</b></li> </ul> </li> </ul>	<p>Operational Response engage with and utilise data and information provided by Community Risk Management and Strategy and Performance to identify vulnerable members of our communities and provide relevant industry support.</p> <p>The Equality and Diversity (E&amp;D) Manager supports Operational Response during consultation over Service Instructions, E &amp; D project. Operational Response Managers support E &amp; D driven events such as the International Women's Day.</p>



<p><b>FP-17/18-2.7</b>                  Manage the performance outputs of each Fire Station to support our Service aim ‘Excellent Protection and Prevention’ and ‘Excellent Operational Preparedness’</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Understanding the Functional Delivery Plans of different departments and how Operational Response Staff and their activities contribute to those plans. Including; Community Risk Management and Operational Preparedness.</b></li> <li>• <b>Supported themed activity throughout the year i.e. Business Safety Week</b></li> <li>• <b>Work with other departments to identify and provide solutions to emerging threats or risk critical themes i.e. Water Safety</b></li> <li>• <b>Ensuring effective and efficient working practices</b></li> </ul>	<p>Operational Response have been instrumental in the creation of a Functional Delivery Plan (FDP) Owners Forum. This forum ensures that all FDP owners are aware of the impact of their FDP on other FDPs and any future challenges that may impact on Service Delivery. – Business as usual - CLOSED</p> <p>Operational Response continue to deliver campaigns on behalf of other Functional Delivery Plan owners including High Rise, Older Persons, Business Safety and Bonfire. Business as usual - CLOSED.</p> <p>Operational Response work with other FDP owners to identify potential risks and then exercise against those risks i.e. Operational Preparedness in relation to changes to pre-determined attendances following major incidents either locally or nationally (Grenfell/Kings Dock)</p> <p>Themed audits and inspections continue to monitor performance against expected standards. Operational issues are raised through the OSHENS system and corrective actions implemented. This has included Breathing Apparatus procedures and driving in the last period.</p>
<p><b>FP-17/18-2.8-</b>                  Continue to build commitment to our Service aim ‘Excellent Operational Response’</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Continuing to carry out operational performances audits</b></li> <li>• <b>Reviewing the disposition and staffing of appliances</b></li> <li>• <b>Scrutinising and challenging mobilizing and attendance times</b></li> <li>• <b>Working in partnership with other Category 1 and Category 2 Responders</b></li> </ul>	<p>Operational audits are established as part of our business as usual. – Closed</p> <p>Operational Response continue to work with Strategy and Performance to explore new staffing and resource models using computer aided systems.</p>

<p><b>FP-17/18-2.9-</b>                  Develop a business case for the planned phase 3 developments of StARS including the introduction of self-rostering duty systems into the application and implement changes subject to approval of the business case  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>In partnership with finance develop a business case to support the progression of phase 3 developments of StARS as initially outlined in the original project plan</b></li> <li>• <b>Improve the effectiveness of both TRM and station working practices utilising the increased sophistication offered by StARS.</b></li> </ul>	<p>Time and Resource Management (TRM) and organisational work practices continue to be improved, utilising additional functionality provided by the StARS system. In quarter 4 TRM has been working in partnership with POD to improve the absence management processes utilising StARS ready for go live in Q1.</p> <p>The planned phase 3 developments will roll over to the 2018/19 Functional Delivery Plan</p>
<p><b>FP-17/18-2.10-</b>                  Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing whole-time retained working at a further 2 locations  <b>Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Implement Day crewing whole-time retained working at two further locations in line with the structured development plan for the recruit fire-fighters</b></li> <li>• <b>Manage the large scale staff movements associated with changing station duty systems</b></li> <li>• <b>Consider the implications of further planned structural changes detailed within IRMP 2017/18.</b></li> <li>• <b>Consider future duty system options for Operational Response for beyond 2020 and the period of the current IRMP.</b></li> </ul>	<p>This action is complete</p>
<p><b>FP-17/18-2.11-</b>                  In conjunction with Service Delivery review the performance of our current Whole-time retained working and implement changes as necessary to improve performance  <b>Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Review performance in light of the revised process for carrying kit that forms part of the proposed single payment for detached duties agreement</b></li> <li>• <b>Consider the use of alternate notification devices to replace the existing mobiles phones used for operational recall in Whole-time retained.</b></li> </ul>	<p>Whilst discussions with representative bodies continue over the introduction of a single payment for detached duties the Service will implement a revised detached duty process utilising response station cars. The will be captured within FDP 2018/19.</p> <p>The reliability of the mobile phones used within Day Crewing Wholetime Retained (DCWTR) continues to be monitored as part of the roll out of the duty system to further locations</p>

<p><b>FP-17/18-2.12-</b>                  During 2016/17 we were unable to undertake a benchmarking exercise to evaluate our TRM, H&amp;S and Service Delivery models, structure and performance in comparison to our peers. This important task will be prioritised in 2017/18 to ensure we are utilising our resources in the most effective and efficient manner.  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Consider the role and remit of the three Operational Response Teams to ensure the function is structured to meet the changing needs of Operational Response</b></li> <li>• <b>Consider appropriate bench marking for the Operational Response teams against other FRS's and where possible other blue light organisations</b></li> <li>• <b>Continue to build resilience in Operational response as part of ongoing succession planning</b></li> </ul>	<p>Due to diary commitments the planned visit to Tyne and Wear will now take place in Q1 2018/19 and will be captured within Functional Delivery Plan 2018/19.</p> <p>The function continues to development its staff to ensure resilience and effective succession planning</p>
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**PEOPLE & ORGANISATIONAL DEVELOPMENT:**

<p><b>FP-17/18-3.1-</b>                  To continue to deliver a comprehensive workforce strategy  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Develop an organisational Positive action strategy</b></li> <li>• <b>Comprehensive recruitment process</b></li> <li>• <b>Revised Transfer in policy</b></li> <li>• <b>Consider appropriate Firefighter Apprenticeship scheme, whilst expanding across other roles within the organisation</b></li> <li>• <b>Revised firefighter training course</b></li> <li>• <b>To deliver a Gateway process and identify future leaders in both Grey Book and Green Book positions, building in career development reviews</b></li> </ul>	<p>A draft Positive Action Strategy has been written to be endorsed by the Workforce Strategy Group.</p> <p>A draft Recruitment Strategy has been written and awaiting endorsement.</p> <p>The transfer in policy has been utilised as part of LLAR recruitment.</p> <p>Continue to explore the potential to adopt the Firefighter Apprenticeship framework. Currently exploring options. Revisions have been made to the Firefighter training course and will be continue to be revised in line with the apprenticeship qualification.</p> <p>A Station Manager process has been completed. The Gateway continues to be reviewed in line with the People Strategy.</p>
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<p><b>FP-17/18-3.2-</b> To evaluate organisational roles and grades against delivery requirements <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• To evaluate the grey book roles and produce suitably graded Merseyside specific Job descriptions</li> <li>• To evaluate the role and function of grey book positions and validate the job description and grade</li> <li>• To evaluate all roles and grades to ensure posts are employed within the most appropriate terms and conditions of employment</li> </ul>	<p>All new roles, or vacant posts have the JD and Person spec re-evaluated and amended accordingly. Work continues to look at the value and grade of Grey book positions, along with the consideration of any harmonisation challenges</p>
<p><b>FP-17/18-3.3-</b> To continue to introduce flexible contracts and working <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• To continue to review the implementation of 24 hour working with combined whole time contracts</li> <li>• To consider the expansion of day related contracts to support organisational change.</li> <li>• To consider additional contract revision to maximise operational availability within budget constraints</li> </ul>	<p>The Authority to continue, in conjunction with the representative bodies, to look at the most appropriate working routines to deliver the Service. The 24 hour system has been withdrawn following the trial period, but the Day related system remains the contracted system offered to new entrants</p>
<p><b>FP/17/18/3.4-</b> To deliver a support staff review <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• To undertake an organisational review and implement revised structures with a view to efficiency and active response</li> <li>• To consider all collaborative options for work with both Merseyside Police, and other partner organisations that improve efficiency and service delivery across all designated areas</li> </ul>	<p>Through SMG Directors the organisation is again beginning to look at the delivery of its support services, the validity and location of where those services are delivered, and any associated changes that can be made Work continues with Merseyside Police colleagues to consider and implement areas of collaboration</p>
<p><b>FP/17/18/3.5-</b> To continue to develop a range of strategies to improve fitness and well being <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• To deliver mental health first aid course to all staff</li> <li>• To introduce a range of fitness initiatives to promote and support health and wellbeing</li> <li>• Introduction and validation of new fitness standards across all areas</li> <li>• To develop collaboration with other Fire and Rescue Services and local authorities</li> </ul>	<p>The Mental Health First Aid (MHFA) Lite courses are currently on hold after the initial tranche which achieved training in excess of 160 station based firefighters. MHFA England have revised the Lite training course and our MHFA Instructors are now being trained in the new Lite course and we will recommence the Station Training when this is completed.</p> <p>The testing of the new national Firefighter Functional Fitness Test by Service staff continues and the new test will commence to be used live from 1<sup>st</sup> July. Collaboration with other FRS's and Local Authorities continues with the establishment of a new Merseyside Regional Group this financial year, that is chaired by MFRA.</p>

## COMMUNITY RISK MANAGEMENT:

### PEOPLE:

#### FP-17/18-4.1-

Proactively engage with internal and external stakeholders and partners to identify and assess risk, in homes and communities delivering interventions, promoting fire safety and community safety.

