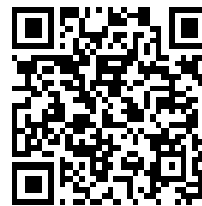


To: All Members of the Authority



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: 6 December 2017

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on **THURSDAY, 14TH DECEMBER, 2017** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

Clerk to the Authority

Encl.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

AUTHORITY

14 DECEMBER 2017

AGENDA

1. Preliminary Matters

The Authority is requested to consider the identification of:

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

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

The Minutes of the previous meeting of the Authority, held on 19th October 2017, are submitted for approval as a correct record and for signature by the Chair.

3. STATEMENT OF ASSURANCE 2016-17 (Pages 11 - 36)

To consider Report CFO/073/17 of the Chief Fire Officer, concerning the Authority's Statement of Assurance 2016-17 for publication on the Authority website.

4. FINANCIAL REVIEW 2017/18 - APRIL TO SEPTEMBER (Pages 37 - 64)

To consider report CFO/076/17 of the Chief Fire Officer, informing Members that the Home Office have agreed to a variation in the use of Fire Transformation Grant funding for the station merger programme.

5. Equality & Diversity Plan 2017-2020, Functional Priorities 2017/18, 6 Month update (Pages 65 - 116)

To consider Report CFO/067/17 of the Deputy Chief Fire Officer, concerning an update on the agreed Equality and Diversity (E& D) plan for 2017/18 together with an update on progress against the actions for the first 6 months of the year; and an update on the Equality Objectives for 2017/18.

6. **IRMP update and planning process for 2018/19** (Pages 117 - 134)
To consider Report CRFO/078/17 of the Deputy Chief Fire Officer, concerning progress made so far in relation to the 2017/20 Integrated Risk Management Plan and the planning process and timetable for 2018/19.
7. **Variation to Fire Transformation Grant Funding** (Pages 135 - 148)
To consider report CFO/74/17 of the Deputy Chief Fire Officer, informing Members that the Home Office have agreed to a variation in the use of Fire Transformation Grant funding for the station merger programme.
8. **PROPOSED FIRE STATION, SAUGHALL MASSIE, WIRRAL** (Pages 149 - 154)
To consider report CFO/059/17 of the Deputy Chief Fire Officer, to seek approval to proceed with the scheme to build a new fire station on land at Saughall Massie Road, Saughall Massie, Wirral.
9. **DEFENCE EMPLOYER RECOGNITION SCHEME** (Pages 155 - 158)
To consider report CFO of the Chief Fire Officer, requesting that Members note MFRA's active participation in supporting the Defence Employer Recognition Scheme.
10. **REFORM OF MERSEYSIDE FIRE AND RESCUE AUTHORITY** (Pages 159 - 162)
To consider report CFO/075/17 of the Monitoring Officer, informing Members of the progress of the working group established to consider the detail of the proposed reforms to Merseyside Fire and Rescue Authority (MFRA).
11. **Part 2 EXEMPT Minutes** (Pages 163 - 166)
The Part 2 EXEMPT Minutes of the previous meeting, held on 19th October 2017, are submitted for approval as a correct record and for signature by the Chair.
12. **ITHC Remedial Work Plan** (Pages 167 - 192)
To consider report CFO/060/17 of the Deputy Chief Fire Officer, informing Members of the ICT Cyber Security enhancements contained within the Information Technology Health Check (ITHC) Remedial Work Plan.

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

Refreshments

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

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

19 OCTOBER 2017

MINUTES

Present: Cllr Dave Hanratty (Chair) Councillors Sharon Connor, Joe De'Asha, Janet Grace, Brian Kenny, Chris Meaden, Les Byrom, Peter Brennan, Barbara Murray, James Roberts, Jean Stapleton, Sharon Sullivan, Lynne Clarke, Lynne Thompson and Paul Tweed

Apologies of absence were received from: Cllr Denise Allen, Cllr Lesley Rennie, Cllr Edna Finneran and Jane Kennedy (PCC)

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.

Members 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.
 - 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 9 – “Derv Tank Decommissioning and Upgrade Programme”, contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972**
 - **Agenda Item 10 – “Emergency Medical Response and the Response to Terrorist Incidents”, contains EXEMPT information by virtue of Paragraph 4 of Part 1 of Schedule 12A to the Local Government Act 1972.**
- This report also contains “Official Sensitive” information.

2. Minutes of the Previous Meeting

In relation to the Minutes of the previous meeting of the Authority, held on 29th June 2017, it was noted that Cllr Lynne Clarke was not recording as being present at the meeting, when she was in fact in attendance.

With the inclusion of the attendance of Cllr Lynne Clarke, the Minutes of the previous meeting of the authority, held on 29th June 2017, were approved as a correct record.

3. Change Of Appointment To The Authority

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

The Chair of the Authority introduced Councillor Lynne Thompson, appointed by Sefton Council to replace Councillor Marianne Welsh; and welcomed her to MFRA.

With regards to recommendation d) the Chair nominated; and it was unanimously agreed, that Councillor Jan Grace be appointed as the replacement Lead Member for Operational Response, for the remainder of 2017/18.

Members Resolved that:

- a) The resignation of Councillor Marianne Welsh from the Liberal Democrat Party and subsequent requirement for Sefton Council to nominate a replacement Member to appoint to MFRA, be noted.
- b) The appointment of Councillor Lynne Thompson (Liberal Democrat), as one of Sefton Council's nominated representatives to MFRA, with effect from 22nd September 2017, be noted.
- c) The appointment of Councillor Lynne Thompson to the following Committees and Groups, vacated by Councillor Marianne Welsh, be noted:
 - Community Safety & Protection Committee
 - Appointments Committee
 - Appeals Committee
 - Member Development & Engagement Group
- d) Councillor Jan Grace be appointed to the role of Lead Member for Operational Response, vacated by Councillor Marianne Welsh.

4. Amendments to the Authority's Constitution

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

Members Resolved that:

The amendment to Article 2.1 of the Authority's Constitution (pages 13-14) as attached to this report at Appendix A, be approved.

5. Equality & Diversity Annual Report 2016/17

Members considered Report CFO/065/17 of the Deputy Chief Fire Officer, concerning an update on the progress made against the Equality and Diversity Plan 2013-17, as contained in Appendix 1 of the Equality and Diversity (E&D) Annual Report 2016/17 attached at Appendix A.

Comments were made by Members in relation to the fantastic work that our youth engagement team do with young people with disabilities; and our extensive work around mental health and wellbeing.

It was noted that the Authority have recently achieved a National award for work around mental health and wellbeing; and that a report will be brought back to the next meeting of the Authority regarding this.

Members requested that their thanks be recorded to all staff for their excellent work.

Members Resolved that:

The content of the Equality and Diversity Annual Report, which will be published following professional design work, be noted.

6. CORPORATE RISK REGISTER 2017-18

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

Members were informed that where new risks have been included, these have been highlighted within the risk register; and that these new risks are linked to key issues, such as National Resilience, Protection work following the Grenfell Towers incident and the introduction of the General Data Protection Regulations.

Members Resolved that:

The updated Corporate Risk Register for 2017/18, which incorporates the current status of those risks to August 2017, be approved.

7. Consultation and Engagement Policy

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

Members were advised that the Consultation process has been revised and made more robust; and the Policy has been amended to reflect the additional consultation work undertaken around station mergers.

Members Resolved that:

- a) The Consultation and Engagement Policy STRPOL012, be approved.
- b) The Consultation and Engagement Framework Services Instruction (SI 0881), be approved.

8. ICT Role Based Resourcing

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

Members were provided with an overview of the report, which highlighted that the proposals will ensure that the organisation as a whole is more agile, and staff are able to operate in a more agile way. For example, providing Prevention staff with tablets will avoid unnecessary journeys to Community Fire Stations, in order to complete paperwork.

Members Resolved that:

Progress made on the RBR project and the move to a more modern way of working by the Authority's staff, be noted.

9. Derv Tank Decommissioning and Upgrade Programme

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

10. Emergency Medical Response And The Response To Terrorist Incidents

This Report contains EXEMPT information by virtue of Paragraph 4 of Part 1 of Schedule 12A of the Local Government Act 1972. It also contains "Official Sensitive" information.

Close

Date of next meeting Thursday, 14 December 2017

Signed _____ Dated _____

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	14 DECEMBER 2017	REPORT NO:	CFO/073/17
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	STATEMENT OF ASSURANCE 2016-17		

APPENDICES:	APPENDIX A: DRAFT STATEMENT OF ASSURANCE 2016-17
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Purpose of Report

1. To request that Members consider and approve the Authority's Statement of Assurance 2016-17 for publication on the Authority website.

Recommendation

2. That Members consider the information contained within this report and approve the Authority's draft Statement of Assurance 2016-17.

Introduction and Background

3. The Fire and Rescue Service National Framework published in 2012 sets out a requirement for fire and rescue authorities to publish an annual Statement of Assurance. It says:

'Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance'.

4. The National Framework goes on to say that one of the principal aims of the statement of assurance is to provide an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of their local fire and rescue authority's performance. The statement of assurance will also be used as a source of information on which to base the Secretary of State's biennial report under section 25 of the *Fire and Rescue Services Act 2004*.

5. Where fire and rescue authorities have already set out relevant information that is clear, accessible and user-friendly within existing documents, they may wish to include extract, or links to these documents within their statement of assurance.
6. With this in mind, the Authority's Statement of Assurance (which reflects back on the 2016/17 performance year) has been prepared in a way that does not substantially duplicate existing plans, reports and other documents, but instead includes links to existing documents held on the MFRA website, or in some cases to documents held by other organisations or within Governmental Departments.

Equality and Diversity Implications

7. Accessibility has been considered and although the Statement is designed to be read as an electronic document with links to other documents and information. Hard copies of documents will be provided on request.

Staff Implications

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

Legal Implications

9. The publication of a Statement of Assurance is a requirement of the Fire and Rescue Service National Framework, which is a statutory requirement under the provisions of the Fire and Rescue Services Act 2004 section 21.

Financial Implications & Value for Money

10. There are no financial implications arising from this report. The Statement gives details on financial performance and future challenges.

Risk Management, Health & Safety, and Environmental Implications

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

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

12. Producing the Statement will ensure that the Authority complies with legal requirements but will also provide accessible information to any stakeholders who wish to learn more about MFRA

BACKGROUND PAPERS

GLOSSARY OF TERMS

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Statement of Assurance

2016/17



**SAFER, STRONGER COMMUNITIES; SAFE
EFFECTIVE FIREFIGHTERS**

www.merseyfire.gov.uk

Merseyside Fire & Rescue Authority

ANNUAL STATEMENT OF ASSURANCE 2016/17

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MERSEYSIDE FIRE & RESCUE AUTHORITY

ANNUAL STATEMENT OF ASSURANCE 2016/17

1. Foreword

Fire and Rescue Authorities are accountable for their performance and as such, information regarding effectiveness and value for money should be accessible, transparent and accurately reported to the communities they serve. Along with legislation which governs how FRA's provide their services, the [Fire and Rescue National Framework for England 2012](#) requires Merseyside Fire and Rescue Authority (MFRA) to produce this Annual Statement of Assurance. The Statement of Assurance focuses on Authority governance, performance and activity that took place between 1st April 2016 and 31st March 2017.

'Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. To provide an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of their local fire and rescue authority's performance.'

DCLG Guidance on Statements of Assurance for FRA's in England

Merseyside FRA has faced budget cuts on an unprecedented scale over a number of years. These cuts have had a significant impact on organisational capacity and have resulted in a reduction in the number of immediately available fire engines from 42 in 2011 to 24 (2 additional appliances are available through recall arrangements) in 2016/17. This has had an impact on the speed and weight of attack when responding to incidents and in the ability of the Service to maintain the levels of community safety intervention delivered over the last decade. During 2016/17, the Authority continued to work towards the merger* of fire stations in Knowsley, St Helens and Wirral. The new fire station at Prescot in Knowsley will replace Huyton and Whiston fire stations and due to open in early 2018. When complete, these mergers will contribute to delivering the cuts made in previous years. Further cuts between 2016/17 and 2019/20 will require further savings of £11m. £2m of this total will have to come from emergency response (fire appliances and firefighters). It is increasingly likely that cuts will continue beyond 2020. Whilst you should be reassured that the Service will continue to deliver a fast response to an emergency and will carry out prevention activities aimed at those people most at risk, it is an unfortunate reality that the speed of response to emergency calls (especially the speed of the second and third responding fire engine) will not be at the levels delivered prior to the cuts.

We hope that you find this Statement of Assurance useful and that it explains the context and scale of the challenges faced by the Authority now and in the future. It is intended to direct readers to other published reports, rather than repeating existing material and as a result it contains several hyperlinks. If you require

copies of any documents or have any comments or questions please contact Jackie Sutton – Integrated Risk Management Planning Officer on 0151 296 4563 or by email on jackiesutton@merseyfire.gov.uk

*Merger = closure of two fire stations, replacing them with one new fire station in an optimal location.

2. Introduction

Merseyside is a Metropolitan County in the north west of England, which straddles the Mersey Estuary and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral.

Merseyside spans 249 square miles (645 Km²) of land containing a mix of high density urban areas, suburbs, semi-rural and rural locations, but overwhelmingly the land use is urban. Its largest business district is in Liverpool City Centre, but Merseyside is also a polycentric county with five metropolitan districts, each of which has at least one major town centre and outlying suburbs.

Mid 2016 estimated figures showed that Merseyside has a population total of 1,406,447. This is a 1.8% increase on 2011 census figures. The population is split 48.7% male and 51.3% female. Merseyside has a lower proportion of children (17.8%) and higher proportions of working age residents (63.5%) and a higher proportion of older people (18.7%) than North West averages. Our [Profile of Merseyside Demography, Equality and Diversity](#) report outlines the communities we serve.

In the current economic climate, where resources are increasingly under pressure, it is challenging to constantly deliver high quality services across all areas of the organisation. This, however, highlights the importance of keeping equality and diversity at the forefront of our minds, ensuring we understand how our decisions affect our business, communities and the people who work for MFRA.

We have worked hard over the last few years to anticipate the impact of the cuts and reduce the effect they will have on our communities. By using natural retirement rates and reserves it has not been necessary to make any staff compulsorily redundant. However the Comprehensive Spending Review for 2016/17 was announced in late 2015 and this requires the Authority to deliver further savings of £11m between 2016/2020. Redundancy may not be avoidable in the future.

We believe that fire does discriminate against the old and infirm and those in socio-economically disadvantaged areas. We have developed policies and procedures to ensure we identify and target our efforts towards the most vulnerable and at risk within our communities.

We will continue to fit smoke alarms FREE of charge to those over 65 and those referred by other agencies who understand fire risk, or by our staff as part of specific campaigns following fatal fires or otherwise e.g. Private landlord accreditation scheme.

Other Merseyside residents can access free fire safety advice on request. This can include the installation of smoke alarms if necessary and the person requesting the service is asked to cover the unit cost of the alarm (this service is provided by volunteers on a non-profit basis).

Merseyside Fire & Rescue Authority actively supports the reduction of Hate Crime across Merseyside and has introduced Safe Havens at all fire stations. We use target hardening techniques to prevent incidents and/or reduce the effects on victims.

To date we have continued to maintain a very fast average response to incidents (despite a reduction in appliance numbers) and by targeting our prevention activity and working smarter, we are still having a real impact on the safety of the people of Merseyside.

MFRA published the [Service Delivery Plan 2017-18](#) in April 2017 and, following 12 weeks consultation with the public, partners, staff and stakeholders, the [Integrated Risk Management Plan 2017-20](#) was published in April 2017 to respond to the changing risks and needs within our communities. The previous [Integrated Risk Management Plan 2015-17](#) was published in April 2015 as a 2 year supplement to the [IRMP 2013/16](#) published to take account of the Government grant being released for 2 years (2015/17). The Service Delivery Plan establishes the standards of performance expected and reported on the 2016/17 outcomes. The Integrated Risk Management Plan sets out how we will continue to deliver our services to meet local risks. It describes a noticeably leaner but dynamic fire and rescue service delivered in the most effective and efficient way. Anyone who needs us in an emergency will still receive one of the fastest responses in the country.

3. Governance arrangements

Merseyside Fire and Rescue Authority was established on 1st April 1986 by the Local Government Act 1985 which made provision for joint authorities to be established in the major metropolitan areas following the abolition of the metropolitan county councils.

Although the Authority does not have all the powers of a Council, it is nonetheless a Local Authority in its own right, separate and distinct from the constituent councils. It is therefore subject to many of the same rules and regulations which govern other Local Authorities.

The Authority

The Authority is made up of 18 Elected Members, all of whom must be a Councillor elected to one of the five constituent district councils within Merseyside (Knowsley, Liverpool, Sefton, St Helens and Wirral). There is also an independent person on the Authority. Members of the Authority have a responsibility to the whole community of Merseyside and are directly accountable to the people of Merseyside for the running of the Fire and Rescue Service. All Members meet together as the Fire and Rescue Authority. Meetings of the Authority are normally open to the public and details are published on our website Merseyfire.gov.uk - Authority.

The Authority has ultimate responsibility for decision making but has delegated many decisions to committees as part of their Terms of Reference (available to view in the Constitution) and officers. Elected Members work closely with officers (the staff employed by the Authority) to develop policies, plans and

strategies to give direction to the Service and to ensure that services are delivered in line with the Authority's objectives.

There are a number of organisations which are independent from the Authority, but have an impact on its service areas. In order that the Authority can maintain effective partnerships with a number of these organisations, Members of the Authority sit on the various committees and forums that are responsible for them:

- Association of Metropolitan Fire & Rescue Authorities
- Local Government Association
- Liverpool City Region Brussels Office
- National Joint Council
- North West Employers' Organisation
- North West Fire and Rescue Forum
- The Toxteth FireFit Hub

Our legal responsibilities

The full [Merseyside Fire and Rescue Authority](#) Constitution and Governance can be found on our website. It details how the Authority conducts its business and includes detailed procedures and codes of practice including:

- Members code of conduct
- [Authority Constitution 2016-17](#) and allowances
- Meetings, agendas and decisions
- [Complaints Procedure](#)

The Authority has approved and adopted a [Code of Corporate Governance](#) which is consistent with the principles of the CIPFA/SOLACE framework. The key principles of the Authority's Code of Corporate Governance are outlined below;

Three high level principles underpin Corporate Governance:-

- Openness and inclusivity
- Accountability
- Integrity

The Fire and Rescue Service National Framework

The Government has a responsibility to ensure that the public is adequately protected. For fires and other emergencies it does this by providing significant financial resources, giving authorities the power to raise additional local funding, and maintaining a statutory framework within which FRA's should operate.

The [Fire and Rescue National Framework for England 2012](#) sets out the Government's priorities and objectives for FRA's in England. It recognises that operational matters are best determined locally by FRA's in partnership with their communities.

The priorities are:

- To identify and assess the full range of foreseeable fire and rescue related risks their area may face, make provision for prevention and protection activities and respond to incidents appropriately.
- To work in partnership with their communities and a wide range of partners locally and nationally to deliver their service

- To be accountable to communities for the service they provide.

Merseyside Fire and Rescue Authority are satisfied that the systems they have in place fulfil the National Framework requirements.

4. Overview of Merseyside Fire and Rescue Service

Our Mission, Aims and Values

Our Mission; “Safer, Stronger Communities; Safe, Effective Firefighters”, our aims and our values run as a golden thread through everything we do.

Our Aims

Excellent Operational Preparedness

We will provide our firefighters with the training, information, procedures and equipment to ensure they can safely and effectively resolve all emergency incidents.

Excellent Operational Response

We will maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core.

Excellent Prevention and Protection

We will work with our partners and our community to protect the most vulnerable through targeted local risk reduction interventions and the robust application of our legal powers.

Excellent People

We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all.

We plan our actions by embedding our **core values** into the way we deliver our services:

- Make a positive difference to our community;
- Provide an excellent and affordable service
- Everyone matters
- Respect our environment
- Our people are the best they can be.

Responsibility & accountability of the Chief Fire Officer

The Chief Fire Officer is the Head of Paid Service in law under S. 4 of the Local Government & Housing Act 1989. The Chief Fire Officer is responsible for;

- *Ensuring that the staffing needs of the organisation are adequate to perform the Authority’s statutory functions*
- *Ensuring that the discharge of the Authority’s functions is efficiently and effectively co-ordinated*
- *Arranging for and ensuring the proper appointment and management of the Authority’s staff.*
- *Arranging for and ensuring the effective organisation of the Authority’s staff in an appropriate structure with relevant departments.*

The Chief Fire Officer is accountable to the Authority. Details of the powers delegated to the Chief Fire Officer (and in their absence the Deputy Chief Fire Officer,) who may further delegate to any member of either the Executive Team or the Strategic Management Group as appropriate, can be found on page 45 of the MFRA [Constitution 2015-16](#) .

The success of our service provision is largely dependent on the skills, abilities and dedication of our staff. That is why we invest resources in ensuring that our people are the best they can be through training and development, appraisal, health and wellbeing. Our aim at MFRA is to have Excellent People:

‘We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all’.

Staffing levels, including the number of officers, can be found on the [DCLG 2016](#) (Department for Communities and Local Government) and [CIPFA 2016](#) (Chartered Institute of Public Finance and Accountancy) websites. A log in is required.

Organisational Development

Each member of staff has their individual training, learning and development needs identified by their line manager at their annual performance appraisal and development review. This in turn informs an annual training needs analysis. This is used to identify new equipment, methods of working, health and safety risks, and compliance with legislation or succession planning which have arisen, or may, arise in the coming years.