#### Actions:

- **Continue to deliver the Home Safety Strategy for 2015/18. All visits are supported by the appropriate data to ensure we “make every contact count” including the use of the Exeter Data and Customer Insight.**
- **We will embed a robust and sustainable telephone revisit strategy (including targets for cost recovery).**
- **All processes will be Quality Assured and the necessary safeguards are put in place including staff training (for crews, advocates and volunteers).**
- **Continue to explore innovations in the marketplace such as smoke detectors, deaf alarms, isolation switches and assistive technology (digital) as part of our risk reduction strategies. We will support all Fire Kills and CFOA PPRS campaigns (this activity will be coordinated by the Prevention Directorate in conjunction with Corporate Communications. We will continue to explore all forms of social media to raise awareness on all aspects of Prevention and Home Safety.**
- **All serious fires will be followed up by community reassurance campaigns. We will also specifically give regard to vulnerable persons in the merger areas during this year.**
- **As an extension to the Home Fire Safety Check, advocates will pilot the introduction of the Safe and Well Visit.**
- **We will develop a multi-agency hoarding strategy.**

Home Safety Strategy ongoing – We delivered the lowest ever number of accidental dwelling fires and lowest accidental fire fatalities for the period 2017/18. A Home safety strategy review for 2018-21 is underway to further refine our targeted approach to reaching those most vulnerable from fire.

Fire Service Direct (FSD) continue to intelligently target those properties requiring first installation smoke alarms and a revisit strategy is in place and effective.

Quality assurance is underway and being undertaken by FSD to ascertain the best practice undertaking HFSC visits. Prevention managers also working directly with station staff to establish ground truths and assist with any mechanisms that may make the process more efficient and effective.

The Service is represented on the National Fire Chiefs Council (NFCC) group to explore, research and develop assistive technology processes. Ongoing.

Continue to liaise closely with Corporate Communications colleagues to ensure national and local campaigns are delivered to the correct audience. CRM/S&P strategy meeting is planned for early May.

Serious fires are responded to using a process to ensure the community is reassured and HFSC activity is high visibility in that area.

Pilot completed first twelve month period very successfully - 10000 visits undertaken by advocates - currently awaiting external evaluation by Liverpool John Moores University (LJMU) prior to exploring joint commissioning options with local authority partners.

Hoarding strategy is in development - pilot with One Vision housing in Sefton - awaiting referrals although initial meetings have taken place to

	<p>establish the process</p>
<p><b>FP-17/18-4.2-</b>                  Our Prevention work contributes to protecting vulnerable people, we recognise that fire has a socio-economic dimension and as such we have a strong commitment to equality and diversity. We recognise the Equality Objectives set by the service and that Merseyside has a number of social challenges and how those challenges can place additional stresses on individuals and communities.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• We will develop Strategic Alliances with AGE UK and other partners to assist in the identification of Vulnerable Persons.</li> <li>• We will re-examine all of our data sharing protocols to ensure they are fit for purpose and current to ensure that we are making the correct interventions.</li> <li>• We will mainstream aspects of the Vulnerable Persons Team across all 4 Prevention Hubs.</li> <li>• We will develop and enhance our own staff in key specialist areas such as ageing, dementia and mental health.</li> <li>• We will work with Directors of Public Health to support campaigns for alcohol, smoking cessation and exercise.</li> </ul>	<p>Ongoing - strategic partnerships are being developed to assist in the delivery of the wider Community Risk Management functional delivery</p> <p>Currently in discussion with data officer in relation to data sharing arrangements across all five local authorities - formal arrangement is agreed in one local authority and others are expected to be formalised in the short term.</p> <p>Vulnerable persons advocates operating out of four hubs are working efficiently and effectively - upturn in performance is notable and is underpinned by numbers of safe and well visits undertaken by these staff.</p> <p>Training completed for dementia for all prevention staff - undertaken by the House of Memories project in Liverpool. Mental Health first aid lite training to be delivered in May to all advocates and hub managers.</p> <p>Safe and Well pilot has been extremely successful and ongoing referrals have been transferred to appropriate authority.</p>

## PLACE:

### FP-17/18-4.3-

Reflecting the emphasis of Anti-Social behaviour, The Crime and Policing Act 2014. The Directorate acknowledges the need to put vulnerable people and communities at the heart of everything it does. This means a move towards a more intelligence led service that looks to intervene much earlier to prevent escalation and to reduce demand on services.

#### Actions:

- We will produce an Arson/ASB Reduction Strategy.
- We will continue to develop seasonal plans to reduce anti-social behaviour fires.
- We will work with partners to reduce the threat, harm and risk of arson.
- We will work closely with the Police Crime Commissioners Office and Community Safety Partnerships on shared priorities and objectives. Our response will be measured and proportionate.

**Potential Arson Target Scheme (PATS)** - PATS is a key tool for identifying and reducing the threat of potential arson through partnership working. MFRA will look to gather information from local authorities on planning and application refusals, licensed premises closures, license revocations and rating reductions due to vacant premises. The purpose of the PAT project is to highlight buildings that are possible arson targets, and to minimise risk to Firefighters. Fire Crews can report these properties via the Portal. All Merseyside Police Officers and PCSO's have also been briefed on PATS and will look for empty vulnerable properties and send details through to the Arson Team.

**Campaigns** – following on from the success of the Arson campaigns throughout 2017/18 and the 2018 Arson Awareness Week, The Arson Team will continue to work with partners in 2018/19 to deliver campaigns in high demand areas. The Arson Team will soon be producing a multi-agency booklet containing information from MFRA, Crimestoppers, Merseyside Police and the Local Authority. These will be utilised during the campaigns.

**Crimestoppers** – The Arson Team have now built stronger links with Crimestoppers at a regional level. Intelligence from the public that is given to Crimestoppers relating to Arson on Merseyside will now be sent to the Arson Team. We will also be working closely with Crimestoppers in other ways such as campaigns, social media, branded items such as leaflets and posters and Crimestoppers will also be assisting with Operation Milna by offering a £1000 reward for information that leads to the arrest of a perpetrator.

**Arson Officer Workload** – a Portal form has now been created for Arson Officers to record their workload. This replaces an excel spreadsheet which was not user friendly and made searching for previous work difficult. Uploading their work onto the portal enables the Arson Team, Senior

	<p>Officers, IIT Officers and Operational staff to easily search for keywords such as road names or building names to see if the Arson Team is dealing with the location or has done previously. There is also the facility to attach documents, photographs and e-mails to the workload. This is also more user friendly and time effective for Arson Officers when inputting their work.</p> <p><b>Incident Investigation Team</b>– IIT Officers will be promoted from the rank of WMB to SMA. The change in rank comes with additional strategic responsibility at a district level such as attending Community Safety Partnership Executive meetings and other local strategic meetings.</p>
<p><b>FP-17/18-4.4-</b> Reflecting the emphasis of Road Safety, The PCC’s Police and Crime Plan 2017/21. The Directorate acknowledges that road safety is a key partnership priority impacting on both community safety and economic growth. This means a move towards more intelligence led interventions that improve road safety and reduce demand on services.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>We will produce a Road Safety strategy.</b></li> <li>• <b>We will work with partners from the Merseyside Road Safety Partnership and CFA to improve road safety through education and restorative justice.</b></li> <li>• <b>We will explore the use of emerging technologies and social media to improve road safety marketing and engagement.</b></li> </ul>	<p>The Road Safety Strategy was completed in November 2017.</p> <p>We continue to work with the Merseyside Road Safety Partnership (MRSP) and National Fire Chief Council (NFCC) to deliver Road Safety Advice through education and engagement through national and local campaigns.</p> <p>Road Safety Campaigns have been run at several schools in each Local Authority area, LFC foundation and various Merseyside Road Safety Senior road user events.</p> <p>A Seasonal TV commercial was aired in December 2017 which highlighted various Road Safety Messages.</p> <p>We are utilising innovative technology such as Virtual Reality (VR) to deliver Road Safety Advice.</p> <p>SATSAFE is now developed and ready to be intergraded with the thematic groups. The Launch is on the 2nd May 2018</p> <p>Social media has started to be used to deliver road safety engagement, a</p>



	<p>MRSP Twitter and Facebook account went live in November 2017.</p> <p>Road safety videos are in the process of being produced which aim to reach the key thematic groups in relation to reducing KSI's. These videos will be used on social media and shared through partner agencies.</p>
<p><b>FP-17/18-4.5-</b>          Reflecting the emphasis of Water Safety, The National Water Safety Strategy Plan 2016-26. The Directorate acknowledges that Merseyside has a large number of water related risks. We will work with partners to move towards more intelligence led interventions that improve water safety and reduce demand on services.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>We will produce a Water Safety Strategy.</b></li> <li>• <b>We will work with partners to establish a Water Safety Partnership/Forum.</b></li> <li>• <b>We will explore the delivery of water safety education.</b></li> </ul>	<p>A Draft Water Safety Strategy has been produced and it ready to be quality assured (April 2018)</p> <p>The Merseyside Water Safety Forum is being formed and first meeting arranged for May 2018, the Water Safety Forum will include RNLI, Coastguard, Merseyside Police, MFRA, Peel Ports and all Local Authority's.</p> <p>Water safety education is now being given from the Marine Rescue Team which is aimed at KS2 and KS2</p> <p>Partnership work with RNLI is in progress to develop "Community Responders" that will be trained to use throw bags at key locations initially on the Albert Dock and the Mersey.</p> <p>Five days of events for the NFCC Drowning Prevention and Water Safety Week took place between 22/04/18-17/04/18. This included 3 days at the Pier Head involving 4 schools and engaged with 180 Year 6 Children and approx. 150 members of the public. This was a multi agency approach and partners such as RNLI, HM Coastguard, Merseyside Police attended to give water safety education.</p> <p>Water safety event during the week was also held at Hoylake which involved a mud rescue demonstration and 60 Year 6 children had</p>

	<p>engagement/education provided from all agencies.</p> <p>A further event was held at Southport, which featured 2 water rescue demonstrations from MFRA, HM Coastguard and Southport Inshore Rescue,</p> <p>43 Year 5 Children had Water Safety engagement/education from all agencies attending</p>
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**PREMISES:**

<p><b>FP-17/18-4.6 –</b> Operational Fire Safety</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Develop and embed the Simple Operational Fire Safety Assessment (SOFSa) further through blended training, coaching and the introduction of Protection Hubs.</b></li> <li>• <b>Deliver training exercises in conjunction with ops preparedness and ops response in premises with fire engineered solutions and heritage status.</b></li> <li>• <b>Enhance the protection WM role in providing tactical advice at operational incidents, assisting in peak hours inspections and dealing with serious fire safety complaints out of office hours.</b></li> </ul>	<p>Action carried over - A fundamental review of the risk based strategy has been completed utilising regional and national methodologies. The roll out of the new strategy will be undertaken in June 2018 following communication and training of Protection personnel.</p> <p>Action Complete - effective relationships have been developed with local authority building control, local authority housing, the Environment Agency and the Care Quality Commission.</p> <p>Action Complete - The flow of Fire Safety has improved significantly through the embedding of the SOFSa process in 2017 /18</p>
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<p><b>FP-17/18-4.7 –</b> Risk Based Inspection Programme</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Review the Risk Based Inspection Programme to target risk more effectively.</b></li> <li>• <b>Develop partnerships with other Regulators to share data and intelligence.</b></li> <li>• <b>Improve the communication of fire safety information between functions within MFRA.</b></li> </ul>	<p>Action Complete - The Liverpool City Region Better Business for All (BBfa) Partnership has been established in 2017 18. Work is ongoing to broaden its reach and assist local businesses in their Regulatory compliance.</p> <p>Action Complete - Business Safety Advisors provided ongoing and targeted support to businesses through numerous fire safety campaigns such as Christmas trading, holiday lets and CFOA/NFCC Safety weeks.</p> <p>Action Complete - We have reviewed Primary Authority Partnerships and decided not to increase numbers in this period due to capacity issues and the increased workload as a result of the Grenfell Tower and Monarchs Quay Car Park fires. We are exploring a Primary Authority Partnership with a national waste management company and hope to have this agreed by mid 2018.</p>
<p><b>FP-17/18-4.8 –</b> Better Business for All</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Work with Liverpool City Region Local Enterprise Partnership (LEP) to develop a Merseyside wide Better Business for All Partnership (BBfa).</b></li> <li>• <b>Use Business Fire Safety Advisors to assist responsible Persons to provide a safe environment for their customers and employees.</b></li> <li>• <b>We will review opportunities to increase participation in Primary Authority Partnerships.</b></li> </ul>	<p>Action Complete – Simple Operational Fire Safety Assessment (SOFSa) is now fully embedded within MFRA and targets set for stations have been met.</p> <p>Action Complete - Exercises have been undertaken at the World Museum and at high rise premises.</p> <p>Action Ongoing - There has been some significant progress with this action, however the inability to secure a further 2 Watch Managers to the team has limited the effectiveness of the role in providing tactical advice and dealing with fire safety complaints out of hours. Peak hours inspections have been very successful in 2017 /18 and are well embedded as an effective risk reduction inspection type</p>

**YOUTH ENGAGEMENT:**

<p><b>FP-17/18-4.9</b> Develop a Youth Engagement Strategy</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• We will produce a Youth Engagement Strategy which sets out our Youth Engagement Programmes for 2017-18</li> <li>• Develop a sustainable funding plan that explores a wider range of public and private sector funding opportunities in order to secure sufficient medium term funding to support and sustain greater stability within our Youth Engagement Teams and Programmes</li> <li>• Complete a review of delivery to ensure SEN and disabilities are receiving sufficient considerations and work towards removal or reduction of barriers to encourage inclusion. This will include the purchase of a specially adapted minibus.</li> </ul>	<p>Discussions have been held to consider the criteria for the Youth Engagement Strategy – on-going.</p> <p>A Youth Engagement (YE) Funding Strategy is being explored and includes researching Local Enterprise Partnerships, Public &amp; Private Sector funding, Bid Writers, Marketing &amp; Charitable status – on-going.</p> <p>The YE department endeavour to conscientiously ensure all YE programmes are assessable to all and considerations are given to each child or young person who has a statement of Special Educational Needs or a disability to encourage inclusion. Adaptions have been made to uniform &amp; resources to enable inclusivity. At this time 3 YE minibuses are going through an asset refresh which may offer an opening to be able to purchase an adapted minibus however; a decision has not been made if the capital assets budget will support this – on-going.</p> <p>All of the above points will transfer to 2018/19.</p>
<p><b>FP-17/18-4.10</b> Enhanced integration within the function of Community Risk Management</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Develop and embed Safeguarding for Young People into the wider CRM Safeguarding Strategy.</li> <li>• Embed the role of volunteers into the delivery of Fire Cadets and ensure the volunteers are suitably trained and supported.</li> <li>• Incorporating Firekills messages and using the information packs appropriately and ensuring relevant messages are shared more broadly.</li> <li>• Explore opportunities to enhance the reduction of Arson and ASB by young people</li> </ul>	<p>Volunteers are now embedded on all Fire Cadets units and all have competed an induction process. Collaboration between Fire Cadets &amp; Community Risk Management volunteers is being deliberated to encourage opportunities to work together across Merseyside. A training schedule to provide Continuous Professional Development (CPD) to all volunteers is being explored and a matrix will be produced.</p> <p>On receipt of a Fire Kills message, YE endeavour to facilitate a session to promote a safety message using a proposed theme.</p> <p>Opportunities are being explored to inspect how we can engage utilising information, advice and guidance with those children and young people involved in MFRA initiatives to reduce the number of incidents relating to deliberate fire setting and anti-social behaviour.</p>

Fire Cadets every term will follow a CRM route and provide any data to their relevant stations – Prince’s Trust will be introducing CRM routes to their students from May 2018.

MFRA YE delivered the first Get Started in February which was highly successful and to that end we are running a second team in May 2018 – Get Started will be an ongoing provision.

MFRA has forged a strong relationship with LFC Foundation and have supported opportunities to utilise sport to engage with young people who may be involved in causing problems within communities. At LFC Foundation events and in collaboration with Street Doctors a registered charity who attend and deliver sessions to high risk young people by giving them the skills they need to deliver life-saving first aid. At this point Youth Engagement Fire Cadets or Prince’s Trust teams have not engaged with LFC Foundation or Street Doctors however Street Intervention have worked in partnership with Anfield Sports Community Centre offering divisionary activities i.e. climbing wall.

YE adheres to a positive recruitment strategy and has forged strong relationship with Disability groups, Asylum Link & Autism Together – YE is diversely well represented.

Youth Engagement continue to work with C&YP from the above mentioned groups.

All of the above points have been achieved for 2017/18 with the exception of LFC Foundation & Street Doctors.

**FP-17/18-4.11**

Explore collaboration opportunities with Merseyside Police Youth engagement

**Actions:**

- **Explore opportunities to develop targeted Youth and Community programmes in partnership with other agencies concerned with improving the life of young people.**
- **Explore opportunities to maximise engagement with children and young people from all diverse groups;**
- **Explore opportunities to streamline the cadet recruitment and participate in the National Emergency Services Cadet Programme**

MFRA are currently supporting the youth HIVE on the Wirral, to engage and educate young people on subjects that have and will include: water safety, road safety and fire safety. This partnership will continue to develop and improve the lives of many young people (young people age 8-18). Prince's Trust Team Programme are run from the HIVE, and staff link in with partners in the area to ensure that the 12 week programme is run in partnership with other agencies to increase self-esteem, employability skills and life skills (young people age 16-25).

MFRA will continue to support the youth HIVE throughout the summer with safety interventions mentioned above.

MFRA will continue to access funding to develop youth programmes (eg. Beacon Course/LIFE Programme/Achieve Programme) to target specific groups of young people (eg. involved in ASB, disaffected, socially isolated) with the aim of encouraging them to become responsible citizens wanting to contribute to society to develop themselves through education & engagement in a wide range of activities that are unique to the fire service.

At this time accessing funding is ongoing and will be captured via the Youth Strategy – this point will transfer into 2018/19

The Fire Cadets currently work in partnership with a range of partners who have a joint aim of improving the lives of young people and to enable young people to make positive choices. These partnerships continue to develop and examples of partners currently include: Evolve (drug awareness) Brook (Internet Safety, Diversity, self-esteem) British Red Cross (1<sup>st</sup> aid), Maritime Museum (gun & knife crime) Al Russo (Hate Crime).

MFRA's Street Intervention Team (SIT) have become part of a consortium called Voluntary Sector Outreach Support Service (VOSS). VOSS work together to effectively co-ordinate youth activity across Liverpool North to ensure there isn't a duplication of services. In addition, the VOSS work in partnership to ensure that there is a range of youth activity to ensure that

all ages/ethnicities/genders within the youth community are provided for. In addition to the VOSS, the SIT are represented at local Disarm Partnership meetings (Kirkdale, Anfield & Everton). At these meetings, emerging issues are discussed and actions are agreed to ensure that organisations are meeting the needs of the community and supporting young people. Often joint working is involved which makes good use of organisational resources. A good example of this is the request from local partners (police, Councillors, registered providers, youth centers) for MFRA's to use our climbing wall to support numerous community events – which attracts many young people and families and encourages community cohesion. The police regularly book our climbing wall and attend the climbing wall events with the SIT Team. The police have commented that many of the young people we engage with at these community events are young people that they often have difficulties with in the community, so the climbing wall events give the police the opportunity to chat informally to the young people in a different/more positive capacity.