Leadership Development

MFRA recognises the huge contribution our managers and leaders can make to our organisation. To support their development, and that of emerging managers, and to ensure the changing requirements of the organisation are being met, we invest time and training hours in these individuals.

Leadership courses such as CMI (Chartered Management Institute) Levels 3 and 5, Institute of Occupational Safety and Health) IOSH and National Examination Board of Safety and Health (NEBOSH) are attended by uniformed and non-uniformed staff. Uniformed staff interested in development into the role of supervisory manager can enter the Supervisory Management Gateway and attend Operational Incident Command courses at the Fire Service College. MFRA require operational staff seeking progression to undertake the Institute of Fire Engineers (IFE) examinations to demonstrate the underpinning knowledge required for the role. Operational managers are offered courses aimed at developing their knowledge, skills and values to enable them to effectively take over command on the incident ground.

Staff consultation - Representative Bodies

Uniformed staff are represented by the Fire Brigades Union (FBU) and the Fire Officers Association (FOA), non-uniformed staff by UNISON and UNITE. All are invited to take part in consultation around changes to staffing levels or conditions of service, the IRMP and any changes to the service MFRA provide. All are active members of Joint Secretaries, which is a meeting which brings together the representative bodies with the Authority’s Consultation Manager and our Director of People and Organisational Development.

Staff Survey

In June 2016 Merseyside Fire and Rescue Authority conducted a 2nd staff survey, facilitated by an independent organisation (People Insight). 51% of staff (518) took part this was a 17% decrease in responses when compared to the staff survey in 2014. However the MFRA overall engagement score was 74% which is an unprecedented 19% point increase on the 2014 score.

- 76% of respondents said they enjoyed their work
- 79% said they were proud to work for MFRA.

As a result of the Staff Surveys MFRA developed a set of engagement principles which are embedded across the service. When staff were asked what has changed within MFRA since the last survey and had a positive impact on you, positive comments included:

- Watch Managers feel empowered
- Station Managers are more approachable
- Improving communication
- Less micro management
- More trust
- More support from Senior Managers

A summary report on the Staff Survey results provided by People Insight was considered by Merseyside Fire and Rescue Authority. This report summarises all of the results produced by People Insight and can be found on the MFRA website [Staff Survey Results 2016](#)

Equality and Diversity

The public sector Equality Duty, of the Equality Act 2010, requires public bodies to consider all individuals when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities. MFRA is committed to considering equality and diversity in the way we provide our services and the [MFRA Equality and Diversity Statement](#) and supporting documentation is available on the website.

We have published [an Annual Equality and Diversity Report 2016/17 \(to be added in December\)](#) which sets out how we have met our legal obligations and improved outcomes for our communities.

5. [The risks we face in Merseyside](#)

The [Fire and Rescue Services Act 2004](#) requires every fire and rescue authority to produce an [Integrated Risk Management Plan 2017-20](#) to develop services to respond to those risks and help prevent incidents occurring. [The Civil Contingencies Act 2004](#) also places a legal duty on local emergency responders to carry out assessments on the risks to their area and publish them. The [Merseyside Community Risk Register](#) identifies the areas of potential risk to the population and infrastructure of Merseyside and the nature of

that risk. The likelihood of an event occurring has been assessed using historical evidence and projected occurrence data relating to the risk occurring over a five year period at the magnitude reflected within the outcome description. The potential impact of such an emergency has been assessed with regard to health, social, economic and environmental effects in accordance with national guidance.

Social Risk

We know that deprivation and environment can increase risk from fire and other emergencies. In Merseyside there are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. The Indices of Multiple Deprivation 2015 indicate that 32 per cent of the super output areas (SOA's) in Merseyside are ranked in the top 10 per cent of the most deprived SOA's in England with high levels of social exclusion and crime. In addition, all the local authorities in Merseyside are within the top 20 per cent of the most income deprived in England. We consider this when we plan our services and target those services at people we identify as most at risk. We are particularly targeting the increasing number of older people who are now remaining in their own homes.

Environmental & Economic Risks

There are other types of risk too. Other risks within the Merseyside area include:

- Coastline on the west of the MFRA area.
- John Lennon Airport
- Under and over ground rail links, including under the River Mersey
- Two road tunnels under the River Mersey
- Two premier league football stadia
- Liverpool City Centre and many heritage buildings
- Dock estates in Liverpool and Birkenhead
- Beaches and areas of natural beauty such as Freshfield Pinewoods, Hilbre Island and Carr Mill Dam
- RAF Woodvale airfield, Altcar Army camp and rifle range.
- Industrial estates accommodating large factories down to small industrial units.
- Ten Control of Major Accident Hazard (COMAH) sites such as Nustar petrochemical plant.
- Large shopping areas including Liverpool One in the City Centre.
- Three Universities with large blocks of student accommodation both in and outside the city centre.

6. Risks beyond our borders

National & Local Resilience

Over recent years large scale emergency incidents have increased in the UK. This has been due to climate change and terrorist activities. As a direct result the Government introduced the 'National Resilience' programme.

MFRA is the lead authority for National Resilience on behalf of Home Office and provides a substantial commitment by hosting an Urban Search and Rescue (USAR) team, a USAR canine team, USAR Tactical Advisors (Tac Ads), a High Volume Pump (HVP), a Detection, Identification and Monitoring (DIM) vehicle with a cadre of DIM advisors and Mass Decontamination Unit (MDU). We also have 2 type B flood rescue

teams and one Flood Tactical Advisor declared on the DEFRA national flood rescue asset register. All of these assets are available at all times for national deployment.

In 2012 MFRA extended its USAR role, becoming a member of the UK International Search and Rescue Team (UKISAR), which is an internationally deployable, heavy classified Urban Search and Rescue (USAR) team. This team is available for deployment to incidents anywhere in the world on behalf of the UK Government. The Merseyside FRS contingent formed part of the team that were successfully reclassified via the International Search and Rescue Advisory Group (INSARAG) in 2016.

Under Sections 13 and 16 of the [Fire and Rescue Services Act 2004](#) MFRA are required to have in place mutual assistance arrangements with neighbouring FRA's. These agreements are regularly reviewed.

Management of Risk

The fire and rescue service is a 24 hour a day, 365 days a year operation and as a result MFRA produces plans that enable it to respond to any events that could threaten service delivery in Merseyside. These plans include:

- [Service Delivery Plan 2017-18](#) for 2016/17 outcomes
- [Integrated Risk Management Plan 2017-20](#)
- [Budget and Financial Plan 2015/16-2019/20](#)
- Corporate Risk Register 2016/17 available on MFRS Portal

All serve to identify and plan for existing and potential risks to the Authority's assets and services.

Our [Business Continuity Management Policy](#) provides clear and defined strategies to address the following:

- Total loss of any Merseyside Fire & Rescue Service Department.
- Significant/partial damage to any Merseyside Fire & Rescue Authority Department.
- Significant/partial Failure of the Information Technology system.
- Loss of /damage to information/data
- Loss of/disruption to primary utilities.
- Loss of staff/Pandemic.
- Loss of suppliers.

Functional Business Continuity Plans have been prepared and are tested regularly.

7. Our Services to the Community

MFRA operates within clearly defined statutory and policy framework requirements as set out in the:

- [The Fire and Rescue Services Act 2004](#)
- [The Fire and Rescue Services \(Emergencies\) \(Order\) 2007](#)
- [The Civil Contingencies Act 2004](#)
- [Localism Act 2011](#)
- [Regulatory Reform \(Fire Safety\) Order 2005](#)

- [Fire and Rescue National Framework for England 2012](#)
- [Local Government Acts 1972 to date](#)

The [Service Delivery Plan 2017-18](#) highlights MFRA's commitment to delivering an excellent service to the communities of Merseyside. This document brings together actions from the [IRMP Supplement 2015/17](#), [Integrated Risk Management Plan 2017-20](#), Station Community Safety Delivery Plans, Functional Plans, [Equality and Diversity](#) planning and details of outcomes from 2016/17. All these plans are available to view through the MFRA Portal.

Excellent Operational Response

The Authority's priorities clearly stated in the [Service Delivery Plan 2017-18](#) are:

- To maintain an effective emergency response to meet risk across Merseyside with safety and effectiveness at its core
- The [Operational Response](#) function ensures that the Authority, on behalf of the public, is assured with regard to the readiness of its operational workforce, appliances, stations and equipment to respond appropriately and in a timely manner to emergencies, and that when we do respond our firefighters, procedures and equipment are safe and effective.
- The Operational Response function is led by an Area Manager Third Officer who is responsible for the operational element of the MFRA workforce. This equates to approximately 663 people across the 23 crewed Fire Stations, our Fire Control and Officer Group.

Community Risk Management

The function of the Community Risk Management (CRM) Directorate incorporates the established functions of Prevention and Protection. The activities undertaken on behalf of the directorate have been an integral part of the services integrated risk management plan since its introduction in 2005 reducing fires, deaths and injuries in domestic and commercial premises whilst making Merseyside safer, stronger and healthier.

The work of CRM, traditionally known as Prevention and Protection has expanded to cover extensive and wide ranging activities to actively target and reduce risks in the interests of protecting our communities and our firefighters. In order to manage these activities we have structured the function to align under the 3 P's:

- **PEOPLE** (Community Fire Prevention Department)
 - Home Safety
- **PLACE** (Community Safety Department)
 - Community Safety Partnerships
 - Road safety
 - Water Safety
- **PREMISES** (Community Fire Protection Department)
 - Business Safety

In addition to the above, and underpinning all of the 3 P's we have our **Youth Engagement Department**.

Our Priorities:

PEOPLE – Community Fire Prevention department aim to:

- Reduce accidental dwelling fires and deaths and injuries which result from these fires across Merseyside
- Focus our Prevention work on protecting vulnerable people and targeting those most at risk
- Create a team of in house volunteers to allow us to expand our reach into existing and emerging communities as an active and engaged stakeholder to reduce risk of fire and other emergencies.

PLACE – Community Safety department aim to:

- Work with Community Safety Partnerships and associated thematic sub groups in order to reduce arson and anti-social behaviour in high demand areas.
- Work with Merseyside Road Safety Partnership and associated thematic sub groups in order to improve road safety and reduce deliberate vehicle misuse.
- Work with partners to establish a Merseyside water Safety Forum in order to improve public safety and promote the safe use of our waterways.

PREMISES – Community Fire Protection department aim to:

- Enhance fire safety provision for operational personnel through measures including delivery of Simple Operational Fire Safety Assessment (SOFSA), fires in the built environment training and exercising in premises of special interest such as heritage or those containing fire engineered solutions.
- Review the Services Risk Based Inspection Programme to ensure that our resources are focused on premises that represent the greatest risk in the event of fire.
- Provide advice and support to smaller businesses through the provision of a Better Business for All (BBfA) Partnership with the Local Enterprise Partnership (LEP) to simplify the regulatory system for business owners and responsible persons and help them comply with the law.

YOUTH ENGAGEMENT aim to:

- Develop a Youth Engagement Strategy incorporating our planned youth engagement programmes and a sustainable medium term funding plan.
- Enhance our youth engagement programmes through enhanced integration within Community Risk Management Function.
- Explore collaboration opportunities with Merseyside Police and other partners to maximise youth engagement opportunities.

8. Our Performance

The MFRA [Service Delivery Plan 2017-18](#) reports on performance for 2017/18 and establishes the Key (KPI) and Local Performance Indicators (LPI's) and service delivery standards for 2017/18. Performance against

the KPI's is reported to Authority in the [Service Delivery Plan reports](#) and to Strategic Management Group and the Performance Management Group (PMG) on a monthly basis.

Budget cuts have meant that we have had to become smarter about how we target our prevention and protection work. This is reflected in our planning and performance, with Home Fire Safety Checks, and during 2017/18 the Safe and Well Visit, being delivered to specifically targeted people identified as being in need of our intervention. Likewise, our Unwanted Fire Signal Strategy has contributed towards the number of incidents of this type that we attend reducing by 50% since 2011/12.

The risk profile of Merseyside is changing. The population is now increasing after decades of decline however it is also ageing. The link between old age and vulnerability to fire is well recognised within MFRA. During 2017-18 Community Risk Management will introduce the Safe and Well visit to enhance the existing Home Fire Safety Check delivered by operational and community safety teams to specifically targeted people identified as being in need of our intervention.

All fire stations produced and reported on a Community Safety Delivery Plan, in consultation with partners and stakeholders, to agree local targets for priorities within in each station area. These plans are available to view in community fire stations and on each community fire station page on our portal.

Performance is managed and reported on at all levels and in all functions, with staff working hard to reduce the number of emergency incidents that occur in Merseyside. The table illustrates the number of incidents attended by type, for an average day between 2007/08 and 2016/17. The table identifies that during 2016/17 42 incidents were attended on a daily basis against 74.5 during 2007/08. This reduction provides evidence that working with local partners and MFRA's own initiatives and campaigns has had a beneficial impact on the people and communities of Merseyside.

Average Count of Incidents attended per day

Incident Type	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Accidental Fires in the Home	3.6	3.6	3.6	3.3	3.3	3.1	3.2	2.9	3.0	2.7
Other Building and Property Fires	4.8	4.2	3.9	3.3	3.2	2.5	2.3	2.1	2.8	2.1
Vehicle Fires	4.2	3.7	3.3	2.6	2.2	2.0	1.8	1.9	1.4	2.3
All Antisocial Behaviour Fires	29.6	22.9	21.9	20.7	18.6	11.8	15.8	12.0	12.5	13.0
False Automatic Fire Alarms	15.0	16.6	16.3	16.2	15.3	12.5	7.5	7.7	7.9	8.6
Other False Alarms	8.7	7.4	6.8	5.7	5.0	4.7	4.5	4.4	4.8	5.2
Road Traffic Collisions	2.1	2.0	1.8	1.5	1.4	1.3	1.4	1.6	1.5	1.7
Other Special Services	6.6	6.0	5.5	5.9	5.3	5.3	5.6	5.6	6.0	6.8
Grand Total	74.5	66.3	63.1	59.2	54.2	43.0	42.0	38.2	39.9	42.3

What others have said about our performance?

Operational Preparedness (Training and National Resilience):

“MFRS demonstrate a clear commitment to embedding JESIP principles into their core doctrine and training and are particularly proactive in regards to their use of the Joint Operational Learning database. This is the epitome of what JESIP is about”.

National JESIP Program Team

“The MFRS USAR team have a clear grasp of the revised National Concept of Operations and demonstrate high levels of technical and theoretical knowledge across all areas”.

Darryl Ashford-Smith: National USAR Capability Officer

“The North West region in particular show how collaboration and clear communication are the key to successful implementation of National Operational Guidance and associated Training Specifications; with MFRS being particularly worthy of note for how much they have already incorporated National Guidance in to local policies, procedures and training documentation”.

National Operational Guidance Project Team

“Merseyside Fire and Rescue Service (MFRS) are represented on the KLSW Safeguarding Adults Board by their Strategic Safeguarding Manager.

Safeguarding Adults Boards are statutory bodies established under the Care Act 2014. The main objective of a SAB is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area who have health and social care needs and as a result of those needs are unable to protect themselves from abuse or neglect.

The SAB has a strategic role that is greater than the sum of the operational duties of the core partners. It oversees and leads adult safeguarding across the locality and will be interested in a range of matters that contribute to the prevention of abuse and neglect. It has a number of sub-groups which support the board’s work in relation to Staff Development; Performance; Quality Assurance; Policy; Communication and Engagement and Safeguarding Adults Reviews.

The Merseyside Fire and Rescue Service Strategic Safeguarding Manager chairs the Communication and Engagement sub-group. MFRS play a key role in contributing to the Board in order to meet the Board’s statutory duties and key objectives. MFRS are also represented on a number of the Board’s sub-groups and are proactive in driving forward and implementing the Board’s priorities. For example, they are currently actively leading activity to address the challenges presented by those who hoard possessions to such an extent that they may be a risk to themselves or the community.”

Sue Redmond, Independent Chair Knowsley Liverpool Sefton Wirral Safeguarding Adults Board

9. Financial Performance

In accordance with the statutory requirement under the Accounts and Audit (England) Regulations 2015 MFRA published a [Statement of Accounts 2016-17](#) and [Annual Governance Statement 2016-17](#) to illustrate that business is being conducted transparently and in accordance with the law and ‘that public money is being properly accounted for and used economically, efficiently and effectively’. *Section 3 of the Local Government Act 1999.*

Internal Audit

The Authority procured its internal audit service under a service level agreement from Liverpool City Council and the arrangement and service was in accordance with the Public Sector Internal Audit Standards (PSIAS).

The Annual Review of Internal Audit Report concluded that:

“It is our opinion that we can provide Substantial Assurance that the system of internal control in place at Merseyside Fire and Rescue Service for the year ended 31st March 2017 accords with proper practice. The 2016/17 fundamental systems audits have shown a substantial level of compliance and none of the audits have identified weaknesses that have required a corporate impact assessment of Major or Moderate. Based on the audit work carried out in 2016/17 we are not aware of any significant control weaknesses within the Service which impact on the Annual Governance Statement.”

External Audit

External audit services are carried out by the Grant Thornton.

Grant Thornton’s 2016/17 Audit Findings Report and Audit Report concluded:

“ On the basis of our work having regard to the guidance on the specified criteria issued by the Comptroller and Auditor General in November 2016, we are satisfied that in all respects the Authority put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.”

The [Statement of Accounts 2016-17](#), [Annual Governance Statement 2016-17](#) and [External Audit Report Findings 2016/17](#) are available on the MFRA website. The documents confirm the Authority’s overall performance continues to be strong.

Our budget for 2016/17

This Fire and Rescue Authority has suffered the largest cut in Government grant of any fire and rescue service in the country – over 35% between 2010/11 and 2015/16. The Government has imposed further significant grant cuts between 2016/17 and 2019/20, which in real terms means that the Authority faces a further 50% reduction in grant funding. This presents the Authority with significant challenges as it seeks to minimise the impact on the levels of service provided to the public. A summary of the budget challenges and plans for 2016/17 – 2019/20 is available in both the [Service Delivery Plan 2016/17](#), [IRMP Supplement 2015/17](#) and [Integrated Risk Management Plan 2017-20](#)

Financial Management

The Authority produces a five year financial plan that takes into account Revenue, Capital, Reserves and Prudential Borrowing forecasts. In February 2016 a budget was agreed for 2016/17 and it was agreed to accept a four year local government settlement and the financial plan was agreed. A summary is available on the MFRA website [Budget and Financial Plan 2015/16-2019/20](#)

Our long term financial challenges and commitments

The Authority is seriously concerned about Government’s future requirements to balance the books and the possible impacts on MFRA funding. The Authority have prepared a comprehensive plan to deliver these savings including merging fire stations, changes to work patterns/shifts to match resources to demand and further savings from support staff and non-employee expenditure.

10. Our Future Plans

Our future plans are detailed in the [Integrated Risk Management Plan 2017-20](#) and [Service Delivery Plan 2017-18](#). We will be focused on continuing to deliver an excellent service to the residents and businesses of Merseyside with fewer resources, making more efficient use of resources we have. The annual planning process for the Service Delivery Plan and Community Safety Plans begins in November, approved by Authority and published on 1st April.

The Authority have prepared a plan for savings of £11m for the years 2016-2020 as a result of the latest budget cuts. The Authority has planned prudently to minimise the impact on frontline services and has assumed significant efficiency and technical savings of £8m by reducing management and support service costs. The Authority has benefitted from a known £1m increase in the council tax base and the financial plan assumes this increase is permanent. Despite these efficiencies which have identified £9m savings, an unavoidable saving of up to £2m must still be found from operational response.

Station mergers have been approved by the Authority in three Districts. All three mergers are at different stages with work almost complete at Prescot (merging Huyton and Whiston fire stations), planning permission has been granted at Saughall Massie on Wirral (Upton and West Kirby) and agreement on a site in St Helens (St Helens and Eccleston) is progressing.

Collaboration

The Policing and Crime Act 2017 introduced a duty on all three emergency services, to collaborate on the basis of improved efficiency and/or effectiveness in taking forward the Government's commitment to enable fire and police services to work more closely together and develop the role of PCC's. [Emergency Service Collaboration Working Group National Overview 2016.pdf](#)

In Merseyside we are already working closely with our blue light partners. Merseyside Police share our Joint Control Centre at Service Headquarters and have plans to share a number of fire stations including Formby, Heswall and the new station at Prescot. We are also exploring ways of sharing transactional corporate services with the Police.

North West Ambulance Service (NWAS) share a number of our fire stations (Formby, Southport, Bootle and Netherton, Birkenhead and Newton le Willows) and we have piloted a response to Emergency Medical (Cardiac Arrest) incidents alongside the Ambulance Service. NWAS Hazardous Response Team (HART) are based at Croxteth Fire Station with the Merseyside Fire and Rescue Service Urban Search and Rescue (USAR) Team.

Community Engagement & Communication

MFRA undertakes extensive consultation on all aspects of planning including the IRMP and changes to how we provide our services. All relevant [Integrated Risk Management Plan 2017-20](#) documentation is available in the Authority section - Authority Budget Committee on 23rd February 2017.

We consult with our communities at independently facilitated public consultation events in the five districts council areas. Principal Officers and management teams deliver briefings and consultation exercises with staff, representative bodies, Councillors, partners, stakeholders and Local Authority leaders.