The Princes Trust Programme actively recruits young people from diverse groups within the community, specifically areas of deprivation/unemployment/with disabilities/asylum seekers. This ensures that all diverse groups are represented to ensure a good mix of age/gender/ethnicity/disability is achieved.

Cadet recruitment has been streamlined to the point that there is no active recruitment for existing cadet units as there is so much general interest. The reason for this is that on top of the day to day enquiries, if we were to actively recruit, we would be giving young people false hope as there aren't the vacancies to recruit more cadets. Cadets can theoretically start from the age of 13 and leave at the age of 18, so interested young people can often be on a waiting list for long periods of time. When we open up new cadet units, cadet recruitment is streamlined in that we liaise with the station manager to ensure all local partners and local schools are contacted to promote the unit, to ensure that young people from a variety of organisations are involved. In addition to this, MFRA social media is used to inform the community.

	All of the above points have been achieved and provide conditions for all YE programmes.

**FINANCE:**

<p><b>FP-17/18-6.1-</b>                  Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals.  <b>Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Identify the dynamic saving target on the financial system for any saving option that has not been formally implemented</b></li> <li>• <b>Implement all saving options for which the known structural changes have been approved</b></li> <li>• <b>For 1. – to action any structural changes as and when they are known</b></li> <li>• <b>Monitor actual spend throughout the year to the profiled amended budget and identify any potential variances</b></li> <li>• <b>Seek remedial action if 4. occurs</b></li> <li>• <b>Report to Authority on a quarterly basis the progress being made.</b></li> </ul>	<p>Ongoing - the only issue surrounds the 2017/18 firefighter pay award. An offer of 2% has been rejected. Once the award has been settled any award above 1% will be covered in 2017/18 by the inflation reserve but the 2018/19 budget process will need to identify permanent additional savings to cover any award above 1%</p>
<p><b>FP-17/18-6.2-</b>                  Review the year-end closure of accounts process in order to meet the Revised statutory deadline at the end of May (previously June) for completing the Statement of Accounts 2017/18.  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Review closure of accounts process / timetable for 2016/17 and identify ways of reducing time period.</b></li> <li>• <b>Look to use guesstimates when possible</b></li> <li>• <b>Identify all areas that are dependent upon external resources providing information and engage with them to ensure early production of information is achievable</b></li> <li>• <b>Ensure quality of work is maintained and accounts are not qualified</b></li> </ul>	<p>Done. A timetable for the 2017/18 accounts will be available by Feb 2018                  Action closed.</p>



<p><b>FP-17/18-6.3-</b> Support the Fire and Police Support Service Collaboration team in production of any business plans and options evaluation.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• The joint support services collaboration team will identify the overall strategy and finance staff will make themselves available to feed into the process as required.</li> <li>• Depending on the demands/timing of input from senior finance staff will dictate if “backfilling” of posts within the team is required.</li> <li>• Additional technical support and advice may be required and therefore funds will be established to support the procurement of such advice and 2. Above.</li> <li>• The task will require the collection, validation of financial information,</li> <li>• modelling of costs and saving options, and consideration on how the services</li> <li>• are procured in the future in terms of charging, funding of any special</li> <li>• delivery vehicles, ownership of assets and adherence to regulation and</li> <li>• statutory requirements.</li> </ul>	<p>All requests for support have been actioned</p>
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**DEMOCRATIC SERVICES:**

<p><b>FP-17/18-7.1-</b> To create a Website Page specifically for Authority Members, to enable easy access to relevant information from one place.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• To identify information that would be beneficial for Members to have access to.</li> <li>• To liaise with the Portal Team to identify the best way of incorporating this information into a Portal Page secure part of the Website specifically for Members, allowing access to all information of relevance from one place.</li> <li>• Once this page is established, hold training for Members to demonstrate the Portal Page, to assist them with accessing appropriate information independently.</li> </ul>	<p>Work has been undertaken to identify information which would be useful for Authority Members to be able to access.</p> <p>Once the new Website has been developed, work will continue to progress this action. Therefore, this action will be carried over to 2018/19.</p>
<p><b>FP-17/18-7.2-</b> To continue improving Authority Member engagement with all groups of staff and increase the awareness of all employees to the role of the Authority and the Members who are appointed to it.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Continue with a schedule of Members station visits, to provide opportunity for station based employees to meet with; and pose questions to Authority Members;</li> </ul>	<p>Activity to improve Authority Member engagement with all groups of staff, and to increase employee awareness of the role of the Authority, has continued.</p>

<p>and to increase their awareness of the role of the Authority and its Members. Consideration is to be given to improving the format/ structure of these events.</p> <ul style="list-style-type: none"> <li>• To continue with a series of “Staff Engagement Days” enabling non-operational staff to meet with Authority Members to raise awareness of the raft of work undertaken by non-operational staff; and for staff to increase their awareness of the role of the Authority and its Members.</li> <li>• To continue to work with the Corporate Communications Team to arrange for the inclusion of articles in the “Hot News” regarding Authority Members, in an effort to raise the profile of Members with all employees.</li> <li>• To continue to identify new ways in which Authority Members can improve their engagement with all groups of staff; and raise the profile of the Authority.</li> </ul>	<p>A further Staff Engagement Day in the “World Café” style, has taken place, with a wide range of staff participating, including Operational Staff based within SHQ. As with previous events, the feedback provided by both staff and Members who participated, was really positive.</p> <p>Station visits have also continued in a format which enables more informal engagement between Members and Staff, and for Members to receive tours of the stations and practical demonstrations from operational staff.</p> <p>The Democratic Services Team continue to seek feedback from all events and continue to try and identify further improvements which can be made and further opportunities to enhance engagement.</p>
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**PROCUREMENT:**

<p><b>FP-17/18-7.3-</b> Support corporate priorities and work to ensure the successful delivery of priority work programmes</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Appropriate procurement activity and subsequent contractual arrangements in place for the Station Change projects including:</b></li> <li>• <b>Pre construction contracts</b></li> <li>• <b>Build contracts</b></li> <li>• <b>Consultancy contracts</b></li> <li>• <b>Collateral warranties</b></li> <li>• <b>2. Appropriate procurement activity and subsequent contractual arrangements in place for regional contracts arising from the 3 year asset refresh plan</b></li> </ul>	<p><u>Construction Update</u></p> <p>Saughall Massie. Post second planning application approval the pre-construction agreement is now in place with Wates covering the detailed design phase and collation of costs re the main build contract scheduled to be signed and commence on site end May 2018.</p> <p>Three year call off contract in place with Todd &amp; Ledson under the NHS SBS Framework enabling the continued support of T&amp;L re the Station Change and TDA Re-development projects.</p> <p>Arrangements in place re the Saughall Massie build with Project Four Safety to discharge our direct CDM obligations IE those which cannot be delegated to the ‘Principal Contractor’ Wates</p>
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<p><b>FP-17/18-7.4-</b> Identify efficiencies and implement improvements in procurement activity. <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Focussed spend analysis on a local and regional level.</b></li> <li>• <b>Reduction of supplier base.</b></li> <li>• <b>Increased levels of pro active contract management</b></li> <li>• <b>Formation of Procurement/Finance task group and agreed deliverables arising from the group</b></li> </ul>	<p>Ongoing Contract management on high value high risk Contracts carried forward to 2018/19</p> <p>Finance / Procurement group have implemented a catalogue system in the Workshops which is still in its early stages. Contracts are in place for the majority of all spend in the workshops on parts. The use of petty cash has be replaced by Pcards.</p> <p>Action carried forward to 2018/19 Functional Plan.</p>
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**LEGAL:**

<p><b>FP-17/18-7.5-</b> To provide an improved legal service to fire stations in the community. <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Review of station visits already undertaken has been done and some changes are under discussion</b></li> <li>• <b>Programme of visits to further watches/stations to give information and advice to be planned over 2017</b></li> <li>• <b>Ensure team competent at presentations</b></li> </ul>	<p>This action is complete for 2017. Further station visits will be considered later in 2018.</p>
<p><b>FP-17/18-7.6-</b> To continue to provide timely legal support throughout the current station mergers project and any future projects particularly with regards to: risk and insurance, contractual and commercial arrangements, potential challenges eg. Judicial Review, Land and Title issues. <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>JH to feedback from the Strategic Project Group.</b></li> <li>• <b>Regular liaison between Legal Team and Project Managers.</b></li> <li>• <b>Respond to all queries in a timely manner.</b></li> <li>• <b>Ensure an appropriate level of knowledge and expertise in the team.</b></li> </ul>	<p>This is an ongoing issue as “business as usual”. Regular feedback for the Strategic group is given and all of the legal team are involved. Training is requested where required and support given by the Director.</p>

## LEGAL, PROCUREMENT & DEMOCRATIC SERVICES:

<p><b>FP-17/18-7.7-</b>                  Legal, procurement and democratic services will together provide advice, training and development to all departments and fire stations as identified and required</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• We will consider our resources to provide ongoing dialogue with fire stations in the most appropriate format we can achieve.</li> <li>• We will identify some issues for the purposes of this objective and will keep these under review</li> <li>• We will request feedback to ensure that we can give appropriate and timely advice, training and development as may be required</li> </ul>	<p>Training on gifts and hospitality, conflict and contract standing is now arranged over eight sessions by all teams in the department. This is due to commence in May 2018.</p>
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## STRATEGY AND PERFORMANCE:

<p><b>FP-17/18-5.1-</b>                  Continue to embed Equality and Diversity excellence into the organisation.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Equality and Diversity remains a key focus for the organisation and good progress has been made in recent years. Priorities for 2017/18 are:</li> <li>• Work with training and development staff to implement the on-line equality and diversity training package that was developed in 2016/17.</li> <li>• Collaborate with partner organisations including the Police, other Fire and Rescue Services and the Local Government Association to:</li> <li>• Deliver effective community engagement with limited resources</li> <li>• Contribute to the development and delivery of FRS standards, peer review and inspection in relation to equality and diversity.                         <ul style="list-style-type: none"> <li>○ Investigate the benefits of unconscious bias training/engagement with staff in conjunction with the inclusive leadership work being undertaken by People and Organisational Development.</li> </ul> </li> </ul>	<p>Work is ongoing to prioritise Equality and Diversity induction training for all staff, the elearning package will be finalised for launch shortly. E and D inductions have taken place for the last round new recruits. Further work will commence with People and Organisational Development (POD) on implementing the People Strategy around Unconscious Bias training and Inclusive leadership modules.</p> <p>Collaboration has taken place on a number of events including International Women’s Day, Hate Crime event and Staff Network workshop. Joint working on areas including training is being explored, for example the Police have offered to provide Dyslexia training free of charge to support our HR and Princes trust staff and those managers supporting staff with Dyslexia.</p>
<p><b>FP-17/18-5.2-</b>                  Develop and maintain information management systems to support change and improve</p>	<p><b>SIRAH App (Site Information of Risk and Hazard):</b></p>

business processes whilst improving information security and governance.

**Actions:**

- **Making effective use of information systems and the Portal improves the organisation’s efficiency, particularly during times of budget cuts, austerity and change. Progress will also continue to be made with improving information security and governance. The focus areas for 2017/18 are:**
- **Following successful implementation of a new approach to the management, procurement and in house development of corporate applications, to deliver new applications in relation to:**
- **Operational Risk and Protection**
- **National Resilience Management System**
- **Develop and implement a suite of business intelligence tools aimed at assisting staff to identify the needs and risks in their local area (in conjunction with Equality and Diversity and Community Risk Management), using PIPS to plan and manage the resulting activities**
- **Continue to develop and improve information security and governance arrangements particularly in relation to staff training and preparation for the implementation of the general Data Protection Regulations in 2018.**
- **Review and refresh information sharing arrangements to support service delivery in collaboration with partner organisations.**
- **Consider the ways in which information can be used to evaluate the success of organisational services and projects**

- Prototypes for mapping, incident data, ops considerations, photo gallery, and guidance notes were demonstrated at various stations.
- Excellent feedback was received from stations, with lots of innovative suggestions being made which have been fed back to the project team.
- The risk matrix has been agreed using a methodology devised by GMFRA, which has been modified to suit our requirements. The Business Intelligence Team are currently amending the calculations and weightings for use within the SIRAH app.
- Prototypes have now progressed into the backend development stage, with changes being released on a daily basis.
- During the station demonstrations Southport blue watch expressed a desire to become involved in the development and they have therefore been given a tablet to continuously review and test the app. Support has been provided in the use of the app during Site Specific Risk Information (SSRI) visits. They also have the capability to download a new version of the app daily.

**National Resilience Application:**

- The registration and profiles management module has been created allowing access to the application.
- Email exchange has been set up so that we can send emails to users from within the application.
- A staging server has been created to allow smoother testing.
- Currently developing the reporting interface to track and report on data.
- A working group has been established with representation from all capabilities.
- 'Application Interface' and 'FRS Management' prototypes have been created and sent out to users for feedback.
- Back-end development of FRS Management is due to commence shortly.
- Prototypes for Asset and Incident Status Maps is currently underway

	<p>and is set for discussion at the next working group</p> <p><b>Website upgrade and re-development:</b></p> <ul style="list-style-type: none"> <li>• Project commenced on 5 March with a persona and user journey workshop.</li> <li>• Workshop attendees were identified from across the organisation with specific knowledge relating to the persona groups (the types of people we expect/want to visit the website).</li> <li>• The outcomes from the workshop, in the form of user journeys and sitemap, wireframe designs, and mood-boards were presented back to the project team on 22 March.</li> <li>• Project schedule has been drafted outlining key milestones.</li> </ul>
<p><b>FP-17/18-5.3-</b> Develop and maintain effective communications and media management with high quality presentation and promotion of information.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Effective corporate communications can enhance an organisation’s reputation, help prevent adverse publicity and foster effective engagement with stakeholders. During challenging times this is even more important. During 2017/18 we will continue to focus on introducing effective and innovative ways to deliver high quality corporate communications with reducing resources.</b></li> <li>• <b>We will support major projects included in the Service Delivery Plan for 2017/8 including:</b></li> <li>• <b>Safe and Well</b></li> <li>• <b>National Resilience</b></li> <li>• <b>Firefighter recruitment (positive action)</b></li> <li>• <b>Station change/collaboration</b></li> <li>• <b>We will develop and introduce a new approach to branding MFRA to maximise impact and create more consistency in brand application. We will provide resources for staff to enable them to promote the Service and brand effectively.</b></li> <li>• <b>We will oversee the development of a new Service website that will enable more effective promotion of the Service and allow more staff to directly add content to the site whilst maintaining a strictly controlled branded look and feel.</b></li> <li>• <b>We will work with partners to explore opportunities for collaborative work that will build resilience to assist the team provide a high quality corporate communications service with limited resources.</b></li> </ul>	<p>All major projects have received support from the Communications team, although work is required to ensure that the Communications team are used in the most productive way to achieve the best outcomes for MFRA. Future strategy development work will establish those priorities.</p> <p>The work to update the Service's branding is underway with our design and print suppliers working with staff to produce branding guidelines and document templates. This also includes close collaboration with our website design suppliers to make sure the new website uses up to date branding.</p> <p>Work to develop the new website is progressing well following a comprehensive procurement process. The project is expected to be complete in the late summer.</p> <p>Very productive meetings have been held with Police staff and sharing of best practice is underway. Future plans include joint planning meetings regarding significant events and campaigns that involve both organisations eg bonfire period.</p>

<p><b>FP-17/18-5.4</b>                  Work with other functions to ensure the Service is prepared for a future FRS standards and Inspection programme.  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Significant change is taking place in the UK FRS in relation to a move to HMI inspections and the development of FRS Standards.</b></li> <li>• <b>We will work with other FRS to ensure that the views of MFRA are taken into account in the preparation of FRS standards and inspection.</b></li> <li>• <b>We will work with other Functions (in collaboration with the Legal Director and Treasurer) of to ensure that transparency and corporate governance arrangements are up to date and that the Service is compliant</b></li> </ul>	<p>MFRA is active in the regional Her Majesty’s Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) group that shares ideas and knowledge about inspection. We have worked closely with HMICFRS to test some of their thinking and assist them in refining the inspection approach. These opportunities have been welcomed by MFRA. We also responded to the HMICFRS consultation early in 2018 and have met several times with the HMICFRS Service Liaison Lead for Merseyside to work towards a smooth inspection process for HMICFRS and MFRA.</p> <p>Following discussions with Strategic Management Group (SMG), the terms of reference for SMG have been revised and a series of strategic meetings identified that when reported on regularly, will ensure that SMG continue to have a full picture of the significant decisions and activities of the Service.</p>
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## STRATEGIC CHANGE AND RESOURCES

### Assets:

<p><b>FP-17/18-8.1</b> To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>The development and implementation of a 5 year Asset Strategy for the estate.</b></li> <li>• <b>Carry out condition surveys and life cycle cost analysis across the Estate</b></li> <li>• <b>Complete the re-modelling of Heswall and Formby Fire Stations to become a shared location with Merseyside Police</b></li> </ul>	<p>The 5 year asset management plan for the estates has been reviewed and approved by the Fire Authority. The key objectives of the plan are being progressed and implemented.</p> <p>Conditions surveys continue to be undertaken on a cyclical basis across all locations.</p> <p>Works have progressed at Heswall along with a planning application submitted for further improvements.</p> <p>Merseyside police have decided that Formby Station is at this time not viable for a shared location.</p>
<p><b>FP-17/18-8.2-</b> To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio- including co-location and shared use of Facilities</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Play an active role in Local Authorities Strategic Property Boards across Merseyside to establish cross public service strategic estates group to develop a ‘one public estate’ approach.</b></li> <li>• <b>Promote collaborative working between MFRA Estates and other Blue light organisations.</b></li> <li>• <b>Explore, develop and deliver co-location at various locations including Headquarters and Workshops,</b></li> </ul>	<p>MFRA continue to play an active role in Local Authorities Strategic Property Boards, successfully working closely with Knowsley on the disposal of Huyton fire station.</p> <p>Collaboration between blue light partners continues to be progressed with Monthly joint estates meeting identifying and progressing initiatives.</p> <p>Works to remove the wall within the Operational Planning teams at JCC have been completed to allow teams to collocate. A feasibility study for a joint workshop facility was undertaken with the decision taken not to proceed with a joint facility due to costs.</p>



## Information and Communication Technology (ICT):

### FP-17/18-8.3-

Implement an Information Communications & Technology Infrastructure that will enable efficiency through current and emerging technology.

#### Actions:

- **Mobile Data Terminals (MDTs) are playing an increasing role in the effective management of incidents. In 2017 MFRA plan to review its existing MDT provision and implement an improved solution**
- **The ICT Service Pipeline comprises of new ICT services under development and these developments lead to new or improved use of ICT Assets. Three (3) key activities this year are:**
- **Evaluate the Mobile Phone Contract**
- **Renew Anti-Virus and Web Filtering Solution**
- **Further rationalise printers and at the same time renew the existing Multi-Function Device (MFD) contract**
- **Continue to promote collaborative working between ICT and the organisation at a project level especially in the area of 'DevOps' with the rollout of Windows 10.**

**Mobile Data Terminals:** With commercials agreed in December 2017, the replacement of the existing MDTs with MDTR2 and Airbus Mobilisation software will take place early in the financial year (FY) 2018/2019.