[Consultation](#) with stakeholders within the community is embedded within all aspects of planning in MFRA with all relevant documentation available on the MFRA website and in the [Integrated Risk Management Plan 2017-20](#). During the planning process we host a wide variety of consultation and engagement forums including:

- Public consultation facilitated by an independent partner organisation – ORS Consultation Report can be found in the Authority section of the MFRA website under the Authority Budget Committee on 23rd February 2017.
- Staff consultation
- Local authority and strategic partner consultations
- Staff representative bodies (trade unions)

Merseyside Fire and Rescue Authority wishes to continue to be provided with assurance in relation to its fire and rescue service including financial health, governance arrangements and service delivery performance. It may be necessary in 2017/18 to consult further with all interested parties and make difficult decisions around service delivery. However the communities of Merseyside can be assured of the Authority's absolute commitment to continuing to deliver the best service it possibly can.

[Access to Information held by Merseyside Fire & Rescue Authority](#)

Government Legislation has been introduced to make public sector organisations more open and accountable to the public. There are primarily three key Acts of Parliament that have been put in place. These consist of:-

- The Data Protection Act 1998 which allows people to have access to their personal information that is held by the Authority.
- The Freedom of Information Act 2000, which broadens people's access to information that is held by public authorities, for example: reports, minutes of meetings etc.
- The Environmental Information Regulations which gives the public increased access to environmental information held by public authorities, for example: reports, readings, research findings etc.
- The Local Government Transparency Regulations 2014.

The service is currently working towards compliance for the new General Data Protection Regulations (GDPR), coming into force in May 2018. A project group has been set up to consider the following points for the processing of personal and sensitive personal information.

- Consent
- Transparency/Accountability
- Profiling

- High Risk Processing
- Certification
- Administration fines
- The role of the Data Protection Officer
- Breach Notification
- Data transfers.

How to gain [Access to information](#) held by MFRA and details of how the legislation above governs what information can be released can be found on the MFRA website.

Privacy Notice

We process information securely and follow the principles of the Data Protection Act 1998. We use secure methods when transferring the data and also apply appropriate retention periods. We also ensure that the data is disposed of securely when it is no longer required. The [Privacy Policy](#) can be found on the MFRA website.

Assurance Declaration

The Chair of Merseyside Fire and Rescue Authority and Chief Fire Officer of Merseyside Fire and Rescue Service are satisfied that the Authority’s financial, governance and operational assurance arrangements are adequate and operating effectively and meet the requirements detailed within the Fire and Rescue National Framework for England.

This Statement of Assurance is signed on behalf of Merseyside Fire and Rescue Authority as approved at the Authority’s Policy and Resources committee on Thursday 14th December 2017.

Councillor Dave Hanratty
 Chair of Merseyside Fire and Rescue Authority

Dan Stephens
 Chief Fire Officer

Glossary of Terms

CFP	Community Fire Protection or Prevention
CIPFA	Chartered Institute of Public Finance and Accountancy
CMI	Chartered Management Institute
COMAH	Control of Major Accident Hazard
DCLG	Department for Communities and Local Government
DEFRA	Department for Environmental, Food and Rural Affairs
DIM	Detection, Identification and Monitoring
FBU	Fire Brigades Union
FOA	Fire Officers Association
FRA	Fire and Rescue Authority
HVP	High Volume Pump
INSARAG	International Search and Rescue Advisory Group
IOSH	Institute of Occupational Safety and Health
IRMP	Integrated Risk Management Plan
MACC	Mobilising and Communication Centre
MDD	Mass Decontamination Disrobe
MFRA	Merseyside Fire and Rescue Authority
NEBOSH	National Examination Board of Safety
PSIAS	Public Sector Internal Audit Standards
SMA	Subject Matter Adviser
SOLACE	Society of Local Authority Chief Executives
UKISAR	UK International Search and Rescue Team
USAR	Urban Search and Rescue

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	14 DECEMBER 2017	REPORT NO:	CFO/076/17
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	FINANCIAL REVIEW 2017/18 - APRIL TO SEPTEMBER		

APPENDICES:	APPENDIX A1: REVENUE BUDGET MOVEMENTS SUMMARY APPENDIX A2: FIRE AND RESCUE SERVICE REVENUE BUDGET MOVEMENTS APPENDIX A3: CORPORATE SERVICE REVENUE BUDGET MOVEMENTS APPENDIX A4: BUDGET MOVEMENTS ON RESERVES APPENDIX B: CAPITAL PROGRAMME 2017/18 APPENDIX C: APPROVED AUTHORITY CAPITAL PROGRAMME 2017/18 – 2021/22
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Purpose of Report

1. To review the financial position, revenue and capital, for the Authority for 2017/18. The Authority receives regular comprehensive financial reviews during the year which provide a full health check on the Authority's finances. This report covers the period April to September 2017.

Recommendation

2. That Members;
 - a) Note the potential £0.900m favourable revenue position identified within this report,
 - b) Approve the utilisation of the £0.900m favourable revenue position to increase the Smoothing Reserve in order to enable the Authority to have the time to identify permanent additional savings should future pay awards exceed the assumption in the current financial plan, and
 - c) Instruct the Treasurer to continue to work with budget managers to maximise savings in 2017/18.

Executive Summary

Revenue:

The Authority has a detailed medium-term financial plan. The key elements of this are :-

- To control Council Tax
- To continue with its modernisation programme and deliver the Authority's Mission of achieving Safer Stronger Communities – Safe Effective Firefighters
- To deliver the required savings through efficiencies, most of which are employee related, whilst minimising the impact of the cuts.

The Authority is on target to deliver the approved 2017/18 budget savings and is progressing well with the required structural changes in its workforce in order to maintain the required savings on a permanent basis. The Authority has a strategy of maximising savings and delivering its savings plan as early as possible in order to increase reserves as a hedge against future financial challenges. Overall this report has identified that in cash terms the Authority is £0.900m ahead of its saving plan target. Members are asked to approve utilising this saving to fund an increase in the smoothing reserve in light of the current national debate around lifting the 1% cap on public sector workers annual pay increases and the risk that the current 1% pay award assumption in the financial plan (up to and including 2019/20) proves to be inadequate. The smoothing reserve would allow the Authority time to react to any change in the plan's pay assumption in order to identify and implement the required savings to maintain a balanced financial position. Officers will continue to work through the remainder of the year to maximise any savings in order to increase reserves.

The total budget requirement remains at the original budget level of £59.490m. Appendix A1 – A4 outline in detail all the revenue budget and reserve movements between April and September 2017.

Capital:

The capital programme planned spend has increased by £0.386m and is fully funded from specific resources. The revised Capital Programme is outlined in Appendix B and C.

Reserves & Balances:

The general balance remains unchanged at £2.000m. All movements in earmarked reserves are outlined in Appendix A4.

Treasury Management:

No new long term borrowing has been arranged and the Authority has continued its policy of reducing investments and only taking short term borrowing to cover cash flow requirements.

Introduction and Background

3. The purpose of this report is to enable the Authority to monitor its income and expenditure levels against its budget on a regular basis throughout the year to ensure effective financial management.
4. This report is the review of the Authority's position up to the end of September of the financial year 2017/18 (April – September 2017).
5. In order to ensure that the financial reviews provide a regular and effective financial health check on all aspects of the Authority's finances the following structure has been adopted.

<u>Financial Review Structure</u>	
<u>Section</u>	<u>Content</u>
A	Current Financial Year Review (Revenue Budget, Capital Programme and movement on Reserves)
B	Treasury Management Review

(A) Current Financial Year – 2017/18

6. The purpose of the financial review report is to provide Members with an assurance that the approved budget remains robust and that the current forecast of expenditure can be contained within the available resources. If actual expenditure or income for the year is inconsistent with the current budget then the report will, if necessary, identify the appropriate corrective action.

Revenue Position:

7. Budget Movements: The attached Appendix A1 – A4 to this report summarises the movements in the revenue budget. The net budget requirement remains at £59.490m which is consistent with the original budget.
8. There have been a number of budget adjustments in the quarter but they have had no impact on the “bottom-line” as they are either self-balancing virements within department budgets or budget adjustments financed by reserves in line with previously agreed Authority decisions. The net contribution to reserves for the period was £3.880m, of which £4.028m was due to the re-phasing of spend on Saughall Massie and St Helens new fire stations from 2017/18 into 2018/19 and the consequential “repayment” of previously drawn down reserve back into the capital reserve.
9. Update on Budget Savings Implementation:
Pre 2016/17 Budget - the Authority had approved savings in total of £25.597m as part of the medium term financial plans. These savings had been forecast to be fully delivered by 2017 due to the savings being achieved by natural firefighter retirement rates. The savings are on target to be delivered as expected by the

end of calendar year. However the required structural changes will not be formally implemented until the required new fire stations being built as part of the station merger initiative are completed. However, the full saving target will be delivered in cash terms as long as the firefighter retirement rate remains consistent with the current expectation.

10. **The Authority approved 2016/17 & 2017/18 Budget** savings of £11.597m to be delivered in full by 2021/22. The saving plan included;
- efficiency savings of £8.256m by reducing management and support services costs,
 - a known or anticipated £1.441m increase in the council tax base that the plan assumed is permanent.

Despite identifying efficiencies of £9.697m the Authority had to approve an unavoidable reduction of £1.900m from operational response in order to balance the financial plan by 2021/22. The operational saving has been phased so it can be achieved by anticipated firefighter retirement rates.

All saving options assumed in 2017/18 have been successfully implemented.

The non-firefighter pay award for 2017/18 has been settled at the assumed budget target of 1%, but the 2017/18 firefighter pay award remains to be agreed. An employers' offer of 2% with a potential further 3% in April 2018 has been rejected by the FBU. Any settlement above the 1% assumed in 2017/18 will require permanent additional savings to be identified (approximately £0.3m for each additional 1%). The Authority has established an inflation reserve of £0.5m that may be able to cover any increase in 2017/18, but Members will need to consider the consequences of any agreed 2017/18 pay award above the assumed 1% during the 2018/19 budget making process. As most non-employee and technical savings have been exhausted it is likely that any pay award above the 1% assumed in 2017/18 or change in the 1% assumed for 2018/19 & 2019/20 (2% assumed thereafter) will have to be met from a reduction in the employee establishment. To assist Members as an example each additional 1% may require the loss of up to 10 firefighter posts. The issue over future pay award increases will be considered as part of the 2018/19 budget process.

11. Actual expenditure in comparison to Revenue Budget: The Authority is concerned that any future Government may continue to reduce the level of Government support in real terms post 2019/20. It therefore has directed the Chief Fire Officer to maximise savings in the year to contribute towards the building up of reserves. Such reserves can then be used as part of an implementation and risk management strategy to deliver savings.

Employee Costs;

Employee costs make-up approximately 75% of the Authority's revenue budget and is the most risk critical area of the financial plan. As a result these costs are monitored extremely closely.

Firefighter retirements are slightly ahead of the forecast profile adopted for the financial strategy and a small favourable variance of £0.335m is anticipated. Non-firefighter employee costs are forecast to be £0.250m below budget due to temporary vacancies and not all employees being at the budgeted top of the grade. At this point employee costs are expected to be £0.585m under budget.

Contingency for 2017/18 Pay & Price Increases;

As stated already Members will recall that the budget assumed a 1% pay bill increase in 2017/18 and up to 2019/20. The non-firefighter staff have accepted a 2017/18 1% pay award but significant risk exists around the firefighter's award. In addition the current plan's assumption of a 1% pay award in 2018/19 and 2019/20 is at risk with the possible removal of the public sector 1% pay cap. Each additional 1% award would require additional permanent savings of +£0.400m (£0.300m for firefighters and £0.100m for non-operational staff). A review of the current financial plan's assumptions will form part of the 2018/19 budget process. Officers are continuing to control the allocation of non-employee inflation. In the first instance any inflationary pressure is expected to be absorbed from within the relevant budget line, the current expectation is that this strategy will result in a £0.250m saving.

Other Non-Employee Revenue Costs;

Additional one-off savings of £0.065m have been identified within the Premises, Supplies and Services budgets due to savings on premises maintenance, professional fees and subsistence expenses. The Treasurer is continuing to work with budget holders to maximise savings in 2017/18.

The Treasurer will continue to monitor actual staff numbers during the year to ensure the Service continues to deliver in "cash" terms the required saving target and report back as the year progresses.

12. Debtor accounts under £5,000 may be written off by the Treasurer. Following advice from legal services (one account was raised in error and the other was questionable over whether it was a chargeable service), two debtor accounts have been approved for write-off under delegated powers in the second quarter totalling £835.20:-

Invoice Date	Invoice Number	Line Description	Write Off Reason	Original Invoice Value		
				Nett Value	VAT Value	Gross Value
11/04/17	10019560	SPECIAL SERVICE CALL	LITIGATION ADVICE	348.00	69.60	417.60
28/04/17	10019602	SPECIAL SERVICE CALL	LITIGATION ADVICE	348.00	69.60	417.60
				696.00	139.20	835.20

13. Summary of Revenue Forecast Position: The Authority has made good progress in implementing the approved budget saving options and required organisational structure changes.

As expected the implementation of all of the approved station merger proposals have yet to be formally concluded, therefore the required budgetary structural changes remain outstanding. As Firefighter retirements are slightly ahead of the planned schedule the Service continues to deliver in “cash” terms the required saving target. The quarter 2 forecast has identified a revenue saving of £0.900m. Members are asked to approve the utilisation of this saving to fund an increase in the smoothing reserve in light of the uncertainty that exists over future pay award increases and the potential that they may exceed the 1% assumed in the current plan for 2017/18 – 2019/20. The Table below summarises the revenue year-end forecast position based on spend to the end of September 2017:

	FIRE SERVICE BUDGET	Fire Authority	NRAT	TOTAL BUDGET	ACTUAL as at 30.09.17	FORECAST	VARIANCE
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure							
Employee Costs	48,784	403	1,762	50,949	25,942	50,364	-585
Premises Costs	2,691	0		2,691	1,136	2,666	-25
Transport Costs	1,514	0	254	1,768	859	1,768	0
Supplies and Services	3,130	34	1,305	4,469	1,300	4,429	-40
Agency Services	5,800	0	780	6,580	2,628	6,580	0
Central Support Services	433	92	215	740	317	740	0
Capital Financing	10,948	0	5	10,953	0	10,953	0
Income	-7,282	0	-4,321	-11,603	-6,635	-11,603	0
Net Expenditure	66,018	529	0	66,547	25,547	65,897	-650
Contingency Pay&Prices	1,069			1,069	0	819	-250
Cost of Services	67,087	529	0	67,616	25,547	66,716	-900
Interest on Balances	-172			-172	-9	-172	0
Movement on Reserves	-7,954			-7,954	0	-7,954	0
Total Operating Cost	58,961	529	0	59,490	25,538	58,590	-900

The Treasurer is continuing to work with budget holders to maximise savings in 2017/18.

Capital Programme Position:

14. The last financial review report (CFO/054/17) approved a 5 year capital programme worth £43.060m. This has now been updated for scheme additions

and changes during quarter 2 of £0.386m which are summarised in the table below:

Movement in the 5 Year Capital Programme						
	Total Cost	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure						
Amendments to Approved Schemes;						
2017/18 re-phasing	0.0	-7,584.3	7,972.7	-305.8	-73.7	-8.9
Saving - Realignment of Vehicles & HFSA	-86.4	-71.4	-15.0			
New ICT Projects funded from Grant/Revenue	332.4	332.4				
New PPE and Energy schemes funded by Reserves/Revenue	140.0	140.0				
	386.0	-7,183.3	7,957.7	-305.8	-73.7	-8.9
Funding						
Borrowing:						
Rephasing of approved schemes from 2017/18	0.0	-834.3	1,222.7	-305.8	-73.7	-8.9
Savings on Vehicles	-56.4	-56.4				
Reserves						
Saughall Massie FS New Build- rephased	0.0	-1,564.0	1,564.0			
St Helens FS New Build- rephased	0.0	-2,464.0	2,464.0			
Gas Tight Suits Other PPE - new	108.0	108.0				
Fire Helments - new	32.0	32.0				
Revenue Contribution to Capital Outlay(RCCO)						
New ICT equipment	8.4	8.4				
Reduction in HFSA scheme	-30.0	-15.0	-15.0			
Capital Grant						
New ESMCP Project schemes	324.0	324.0				
Transformation Grant -rephased	0.0	-2,722.0	2,722.0			
	386.0	-7,183.3	7,957.7	-305.8	-73.7	-8.9

15. Although the level of planned expenditure has increased, the level of required borrowing has actually reduced as the additional expenditure is funded by non-borrowing resources. Details of the planned changes in quarter 2 are outlined below:

- Following a review of the current programme a number of schemes have been re-phased into future years. The most significant adjustment, a £6.750m re-phasing into 2018/19, is for the new St Helens and Saughall Massie fire stations as construction work is not expected to commence until 2018.
- The replacement of the national Airwaves emergency communications system with a new Emergency Services Mobile Communications Programme alternative, ESMCP, requires up-front investment in the control room and a new scheme for £0.324m funded by Home Office grant monies has been added to the current programme.

- Members approved report CFO/056/17 at the Community Safety and Protection Committee on 5th September 2017, and agreed to drawdown £0.108m from the clothing reserve to contribute towards the replacement of fire helmets. This provision has now been built into the operational PPE scheme.
 - A number of small changes to the ICT, Building and Vehicle programmes have been built into the latest capital budget and are being funded from revenue and reserve contributions or have offered up a small saving on planned spend that was funded through borrowing.
16. Overall the revised capital programme has increased by £0.386m. The revised detailed capital programme is attached as Appendix B (2017/18 Capital Programme) and Appendix C (2017/18–2021/22 Capital Programme) to this report for Members information.

Use of Reserves:

17. The analysis in Appendix A4 outlines a £3.880m movement from the revenue budget back to reserves in quarter 2. Of this £4.028m is as a result of the re-phasing of the Saughall Massie and St Helens new fire station schemes from 2017/18 into 2018/19. As a result the earmarked reserve monies have now been credited back into the capital reserve. Also, £0.148m of earmarked reserves was as planned drawn down to fund changes to the capital programme or to cover the PFI unitary charge payments. The general revenue reserve has remained unchanged at £2.000m.
18. As outlined previously in this report the Authority faces a significant degree of uncertainty over the future annual pay award increases. The current financial plan assumes 1% awards up to 2019/20 and 2% thereafter. This report is recommending that the report's forecast revenue underspend of £0.900m be used to increase the existing smoothing reserve which currently has an uncommitted reserve of £0.500m (current balance of £0.906m less £0.406m committed to funding planned spend in 2018/19). This would enable the Authority to have the time to identify permanent additional savings should future pay awards exceed the 1% assumption in the financial plan.

(B) Treasury Management

19. The Authority continues to “buy in” Treasury Management from Liverpool City Council. The following paragraphs reflect Treasury Management activities in the period April to September 2017.
20. **Prospects for Interest Rates;**
Economic growth in 2017 has been disappointingly weak, recording growth of just 0.3% in quarter 1 and 2. The main reason for this has been a sharp increase in inflation, caused by the devaluation of sterling after the Brexit referendum, feeding increases in the cost of imports into the economy. This has caused, in turn, a reduction in consumer disposable income and spending power and so the services sector of the economy has seen weak growth as consumers cut back on their expenditure.

The September Monetary Policy Committee (MPC) surprised markets and forecasters by suddenly switching to a much more aggressive tone in terms of warning that the Bank Rate will need to rise. Whilst CPI inflation is now expected to peak at over 3% the banks focus is on an emerging view that with unemployment falling to only 4.3%, its lowest since 1975, and improvements in productivity being so weak, that the amount of spare capacity in the economy was significantly diminishing towards a point at which they now needed to take action. In addition, the MPC took a more tolerant view of low wage inflation as this now looks like a common factor in nearly all western economies as a result of increasing globalisation. However, the bank was also concerned that the withdrawal of the UK from the EU would effectively lead to a decrease in such globalisation pressures in the UK, and so would be inflationary over the next few years.

The MPC increased the Bank Rate by 0.25% to 0.5% in November. Some forecasters are predicting growth to improve significantly into 2018 and for inflation to fall bringing an end to the negative impact upon consumer spending power while a strong export performance will compensate for weak service sector growth. In this scenario the MPC would have added reason to embark upon a series of slow but gradual increases in Bank Rate during 2018. While there is so much uncertainty around Brexit negotiations, consumer confidence, and business confidence to spend on investing, it is far too early to be confident about how the next two years will pan out.

PWLB rates and gilt yields remain volatile and difficult to predict given the on-going economic and geo-political situation. Whilst this volatility is likely to endure the overall longer run trend is for gilt yields and PWLB rates to rise from historically low levels. Long term PWLB rates rose by 0.15% during the first half of the financial year.

The strategy indicated that the overall structure of interest rates whereby short term rates are lower than long term rates was expected to remain throughout 2017/18. In this scenario, the strategy would be to reduce investments and borrow for short periods and possibly at variable rates when required.

21. Capital Borrowings and the Portfolio Strategy;

The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority does not envisage that any new long term borrowing will be required in 2017/18. Current market conditions continue to be unfavourable for any debt rescheduling.

22. Annual Investment Strategy;

The investment strategy for 2017/18 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with DCLG Guidance and CIPFA Code of Practice. Investments are made in sterling with an institution on the counterparty list.

Extreme caution has been taken in placing investments to ensure security of funds rather than rate of return. The use of deposit accounts with highly rated or

nationalised banks and AAA rated money market funds has enabled reasonable returns in a low interest rate environment. In the period 1st April to 30th September 2017 the average rate of return achieved on average principal available was 0.52%. This compares with an average seven day deposit (7 day libid) rate of 0.11%.

The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2017/18 are as follows:

UK Government (including gilts and the DMADF)	Unlimited
UK Local Authorities (each)	Unlimited
Part Nationalised UK banks	£4m
Money Market Funds (AAA rated)	£3m
Enhanced Money Market (Cash) Funds (AAA rated)	£3m
UK Banks and Building Societies (A- or higher rated)	£2m
Foreign banks registered in the UK (A or higher rated)	£2m

The Authority had investments of £39.8m as at 30th September 2017 (this included a £28.7m firefighters' pension grant received in July that will be utilised in the year):

ANALYSIS OF INVESTMENTS END OF QUARTER 2 2017/18				
Institution	Credit Rating	MM Fund*	Bank / Other	Building Society
		£	£	£
Aberdeen Liquidity Fund	AAA	400,000		
Deutsche/DGLS/State Street	AAA	1,600,000		
Blackrock	AAA	3,000,000		
Federated Investors	AAA	3,000,000		
Fidelity	AAA	700,000		
Goldman Sachs	AAA	2,100,000		
LGIM (Legal & General)	AAA	3,000,000		
Morgan Stanley	AAA	3,000,000		
Standard Life Investors (Ignis)	AAA	3,000,000		
Close Brothers	A		2,000,000	
Goldman Sachs	A		2,000,000	
Handelsbanken	A		2,000,000	
HBOS FTD	A		2,000,000	
HBOS FTD	A		2,000,000	
Santander UK	A		2,000,000	
Cumberland BS	Unrated			1,000,000
Nationwide B Soc	A			2,000,000
Newcastle B Soc	Unrated			1,000,000
Nottingham B Soc	Unrated			1,000,000
Principality B Soc	Unrated			1,000,000
Skipton B Soc	Unrated			1,000,000
West Bromwich B Soc	Unrated			1,000,000
Totals		19,800,000	12,000,000	8,000,000
Total Current Investments				39,800,000

*MM Fund - Money Market Funds -these are funds that spread the risk associated with investments over a wide range of credit worthy institutions.

23. External Debt Prudential Indicators;

The external debt indicators of prudence for 2017/18 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt: £77 million
Operational boundary for external debt: £59 million

Against these limits, the maximum amount of debt reached at any time in the first half of the financial year 2017/18 was £39.1 million.

24. Treasury Management Prudential Indicators;

The treasury management indicators of prudence for 2017/18 required by the Prudential Code were set in the strategy as follows:

a) Interest Rate Exposures

Upper limit on fixed interest rate exposures: 100%
Upper limit on variable interest rate exposures: 50%

The maximum that was reached in the first half of the financial year 2017/18 was as follows:

Upper limit on fixed interest rate exposures: 100%
Upper limit on variable interest rate exposures: 0%

b) Maturity Structure of Borrowing

Upper and lower limits for the maturity structure of borrowing were set and the maximum and minimum that was reached for each limit in the half quarter of the financial year 2017/18 was as follows:

Maturity Period	Upper Limit	Lower Limit	Maximum	Minimum
Under 12 months	50%	0%	3%	0%
12 months and within 24 months	50%	0%	2%	1%
24 months and within 5 years	50%	0%	10%	9%
5 years and within 10 years	50%	0%	0%	0%
10 years and above	90%	0%	89%	86%

c) Total principal sums invested for periods longer than 364 days.

The limit for investments of longer than 364 days was set at £2 million for 2017/18. No such investments have been placed during 2017/18.

Equality and Diversity Implications

25. There are no equality and diversity implications contained within this report.

Staff Implications

26. There are no staff implications contained within this report.

Legal Implications

27. There are no legal implications directly related to this report.

Financial Implications & Value for Money

28. See Executive Summary.

Risk Management, Health & Safety, and Environmental Implications

29. There are no Risk Management, Health & Safety and Environmental implications directly related to this report.

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

30. The achievement of actual expenditure within the approved financial plan and delivery of the expected service outcomes is essential if the Service is to achieve the Authority's Mission.

BACKGROUND PAPERS

CFO/015/17 "MFRA Budget and Financial Plan 2017/2018-2021/2022" Authority 23rd February 2017.

CFO/054/17 "Financial Review 2017/18 – April June" Audit and Scrutiny Sub Committee 21st September 2017.

GLOSSARY OF TERMS

2017/18 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2016/17	SERVICE REQUIREMENTS	Base Budget 2017/18	Qtr 1 Budget 2017/18	Reserve Draw- down	Virements	Qtr 2 Budget 2017/18
£'000		£'000	£'000	£'000	£'000	£'000
57,603	Fire Service	69,556	69,848	-3,880	50	66,018
481	Corporate Management	536	529	0	0	529
0	NRAT MFRS Lead Authority	0	0	0	0	0
0	2014 - 15 New Dynamic Staff Saving	-2,156	0	0	0	0
0	2017 - 18 New Dynamic Staff Saving	-1,750	0	0	0	0
58,084		66,186	70,377	-3,880	50	66,547
0	Contingency for Pay/Price Changes	1,264	1,119	0	-50	1,069
58,084	TOTAL SERVICE EXPENDITURE	67,450	71,496	-3,880	0	67,616
-187	Interest on Balances	-172	-172	0	0	-172
57,897	NET OPERATING EXPENDITURE	67,278	71,324	-3,880	0	67,444
	<u>Contribution to/(from) Reserves</u>					
	Emergency Related Reserves					
-170	Insurance Reserve	0	0	0	0	0
-400	Catastrophe Reserve	0	0	0	0	0
	Modernisation Challenge					
658	Smoothing Reserve	-1,075	-1,075	0	0	-1,075
-365	Severance Reserve	0	0	0	0	0
-400	Ill Health Penalty Reserve	0	0	0	0	0
2,100	Recruitment Reserve	-844	-844	0	0	-844
	Capital Reserves					
2,232	Capital Investment Reserve	-5,850	-9,887	4,028	0	-5,859
-3	PFI Annuity Reserve	-67	-67	-8	0	-75
0	Equality / DDA Investment Res	0	0	0	0	0
-760	Firefighter Safety Investment Res	0	0	0	0	0
1,000	Invest to Save Reserve	0	0	0	0	0
	Specific Projects					
-121	Equipment Reserve	0	-25	0	0	-25
220	Training Reserve	0	0	0	0	0
6	Healthy Living / Olympic Legacy	0	0	0	0	0
0	Clothing / Boots Reserve	0	0	-108	0	-108
-17	Communications Reserve	0	0	0	0	0
-100	CFOA Road Safety Reserve	0	0	0	0	0
	Ringfenced Reserves					
-51	F.R.E.E. Reserve	0	0	0	0	0
-276	Princes Trust Reserve	0	0	0	0	0
-58	Community Youth Team Reserve	0	0	0	0	0
-62	Beacon Peer Project Reserve	0	0	0	0	0
148	Community Risk Management Res	0	0	0	0	0
-24	Energy Reserve	48	64	-32	0	32
-10	St Helens District Reserve	0	0	0	0	0
63	New Dimensions Reserve	0	0	0	0	0
0	Appropriation to/From Rev Balances	0	0	0	0	0
3,610		-7,788	-11,834	3,880	0	-7,954
61,507	BUDGET REQUIREMENT	59,490	59,490	0	0	59,490
-34,926	Settlement Funding Assessment	-32,522	-32,522	0	0	-32,522
-647	Collection Fund Deficit	-167	-167	0	0	-167
-25,934	Precept Income	-26,801	-26,801	0	0	-26,801
-61,507	BUDGET FUNDING	-59,490	-59,490	0	0	-59,490

2017/18 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2016/17	SERVICE REQUIREMENTS	Base Budget 2017/18	Qtr 1 Budget 2017/18	Reserve Draw- down	Virements	Qtr 2 Budget 2017/18
£'000		£'000	£'000	£'000	£'000	£'000
	EMPLOYEES					
	Uniformed					
29,750	Firefighters	33,858	30,002			30,002
1,160	Control	1,280	1,282			1,282
2,222	Additional Hours	1,243	1,943		3	1,946
33,132	TOTAL UNIFORMED	36,381	33,227	0	3	33,230
	APT&C and Manual					
8,429	APT&C	8,695	8,874		243	9,117
91	Handymen/Cleaning	108	111			111
126	Catering	153	159			159
520	Transport Maintenance	526	549			549
58	Other Manual	72	73			73
104	Casuals	0	0			0
9,328	TOTAL APT&C/MANUAL	9,554	9,766	0	243	10,009
	Other Employee Expenses					
58	Allowances	61	85		10	95
0	Removal Expenses	3	3		-1	2
529	Training Expenses	525	518		-2	516
50	Other Expenses	29	29			29
2	Staff Advertising	9	9		-7	2
92	Development Expenses	53	53		40	93
102	Employee Insurance	284	209			209
0	MPF Pen Fixed Rate	966	2,869			2,869
50	Enhanced Pensions	52	52			52
4	SSP & SMP Reimbursements	-16	-16			-16
114	Catering Expenditure	124	115			115
-562	HFRA Capitalisation Payroll	-375	-375			-375
439	OTHER EMPLOYEE EXPENSES	1,715	3,551	0	40	3,591
	Pensions					
1,752	Injury Pension	1,780	1,780			1,780
431	Ill Health Retirement Charges	174	174			174
8	Injury Gratuity	0	0			0
2,191	TOTAL PENSIONS	1,954	1,954	0	0	1,954
45,090	TOTAL EMPLOYEES	49,604	48,498	0	286	48,784
	PREMISES					
46	Building Maintenance Repairs	128	127		-41	86
8	Site Maintenance Costs	10	11			11
723	Energy	832	840		1	841
69	Rent	81	81		2	83
1,222	Rates	1,383	1,383			1,383
214	Water	198	210			210
18	Fixtures	30	30		2	32
2	Contract Cleaning	0	0			0
44	Insurance	47	46		-1	45
2,346	TOTAL PREMISES	2,709	2,728	0	-37	2,691
	TRANSPORT					
342	Direct Transport	373	493		-49	444
11	Tunnel & Toll Fees	19	19		-4	15
140	Operating Lease	178	178		1	179
370	Other Transport Costs	478	477			477
84	Car Allowances	122	122		-1	121
228	Insurance	217	243		35	278
1,175	TOTAL TRANSPORT	1,387	1,532	0	-18	1,514

APPENDIX A2

2017/18 FIRE SERVICE REVENUE BUDGET MOVEMENT (continued)

Actual 2016/17 £'000	SERVICE REQUIREMENTS	Base Budget 2017/18 £'000	Qtr 1 Budget 2017/18 £'000	Reserve Draw- down £'000	Virements £'000	Qtr 2 Budget 2017/18 £'000
	SUPPLIES & SERVICES					
14	Administrative Supplies	22	22		1	23
242	Operational Supplies	273	270		-2	268
25	Hydrants	9	9			9
32	Consumables	36	36		4	40
106	Training Supplies	142	133		7	140
60	Fire Prevention Supplies	96	92		-7	85
36	Catering Supplies	24	24		11	35
278	Uniforms	290	290		10	300
144	Printing & Stationery	157	141		-6	135
1	Operating Leases	2	2			2
514	Professional Fees/Service	449	479		-21	458
652	Communications	657	654		2	656
8	Postage	29	29		1	30
11	Command/Control	6	15			15
202	Computing	227	279		4	283
219	Medicals	274	264			264
70	Travel & Subsistence	79	85		10	95
123	Grants/Subscriptions	87	119		7	126
8	Advertising	7	14			14
18	Furniture	24	24			24
75	Laundry	82	82			82
35	Insurances	36	36			36
5	Hospitality	5	10			10
6	Seconded Officers In	0	0			0
2,884	TOTAL SUPPLIES & SERVICES	3,013	3,109	0	21	3,130
	AGENCY SERVICES					
107	Super Fund Admin	103	103			103
1,395	ICT Service Provider	1,421	1,436			1,436
134	Third Party Payments (CRIS)	195	0			0
412	ICT Managed Suppliers	402	421			421
2,663	PFI Unitary Charges	2,722	2,722	8		2,730
1,156	Estates Service Provider	1,045	1,044		66	1,110
5,867	TOTAL AGENCY SERVICES	5,888	5,726	8	66	5,800
	CENTRAL EXPENSES					
409	Finance & Computing	434	433			433
409	TOTAL CENTRAL EXPENSES	434	433	0	0	433
	CAPITAL FINANCING					
6,115	PWLB Debt Charges	6,122	6,113			6,113
60	MRB Debt Charges	60	60			60
658	Revenue Contribution to Capital	6,226	8,348	-3,888	315	4,775
6,833	TOTAL CAPITAL FINANCING	12,408	14,521	-3,888	315	10,948
64,604	TOTAL EXPENDITURE	75,443	76,547	-3,880	633	73,300
	INCOME					
3,841	Specific Grants	3,508	4,010		294	4,304
51	Sales	0	0			0
1,435	Fees & Charges	867	899		274	1,173
770	Rents etc	767	805			805
473	Recharges Secondments	456	456			456
201	Contributions	170	195		15	210
190	Recharges Internal	108	323			323
40	Other Income	11	11			11
7,001	TOTAL INCOME	5,887	6,699	0	583	7,282
57,603	NET EXPENDITURE	69,556	69,848	-3,880	50	66,018

APPENDIX A3

2017/18 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT

Actual 2016/17	SERVICE REQUIREMENTS	Base Budget 2017/18	Qtr 1 Budget 2017/18	Reserve Draw- down	Virements	Qtr 2 Budget 2017/18
£'000		£'000	£'000	£'000	£'000	£'000
	EXPENDITURE					
	Finance & Legal costs					
79	Finance Officer	79	79			79
101	Legal Officer	105	108			108
	Democratic Rep (1020)					
15	- Travel & Subsistence	30	25			25
2	- Conference Fees	10	5			5
210	- Members Allowances	216	216			216
0	- Telephones	1	1			1
0	- Training	1	1			1
0	- Hospitality	2	2			2
	Central Expenses (1030)					
13	Bank Charges	17	17			17
33	District Audit Fees	43	43			43
28	Subscriptions	32	32			32
481	TOTAL EXPENDITURE	536	529	0	0	529

2017/18 NRAT MFRS LEAD AUTHORITY REVENUE BUDGET MOVEMENT

Actual 2016/17	SERVICE REQUIREMENTS	Base Budget 2017/18	Qtr 1 Budget 2017/18	Reserve Draw- down	Virements	Qtr 2 Budget 2017/18
£'000		£'000	£'000	£'000	£'000	£'000
	EXPENDITURE					
399	Employee Costs		1,705		57	1,762
0	Premises Costs		0			0
40	Transport Costs		230		24	254
869	Supplies and Services Costs		1,220		85	1,305
22	Agency Costs		779		1	780
78	Central Expenditure		215			215
11	Capital Financing Costs		3		2	5
1,419	TOTAL EXPENDITURE	0	4,152	0	169	4,321
	INCOME					
1,419	Income		4,152		169	4,321
0	NET EXPENDITURE	0	0	0	0	0

Budgeted Movement on Reserves 2017/18

	Opening Balance	Original Budget Planned Use	Qtr 1 Drawdown & changes	Qtr 2 Drawdown & changes	Closing Balance
	£'000	£'000	£'000	£'000	£'000
<u>Earmarked Reserves</u>					
<u>Emergency Related Reserves</u>					
Bellwin Reserve	147				147
Insurance Reserve	700				700
Emergency Planning Reserve	75				75
Catastrophe Reserve	100				100
<u>Modernisation Challenge</u>					
Smoothing Reserve	1,981	-1,075			906
Severance Reserve	0				0
Ill Health Penalty Reserve	500				500
Recruitment Reserve	3,100	-844			2,256
<u>Capital Investment Reserve</u>	16,673	-5,850	-4,037	4,028	10,814
PFI Annuity Reserve	2,169	-67		-8	2,094
Equality / DDA Investment Res	285				285
Firefighter Safety Investment Res	0				0
Invest to Save Reserve	1,000				1,000
<u>Specific Projects</u>					
Community Sponsorship Reserve	2				2
Equipment Reserve	301		-25		276
Contestable Research Fund Res	24				24
Training Reserve	450				450
Healthy Living / Olympic Legacy	40				40
Inflation Reserve	500				500
Clothing / Boots Reserve	166			-108	58
Communications Reserve	0				0
CFOA Road Safety Reserve	0				0
<u>Ringfenced Reserves</u>					
F.R.E.E. Reserve	0				0
Princes Trust Reserve	92				92
Community Youth Team Reserve	0				0
Beacon Peer Project Reserve	0				0
Community Risk Management Res	320				320
Energy Reserve	132	48	16	-32	164
St Helens District Reserve	0				0
New Dimensions Reserve	1,101				1,101
Total Earmarked Reserves	29,858	-7,788	-4,046	3,880	21,904
General Revenue Reserve	2,000				2,000
Total Reserves	31,858	-7,788	-4,046	3,880	23,904

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APPENDIX B

Capital Programme 2017/18

EXPENDITURE		Approved Budget	Qtr 1 Budget	Qtr 2 Re-Phasings	QTR 2 Virements	Qtr 2 Budget	Actual to 30.09.17
		£	£				£
BUILDING & LAND PROGRAMME							
BLD001	Roofs & Canopy Replacements	40,000	64,300			64,300	
BLD004	Concrete Yard Repairs	20,000	44,600			44,600	
BLD005	Tower Improvements	10,000	16,800			16,800	
BLD007	L.E.V. Sys In App Rooms	5,000	11,700			11,700	
BLD013	Appliance Room Floors	75,000	98,000			98,000	
BLD014	Boiler Replacements	15,000	36,500			36,500	
BLD016	Community Station Investment	25,000	26,700			26,700	7,996
BLD018	Conference Facilities H/Q	5,000	15,000			15,000	
BLD020	5 Year Electrical Test	75,000	101,200			101,200	
BLD026	Corporate Signage	5,000	11,500			11,500	2,530
BLD031	Diesel Tanks	0	150,000			150,000	
BLD032	Power Strategy (Generators)	10,000	30,000			30,000	
BLD033	Sanitary Accommodation Refurb	30,000	54,000			54,000	
BLD034	Office Accommodation	15,000	58,100			58,100	93
BLD036	L.L.A.R. Accommodation Formby	0	294,600			294,600	16,337
BLD039	F.S. Refurbishment Heswall	300,000	350,000			350,000	
BLD041	F.S. Refurbishment Aintree	0	33,100			33,100	23,240
BLD042	St Helens Conversion	0	2,700			2,700	
BLD044	Asbestos Surveys	50,000	57,000			57,000	4,800
BLD050	LLAR Accommodation Belle Vale	25,000	25,000			25,000	
BLD055	F.S. Refurbishment Bromborough	350,000	350,000			350,000	
BLD058	H.V.A.C. Heating, Vent & Air Con	30,000	75,400			75,400	5,985
BLD060	D.D.A. Compliance Work	180,000	210,400			210,400	
BLD061	Lighting Conductors Surge Protectors	10,000	28,200			28,200	
BLD062	Emergency Lighting	5,000	23,300			23,300	3,022
BLD063	F.S. Refurbishment Kirby	350,000	375,000			375,000	
BLD067	Gym Equipment Replacement	40,000	72,100			72,100	
BLD068	SHQ Joint Control Room	0	0			0	-5,820
BLD070	Workshop Enhancement	0	241,500			241,500	129,580
BLD071	Station Refresh	25,000	31,500			31,500	
BLD073	SHQ Museum	150,000	191,000			191,000	
BLD075	Llar Accommodation Newton Le Willows	0	295,100			295,100	12,727
BLD076	F.S. Refurbishment Huyton	25,000	25,000			25,000	
BLD080	Prescot Fire Station Build	3,000,000	5,270,600			5,270,600	2,593,774
BLD081	SHQ Stage C Works	0	0			0	-15,014
BLD082	Saughall Massie Fire Station Build	3,750,000	4,051,700	-3,000,000		1,051,700	46,500
BLD083	St Helens Fire Station Build	5,000,000	5,250,000	-5,000,000		250,000	
BLD084	F.S. Refurbishment Croxteth	150,000	150,000			150,000	6,500
BLD085	F.S. Refurbishment Speke/Garston	275,000	300,000	-300,000		0	
BLD086	F.S. Refurbishment Old Swan	25,000	50,000	-50,000		0	3,750
BLD087	F.S. Refurbishment City Centre	0	147,400			147,400	80,373
BLD088	F.S. Refurbishment Kensington	20,000	40,000	-40,000		0	
BLD090	F.S. Refurbishment Wallasey	25,000	25,000			25,000	
BLD091	Refurbishment TDA	1,089,000	1,085,000		30,000	1,115,000	22,509
BLD092	Service HQ. Offices	200,000	200,000			200,000	
BLD094	Security Enhancement Works	25,000	25,000			25,000	695
CON001	Energy Conservation Non-Salix	75,000	102,000			102,000	
CON002	Energy Conservation Salix	0	0		32,000	32,000	
EQU002	Fridge/Freezer Rep Prog	10,000	16,000			16,000	4,452
EQU003	Furniture Replacement Prog	10,500	28,500			28,500	
TDA001	Fire House Refurbishment	30,000	30,000		-30,000	0	
	Total	15,554,500	20,170,500	-8,390,000	32,000	11,812,500	2,944,030
FIRE SAFETY							
FIR002	Smoke Alarms (H.F.R.A.)	250,000	250,000		-15,000	235,000	39,623
FIR005	Installation Costs (H.F.R.A.)	375,000	375,000			375,000	0
FIR006	Deaf Alarms (H.F.R.A.)	25,000	25,000			25,000	19,800
FIR007	Replacement Batteries (H.F.R.A.)	0	0			0	
FIR009	Risk Management Residential Blocks	200,000	200,000			200,000	
	Total	850,000	850,000	0	-15,000	835,000	59,423