**Mobile Phones:** In anticipation of future changed mobile phone services, in December 2017 an annual rolling mobile phone contract was renewed by telent. At the same time, a limited trial of Samsung mobile phones commenced.

**Anti-Virus:** The Sophos contract has been renewed and exploit prevention (InterceptX) has been fully implemented on client devices.

**Web Filtering:** The Forcepoint (previously Websense) contract has been renewed and the new solution has been implemented. The next steps are to transition to this new solution:

- Forcepoint (web filtering): A phased go live from 23.04.2018
- Forcepoint (e-mail filtering) is to be scheduled dependant on external engineer availability

**MFD:** The award of the MFD contract to Konica and the option of taking up the print management solution (PaperCut) represents savings in the region of £186k over the next 5 years. Following from what has been a successful rollout of the MFDs and the implementation of PaperCut, further savings are expected as PaperCut is used to monitor employee print usage by individual, office or department

**DevOps:** With Strategic Management Group (SMG) and authority members in agreement, the ICT Role Based Resourcing (RBR) project started in December 2017 with the purchase of Toughpads for use on frontline appliances. In June 2018 the Toughpads will be deployed with Windows 10.

**FP-17/18-8.4**

Respond to National Initiatives. The Service is scheduled to switch from the current Airwave communication system to an Emergency Services Network (ESN) which will provide broadband type connectivity which will allow us to utilise application type systems, consequently we are working to ensure the infrastructure and software systems support this.

**Actions:**

- **Through the creation of a Project board and using project management principles MFRA will manage the preparations for transition to the ESN**
- **Identify and manage all opportunities and risks associated with the project.**
- **Ensure MF&RS in a state of readiness for transition, scheduled for late 2017**

***A Home Office announcement in January 2018 placed the 'service ready' date as June 2020. A further announcement will be made following a review of the transition order (reset) in July 2018 and business case review in August 2018.***

**Integrated Communication Control Systems (ICCS):** Phase 1 activities to baseline ICCS to ESN-compatible version of software completed and signed-off 29.03.2018. Phase 2 start dates are to be confirmed following installation of Digital Network Service Provider (DNSP) lease line and ESN Code of Connection accreditation.

**Training:** The new Training Needs Analysis (TNA) template has been received from the central team via LEO Consultants.

**DNSP Fibre Links:** Installation of secondary (resilient) fibre into the computer room enclosure was completed on 11.04.2018. Civil works to provide the route for primary fibre is to commence on 28.04.2018, and the installation of primary fibre with test certificate is expected in May 2018.

**Hand-held Devices and Trials:** Delivery of the Samsung Galaxy trial units is expected in July 2018, for distribution to Home Office user organisations who are leading on the 'Pilots and Trials' stages. A review of the Pilots and Trials stages is underway following the announcement of the revised service ready date.

**Vehicles:** The Home Office issued the Invitation to Tender (ITT) for vehicle solutions in December 2017. The central team is also investigating alternatives to the dedicated vehicle solution, which MFRA will continue to monitor and review.

*MFRA remains committed to working with the Emergency Services Mobile Communications Programme (ESMCP) team and regional colleagues in order to deliver the ESN within the region, in line with both the revised timescales and changes to the available products and services ahead of 'service ready'.*

## Strategic Change and Resources:

### FP-17/18-8.5-

Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio.

#### Actions:

- **Completion of the construction of Prescott Community Fire and Police Station**
- **Complete feasibility study and detailed costing exercise for the proposed new build in St Helens and provide MFRA with a fully costed options appraisal. Deliver the resultant option decision on behalf of the Authority.**
- **Work with Authority officers and contractors to fully examine the “next steps” following refusal of the Saughall Massie Planning application and to lead on**
- **identification of all potential options. Deliver the chosen option to secure the most**
- **effective fire cover for the Wirral West area**

No full Business Cases developed as yet, work is ongoing based on outline Business Cases:

- Operational Planning: Phase 1 (co location) was approved by the programme board and work proceeded to remove the separating wall between the functions and data connections and telephones completed with a multi-agency layout for interchange between agencies if required. Phases 2 – 4 are subject to review following an 18 month implementation review of Phase 1 and consideration of other factors (rank and role assimilation within the organisations, respective employment issues, terms and conditions, roles and responsibilities, statutory responsibilities and governance arrangements).

- Operational Response: Draft Memorandum of Understandings have been produced for the workstreams of Concern for Welfare and Missing Persons. Concern for Welfare has been put on hold temporarily pending some national negotiations (to be reviewed in 2018). Missing Persons is progressing with a trial of the new mobilising procedure underway (due to conclude end of April 2018). An information sharing agreement is now in place to enable closer working in this regard that will offer more opportunities in other areas. Initial work has been conducted into the development of a Memorandum of Understanding with North West Ambulance Service (NWAS) re. Bariatric Patients (known within NWAS as Patients with Complex Needs). Further work to be completed in conjunction with SOPs team and NWAS in second quarter of 2018.

- Community Risk Intervention: This area is being addressed via Community Risk management, predominantly through Arson Reduction and the embedding of Arson Reduction Officers within community hubs (2 have been completed out of the 5 areas, with a further 1 due shortly. The

	<p>remaining 3 business cases are being reviewed).</p> <p>- Corporate Services: Following Deloitte recommendations, MFRA Statement of intent and Position statements have been developed. MFRA and MP will undertake their own individual programmes of work for the ICT and Resources functions. Further work to be undertaken in the other functional areas via 'Phase 3'. This will focus on smaller pieces of work to develop relationships and understanding between the two organisations, and leads for each of the functional areas have been identified and appointed, with monthly and quarterly updates provided to the Programme Board. They will be responsible for developing a programme of work to achieve the objectives within their functional area. Meetings have taken place across the functions and the programme Board will provide further direction on expectations in Apr 2018. Training Delivery now formally subsumed into Corporate Services Phase 3.</p> <p>This action point will carry forward to 2018-19</p>
<p><b>FP-17/18-8.6-</b> Manage change projects to ensure that the Authority's physical infrastructure and Ways of Working are delivered in line with value for money principles</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Complete a full business case for all areas where it is recognised that value for money will be realised, and/or efficiencies gained, through collaboration with Merseyside Police and North West Ambulance Service. The focus for 2017 will continue to be:</b> <ul style="list-style-type: none"> <li>• <b>Operational Planning</b></li> <li>• <b>Operational Response</b></li> <li>• <b>Community Risk Intervention</b></li> <li>• <b>Corporate Services</b></li> </ul> </li> <li>• <b>The collaboration team will engage internal and external stakeholders to provide support for the Collaboration programme and investigate future opportunities for joint working.</b></li> </ul>	<p>No full Business Cases developed as yet, work is ongoing based on outline Business Cases:</p> <p>- Operational Planning: Phase 1 (co location) was approved by the programme board and work proceeded to remove the separating wall between the functions and data connections and telephones completed with a multi-agency layout for interchange between agencies if required. Phases 2 – 4 are subject to review following an 18 month implementation review of Phase 1 and consideration of other factors (rank and role assimilation within the organisations, respective employment issues, terms and conditions, roles and responsibilities, statutory responsibilities and governance arrangements).</p> <p>- Operational Response: Draft Memoranda of Understanding have been produced for the workstreams of Concern for Welfare and Missing Persons. Concern for Welfare has been put on hold temporarily pending some national negotiations (to be reviewed in 2018). Missing Persons is</p>

progressing with a trial of the new mobilising procedure underway (due to conclude end of April 2018). An information sharing agreement is now in place to enable closer working in this regard that will offer more opportunities in other areas. Initial work has been conducted into the development of a MoU with NWS re. Bariatric Patients (known within NWS as Patients with Complex Needs). Further work to be completed in conjunction with SOPs team and NWS in second quarter of 2018.

- Community Risk Intervention: This area is being addressed via Community Risk management, predominantly through Arson Reduction and the embedding of Arson Reduction Officers within community hubs (2 have been completed out of the 5 areas, with a further 1 due shortly. The remaining 3 business cases are being reviewed).

- Corporate Services: Following Deloitte recommendations, MFRA Statement of intent and Position statements have been developed. MFRA and MP will undertake their own individual programmes of work for the ICT and Resources functions. Further work to be undertaken in the other functional areas via 'Phase 3'. This will focus on smaller pieces of work to develop relationships and understanding between the two organisations, and leads for each of the functional areas have been identified and appointed, with monthly and quarterly updates provided to the Programme Board. They will be responsible for developing a programme of work to achieve the objectives within their functional area. Meetings have taken place across the functions and the programme Board will provide further direction on expectations in Apr 2018. Training Delivery now formally subsumed into Corporate Services Phase 3.