APPENDIX B

Capital Programme 2017/18

EXPENDITURE		Approved Budget	Qtr 1 Budget	Qtr 2 Re-Phasings	QTR 2 Virements	Qtr 2 Budget	Actual to 30.09.17
		£	£				£
ICT							
FIN001	F.M.I.S. Replacement	0	69,800			69,800	
IT002	I.C.T. Software	352,000	361,400		13,000	374,400	360,848
IT003	I.C.T. Hardware	86,000	305,400	-35,400	8,350	278,350	27,695
IT005	I.C.T. Servers	80,000	128,400			128,400	
IT018	I.C.T. Network	109,000	353,500		-9,000	344,500	
IT019	Website Development	0	42,600			42,600	
IT026	I.C.T. Operational Equipment	12,000	68,000		-7,000	61,000	
IT027	I.C.T. Security	2,000	2,000			2,000	
IT028	System Development Portal	11,000	47,100			47,100	15,770
IT030	I.C.T. Projects / Upgrades	5,000	8,300		-4,000	4,300	
IT046	TRM System						12,956
IT051	JCC Airwave Solution	0	5,200			5,200	4,588
IT053	JCC Backup MACC	0	39,500			39,500	
IT055	C3i C&C Comms and Info system	5,000	5,000			5,000	1,522
IT056	PFI Access Door System	0	8,600			8,600	
IT057	Fleet Management System	0	4,600			4,600	
IT058	New Emergency Services Network	250,000	250,000	-49,000		201,000	
IT059	ESMCP Control Room Integration	0	0		324,000	324,000	
IT060	I.C.T. Station Change	0	0		7,000	7,000	
	Total	912,000	1,699,400	-84,400	332,350	1,947,350	423,379
OPERATIONAL EQUIP. & HYDRANTS							
OPS001	Gas Tight Suits Other Ppe	150,000	182,000		108,000	290,000	
OPS003	Hydraulic Rescue Equipment	41,000	41,000	5,000		46,000	45,861
OPS005	Resuscitation Equipment	0	15,500			15,500	
OPS009	Pod Equipment	0	112,500			112,500	
OPS011	Thermal Imaging Cameras	0	11,500			11,500	
OPS022	Improvements To Fleet	30,000	50,200			50,200	7,408
OPS023	Water Rescue Equipment	50,000	136,500			136,500	
OPS024	BA equipment / Comms	90,000	158,600			158,600	
OPS026	Rope Replacement	0	26,600			26,600	
OPS027	Light Portable Pumps	0	20,000			20,000	
OPS031	Cctv Equipment/Drone	0	21,000			21,000	
OPS034	Operational Ladders	13,000	13,000			13,000	
OPS036	Radiation Detection Equipment	45,000	45,000			45,000	
OPS038	Water Delivery System	0	52,000			52,000	
OPS039	Water Delivery Hoses	0	5,400			5,400	5,256
OPS049	Bulk Foam Attack Equipment	25,000	73,000			73,000	
OPS052	DEFRA FRNE Water Rescue Grant	0	16,000			16,000	
OPS055	NRAT National Asset Refresh	0	402,200			402,200	23,570
HYD001	Hydrants (New Installations)	18,500	18,500			18,500	1,544
HYD002	Hydrants (Rep Installations)	18,500	18,500			18,500	2,637
	Total	481,000	1,419,000	5,000	108,000	1,532,000	86,276
VEHICLES							
VEH001	Wtl'S Purchased	980,000	1,711,500	73,500		1,785,000	448,960
VEH002	Ancillary Vehicles	248,000	852,400	-350,750		501,650	81,630
VEH003	Vehicle Equipment (Pods & Trailers)	0	0			0	
VEH004	Special Vehicles	1,657,100	1,782,100	650,000		2,432,100	
VEH005	Vehicles water Strategy	0	16,400			16,400	
VEH010	Marine Rescue Vessels	0	25,000	450,000		475,000	
WOR001	Workshop Equipment	0	60,300	6,000		66,300	
	Total	2,885,100	4,447,700	828,750	0	5,276,450	530,590
	Grand Total	20,682,600	28,586,600	-7,640,650	457,350	21,403,300	4,043,697

APPENDIX B

Capital Programme 2017/18

FINANCING		Approved Budget	Qtr 1 Budget	Qtr 2 Re-Phasings	QTR 2 Virements	Qtr 2 Budget	Actual to 30.09.17
		£	£				£
Capital Receipts							
	Sale of Formby LLAR House	350,000	350,000			350,000	
	Sale of Newton 2 LLAR House	0	0			0	
	Sale of Huyton FS	250,000	250,000			250,000	
	Sale of Whiston FS	250,000	250,000			250,000	
	Sale of Upton FS	0	0			0	
	Sale of West Kirby FS	0	0			0	
	Sale of West Kirby LLAR House	0	0			0	
	Sale of Allerton FS		400,000			400,000	
R.C.C.O. / Capital Reserve							
	Capitalisation of Sals HFRA (FIR005)	375,000	375,000			375,000	
	ICT Equipment (IT003)	0	11,100		8,350	19,450	19,450
	ESMCP Project Control Room Integration	0	0		324,000	324,000	
	Helmets PPE (OPS001)	0	0		108,000	108,000	
	Salix Energy Conservation (CON002)	0	0		32,000	32,000	
	FSN Charge for Alarms (FIR002)	15,000	15,000		-15,000	0	
	Prescott FS New Build Cap Inv Res	1,808,000	3,921,900			3,921,900	2,071,099
	Saughall FS New Build Cap Inv Res	1,564,000	1,564,000	-1,564,000		0	
	St Helens FS New Build Cap Inv Res	2,464,000	2,464,000	-2,464,000		0	
Grant							
	(Capital Grant) Police Grant (Prescott)	650,000	650,000			650,000	325,000
	(Capital Grant) Nwas Grant (Prescott)	42,000	42,000			42,000	41,475
	Prescot Fire Station Build Grant	0	156,200			156,200	156,200
	Suaghall FS Capital Transformation	1,040,000	1,341,700	-290,000		1,051,700	46,500
	St Helens FS Capital Transformation	1,240,000	1,490,000	-1,240,000		250,000	
	Balance of Capital Transformation Grant	1,192,000	1,192,000	-1,192,000		0	
	NRAT National Resilience Grant	0	402,200			402,200	23,570
	Total Non Borrowing	11,240,000	14,875,100	-6,750,000	457,350	8,582,450	2,683,294
Borrowing Requirement							
	Unsupported Borrowing	9,442,600	13,711,500	-890,650	0	12,820,850	1,360,403
	Borrowing	9,442,600	13,711,500	-890,650	0	12,820,850	1,360,403
	Total Funding	20,682,600	28,586,600	-7,640,650	457,350	21,403,300	4,043,697

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Approved Capital Programme for 2017/2018 - 2021/2022

Capital Expenditure	Total Cost £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £
Building/Land	22,949,000	11,812,500	9,155,500	620,500	905,500	455,000
Fire Safety	3,420,000	835,000	635,000	650,000	650,000	650,000
ICT	4,339,750	1,947,350	633,100	528,100	668,100	563,100
Operational Equipment & Hydrants	2,668,000	1,532,000	389,000	415,000	153,000	179,000
Vehicles	10,068,750	5,276,450	1,029,550	1,235,100	1,206,250	1,321,400
Expenditure	43,445,500	21,403,300	11,842,150	3,448,700	3,582,850	3,168,500
2017/18 - 2021/22 Q1 Approved Programme	43,059,500	28,586,600	3,884,500	3,754,500	3,656,500	3,177,400
Q2 Current to Q1 Change	386,000	(7,183,300)	7,957,650	(305,800)	(73,650)	(8,900)
Q2 Movements Explained by:						
New Schemes Funded by Revenue/Capital Reserves/Grants	472,350	(2,249,650)	2,722,000	0	0	0
Rephasing of Schemes	0	(8,469,400)	8,451,100	(313,900)	341,100	(8,900)
Saving - Realignment of Vehicles and HFSA	(86,350)	813,750	(493,450)	8,100	(414,750)	0
Q2 Movement	386,000	(9,905,300)	10,679,650	(305,800)	(73,650)	(8,900)
				0	0	0
Financing Available	Total £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £
Capital Receipts	3,175,000	1,250,000	1,925,000	0	0	0
RCCO	2,388,450	858,450	375,000	375,000	390,000	390,000
Capital Reserves	7,949,900	3,921,900	4,028,000	0	0	0
Grants	5,274,100	2,552,100	2,722,000	0	0	0
Total Non Borrowing	18,787,450	8,582,450	9,050,000	375,000	390,000	390,000
Unsupported Borrowing	24,658,050	12,820,850	2,792,150	3,073,700	3,192,850	2,778,500
Total Funding	43,445,500	21,403,300	11,842,150	3,448,700	3,582,850	3,168,500
Q1 Funding Level for 2017/18 - 2021/22 Programme	43,059,500	28,586,600	3,884,500	3,754,500	3,656,500	3,177,400
Q2 to Q1 Change	386,000	(7,183,300)	7,957,650	(305,800)	(73,650)	(8,900)
Funding Change Explained by:						
RCCO	10,350	25,350	(15,000)	0	0	0
FIR002 - HFRA Reduction in Budget reduction		(15,000)	(15,000)	0	0	0
IT003 Laptops/Mobile Phones - new		8,350	0	0	0	0
CON002 Energy Conservation Salix - new		32,000	0	0	0	0
Reserves	108,000	(3,920,000)	4,028,000	0	0	0
BLD082 Saughall Massie FS New Build- rephased		(1,564,000)	1,564,000	0	0	0
BLD083 St Helens FS New Build- rephased		(2,464,000)	2,464,000	0	0	0
OPS001 Gas Tight Suits Other PPE new		108,000	0	0	0	0
Capital Grants	324,000	(2,398,000)	2,722,000	0	0	0
Transformation Grant (Saughall Massie & St Helens) - rephased		(2,722,000)	2,722,000	0	0	0
IT059 ESMCP Project Control Room Integration - new		324,000	0	0	0	0
Unsupported Borrowing	(56,350)	(890,650)	1,222,650	(305,800)	(73,650)	(8,900)
Capital Schemes Rephased		(1,719,400)	1,701,100	(313,900)	341,100	(8,900)
Saving - Realignment of Vehicles		828,750	(478,450)	8,100	(414,750)	
Q2 Movements	386,000	(7,183,300)	7,957,650	(305,800)	(73,650)	(8,900)

Building / Land - Approved Budget 2017/18 to 2021/22

Type of Capital Expenditure	Total Cost £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £
Major Site Refurbishments						
BLD039 FS Refurbishment Heswall	375,000	350,000			25,000	
BLD041 FS Refurbishment Aintree	183,100	33,100	150,000			
BLD055 FS Refurbishment Bromborough	350,000	350,000				
BLD057 FS Refurbishment Crosby	150,000				150,000	
BLD063 FS Refurbishment Kirkby	375,000	375,000				
BLD070 Workshop Enhancement	241,500	241,500				
BLD071 Station Refresh	106,500	31,500	25,000	25,000		25,000
BLD076 FS Refurbishment Huyton	25,000	25,000				
BLD084 FS Refurbishment Croxteth	300,000	150,000		150,000		
BLD085 FS Refurbishment Speke/Garston	300,000		300,000			
BLD086 FS Refurbishment Old Swan	300,000		300,000			
BLD087 FS Refurbishment City Centre	147,400	147,400				
BLD088 FS Refurbishment Kensington	40,000			40,000		
BLD089 FS Refurbishment Toxteth	200,000				200,000	
BLD090 FS Refurbishment Wallasey	125,000	25,000				100,000
BLD093 Marine Fire 1 Refurbishment	150,000				150,000	
BLD016 Community Station Investment	126,700	26,700	25,000	25,000	25,000	25,000
TDA001 Fire House Refurbishment	30,000	30,000				
BLD042 St Helens Conversion	2,700	2,700				
BLD091 TDA Refurbishment	1,085,000	1,085,000				
	4,612,900	2,872,900	800,000	240,000	550,000	150,000
Station Mergers						
BLD080 Prescot FS New Build (CFO/095/14)	5,270,600	5,270,600				
BLD082 Saughall Massie FS New Build (CFO/058/15)	4,051,700	1,051,700	3,000,000			
BLD083 St Helens FS New Build (CFO/059/15)	5,250,000	250,000	5,000,000			
	14,572,300	6,572,300	8,000,000			
Other						
BLD073 SHQ Museum	191,000	191,000				
	191,000	191,000				
LLAR Accomodation Works						
BLD036 LLAR Accommodation Formby	294,600	294,600				
BLD050 LLAR Accommodation Belle Vale	50,000	25,000		25,000		
BLD075 LLAR Accommodation Newton-le-Willows	295,100	295,100				
	639,700	614,700		25,000		
General Station Upgrade Works						
BLD001 Roofs & Canopy Replacements	224,300	64,300	40,000	40,000	40,000	40,000
BLD004 Concrete Yard Repairs	124,600	44,600	20,000	20,000	20,000	20,000
BLD005 Tower Improvements	56,800	16,800	10,000	10,000	10,000	10,000
BLD013 Non Slip Coating to Appliance Room Floors	218,000	98,000	30,000	30,000	30,000	30,000
BLD014 Boiler Replacements	96,500	36,500	15,000	15,000	15,000	15,000
BLD020 Electrical Testing	181,200	101,200	20,000	20,000	20,000	20,000
BLD031 Diesel Tanks	150,000	150,000				
BLD033 Sanitary Accommodation Refurbishment	134,000	54,000	20,000	20,000	20,000	20,000
BLD044 Asbestos Surveys	97,000	57,000	10,000	10,000	10,000	10,000
BLD060 DDA Compliance	280,400	210,400	20,000	20,000	20,000	10,000
	1,562,800	832,800	185,000	185,000	185,000	175,000
Other Works						
BLD007 L.E.V. System in Appliance Rooms	31,700	11,700	5,000	5,000	5,000	5,000
BLD018 Conference Facilities SHQ	35,000	15,000	5,000	5,000	5,000	5,000
BLD026 Corporate Signage	31,500	11,500	5,000	5,000	5,000	5,000
BLD032 Power Strategy	65,000	30,000	10,000	10,000	10,000	5,000
BLD034 Office Accomodation	118,100	58,100	15,000	15,000	15,000	15,000
BLD053 Headquarters Lighting	25,000				25,000	
BLD058 HVAC - Heating, Ventilation & Air Con	125,400	75,400	25,000	25,000		
BLD061 Lightening Conductors & Surge Protection	63,200	28,200	10,000	10,000	10,000	5,000
BLD062 Emergency Lighting	43,300	23,300	5,000	5,000	5,000	5,000
BLD067 Gym Equipment Replacement	152,100	72,100	20,000	20,000	20,000	20,000
BLD092 Service Headquarters Offices	200,000	200,000				
BLD094 Security Enhancement Works	125,000	25,000	25,000	25,000	25,000	25,000
CON001 Energy Conservation Non-Salix	197,000	102,000	25,000	25,000	25,000	20,000
CON002 Energy Conservation Salix	32,000	32,000				
EQU002 Replacement programme for Fridge Freezers	56,000	16,000	10,000	10,000	10,000	10,000
EQU003 Furniture Replacement Programme	70,000	28,500	10,500	10,500	10,500	10,000
	1,370,300	728,800	170,500	170,500	170,500	130,000
	22,949,000	11,812,500	9,155,500	620,500	905,500	455,000
Original Budget	18,301,000	15,554,500	805,500	930,500	555,500	455,000
Current Programme	22,949,000	11,812,500	9,155,500	620,500	905,500	455,000
Changes	4,648,000	(3,742,000)	8,350,000	(310,000)	350,000	
Q1 Movements/Adjustments	4,616,000	4,616,000				
2016/17 Re-phasing/Slippage						
Q2 Movements/Adjustments	32,000	(8,358,000)	8,350,000	(310,000)	350,000	
Slippage/Rephasing		(8,390,000)	8,350,000	(310,000)	350,000	
RCCOs/Reserves		32,000				
CUMMULATIVE MOVEMENTS	4,648,000	(3,742,000)	8,350,000	(310,000)	350,000	

Fire Safety - Approved Budget 2017/18 to 2021/22

Type of Capital Expenditure	Total Cost £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £
FIR002 Smoke Alarms (100,000 HFRA target)	1,220,000	235,000	235,000	250,000	250,000	250,000
FIR005 Installation costs (HFRA)	1,875,000	375,000	375,000	375,000	375,000	375,000
FIR006 Deaf Alarms (HFRA)	125,000	25,000	25,000	25,000	25,000	25,000
FIR009 Fire Risk Management in Residential Blocks (CFO/135/13)	200,000	200,000				
	3,420,000	835,000	635,000	650,000	650,000	650,000
Original Budget		850,000	650,000	650,000	650,000	650,000
Current Programme		835,000	635,000	650,000	650,000	650,000
Changes		(15,000)	(15,000)			
Q2 Movements/Adjustments	(30,000)	(15,000)	(15,000)			
RCCOs/Reserves		(15,000)	(15,000)			
CUMMULATIVE MOVEMENTS	(30,000)	(15,000)	(15,000)			

ICT - Approved Budget 2017/18 to 2021/22

Type of Capital Expenditure	Total Cost £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £
IT002 ICT Software						
Software Licences	19,400	11,400	2,000	2,000	2,000	2,000
New Virtualisation Infrastructure	75,000		75,000			
3 Year Licences Antivirus & Filtering	169,000	169,000				
Microsoft EA Agreement (Servers & Security)	249,000	57,000	48,000	48,000	48,000	48,000
Microsoft EA Agreement (Windows & Office)	640,000	128,000	128,000	128,000	128,000	128,000
Microsoft EA Agreement (Application Development)	25,000	5,000	5,000	5,000	5,000	5,000
	1,177,400	370,400	258,000	183,000	183,000	183,000
IT003 ICT Hardware						
Desktops (target 20%)	206,150	45,750	40,100	40,100	40,100	40,100
Tablets & Docking Stations (target 20%)	380,000	102,000	92,000	62,000	62,000	62,000
Toughpads	110,000	110,000				
Monitors & Monitor Arms (target 20%)	70,000	14,000	14,000	14,000	14,000	14,000
Peripherals replacement (target 20%)	15,000	3,000	3,000	3,000	3,000	3,000
Mobile device replacement (target 20%)	15,600	3,600	3,000	3,000	3,000	3,000
Replacement Backup Tape Drive	25,000					25,000
IP TV Asset Refresh	50,000			50,000		
Audio Visual Conference Facility	120,000				120,000	
	991,750	278,350	152,100	172,100	242,100	147,100
IT005 ICT Servers						
Server/storage replacement (target 20%)	325,000	65,000	65,000	65,000	65,000	65,000
Server/storage growth	105,000	15,000	15,000	25,000	25,000	25,000
New SAN Solution	48,400	48,400				
	478,400	128,400	80,000	90,000	90,000	90,000
IT018 ICT Network						
Local Area Network replacement (discrete)	16,000		4,000	4,000	4,000	4,000
Network Switches/Routers replacement	264,500	154,500	110,000			
Network Switches/Router growth	20,000		5,000	5,000	5,000	5,000
Network Switches/Router - Additional for JCC/TDA Resilience	10,000			10,000		
Vesty Road Network Link Refresh	40,000			40,000		
IP Telephony	150,000	150,000				
Wireless Network	40,000	40,000				
	540,500	344,500	119,000	59,000	9,000	9,000
IT026 ICT Operational Equipment						
Pagers/Alerters	35,000	7,000	7,000	7,000	7,000	7,000
Station End Kit	31,000	11,000	5,000	5,000	5,000	5,000
Incident Ground Management System	50,000	50,000				
MDT Replacement (Not incl. in ESMCP)	120,000				120,000	
	236,000	68,000	12,000	12,000	132,000	12,000
IT058 New Emergency Services Network (ESN)						
ESN Radios / Infrastructure - Estimate	201,000	201,000				
	201,000	201,000				
SHQ/JCC Major Refurbishment						
IT051 JCC Airwave Solution	5,200	5,200				
IT053 JCC Backup MACC/Secondary Control Resilience	39,500	39,500				
	44,700	44,700				
Other IT Schemes						
IT019 Website Development	42,600	42,600				
IT027 ICT Security - Remote Access Security FOBS	10,000	2,000	2,000	2,000	2,000	2,000
IT028 System Development (Portal)	157,100	47,100				110,000
IT030 ICT Projects/Upgrades	28,300	8,300	5,000	5,000	5,000	5,000
IT055 C.3.I. C.&C Communication & Information System	25,000	5,000	5,000	5,000	5,000	5,000
IT056 Door Access System	8,600	8,600				
IT057 Fleet Management System	4,600	4,600				
IT059 ESMCP Project Control Room Integration	324,000	324,000				
FIN001 FMIS/Eproc/Payroll/HR Replacement	69,800	69,800				
	670,000	512,000	12,000	12,000	12,000	122,000
	4,339,750	1,947,350	633,100	528,100	668,100	563,100
Original Approved Budget	3,220,000	912,000	597,000	512,000	652,000	547,000
Current Programme	4,339,750	1,947,350	633,100	528,100	668,100	563,100
Changes	1,119,750	1,035,350	36,100	16,100	16,100	16,100
Q1 Movements/Adjustments	787,400	787,400				
2016/17 Re-phasing/Slippage						
FIN001 FMIS/Eproc/Payroll/HR Replacement		69,800				
IT002 ICT Software		9,400				
IT059 ICT Hardware		208,300				
IT005 ICT Servers		48,400				
Q2 Movements/Adjustments	332,350	247,950	36,100	16,100	16,100	16,100
RCCOs/Reserves		332,350				
Virements/Realignments		(84,400)	36,100	16,100	16,100	16,100
CUMMULATIVE MOVEMENTS	1,119,750	1,035,350	36,100	16,100	16,100	16,100

Operational Equipment - Approved Budget 2017/18 to 2021/22

Type of Capital Expenditure	Total Cost £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £
OPS003 Hydraulic Rescue Equipment						
Hydraulic Rescue Equipment - Replacement Programme	291,000	46,000	65,000	60,000	60,000	60,000
	291,000	46,000	65,000	60,000	60,000	60,000
OPS005 Resuscitation Equipment						
Resuscitation Rescue Equipment	30,000			30,000		
Defibrillator Batteries	12,000		12,000			
Appliance Resuscitation Equipment & Cylinders	45,500	15,500		30,000		
	87,500	15,500	12,000	60,000		
OPS024 BA Equipment/Communications						
BA Cylinder Replacement	30,000	30,000				
BA Telemetry Breathing Units	45,000	45,000				
Replacement of hand held communication radios	50,600	50,600				
BA Test Rig	12,000		12,000			
Oxygen Booster Pumps	45,000	33,000	12,000			
ESAS, Badoliers & Air Line Reducers	45,000		45,000			
	227,600	158,600	69,000			
OPS049 Bulk Foam Equipment						
Bulk Foam Attack Equipment	49,000	49,000				
Bulk Foam Stock	94,000	24,000	70,000			
	143,000	73,000	70,000			
Other						
OPS001 Gas Tight Suits Other PPE	290,000	290,000				
OPS009 POD Equipment (Demountable Unit Refurb 2013/14 IRMP)	112,500	112,500				
OPS011 Thermal imaging cameras	176,500	11,500		165,000		
OPS022 Improvements to Fleet	170,200	50,200	30,000	30,000	30,000	30,000
OPS023 Water Rescue Equipment	201,500	136,500	50,000			15,000
OPS026 Rope Replacement	71,600	26,600		35,000		10,000
OPS027 Light Portable Pumps	20,000	20,000				
OPS031 CCTV Equipment	21,000	21,000				
OPS034 Operational Ladders	75,000	13,000	16,000	13,000	16,000	17,000
OPS036 Radiation Detection Equipment	45,000	45,000				
OPS038 Water Delivery System	52,000	52,000				
OPS039 Water Delivery Hoses	45,400	5,400	10,000	10,000	10,000	10,000
OPS052 DEFRA FRNE	16,000	16,000				
OPS054 Electrical Equipment	35,000		30,000	5,000		
OPS055 NRAT Asset Refresh	402,200	402,200				
	1,733,900	1,201,900	136,000	258,000	56,000	82,000
Hydrants						
HYD001 Hydrants (New Installations)	92,500	18,500	18,500	18,500	18,500	18,500
HYD002 Hydrants (Replacements)	92,500	18,500	18,500	18,500	18,500	18,500
	185,000	37,000	37,000	37,000	37,000	37,000
	2,668,000	1,532,000	389,000	415,000	153,000	179,000
Original Approved Budget	1,622,000	481,000	324,000	435,000	178,000	204,000
Current Programme	2,668,000	1,532,000	389,000	415,000	153,000	179,000
Changes	1,046,000	1,051,000	65,000	(20,000)	(25,000)	(25,000)
Q1 Movements/Adjustments	938,000	938,000				
Q2 Movements/Adjustments	108,000	113,000	65,000	(20,000)	(25,000)	(25,000)
Budget Rephasing		5,000	65,000	(20,000)	(25,000)	(25,000)
OPS003 Hydraulic Rescue Equipment		5,000	65,000	(20,000)	(25,000)	(25,000)
RCCOs/Reserves		108,000				
OPS001 Gas Tight Suits Other PPE		108,000				
CUMMULATIVE MOVEMENTS	1,046,000	1,051,000	65,000	(20,000)	(25,000)	(25,000)

Vehicles - Approved Budget 2017/18 to 2021/22

Type of Capital Expenditure	Price Per Unit	Total		2017/18		2018/19		2019/20		2020/21		2021/22	
		Unit	Cost £	Unit	£	Unit	£	Unit	£	Unit	£	Unit	£
VEH002 Ancillary Vehicles													
Cars													
Pool Cars	£9,500 17/18-20/21, £10,400 21/22	34	332,000	6	57,000	4	38,000	8	76,000	6	57,000	10	104,000
Officer Response Cars	22,650	6	135,900	4	90,600	2	45,300						
7 Seater Galaxy	24,400	2	48,800			2	48,800						
Car - Automatic	25,000	1	25,000			1	25,000						
4x4s													
Isuzu/Hilux	25,500	15	382,500	4	102,000			2	51,000	9	229,500		
Climbing Wall Vehicle	25,500	1	25,500			1	25,500						
Vans													
Master Panel	£22,250 17/18-20/21, £25,800 21/22	11	255,400	5	111,250	1	22,250	2	44,500			3	77,400
Jumbo Panel Van	25,000	1	25,000	1	25,000								
Ford Connect Van	10,500	5	52,500	4	42,000	1	10,500						
4x4 Crew Van (Out of Area Deployment)	40,000	1	40,000									1	40,000
Dog Van Mercedes Vito	49,750	1	49,750							1	49,750		
Mini Buses													
Ford Transit 17 Seater - Fire Service	24,600	3	73,800	1	24,600	1	24,600	1	24,600				
Ford Transit 17 Seater - Princes Trust	24,600	3	73,800	2	49,200	1	24,600						
Ancillary Vehicles		84	1,519,950	27	501,650	14	264,550	13	196,100	16	336,250	14	221,400
VEH004 Special Vehicles													
CPL - Aerial Appliance	650,000	2	1,300,000	2	1,300,000								
Prime Movers 3	156,050	2	312,100	2	312,100								
IMU	650,000	1	650,000	1	650,000								
BA Support Unit (POD)	125,000	1	125,000	1	125,000								
Mercedes IMU	105,000	1	105,000							1	105,000		
Curtain Sided Truck (Driving School)	80,000	1	80,000									1	80,000
Water Rescue Unit	45,000	1	45,000	1	45,000								
Special Vehicles		9	2,617,100	7	2,432,100					1	105,000	1	80,000
VEH010 Marine Rescue Vessels													
MF1 Boat 1 Refurbishment			25,000		25,000								
MF1 Boat 2	300,000	1	300,000	1	300,000								
Relief Boat	150,000	1	150,000	1	150,000								
Marine Rescue Vehicles		2	475,000	2	475,000								
Other Vehicles													
VEH001 Fire Appliances	255,000	21	5,355,000	7	1,785,000	3	765,000	4	1,020,000	3	765,000	4	1,020,000
VEH005 Vehicles Water Strategy			16,400		16,400								
Other Vehicles		21	5,371,400	7	1,801,400	3	765,000	4	1,020,000	3	765,000	4	1,020,000
WOR001 Workshop Equipment													
Equipment			17,300		17,300								
Replace steam clean lift			43,000		43,000								
Workshop Cable free Somers Vehicle Lift.	19,000	1	19,000					1	19,000				
Two Post Light Vehicle Lift.	6,000	1	6,000	1	6,000								
			85,300		66,300				19,000				
			10,068,750		5,276,450		1,029,550		1,235,100		1,206,250		1,321,400
Original Budget			8,562,500		2,885,100		1,508,000		1,227,000		1,621,000		1,321,400
Current Programme			10,068,750		5,276,450		1,029,550		1,235,100		1,206,250		1,321,400
Changes			1,506,250		2,391,350		(478,450)		8,100		(414,750)		
Q1 Movements/Adjustments													
			1,562,600		1,562,600								
VEH002 PCVs (Ford Transit 17 Seater)	23,200			3	69,600								
VEH004 BA Support Unit (POD)	125,000			1	125,000								
VEH005 Vehicles Water Strategy					16,400								
VEH010 MF1 Boat 1 Refurbishment					25,000								
WOR001 Equipment					17,300								
object Con Replace steam clean lift					43,000								
Q2 Movements/Adjustments			(56,350)		828,750		(478,450)		8,100		(414,750)		
Realignments			(56,350)		828,750		(478,450)		8,100		(414,750)		
CUMMULATIVE MOVEMENTS			1,506,250		2,391,350		(478,450)		8,100		(414,750)		

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	14 DECEMBER 2017	REPORT NO:	CFO/067/17
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	WENDY KENYON
OFFICERS CONSULTED:	MEMBERS OF DIVERSITY ACTION GROUP AND STRATEGIC EQUALITY GROUP		
TITLE OF REPORT:	EQUALITY & DIVERSITY PLAN 2017-2020, FUNCTIONAL PRIORITIES 2017/18, 6 MONTH UPDATE		

APPENDICES:	APPENDIX A:	EQUALITY & DIVERSITY PLAN 2017-2020, FUNCTIONAL PRIORITIES 2017/18
	APPENDIX B:	EQUALITY OBJECTIVES 2017 – 2020

Purpose of Report

1. The purpose of the report is to provide Members with :
 - a. An update on the agreed Equality and Diversity (E& D) plan for 2017/18 together with an update on progress against the actions for the first 6 months of the year;
 - b. An update on the Equality Objectives for 2017/18.

Recommendation

2. That Members note the content of the Equality and Diversity progress report and Equality Objectives and provide feedback on the amount of progress made.

Introduction and Background

3. The E&D Action Plan was first introduced in April 2013, to help MFRA progress its long term Equality and Diversity objectives, to ensure compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED) and to reflect the fact that E&D was embedded and delivered across all Functions of the Organisation.
4. A new plan was developed for 2017-2020 which is aligned to the Authority's Integrated Risk Management Plan and linked to the Authority's new Equality Objectives.

Progress

5. Appendix 1 includes updates for the 45 priority areas under the heading “Quarter 1 & 2 update” where there has been activity delivered. Progress has been made against 38 (amber) priorities, 2 (green) have been fully completed and 5 (red) have yet to start. Members should note that the actions will be delivered over the life of the action plan and as such the report does not necessarily reflect the amount of resources and time taken to achieve and deliver the actions, which will need to be considered when scrutinising the progress.
6. Some actions can be delivered very quickly and others could take months or even years to be fully implemented. The following sections a to h include highlight of the exceptional work undertaken by our staff and volunteers:
 - a. A Vulnerable Persons Advocate in Liverpool, carried out a British Sign language (BSL) referral for a HFSC. The Advocate in question, Ellie Williams would not normally carry out the BSL referrals, as these would be carried out by a colleague, Sarah Hannett. Sarah was on annual leave and as she knew that Ellie had recently completed her BSL level 1 asked if she would be able to carry out the visit. Following the visit feedback was received from the property owners to say that Ellie had been very helpful and had provided them with all the fire safety information that they needed.
 - b. In May, ahead of this year’s Ramadan period, the Authority held a targeted Fire Safety Campaign, providing residents and businesses with tailored fire safety advice in the Princes Park ward of Liverpool, where 40% of the population are Black Asian or Minority Ethnic. It is also known that there is a large Muslim community within the area. The afternoon campaign saw Advocates and fire crews delivering 59 HFSC’s, engaging with 25 Muslim families, delivering 38 bespoke leaflets, including to properties where Muslim families are known to live, with only 5 refusals of HFSCs.
 - c. MFRA has been instrumental in the development of two new blue light initiatives with Merseyside Police. The first saw the introduction of a Merseyside Autism Attention Card. The card can help people with autism to alert emergency services to their condition so that they can be treated more specifically. MFRA has agreed to carry out a HFSC for anyone with an attention card. More work will take place to provide advocates and fire crews with further guidance and education on the impact that autism might have on individuals’ approach to fire safety and evacuation from a fire. The second initiative is the Dementia Pledge which was signed by MFRA, Merseyside Police and NWS at the Joint Control Centre in Bootle. The Pledge is part of a national emergency services programme and MFRA will deliver more training and guidance to staff over the next 12 months to ensure they are more aware about the implications of dementia and Alzheimer’s.

- d. MFRA have provided feedback to the National Joint Council Inclusions Group on their 26 recommendations in relation to equality, diversity and inclusion. MFRA have fared well against those recommendations, with nearly all relevant actions being in progress currently through either our Equality Objectives or Equality and Diversity Action Plan. Officers believe that this work will support our approach to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in future inspections.
- e. Following the Grenfell Tower tragedy in June, high rise campaigns were delivered and in order to deliver them effectively to those whose first language isn't English Officers created a number of translation packs for the most commonly used languages spoken across Merseyside: French, Arabic, Polish, Cantonese, Urdu, Kurdish, Chinese (simple), Romanian, Spanish, Tamil and Czech. As well as giving these leaflets to staff they were also published on the MFRA website. A sentence was also added to the reverse of the original leaflet in those same languages directing people to the MFRA website for more information. Further support was provided to Community Risk Management staff on how to use the Language Line translation service to assist with providing fire safety advice on a face to face basis. The Service will be setting up a small translation group in the future to assist with any large campaigns and providing fire safety guidance in different languages
- f. All staff within MFRA's Youth Engagement service have received Mental Health First Aid training and will offer advice, guidance and information (AGI) to all children and young people (CYP) participating on all programmes. Opportunities for CYP to access other provision for additional support across Merseyside is made available through several mediums including centric learning which supports students to control their own learning/development experience.
- g. This year has seen MFRA publish for the first time data about the Gender Pay Gap; the report has been completed and published for 2016/17. The data has been included in the Equality Analysis of Workforce and Employment Data as of 31st March 2017. MFRA Gender Pay Gap was 12% which is significantly lower than the UK average at 18%.
- h. The Engaging Diverse Business project has been successfully adopted and supported by the National Fire Chief's Council. This work is of national strategic importance for FRS and MFRA is a lead service on the project. The outcomes of the project will enable business safety teams to learn more about how to support diverse business owners to enable them to meet fire safety legislation and reduce the chances of prosecution within diverse business owners.
- i. Community Profiles are being used across the Service to help prepare for Service planning and to assist stations and managers with

understanding the demographics of Merseyside. The tool is being developed further to include demographic information about businesses across Merseyside to assist with monitoring our business fire safety work.

7. Appendix 2 provides Members with the five newly agreed Equality Objectives which will now be reported on annually. The next report for Authority (summer 2018) will include progress on the objectives 2107-2020. The document in Appendix 2 also provides Members with the detail of what measures will be used and reported on for each equality objective. The equality objectives have also been reviewed against the draft HMICFRS key line of enquiries (KLOE) and other NJC and Local Government Association benchmarks for equality and diversity. This demonstrates that the equality objectives set for MFRA are also providing evidence for a significant number of national standards, benchmarks and audits.

Equality and Diversity Implications

8. This report focuses on Equality and Diversity progress, implications of which are critical to MFRA maintaining its legal duty under the Equality Act 2010- Public Sector Equality Duty and working towards the achievement of the LGA Equality Excellence framework.

Staff Implications

9. Staff have been integral to the creation of this report through a number of processes including attending planning meetings, attending the Diversity Action Group Forum, meeting with the Diversity and Consultation Manager and providing regular written communication updates. Staff attending the DAG also receive regular E & D training and briefings to help them better engage with their communities and staff.

Legal Implications

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

Financial Implications & Value for Money

11. There are no direct financial implications arising from this report.

Risk Management, Health & Safety, and Environmental Implications

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

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

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13. Delivering services in a way that meets Equality and Diversity legal duties and best practice is essential for a public sector organisations. This report contributes to demonstrating how we make our diverse communities safer and stronger and how MFRA support the needs of our staff in relation to their protected characteristics

BACKGROUND PAPERS

GLOSSARY OF TERMS

AGI	Advice, Guidance & Information
BSL	British Sign Language
C&PY	Children & Young People
CLGA	Communities and Local Government Association
DAG	Diversity Action Group
SEG	Strategic Equalities Group
E and D	Equality and Diversity
FRS	Fire & Rescue Service
HFSC	Home Fire Safety Check
JCC	Joint Control Centre
KLOE	Key Line of Enquiry
LGA	Local Government Authority
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NWAS	North West Ambulance Service
PSED	Public Sector Equality Duty
SEG	Strategic Equality Group
SMG	Strategic Management Group

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Equality and Diversity Plan 2017-2020



Functional Priorities for 2017/18

Functional Priorities for 2017/18

Strategy & Performance					
Ref	Priority Areas	Actions	Quarter 1	Quarter 2	Red- Not as expected Amber – As expected Green - Completed.
1	Enhance Equality and Diversity Training	1.1 Work with the training and development staff to implement the on-line equality and diversity training package	Good progress has been made in relation to the on line package, the first draft is due to be tested with Diversity Action Group members on the 5th September	Progress is being made with online e and d training, draft version and been tested and currently updating using feedback.	
		1.2 Investigate the concept of unconscious bias in conjunction with the inclusive leadership work being undertaken by people and organisational development	<p>Collaboration is going well with MFRS agreeing to provide Merseyside Police with Community Profiles data package and Police agreeing to provide standard agenda items on all Community Action Group meetings across all districts.</p> <p>We have also agreed two further collaboration activities: Blue light services Dementia and Alzheimer's Pledge and Autism Attention Cards. More to be reported next quarter.</p>	<p>Collaboration with partners is on-going, currently working on a joint emergency services Diversity calendar for 2018, where MFRS are taking the lead. Have worked jointly with MERPol on the Emergency Services Strategic Commitment on Dementia and Autism Attention Card.</p>	

Equality & Diversity Objectives

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

			<p>We have provided feedback to National Joint Council Inclusions Group on the 26 recommendations relating to E&D, we have fared well against those recommendations with nearly all relevant actions being in progress currently through either our Equality Objectives or Equality and Diversity action plans. We believe that this work will support our approach to Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services in future inspections.</p> <p>No progress has been made around Unconscious Bias training to date. This will be picked up later in the year following some facilitation work with Operational staff around their views and understanding unconscious bias and workplace culture.</p>	<p>Diversity and Consultation Manager is Working with Operational Response on designing a facilitated workshop with selected Operational staff to look at what makes work a good place to be without bias and where everyone is respected for their difference. Findings from this work will inform further Training for the organisation as a whole</p>	
2	Collaborate with partner organisations including the Police, other Fire & Rescue Services and the Local Government Association to:	2.1 Deliver effective diverse community engagement with limited resources to ensure that	As part of our support to staff for the on-going high rise campaigns we have created a number of translation packs.	The Knowing our Communities work stream continues. A further meeting has taken place on the new	

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		<p>MFRS knows and understands its communities and can respond with appropriate services</p>	<p>The first provided staff with language identification cards, and details of how to access the Language Line translator services. The cards gave details will allow our staff to identify the language which the occupier of a property speaks, before calling for an interpreter to pass on the fire safety information.</p> <p>The second pack was the high rise leaflet translated into the most commonly used languages spoken across Merseyside: French, Arabic, Polish, Cantonese, Urdu, Kurdish, Chinese (simple), Romanian, Spanish, Tamil and Czech. As well as giving these leaflets to staff they were also published on our website. A sentence was also added to the reverse of the original leaflet in those same languages directing people to our website for more information.</p>	<p>structured approach (without partnerships) this established a number of areas requiring more work:</p> <ol style="list-style-type: none"> 1) Gathering a fuller picture of who we work with in relation to diverse communities (charity, networks, third sector organisations) 2) What is nature of the relationship with diverse communities? 3) How can we utilise those relationships to further support diverse communities in terms of: <ol style="list-style-type: none"> a) Applying for jobs with MFRS and positive action b) Volunteering for MFRS c) Joining Fire Cadets/Princes Trust for MFRS d) Fire safety advice 	
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				<p>specific to their risks and needs.</p> <p>e) business safety advice specific to their risks and needs.</p>	
3	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.	Ensure that the new website and all forms of communication on the site (surveys, forms etc.) are fully accessible including translations and read aloud functions which are easy to use. Through design and testing phase utilise diverse groups and Disability Business Forum to provide feedback.		Accessibility is a top priority for the new website, with this being explicit in the requirements document sent to prospective bidders and considered during the evaluation of the bids	

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Legal, Procurement and Democratic Services

Ref	Priority Areas	Actions	Quarter 1	Quarter 2	Red- Not as expected Amber – As expected Green - Completed
4	Staffing structures/recruitment activity to be inclusive for all staff	Revisit the support for staff around : <ul style="list-style-type: none"> • family friendly • flexible working options • Requirements for staff with disabilities. 		This is always inclusive across the department and providing support to staff around any protected characteristics is a high priority.	
5	To create a Website page specifically for Authority Members, to enable easy access to relevant information from one place.	5.1 To identify information that would be beneficial for Members to have access to. 5.2 Utilisation of Member's knowledge of their communities.	Work has commenced to identify information which would be beneficial for Members to have access to. This will be actioned further once the new Website has been developed. Work has commenced to	Activity to improve Authority Member engagement with all groups of staff, and to increase employee awareness of the role of the Authority, has continued. Articles focusing on Authority Members, are now	

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			<p>identify the information contained on the Portal, which would be useful for Members to have access to.</p> <p>This will be discussed at the next meeting of the Authority's Member Development & Engagement Group, to obtain Members input on requirements.</p> <p>Once agreed, discussion will then take place with the Portal Team, to identify the most appropriate way of providing Members with access to the information.</p>	<p>standing items within each edition of the "Hot News".</p> <p>Station Visits for Authority Members have continued, however the format of these visits has now been amended to allow for more informal engagement between Members and staff, and enable the Members to receive tours of the stations and practical demonstrations from operational staff, to enable them to gain a greater understanding of their role and the equipment that they utilise.</p> <p>Staff Engagement sessions have also continued, however more recently, these have been focused on engaging with staff who would not ordinarily come into contact with Authority Members; and have taken</p>	
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				<p>a more interactive format.</p> <p>Authority Members have visited the Training and Development Academy, where they had an opportunity to observe training and speak to some of the training instructors, as well as having lunch and Q&A session with the most recent recruits.</p> <p>Authority Members have also attended engagement sessions and visits to Fire Control and Marine Rescue. Arrangements are currently being made for Members to visit Workshops and the Operational Equipment Department.</p>	
6	Ensure that all staff in Legal, Procurement and democratic services have the skills and knowledge to support colleagues, Members and the community equitably by:	6.1 Ensuring that ALL groups get equitable treatment (e.g. challenged fairly)	All are aware of this	All staff are aware of this and constantly updated	

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		6.2 Advice to officers (e.g. RRO)	Officers are advised at regular meetings	Advice always provided at meetings with Fire Safety Officers	
		6.3 Training for staff/Members to ensure they are equipped to carry out their role and show due regard to the needs of our diverse community groups as required by the Equality Act 2010/Public Sector Equality Duty.	As above training issues are being identified in this regard	Training issues always considered at team and departmental meetings as well as appraisals	
		6.4 Attendance at DAG/SEG	SEG and DAG have representation from the department and named deputies	Representation from Legal, Procurement and Democratic Services at DAG and the Director attends SEG. Named deputies are provided for all.	
		6.5 Provision of legal advice with consideration to the Equality Act (e.g. projects and plans)		Legal advice is always considered in light of this legislation.	
7	Staff Engagement	Challenge issues raised in staff survey to improve staff perceptions/morale.		Discussed in departmental meetings	
8	To assist with ensuring Legal are embedding the Equality and Diversity	8.1 Where sufficient data is available, to monitor age		Continuing and to be reviewed at the end of the	

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	objectives within the services provided	and socio economic characteristics of public liability insurance claimants to determine any particular area of Merseyside where there may be an issue		financial year	
		8.2 To monitor the ongoing impartiality of legal advice to Fire Safety Officers to prosecute , to ensure that such advice is not influenced by any protected characteristic	This is monitored at regular meetings with Fire Safety Officers	Monitored at Enforcement and Prosecution meetings	
9	To assist with ensuring Procurement are embedding the Equality and Diversity Standards within the services provided	9.1 Consideration of most appropriate procurement process to encourage diverse supply base (e.g. splitting contracts into Lots to encourage SMEs).	This consideration will take place at the commencement of each procurement. The Head of Procurement has also raised this as an issue for the NFCC when developing national contracts (eg. training services).	This is considered at the commencement of ALL procurement activity regardless of type.	
		9.2 Identify efficiencies and implement improvements in procurement activity and development of the supplier base.		This is an ongoing consideration by the Head of Procurement and Director.	