<u>Glossary of Terms</u>	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
BBFa	Better Business for All
C&C	Command and Control
CBT	Crew Based Training
CFOA	Chief Fire Officers Association
CFP	Community Fire Prevention
CFP	Community Fire Protection
CPD	Continuous Professional Development
CQC	Care Quality Commission
CRM	Community Risk Management
CSP	Community Safety Partnership
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DCWTR	Day Crewed Wholetime Retained
DoH	Department of Health
E&D	Equality & Diversity
EET	Education, Employment or Training
EIA	Equality Impact Assessment
EMR	Emergency Medical Response
ESEG	Estates Strategic Executive Group
ESMCP	Emergency Services Mobile Communication Programme
ESN	Emergency Services Network
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRNCC	Fire and Rescue National Co-ordination Centre
FRS	Fire & Rescue Service
GDPR	General Data Protection Regulations
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HMICFRS	Her Majesties Inspectorate of Constabularies & Fire & Rescue Services
HVP	High Volume Pump
ICT	Information Communication Technologies
IIT	Incident Investigation Team
IMT	Incident Management Team

<b>IRMP</b>	<b>Integrated Risk Management Plan</b>
<b>IRS</b>	<b>Incident Reporting System</b>
<b>ITP</b>	<b>Invitation to Participate</b>
<b>JCC</b>	<b>Joint Control Centre</b>
<b>LCR</b>	<b>Liverpool City Region</b>
<b>LFRS</b>	<b>Lancashire Fire &amp; Rescue Service</b>
<b>LLAR</b>	<b>Low Level Activity Risk</b>
<b>LPI</b>	<b>Local Performance Indicator</b>
<b>MAIC</b>	<b>Multi Agency Information Cell</b>
<b>MAPPA</b>	<b>Multi-agency Public Protection Arrangements</b>
<b>MASH</b>	<b>Multi Agency Safeguarding Hub</b>
<b>MERPOL</b>	<b>Merseyside Police</b>
<b>MFD</b>	<b>Multi Functional Device</b>
<b>MFRA</b>	<b>Merseyside Fire &amp; Rescue Authority</b>
<b>MFRA</b>	<b>Merseyside Fire &amp; Rescue Service</b>
<b>MHFA</b>	<b>Mental Health First Aid</b>
<b>MIS</b>	<b>Management Information System</b>
<b>MORR</b>	<b>Management of Road Risk</b>
<b>MRSP</b>	<b>Merseyside Road Safety Partnership</b>
<b>NFCC</b>	<b>National Fire Chiefs Council</b>
<b>NJC</b>	<b>National Joint Council</b>
<b>NRA</b>	<b>National Risk Assessment</b>
<b>NRAT</b>	<b>National Resilience Assurance Team</b>
<b>NPG</b>	<b>National Procurement Group</b>
<b>NW</b>	<b>North West</b>
<b>NWAS</b>	<b>North West Ambulance Service</b>
<b>NWFO</b>	<b>North West Finance Officer</b>
<b>NWFRS</b>	<b>North West Fire and Rescue Services</b>
<b>NWRPT</b>	<b>North West Regional Procurement Team</b>
<b>OH</b>	<b>Occupational Health</b>
<b>OIG</b>	<b>Operational Intelligence Group</b>
<b>OPRT</b>	<b>Operational Procedure Review Team</b>
<b>PAS</b>	<b>Primary Authority Scheme</b>
<b>PATS</b>	<b>Potential Arson Target Scheme</b>
<b>PID</b>	<b>Project Initiation Document</b>
<b>POC</b>	<b>Proof of Concept</b>
<b>POD</b>	<b>People &amp; Organisational Development</b>
<b>PQQ</b>	<b>Pre-Qualification Questionnaire</b>
<b>PPE</b>	<b>Personal Protective Equipment</b>
<b>PPRS</b>	<b>Prevention, Protection and Road Safety</b>
<b>PTI</b>	<b>Physical Training Instructor</b>
<b>RBIP</b>	<b>Risk Based Inspection Programme</b>
<b>RBS</b>	
<b>RM1</b>	<b>Risk Management 1</b>
<b>RNLI</b>	<b>Royal National Lifeboat Institute</b>
<b>RLSS</b>	<b>Royal Life Saving Society</b>
<b>RRRG</b>	<b>Road Risk Review Group</b>
<b>RSL</b>	<b>Registered Social Landlord</b>

<b>RTC</b>	<b>Road Traffic Collision</b>
<b>SCG</b>	<b>Strategic Command Group</b>
<b>SI</b>	<b>Service Instruction</b>
<b>SIRAH</b>	<b>Site Information Risk and Hazard</b>
<b>SIT</b>	<b>Street Intervention Team</b>
<b>SME's</b>	<b>Small Medium Enterprises</b>
<b>SMG</b>	<b>Strategic Management Group</b>
<b>SM</b>	<b>Station Manager</b>
<b>SOFSA</b>	<b>Simple Operational Fire Safety Assessment</b>
<b>SOP</b>	<b>Standard Operating Procedure</b>
<b>SPA</b>	<b>Safe Person Assessment</b>
<b>SSRI's</b>	<b>Site Specific Risk Information</b>
<b>StARS</b>	<b>Staff Attendance Record System</b>
<b>T&amp;C's</b>	<b>Terms and Conditions</b>
<b>TCG</b>	<b>Tactical Command Group</b>
<b>TDA</b>	<b>Training and Development Academy</b>
<b>TRM</b>	<b>Time and Resource Management</b>
<b>VPI</b>	<b>Vulnerable Person Index</b>
<b>UAT</b>	<b>User Acceptance Test</b>
<b>UKFRS</b>	<b>United Kingdom Fire and Rescue Service</b>
<b>VOSS</b>	<b>Voluntary Sector Outreach Support Service</b>
<b>WTR</b>	<b>Whole-time Retained</b>
<b>YE</b>	<b>Youth Engagement</b>
<b>YOS</b>	<b>Youth Offending Scheme</b>
<b>YPS</b>	<b>Your Pension Service</b>



<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>AUTHORITY</b>		
<b>DATE:</b>	<b>24<sup>TH</sup> MAY 2018</b>	<b>REPORT NO:</b>	<b>CFO/031/18</b>
<b>PRESENTING OFFICER</b>	<b>MONITORING OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>MONITORING OFFICER</b>	<b>REPORT AUTHOR:</b>	<b>KELLY KELLAWAY – DEMOCRATIC SERVICES MANAGER, EXTN 4113</b>
<b>OFFICERS CONSULTED:</b>	<b>AUTHORITY LEAD MEMBERS LEAD MEMBER SUPPORT OFFICERS CHAIR OF AUDIT &amp; SCRUTINY SUB-COMMITTEE INDEPENDENT PERSON CHAIR OF THE AUTHORITY VICE-CHAIR OF THE AUTHORITY</b>		
<b>TITLE OF REPORT:</b>	<b>MFRA LEAD MEMBER AND SCRUTINY REVIEW OUTCOMES AND OPTIONS</b>		

<b>APPENDICES:</b>	
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## Purpose of Report

1. To inform Members of the key outcomes of a review of Merseyside Fire & Rescue Authority’s (MFRA) Lead Member and Scrutiny processes.
2. To request that Members consider the outcomes of the review and the proposed options for strengthening MFRA’s scrutiny arrangements.

## Recommendation

3. That Members;
  - a. Consider the key outcomes of a review of MFRA’s current Lead Member and Scrutiny processes.
  - b. Approve the various proposals contained within this report outlined at paragraph 20, for strengthening MFRA’s scrutiny arrangements.
  - c. Consider the revised Committee Structure options outlined at Paragraph 23, identified to support improved scrutiny arrangements; and approve the recommended option to keep “Audit” and “Scrutiny” functions together under the remit of the same Committee, but make this a full Committee comprising of 7 Members. (more detail on this option is outlined at

Paragraphs 24 to 26).

- d. Agree the preferred Committee Structure Option, for implementation following the Authority's Annual General Meeting on 14<sup>th</sup> June 2018.

## **Introduction and Background**

4. As Members will be aware, the new Fire and Rescue National Framework came into effect in April 2018. Within the document, it states that FRA's must be accountable to communities for the service they provide; and

*"In demonstrating their accountability to communities for the service they provide, FRA's need to: have scrutiny arrangements in place that reflect the high standard communities expect for an important public safety service".*

5. At present, MFRA's scrutiny function falls within the Terms of Reference for the Audit & Scrutiny Sub-Committee.
6. MFRA has also appointed six "Lead Members" covering the areas of:
- Operational Response
  - Operational Preparedness
  - People & Organisational Development
  - Strategy & Performance
  - Strategic Change & Resources
  - Community Risk Management (including reference for Children and Young People)

Plus a "Member Ambassador" role for Health & Wellbeing.

7. Previously, MFRA's scrutiny function was distinct from its Audit function, with a separate Performance & Scrutiny Committee established. At this time, membership of the Performance & Scrutiny Committee consisted of the Lead Members, plus a Chair of the Committee.
8. The Committee also had a Forward Work Plan, which included items for scrutiny and review under the remit of each of the Lead Members. This approach provided structure and purpose to MFRA's scrutiny work and Lead Members roles; and enabled the Lead Members involved in scrutiny reviews to feedback to the Performance & Scrutiny Committee, when their items were considered.
9. In June 2016, the Performance & Scrutiny Committee was disbanded; and MFRA's scrutiny functions were merged with its Audit functions, under the remit of the Audit & Scrutiny Sub-Committee. As the membership of this Sub-Committee comprises of only 5 Members (plus the Independent Person in a non-voting capacity), the Lead Members are no longer all appointed to one designated Committee responsible for scrutiny.

10. In addition, there were only three meetings of the Audit & Scrutiny Sub-Committee scheduled for the Municipal Year 2017/18, which did not enable effective, regular scrutiny to occur. This led to regular performance and update reports, previously considered by the Performance & Scrutiny Committee, having to be submitted to various Committees of the Authority, depending on reporting timescales.
11. Since the cessation of the Performance & Scrutiny Committee, there has been a disconnect between the Lead Member process and MFRA's scrutiny functions, with no clear process for Lead Members to feed into scrutiny.
12. It has also been apparent that there is no overall consistency between the Lead Members roles, with each operating in a different way, with differing levels of involvement and engagement; and no clear purpose.
13. With the impending introduction of the new Fire and Rescue National Framework, it was apparent that a review of MFRA's current scrutiny arrangements was timely, in order to identify options to improve the effectiveness and relevance of the role of the Lead Members; and MFRA's scrutiny functions generally.