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People & Organisational Development

Ref	Priority Areas	Actions	Quarter 1	Quarter 2	Red- Not as expected Amber – As expected Green - Completed.
10	To continue to develop a comprehensive workforce strategy which includes Equality, Diversity and Inclusion	To ensure the strategy is considering the needs of all Protected groups	All organisational workforce planning and strategy is now coordinated through the Workforce Strategy Group, consisting of departmental senior Managers. This ensures early planning consideration and implementation in a fully transparent environment		
11	To continue to develop a range of strategies to improve fitness and wellbeing and taking into account the needs relevant protected groups	<p>11.1 To deliver mental health first aid course to all staff</p> <p>11.2 To introduce a range of fitness initiatives to promote and support health and wellbeing</p> <p>11.3 Introduction and validation of new fitness standards across all areas which have considered the protected groups needs</p>	The Mental Health first aid project has now been recognised at national level through a number of awards. The National Fitness Policy has now been signed off with the representative bodies and is in operation, along with the appropriate fitness standards. The delivery of a highly supportive and adaptive Occupational Health facility has contributed to a fall in sickness absence		

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12	Develop an organisational Positive Action strategy.	Using information gained from past Positive action activities and EIAs to produce a Strategy for all recruitment to increase in the number of Underrepresented applicants.	The positive action strategy has been developed, and is delivering improved numbers of applicants and successful candidates from underrepresented groups. This will continue to be monitored and amended as further strategy and approach is developed		
13	Fire Fighter Testing To carry out ongoing development of functional fitness tests as opposed to simulate tests.	13.1 Move simulated testing out of health screening 2017/18. This will equate to fairer firefighter tests based what they are required to do in their role.	AGING WORKFORCE: The National Working Group on the Aging Workforce, that was created to look at the issues of Firefighters working beyond 55, is currently on hold following the Chair of this Group leaving their FRS. Updates are awaited on the status of this group.	There is currently a round of Firefighter recruitment on going , and further review of all levels of that process, including fall out rates will be produced and analysed by People and Organisational Development.	
		13.2 To review and disseminate information from the national working group on Ageing workforces to Strategic Equality Group to inform further action.			
14	To Work towards being a dementia friendly employers with suitable employment policies and procedures in place	14.1 To carry out a review on all relevant Staff Policies and practices to ensure that they support staff with or caring for dementia – including career breaks and flexible	WORK TO BEGIN ON THIS PIECE OF WORK IN JANUARY 2018		

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		<p>working arrangements</p> <p>14.2 To support MFRA staff who may be living with dementia, or caring for someone with dementia</p> <ul style="list-style-type: none"> ○ Provide links to dementia Support groups and resources on the Portal ○ Survey staff to determine number of staff affected by dementia ,provide a list of trained Dementia Champions on the portal 		
15	<p>To ensure staff have the necessary awareness, skills and understanding to recognise and support people with dementia</p>	<p>15.1 To raise awareness of dementia to all staff</p> <ul style="list-style-type: none"> ○ One Member of Prevention staff on each District will be trained as a Dementia Champion who will deliver training to Crews on early signs of dementia ○ Use Dementia Alliance to deliver training to staff across all departments 	<p>To be delivered as part of the Continuous Professional Development days during Q3 and Q4. Discussions around the training requirements for our staff and station crews have taken place with Jo Garner from Cheshire Autism Practical Support (CHAPS).</p> <p>The style of training needs to be considered along with time available for station based staff to receive training continues to be challenging, but plans are in place to look at using scenario based video training, subject to budgets and available resources.</p>	

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Community Risk Management (CRM)

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16	Community Fire Prevention: To increase the use of partnerships to support Knowing our Communities and deliver campaigns	16.1 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.	Our primary data set is the “over 65’s” this is used by all FRSs to target risk and vulnerability, the Home Safety Strategy has a clear prioritisation model based upon historical analysis	This work is ongoing, E&D team invited to a future Continuing Professional Development day.	
		16.2 We will work with Directors of Public Health (DPH) to support campaigns for alcohol reduction, smoking cessation and exercise.	This forms part of the current Safe and Well work undertaken by advocates. MFRS and DPHs have a Memorandum of Understanding in place to support this activity.	Safe & Well currently under evaluation by LJMU, this will form the basis for sharing data and outcomes.	
		16.3 We will continue to develop diverse community engagement	Arson Officers across Merseyside have contacted the known mosques in their area to	Safe & Well currently under evaluation by LJMU, this will form the	

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		<p>and partnerships work</p>	<p>offer support and reassurance in light of recent terror attacks.</p>	<p>basis for sharing data and outcomes.</p> <p>CRM and Strategy and Performance have met with DCFO to discuss the future direction of Knowing our Communities Partnership work stream. Its first phase of the project has been completed with the development of a community profiles tool which is being well used by CRM to assist with planning for different campaigns and targeting resources. The next phase is focusing on carrying out targeted Community Engagement with third sector organisations and partners in relation to the 9 protected groups. CRM see this as an important element of understanding the needs of protected groups. Plans are now in place to discuss possible</p>	
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				resourcing models from CRM and other areas of the organisation (subject to still meeting the Home Fire Safety strategy and associated targets and objectives)	
17	Community Fire Prevention: To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC)	17.1 Review the HFSC leaflets and information given out to the public about Equality Monitoring and Equality related information such as Deaf alarms and update in line with best practice.	We are some months away from a technical solution to support the continued development of Home Safety Strategy. The proposed Management Information System will enable managers to both collect and extrapolate data.	Community Risk Management have started a series of meetings with the business analyst to identify the requirements of a fit for purpose CRM system and mobile devices to record relevant Safe and Well information, including E&D monitoring data.	
		17.2 To produce annual Equality Monitoring reports to show where HFSC have been delivered against the Protected Groups	See above	It is anticipated that this information will be accurate, relevant and easily accessible following the implementation of the above (Late 2018).	
18	Community Fire Prevention To ensure that prevention Advocate	18.1 The development of an Advocate	Advocates attend quarterly Continuous Professional	CPD days are booked in advance and continue to	

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	teams are supported around their skills and knowledge on Equality, Diversity & Inclusion as identified at the Equality & Diversity briefings in year 3 to engage with Diverse Communities	Questionnaire to support appraisals, to identify if our Advocates have knowledge/experience relating to a protected group. This can then help develop a personal resource list for use when targeting and engaging with specific protected groups.	Development days in support of team and shared learning. This is the result of continued staff engagement. We have invited speakers on key themes to up skill staff.	invite key speakers to raise awareness and address gaps in knowledge within identified areas.	
		18.2 Develop a media package including information on our external facing website about the interventions the Prevention Team provide and how many campaigns we run each year.	This will be developed as part of ongoing improvements to external website.	CRM are working closely with Corporate Communications to ensure that relevant information is dynamic and posted to Facebook and Twitter.	
19	Safe & Well:	19.1 Produce regular reports for the safe and well visit, which will provide us with a better understanding of the vulnerable people we are engaging with. 19.2 To provide equality data for the safe and well visits, so we are able to	Safe & Well is currently being piloted by advocates only in Merseyside. We have had significant support from health partners on a Merseyside and Cheshire footprint. Both programmes (Cheshire and Merseyside S&W), will be evaluated and outcomes reported through normal mechanisms.	Safe and Well continues to be piloted by Advocates across all areas of Merseyside. Support continues to be received by our health partners, with evaluated outcomes to be reported. Equality data continues to be extrapolated from	

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		<p>identify those protected groups we are engaging with in the over 65 age group.</p> <p>19.3 Ensure there is a consistent approach to, Information sharing for vulnerable persons across the five local authorities</p>	<p>We will endeavour to extrapolate information from Goldmine but this system is limited in its functionality.</p> <p>This is achieved by engaging and supported Adult Safeguarding Boards across Merseyside.</p>	<p>Goldmine, which has limited functionality while awaiting the development of a new CRM system.</p> <p>CRM staff are working with Information Governance team to request that information shared in respect of vulnerable people is consistent across the five Local Authorities.</p>	
20	<p>Positive Action: Continue to carry out and review positive actions strategies and campaigns when recruiting for departments within CRM</p>	<p>20.1 Recruitment of bi-lingual Business Safety Advisors</p> <p>20.2 Recruitment of Business Safety Advisors</p>	<p>No opportunities to recruit currently but positions will be considered carefully when recruitment takes place to develop a specialist role for BSA around Bi Lingual specialisms</p>		
21	<p>Community Prevention Deliver and embed a MFRS Safeguarding's Strategy</p>	<p>21.1 Develop and embed safeguarding for young people into the wider CRM Safeguarding Strategy and carry out a EIA</p> <p>21.2 Develop and embed adult safeguarding into Wider CRM Safeguarding Strategy</p>	<p>Service Instructions SI 0712, SI 0713 and SI 0714 have been amalgamated to create one Service Instruction for 'Safeguarding Adults and Children at Risk' – SI 0713. This has been through the 21 day consultation process.</p> <p>Workforce Development Plan</p>	<p>Kevin Johnson is now the Strategic Safeguarding Officer for Adults and Children and sits on the combined Safeguarding Adults Board (Knowsley, Liverpool, Sefton and Wirral) and also sits on the St Helens SAB. Also</p>	

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			<p>was presented and agreed by Strategic Management Group. This will ensure all MFRS staff receive appropriate Safeguarding training proportionate to their role.</p> <p>Safeguarding concern reporting form amended on the intranet Portal to ensure that all E&D monitoring is addressed (including protected characteristics).</p>	<p>board member for Children's Safeguarding Boards.</p> <p>Kevin Johnson sitting on Combined SAB Workforce Development Sub-Group, which will inform our strategy to ensure appropriate training is available for all staff.</p> <p>Quality assurance of Safeguarding concerns to ensure that relevant E&D information is captured and reported on.</p>	
22	<p>Community Fire Protection Following on from the National Conference to establish best practice and lessons learnt across the FRS sector in relation to Engaging with BME businesses.</p>	<p>22.1 Development of a national toolkit. Gain approval from CFOA Business Safety Group for taking the "Engaging Diverse Workforce" Report forward; including commissioning more research in Fire Safety behaviours of Diverse communities and the</p>	<p>NFCC have adopted this project as part of their Business Safety Group priorities reporting the group quarterly. MFRS, GMFRS and Tyne and Wear FRS are leading on this work through a Task and Finish group who have developed their own project brief, TOR and Project group pen profiles. The group meets quarterly and is governed by AM Keen from MFRA and Adreena Parker Coates from London Fire Brigade.</p> <p>Progress is on track with the following activities :</p> <p>1) Research brief has been developed and is with Salford University to review and deliver on.</p>		

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		<p>development of a toolkit to support Business Safety staff</p> <p>22.2 Supporting further research on diverse businesses and their attitude and behaviours to fire legislation, safety and risk.</p> <p>22.3 Providing any case studies of good practice engaging with diverse business</p>	<p>2) Toolkit format has been agreed and plans are in place to start collecting case study examples from Q3 onwards from a select number of FRS before rolling out wider to national FRS and other regulatory bodies for notable practice examples.</p>	
23	Community Fire Protection Business Safety Diversity campaigns :	Develop an appropriate campaign to support and engage with the diverse businesses across districts to enable them to comply with business safety legislation more effectively	<p><u>Business Fire Safety Week 2017 (11-15th September)</u> During Business Fire safety Week, the main campaign messages from CFOA were reducing false alarms (UWFS), weekly testing of smoke alarms and Arson prevention. It was decided that each BFSA would prioritise communication with businesses based on the pertinent issues within their Hub area in line with the themes of Business Safety Week using leaflets and social media messages from the CFOA toolkit. <u>Liverpool North.</u> Visits were carried out to premises on Bold Street where advice regarding weekly testing and arson reduction was given. A mixture of licensed premises and local shops were targeted, with 10 in total receiving advice and leaflets. <u>Liverpool South.</u> Five premises with a high number of Unwanted fire signals</p>	

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		<p>(UWFS) were visited and tailored advice was given regarding how to manage and reduce false alarms. The BFSAs also visited Hunts Cross Shopping Centre due to arson activity within the area. Two premises were made to remove large items of combustible materials and a further 8 were visited and given advice and leaflets.</p> <p><u>Wirral.</u> Seven premises with a high number of UWFS were visited and tailored advice was given regarding how to manage and reduce false alarms, whilst another 26 premises were sent letters giving advice and assistance. Nine licensed premises were visited in several different areas within Wirral and advice and leaflets in line with the Test It Tuesday message was given.</p> <p><u>St Helens & Knowsley.</u> Four premises were targeted regarding UWFS and a mixture of written and spoken advice was given surrounding how to manage and reduce false alarms. The BFSAs then visited 7 licensed premises to give advice and guidance on Test It Tuesday and arson reduction. At two of the premises further fire safety issues were identified. One premises required the aid of a Protection Response Officer and the other has been referred to a Technical Officer for a full audit.</p> <p><u>Sefton.</u> Five premises were sent letters giving advice and assistance regarding how to manage and reduce false alarms. Five licensed premises and five local shops were visited in South Road Crosby and advice and guidance regarding weekly testing, arson reduction and business continuity was given.</p> <p>Each BFSAs has collated specifics of each premises visited if</p>	
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			further detail is required.	
24	Community Fire Protection Equality , Diversity and Inclusions staff development and training	Review currency of Equality and Diversity training for all protection staff including any new starters	No progress with this specific action to date, however there is currently inductions taking place with Protection E and D leads to enable them to carry out their roles and deliver on these actions with the Diversity Manager	
25	Community Fire Protection Knowing our Communities Project	Work with Equality and Diversity and Business intelligence to review the Business section of the Community Profiles tool to include ethnic/cultural backgrounds of businesses (and/or Owners) within Merseyside and utilise it for future business safety campaigns	Work is ongoing to look at the business data held in the Community Profiles using Chartered Institute of Finance and Accounts CIPFA data. Review of diversity data for business owners is needed and may need a national approach via the National Fire Chief's Council research team. Meetings are due to take place with the Diversity and Consultation Manager in quarter 3 to review the Community profiles information and monitoring data that is held for each Business Fire Safety audit.	
26	Youth Engagement To continue embed equality and diversity across all aspects of Youth Engagement from course recruitment, course leaders, programme delivery through to inclusion in all youth engagement activities.	26.1 We will look to include aspects of mental health first aid and mindfulness on Princes Trust Programmes to assist young adults develop additional coping mechanisms in preparation for working life and development as young adults.	All staff within Youth Engagement have received Mental Health First Aid training and will offer advice, guidance & information (IAG) to all children and young people (C&YP) participating on all programmes. Opportunities for C&YP to access other provision for additional support across Merseyside is made available through several mediums	No change / Autism Attention Cards have been distributed to all locations. Information, Advice and Guidance is contently provided to all students. Equality & Diversity has and is well represented on all teams including Fire Cadets Staff Training is ongoing

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			including centric learning which supports students to control their own learning/development experience.	and throughout the year Mental Health First Aid is provided by Prince's Trust	
		26.2 Ensure inclusivity is built into all aspects of Youth Engagement Department which will include all contract tendering processes, recruitment & programme planning.	MFRS provide safe and accessible environments for children and young people and welcomes inclusivity across all continuums – all protected characteristics sitting within the E&D priorities are highly represented on all youth engagement programmes with adequate moderations being made to uniform, stationary to ensure inclusivity. Team Leaders endeavour through the Scheme of Work to provide opportunities for everyone regardless of personal barriers they may need to overcome to share and enjoy the same experience as their peers. All residential contract tendering process will be scored against a matrix which takes into consideration the diverse teams we engage with.	Youth Engagement provide inclusive programmes and adapt Schemes of Work against the varying needs & capabilities of all students. Under the Disability protected characteristic these will include students with Mental Health, Learning Disabilities, Dyspraxia & ADHD YE have adapted end of team presentations to enable non speaking students to present their individual journeys YE commission an Outwards Bound provider (Boulder) who are required to provide all equipment to the activities and conditions to be encountered and should be suitable for	

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				those with learning and physical disabilities where practicable – Quality Assured through Evaluation Methodology	
27	Hate Crime To improve the Hate Crime procedures for reporting, recording and monitoring	<p>27.1 To carry out a review of the hate crime SI and reporting process for all types of Hate Crime incidents from fire, ASB, arson and general safeguarding issues.</p> <p>27.2 To provide regular reports on types of Hate Crime being reported, on which protected groups and where they take place</p> <p>27.3 Share this information with partners to better support future campaigns and target resources</p>	<p>Hate crime figures are recorded On Safe & Well form. Figures are recorded and reviewed on a monthly basis by reviewing Safe and Well forms weekly by Arson central team.</p> <p>A further review is made by FSD whom record the information against Goldmine which enables reports to be produced against Hate crime data. This quarter saw Arson Officers complete 22 'hate crime' related target hardening visits which had been referred from Partners.</p> <p>All stations are third party Hate Crime reporting centres. However, we have received no reports of hate crime reported directly from anyone presenting themselves at a station for this quarter. With this in mind we will shortly be providing stations with a refresh of the Safe Haven/Hate Crime reporting process.</p>		

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			<p>This quarter has seen the operational crew attend 5 hate crime related incidents one of which was a serious house fire involving a Syrian family. This incident resulted in a community partnership action day being held in St Helens. We also liaised with our partners to ensure the family were fully supported in their first language.</p> <p>Domestic Violence update Members of the community who are referred on due to domestic abuse are being offered free HFSC's. Incident Investigation team (IIT) are now tagging all Domestic Violence incidents and are linking in with Arson Officers to deliver target hardening interventions following the 4P's policing model (Prepare, Pursue, Prevent and Protect)</p>		
28	<p>MFRS Volunteers To ensure that MFRS volunteers are diverse and equipped to deliver across in all our diverse communities</p>	<p>28.1 To continue working with E&D to ensure that all volunteers that have specific needs have the appropriate support in</p>	<p>Volunteers are an integral part of CRM and have a full induction when joining MFRS. Volunteers support all aspects of CRM delivery, this has been</p>	<p>The volunteer cohort is growing with two further inductions planned for 20/11/17 and 24/11/17.</p>	