### **Consultation**

14. As part of this review, a range of stakeholders were consulted, including:
  - Lead Members
  - Lead Member Support Officers
  - Independent Person
  - Chair of the Audit & Scrutiny Sub-Committee
  - Chair and Vice-Chair of the Authority
15. All individuals consulted were asked to provide feedback on how they feel the current Lead Member and Scrutiny arrangements have been working; and to make suggestions as to how they could be improved moving forward.
16. Following this consultation, in terms of feedback regarding current arrangements, some common themes emerged as follows:
  - The current scrutiny and Lead Member arrangements could and should be improved, particularly in light of the new Fire and Rescue National Framework and the new inspectorate regime.
  - At present, scrutiny lacks structure.
  - There are not enough meetings of the Audit & Scrutiny Sub-Committee scheduled, to enable effective scrutiny to occur, nor are the meetings scheduled to enable regular update and performance reports to be considered by the one committee responsible for scrutiny.
  - There is no clear definition or expectations for the Lead Member Roles.
  - The current Committee Structure and meeting timetable hinders effective scrutiny.

- There is no mechanism for Lead Members to feed into the scrutiny process.
17. With regards to suggested improvements, again, some common ideas emerged, including:
- Re-introducing a Forward Work Plan for any committee with responsibility for scrutiny, devised by Members; and containing scrutiny items linked to the IRMP.
  - Improving the knowledge of the whole Authority around the IRMP.
  - The creation of more structured Scrutiny, driven by Members.
  - The creation of a “Role Map” for Lead Members to provide a clear definition of the role and expectations.
  - Amending the MFRA Committee Structure and meeting timetable to create a more structured, regular meeting schedule, to support improved scrutiny.
  - Having generic “Scrutiny Member” roles, as opposed to specified Lead Member Roles.
  - Having all Scrutiny Members meeting together in some forum, to ensure consistency of roles.
  - Having some form of “panel approach” involving Scrutiny Members and relevant support officers, which links into a committee responsible for scrutiny functions.
  - Consideration of the involvement of partners/ key stakeholders in any scrutiny process, to ensure effectiveness of joint working arrangements.
18. Throughout the review, it was acknowledged that there will be an increased need to ensure that MFRA can demonstrate the impact and value that the Scrutiny Members add; and that Scrutiny Members should be able to clearly demonstrate that they have assured themselves that the information they have been provided with is relevant and accurate.

### **General Proposals**

19. Following the consultation, the feedback was collated and reviewed by the Monitoring Officer and Democratic Services Manager, with a view to identifying options for improving and strengthening scrutiny arrangements.
20. Subsequently, the following improvements were identified:
- The IRMP should be considered as MFRA’s overall Forward Plan.
  - All Authority Members be provided with input from each Directorate, on an overview of the Department and detailed overview of its IRMP actions. This would improve Members’ knowledge and understanding of key projects and work streams and enable Members to identify relevant and appropriate topics/ items for scrutiny.
  - Once items for scrutiny have been identified, these could then form the basis of a Forward Work Plan for the relevant scrutiny committee. The

appropriate Officers would be consulted during the formulation of the Forward Work Plan, to ensure that items selected are reasonable and are scheduled for reporting at appropriate times.

- To create a number of generic “Scrutiny Member” roles, rather than specific “Lead Member” roles. These “Scrutiny Members” should be appointed to the relevant scrutiny committee and a selection of those Members would participate in each scrutiny review, alongside the relevant officers.
  - Outcomes of the scrutiny reviews would then be reported back to the relevant scrutiny committee, where those “Scrutiny Members” who participated in the review could provide feedback and respond to questions raised, assisted by Officers, clearly demonstrating their involvement in the scrutiny process.
  - Consideration should be given to establishing a Committee Structure and regular meeting schedule that supports improved scrutiny (several options for which have been detailed below).
  - Consideration should also be given to involving representatives from partner organisations in scrutiny. For example for collaborative work streams, Officers from MFRA and our partners could be requested to provide a joint update presentation to the relevant scrutiny committee, where Members can ask questions and assure themselves that collaborative working is operating efficiently and effectively.
21. In order for scrutiny to be effective and enable the Authority to “*have scrutiny arrangements in place that reflect the high standard communities expect for an important public safety service*”, it is evident that there will need to be a greater focus on scrutiny.
22. The proposals detailed above, would enable Officer and Members time to be utilised more efficiently and effectively than at present, by the undertaking of specific scrutiny reviews that will add value and provide assurance.

### **Committee Structure Options and Costs**

23. The current Committee Structure costs £197,719.00 (not including on costs) and in terms of proposed amendments to the Committee Structure and meeting schedule, to facilitate improved scrutiny, several options were identified; and considered by the Strategic Management Group.

#### **Option 1**

To establish two separate Sub-Committees, both consisting of 5 Members. One with responsibility for “Audit” functions; and one with responsibility for “Scrutiny” functions.

This option would create an additional “Sub-Committee Chair” payment, but would reduce the number of “Scrutiny Member” roles from 7 to 4.

This option would create a saving of £2,018 p.a.

### **Strengths**

- Distinction between “audit” and “scrutiny” functions, enabling more focus on scrutiny.
- Creates a saving

### **Weaknesses**

- Would remain a Sub-Committee not reporting directly into the full Authority (which is considered best practice)
- Would not necessarily raise the profile of scrutiny within the Authority.
- Fewer “Scrutiny Members” to draw upon for scrutiny reviews. This could have an impact in terms of reduced knowledge, skills, experience and availability.

## **Option 2**

As Option 1, but with the “Scrutiny” functions under the remit of a full Scrutiny Committee comprising of 7 Members (as opposed to Sub-Committee with only 5 Members)

This option would create an additional “Committee Chair” role and 6 “Scrutiny Member” roles.

The “Audit” functions would remain within the remit of an Audit Sub-Committee, as per current arrangements.

This option would create an increase in Member Allowance Payments of £6,053 p.a

### **Strengths:**

- Follows best practice, with a Scrutiny Committee reporting directly to the full Authority.
- Creates a distinction between “Scrutiny” functions and “Audit” functions”.
- Raises the profile of scrutiny within the Authority.

- More “Scrutiny Members” to draw upon for scrutiny reviews, with more knowledge, skills, experience and availability.

**Weaknesses:**

- Creates an additional cost of £6,053 p.a

**Option 3**

To keep “Audit” and “Scrutiny” functions together under the remit of the same Committee, but make this a full Committee comprising of 7 Members.

This option creates an additional “Committee Chair” role, but removes a “Sub-Committee Chair” role; with 6 “Scrutiny Member” roles.

This option would be cost neutral.

**Strengths:**

- Follows best practice, with a Scrutiny Committee reporting directly to the full Authority.
- Raises the profile of scrutiny within the Authority.
- More “Scrutiny Members” to draw upon for scrutiny reviews, with more knowledge, skills, experience and availability.

**Weaknesses:**

- Does not create any savings (although it is cost neutral).
- Would still not be a distinction between the “audit” and “scrutiny” functions.

**Option 4**

To retain the existing structure, with an Audit & Scrutiny Sub-Committee consisting of 5 Members (including a Sub-Committee Chair).

This would result in a Sub-Committee Chair role (as present), with 4 “Scrutiny Member” roles.

This option would create a saving of £6,054 p.a

**Strengths:**

- Creates the most savings.

**Weaknesses:**

- Would remain a Sub-Committee not reporting directly into the full Authority (which is considered best practice)
  - Would not raise the profile of scrutiny within the Authority.
  - Fewer “Scrutiny Members” to draw upon for scrutiny reviews. This could have an impact in terms of reduced knowledge, skills, experience and availability.
24. Officers have considered each of the options outlined above; and consider Option 3 to be of the most benefit to the Authority, in terms of facilitating improved scrutiny.
25. The recommendation of Officers, is that Members adopt Option 3, and agree to an increase in the number of meetings of the Audit and Scrutiny Committee, to enable regularly, effective scrutiny to occur.
26. It is also recommended that the Agenda’s for these meetings are separated into Part A - “Audit Items” and Part B – “Scrutiny Items”, to create a distinction between the two functions.

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**Equality and Diversity Implications**

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

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**Staff Implications**

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28. The proposals contained within this report, are intended to ensure that the time of Members and Officers is used to best effect, in a manner which will add value and ensure greater accountability.

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**Legal Implications**

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29. Although fire and rescue authorities are not required by law to establish specific scrutiny committees, the new Fire and Rescue National Framework, which came into effect in April 2018, states that FRA’s must be accountable to communities for the service they provide; and



*“In demonstrating their accountability to communities for the service they provide, FRA’s need to: have scrutiny arrangements in place that reflect the high standard communities expect for an important public safety service”.*

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

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30. The financial implications and value for money considerations, have been detailed within the body of this report, but they will vary depending upon the Committee Structure option selected by MFRA.
31. With the exception of Option 2, the options proposed within this report are either cost neutral, or create a small saving; and will ensure that the Authority’s scrutiny arrangements are more efficient and effective and represent value for money.
32. Although Option 2 creates a slight increase in Members Allowance payments of £6,053 p.a, this increase can be met from existing budgets, if Members consider this to be their preferred option.
33. Should Members approve Option 3 as recommended by Officers, there will be no financial implications, as this option is cost neutral.

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

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34. Although there are no direct risk management, health and safety, or environmental implications arising from this report, having robust, effective scrutiny arrangements in place, will ensure that the Authority is best placed to identify any potential implications should they arise.

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

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35. Having robust, effective scrutiny arrangements, will enable MFRA to assure itself that the services it provides continues to ensure “Safer Stronger Communities – Safe Effective Firefighters”.

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### **BACKGROUND PAPERS**

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### **GLOSSARY OF TERMS**

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