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		<p>place.</p> <p>28.2 E&D training to be delivered to all new volunteers as part of their Induction.</p> <p>28.3 Volunteers to be included in any E&D related campaigns throughout the year.</p>	<p>evidenced most recently given the rise in campaigns following the Grenfell Fire.</p>	<p>Induction training includes equality and diversity, safeguarding, data protection and manual handling.</p> <p>Volunteers will be offered the opportunity to participate in a wide range of activities and campaigns, including E&D related.</p>	
29	<p>Road Safety</p> <p>To ensure that Road Safety continues to consider Equality Impacts when delivering RTC training and interventions.</p>	<p>29.1 Continue to deliver tailored RTC interventions specifically to support those protected groups at most risk e.g. Young and older age groups</p>	<p>Road safety interventions and sessions are targeted at the high risk groups based on Killed and Seriously Injured figures. Senior road users, cyclists, pedestrians and motorcyclists are targeted through campaigns and organised interventions, for example, drive safely for longer. Our work with younger people includes Youth offending services, LFC Foundation and local schools. To increase engagement and enhance the safety messages delivered we are purchasing and utilising Virtual Reality equipment to deliver immersive reality.</p>	<p>Interventions still being targeted towards our vulnerable groups based on KSI's. Development of VR film to target all thematic areas. Development of seasonal campaign commercials with local TV company to target vulnerable persons via a number of media streams. Utilising all departments (inc Youth engagement) to deliver key road safety messages.</p>	

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30	<p>To work jointly with local partners to maintain and improve the general safety of people living with dementia, their families and carers</p>	<p>30.1 Review the partnership meetings relating to dementia /Age/Disability attended by CRM staff</p> <p>30.2 To offer a re-visit service for the most vulnerable, to include those living with dementia</p> <p>30.3 To introduce the vulnerable adult persons missing profile (the Herbert protocol –safe and found) Seek to develop new, and maintain existing, partnerships with Dementia Action Alliance members to ensure we maintain current with legislation, policies, new innovations and access referrals for Safe and Well visits.</p>		<p>CRM will review the local engagement delivered by Hub Managers that will incorporate all of our diverse groups, ensuring that they are fully aware of the interventions available and how to access them.</p> <p>The Safe and Well visit will identify any areas of vulnerability and where appropriate work with partners to deliver a multi-agency approach.</p> <p>CRM staff are aware of the Herbert Protocol.(The protocol for missing persons) This awareness will be sent to all MFRS and raised via Social Media.</p>	
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31	To support the work to develop more dementia friendly communities and dementia Friends, in line with the Prime Ministers Challenge on Dementia	<p>31.1 To encourage more staff to sign up to become Dementia Friends across all departments</p> <p>31.2 To support dementia friendly communities and Dementia Friends, through our volunteers and Princes trust and other staff groups –</p> <ul style="list-style-type: none"> • Deliver a Memory café (e.g. using the Heritage Centre and Volunteers- bringing the old and the young together.) • Promotion of safe and well visits for MFRA family Members 		<p>CRM Staff have previously received Dementia Friends Training from the Alzheimer's Society and we are in negotiations with Liverpool Museums for our staff to receive 'House of Memories' training.</p> <p>Our volunteers will also receive relevant training to enable them to participate and contribute to the Blue Light Dementia and Alzheimer's Pledge that was signed by the CFO on 18th September 2017 and the wider agenda.</p>	
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Operational Preparedness

Ref	Priority Areas	Actions	Quarter 1	Quarter 2	Red- Not as expected Amber – As expected Green - Completed.
32	To ensure that Operational Preparedness information is accessible	32.1 Review Community Risk Register and Merseyside Prepared website and Operational Information for accessibility (font type and format etc.)	Ops Planning staff to liaise with Merseyside Resilience Forum secretariat to maximise accessibility in relation to font type and format.		
33	To ensure that SOPS and national operational guidance is free of potential to discriminate any protected groups indirectly	33.1 Continuation of the Introduction of new Standard Operational Procedures (SOPs) in line with National Operational Guidance. 33.2 Carryout any Equality Impact Assessments (EIAs) where required	As new suite of SOPs are being developed, EIA's to be completed where applicable.		
34	To ensure Operational Equipment department takes into account the needs of different protected groups	34.1 Continual improvement and refresh of vehicles and equipment- to take into account any needs from different groups via EIA.	This is ongoing and will continue one Hose Layer disposed of to Lancashire FRS with the Hazmat/Emergency Planning Unit Pod in progress.		

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		Budget for replacement programme for vehicles/PPE/Equip		
35	To ensure that uniform is procured following considerations of the different protected groups and their needs	35.1 Continuation & delivery of the Uniform project – To help ensure that the uniform is fairly applied to those who need it for their role and ensure that staff are consulted in its design and wear ability 35.2 Launch of new uniform in 2017/18 will provide improvement in equality and diversity needs.	This ongoing and will continue awaiting SMG determination. On uniform types for operational staff. Support staff will follow uniform role out for operational crews in 2018/19. New fire kit procurement exercise to roll out 2018-19 which will return the service to individual issue and allow for a wider range of individual fit that will allow female a better fit than current unisex provision.	
36	Provide alternative support for those protected groups who need it	36.1 Review the incident command support and provide alternative and additional support	There are no perceived E&D impacts at this time.	
37	To review the Training and Development Academy facilities and Croxteth Fire Station site in line with the core training delivery model.	37.1 To ensure Equality and Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.	There are no perceived E&D impacts at this time. The site development proposals are cognisant of the needs to provide suitable facilities for all personnel including suitable access provision.	
38	Create a mobile logistics/welfare system available for deployment to assist with Firefighter welfare and ensure Equality and Diversity issues are considered	38.1 Vehicle adapted or procured 38.2 Staff contracts agreed and signed	Logistic pod in place and delivery via ops crews so action may be closed. New Welfare Unit may incorporate an interim	

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			<p>facility for smaller incidents. Research & Development in 2018-19</p> <p>Support staff not currently being looked at to provide delivery to incident therefore 38.2 can be removed.</p>		
<u>Operational Response</u>					
Ref	Priority Areas	Actions	Quarter 1	Quarter 2	Red- Not as expected Amber – As expected Green - Completed.
39	Develop Operational Response staff, through continued engagement, to deliver a positive impact on our communities and workplace	<p>39.1 Build on the feedback from the 2016 Staff Survey and our Service aim 'Excellent People'</p> <p>39.2 Continue to support and develop a greater understanding and awareness of Equality and Diversity and support our Equality and Diversity Plan</p>	<p>The Staff Engagement Survey was delivered in 2014 and again in 2016, the latter showed a 19% point improvement on overall staff engagement but with a lower response rate. Culture, Leadership, Engagement and Diversity are all measured in the survey</p> <p>The Home Office is developing audit schemes that will focus on</p>	Facilitation sessions have been carefully considered and developed with an external facilitator to work with a selection of fire crews. This will take place during quarter 3 and will provide Operational Response with a greater awareness of the views of staff in	

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			<p>diversity and inclusion and is likely to start reviewing FRS diversity and workplace culture in the next 12 months for all FRS.</p> <p>Thomas review, Sir Ken Knight review and the Essex FRS review provide views of how FRS may be performing but we want to this work to be focused on what MFRA needs, but with an eye to the national picture where lessons can be learnt.</p> <p>Anecdotal feedback has previously been received from staff and managers around their ability to feel included or to be excluded on station and in operational activities. The approach to accepting people for being different and being able to harness that difference on station (Diversity and Inclusion values) is an important area to review and seek clarification on – this will be done through an external approach to a staff consultation , engagement facilitation session</p>	<p>relation to workplace culture on stations and how difference is valued.</p> <p>Operational Response have worked closely with the Diversity and Consultation Manager and POD to identify a facilitator with the appropriate skills and experience to work with operational crews on identified Staff Engagement lines of enquiry. A facilitator has been selected and crews have been identified to attend the session. The session has been time-tabled for the end of November 2017 with facilitator feedback to be delivered by mid-December.</p>	
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40	To ensure that operational staff contribute to Knowing our Communities and engage with them to ensure they are safer from fire and risk	40.1. Audits will cover equality assurance of HFSC's, particularly in relation to recording E&D monitoring data. The importance of collecting monitoring data is to be reinforced through diversity briefings and improvements made where a need is identified.	Operational Response managers will continue to promote the importance of crews collecting E & D monitoring data during HFSCs.	
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Strategic Change & Resources

Ref	Priority Areas	Actions	Quarter 1	Quarter 2	Red- Not as expected Amber – As expected Green - Completed.
41	The development and implementation of a five year Asset Strategy for the estate.	41.1 To ensure Equality and Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities and providing SEG with updates on progress where required	Access audit findings are considered as standard prior to any capital refurbishment programme to evaluate the inclusion of any recommendations.		
		41.2 Making MF&RA accessible for people with disabilities especially those who are Deaf or have a Hearing Impairment, visually impaired or are wheelchair users. Ensure that all barriers and intercoms are accessible (e.g. hearing Loops), suitable parking is	Accessible call points have been ordered to be installed at front and rear reception doors and visitors carpark following discussion with Diversity and consultation Manager	Still awaiting for the installation of the call points for the front and rear doors of reception and the painting and marking of the designated parking bays for disabled visitors who may have a hearing impairment	

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		available, at the front of the building and suitable signage installed, while still meeting our security needs			
42	Collaboration Equality and Diversity will be considered when identifying and reporting on collaboration opportunities	EIA's will be completed for any significant collaboration proposals, at the design stage of the project in conjunction with the Diversity & Consultation Manager.	No EIAs required at this stage.	Due to no recent additions or updates of service instructions within collaboration, there has been no need to complete any EIA's. The team will ensure that the required process is followed and an EIA will be submitted on creation or amendment of any subsequent collaboration service instructions	
43	ICT Engage technology and ensure it supports the Equality and Diversity agenda	Digital Inclusion Roll out of public Wi Fi to stations for staff use and as a resource in Community Rooms	Public Wi-Fi is in the process of being rolled out. Belle Vale is the latest station to receive it. The Role-based Resourcing project is recommending one public and one MFRS access point per station as standard but more may be installed if required.	The project is ongoing and is expected to be completed by February 2018	

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44	ICT Hearing loops in key community Fire Stations	44.1 Following on from the installation of the new hearing loops system at Service Headquarters, investigate the introduction further hearing loops at key Community Fire Stations in the community spaces e.g. Safe Havens, reception, and Community Rooms.	On hold until requested by E&D.	It has now been identified that hearing loops have been installed in the community rooms of all PFI stations. We are currently in the process of having all the loops tested and arranging for the correct signage and instructions to be issued for each station.	
		44.2 Identify and evaluate any existing hearing loop systems within MF&RA premises, such as the TDA. Ensure that the system is fully functional, that all staff are aware that the facility is there, where it is available, e.g. conference rooms, class rooms, lecture theatre and that guidance is available on how to use the system.	The facilities at the TDA were evaluated and a new system in use at the TDA (a less 'noticeable' system which users may feel more comfortable using) was recommended for the SHQ. Also, the evaluation recommended that new stickers which advertise the hearing loops be applied at the TDA and SHQ.		

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Finance

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45	Gender pay gap reporting to be completed annually providing data and statistics in line with criteria set in the Equality Act 2010		Finance / Payroll have supported the process as required.		

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MFRS Equality Objectives 2017/18 - Measures and Metrics

	NJC – bench report	HMI-KLOE	LGA Equalities Framework	NJC 26 recommendations	What data /information could we use	Where is the data stored	Frequency
Equality Objective 1: Create a strong cohesive organisation that is positive to rising to the future challenges we face.							
	X	X 3.3.3 3.4.3	X 11. Workforce monitoring all metrics 18. Recruitment and Selection Process all metrics 20. Retention and Progression within organisation -	R(ii) and (iii) P(i) and (iii)	POD reports <ul style="list-style-type: none"> • Data relating to recruitment for: <ol style="list-style-type: none"> a) Grey book posts: By Equality group, By level, by recruitment stages b) Green book posts :by Equality Group By recruitment stages (where available) c) Volunteers and Apprentices, information relating to posts and Equality Group for applications and selection • Data reports relating to internal promotion for Green and Grey book staff, by equality groups • Data relating to all staff leavers , by equality groups and by reason for leaving • Exit data analysed by equality groups 	POD –My View POD Positive action team Volunteering team	Review Quarterly through Workforce Strategy Group Reported Annually with Equality Analysis for SEG
	X	3.3.3 3.4.3	X 11. Workforce Monitoring all Metrics		Strategy and Performance reports <ul style="list-style-type: none"> • Benchmark the above to 	S and P	Annually

	NJC – bench report	HMI-KLOE	LGA Equalities Framework	NJC 26 recommendations	What data /information could we use	Where is the data stored	Frequency
			16. Equal Pay and Job Segregation metics		<p>previous year where possible – identify % increase/decrease as part of the annual equality analysis Public Sector Equality Duty report</p> <ul style="list-style-type: none"> • Benchmark the above to NJC data produced on the FRS annually and include in Equality Analysis annual report • Annual Gender Pay Gap reporting 		
Equality Objective 2: Ensure that people from diverse communities receive equitable services that meet their needs.							
		2.1.1,2 & 3	5.Effective Service delivery Community Knowledge and engagement		<p>HFSC reports</p> <ul style="list-style-type: none"> • Number of HFSC carried out station by Equality Monitoring data (including prefer not to say and not knowns) as a % of the overall demographics for the station area • Satisfaction ratings broken down by Equality groups 	<p>Goldmine/Crystal reports and Community Profiles Goldmine</p> <p>FSD survey results</p>	<p>Monitored Monthly by PMG and data used for Annual Equality Analysis report For SEG</p> <p>Annually</p>

	NJC – bench report	HMI-KLOE	LGA Equalities Framework	NJC 26 recommendations	What data /information could we use	Where is the data stored	Frequency
		X 2.1.3	X 9. Customer /Public Satisfaction		Protection reports <ul style="list-style-type: none"> Businesses subject to enforcement and prosecution by ethnicity and areas of deprivation of business owner/operator compared to demographics 	Enforcement and Prosecutions Group	Annually
			X 9. Customer /Public Satisfaction		Youth engagement reports <ul style="list-style-type: none"> Participants in YE programmes by Equality group, deprivation and satisfaction levels of participants 	Current data and questionnaires / or to be developed	Annually
			X 9. Customer /Public Satisfaction X 12. Workforce Values and Behaviours – metrics around complaints from customers		POD Reports <ul style="list-style-type: none"> Complaints received by the Service by equality group by theme of complaint/service complaint 	Professional standards to provide	Annually
			X 9. Customer /Public Satisfaction		Response Reports <ul style="list-style-type: none"> After the incident satisfaction ratings broken down by Equality groups. 	ORS report	Annually

Equality Objective 3: Reducing fires and other incidents amongst the vulnerable protected groups

	NJC – bench report	HMI- KLOE	LGA Equalities Framework	NJC 26 recommendations	What data /information could we use	Where is the data stored	Frequency
			Responsive and Accessible services X X X X		Incidents and Fires Reports <ul style="list-style-type: none"> • DC11 Number of accidental fires in dwellings • DC13 Number of injuries from accidental dwelling fires (By Equality group –limited to gender, age and socio economic deprivation) • number of fatalities in accidental dwelling fires (By age, gender, disability, socio Economic deprivation) • AC13 All deliberate fires (by deprivation) by type of deliberate fire in one chart 	IRS for all	All Monitored Monthly in PMG All Reported Annually in Equality Analysis report
Equality Objectives 4: To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: <ul style="list-style-type: none"> • eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act • advance equality of opportunity for minority groups and those disadvantaged foster good relations between people who share a protected characteristic and those who don't.							
X	X	X 3.3.2	X 12. Workforce Values and behaviours all metrics	X PIC (ii) and (v)	Professional Standards reports <ul style="list-style-type: none"> • Data provided this year for claims by stages, outcomes for: • B and H Claims by Equality group 	Professional Standards systems	Annually

	NJC – bench report	HMI-KLOE	LGA Equalities Framework	NJC 26 recommendations	What data /information could we use	Where is the data stored	Frequency
					<ul style="list-style-type: none"> • Disciplinary by Equality group • Grievance by Equality group 		
		x3.3.2	X 12. Workforce Values and behaviours all metrics		Legal Reports <ul style="list-style-type: none"> • Number of Employment Tribunal Cases by Equality group and by type and outcome 	Legal team systems/POD	Annually
	X	X 3.3.1,3 .3.2	X Organisational Commitment – Metrics 12. Workforce values and behaviours most metrics 13. Staff Engagement and Communication all metrics 20. Retention& Progression- Staff survey metric	X G) iv	Strategy and performance <ul style="list-style-type: none"> • Staff Survey - Engagement levels by Equality group by staff group by year benchmarked to FRS /national employers 	Diversity Team	Bi annually
			X 11. Workforce Monitoring – metric specific to Rates of Disclosure		POD reports <ul style="list-style-type: none"> • Number of staff competing their monitoring data on the MyView system 	My View	Monitor Quarterly through Workforce Strategy Group Report on it Annually through Equality Analysis report
Equality Objective 5: To continue to aspire to achieving excellence, or equivalent in a Fire and Rescue Service Equality Framework							
	X		X Partnership		Outcomes from Inspections, Awards and	Diversity team and other	Monitored at SEG and

	NJC – bench report	HMI-KLOE	LGA Equalities Framework	NJC 26 recommendations	What data /information could we use	Where is the data stored	Frequency
					other Benchmarks	departments (e.g. Occ Health)	Reported on Annually through the Annual E and D Report

Reviewing our Objectives to Sector Benchmarks, standards and metrics

The Objectives have been referenced to a number of benchmarks, frameworks and Key line of Enquires and where there is a match an X is entered in the first 4 columns against each objective. Where there is no match a list has been made below to show what MFRS is not delivering on the indicator through any of the following mechanisms:

- Equality objectives -2017-20
- Workforce Strategy
- Equality and Diversity Action Plan 2017-20
- Annual Equality Analysis Report
- Annual E and D report
- Knowing our Communities Work Stream
- Positive Action Work stream

All NJC circular 6/16 –

- All Key indicators are covered

HMI Indicators not covered in our objectives or action plan

- Hard to assess the whole plan but all E and d are covered however note might be needed around the extent to which Wellbeing is measured in terms of the HMIC approach to measuring an Organisations values and Culture

NJC 26 Inclusion Recommendations not covered in our objectives or action plan

- Retention – (iv) Exit interviews – Monitor them to ensure early identification of any theme which can then be resolved for the future

LGA FRS Equalities Framework sections and relevant metrics not measured in our objectives (or action plan)

- 5.Responsive And Accessible Services – bullet number 4 and 5 – Service Continuity Plans for Local Communities take into account the varying needs of local Businesses , communities and individuals e.g. the need for interpretation, safe refuges, disability provision in emergency shelters and all has been equality Impact Assessed using equality Analysis
- 5. Responsive and Accessible Services – bullet 9 - The service uses a wide range of communication channels to ensure its messages , particularly through major incidents , reach as many different communities and individuals as possible
- 8. The service engages effectively with all its communities (including protected groups) using a range of appropriate channels – Metrics used are Engagement undertaken is comparable to the demography, and if determined higher or lower proportionate to risk and is published.
- 9. Customer /Public Satisfaction-
 - Customer satisfaction is generally high for all sectors of community and across all aspects of services work.
 - Work is undertaken to identify the specific needs of emerging and marginalised communities with a view to increasing their satisfaction with the fire and rescue service
 - The service works hard to address issues that have been discovered from customer feedback
 - Feedback is used to reward and recognise the contribution of staff and to improve services
 - Customer satisfaction is measured appropriately not just HFSC, but also protection and response.
- 10. Workforce strategies –The workforce has an up to date and published Workforce strategy and Plan. The language in polices is inclusive and is picked up by Extensive EIAs
- 12. Workforce Values and Behaviours –
 - The Service has a progressive policy on Dignity at Work and staff know and understand it and how issues can be raised
 - Open chairs available at all service structured meetings
- 14 . Performance Management – Appraisal reports are analysed to ensure that staff are receiving fair appraisals (by protected groups)
- 15. Health and Well being – Analysis of sickness statistics to determine trends in relation to Equality groups / and reasonable adjustments
- 18. Recruitment and Selection Process-
 - Metrics – Selection Panel make up - Selection Panels should have diversity in representation at all stages of the process where possible – any external recruitment /interview panel members are considered from diverse communities to assist this make up
- 19. Organisational and Individual Learning and Development – monitoring and reporting of the % of staff attended/successfully completed training by groups and same for members too and including levels of E and D training is also monitored relevant to role and level .

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	14 DECEMBER 2017	REPORT NO:	CFO/078/17
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEPUTY CHIEF FIRE OFFICER	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:	DAVE MOTTRAM, NICK SEARLE, GUY KEEN, IAN CUMMINS		
TITLE OF REPORT:	IRMP UPDATE AND PLANNING PROCESS FOR 2018/19		

APPENDICES:	APPENDIX A: IRMP UPDATE
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Purpose of Report

1. To inform Members of the progress made so far in relation to the 2017/20 Integrated Risk Management Plan and the planning process and timetable for 2018/19.

Recommendation

2. That Members:
 - i) note the planning process and timetable for 2018/19,
 - ii) a and approve the publication of the IRMP update (Appendix A) on the website for a period of two months as a method of informing stakeholders about progress and inviting comment to inform the planning process.

Introduction and Background

3. Each year the Authority publishes an overarching Service Delivery Plan, which includes Functional Plans and Station plans. The process for producing these plans was aligned in the 2016/17 planning process along with the appraisal process, which now takes place after April to ensure that activities and objectives contained in plans can be considered in each employee's appraisal.
4. Since the abolition of the District Management structure in August 2015, District objectives have been included within the plans for those Functions that still deliver services on a district footprint (e.g. Community Risk Management). Those objectives then inform station plans. In order to do this, the Functional Plans are prepared in January and this allows station staff to use the Functional Plans, the planning Strategic Directions (an overview of what the organisation plans to do) and a variety of incident and demographic information to prepare their own local Station Plan in February, with the annual Service Delivery Plan being presented to Policy and Resources Committee on 22nd March 2018. Authority.

IRMP and Consultation

5. 2017 saw the launch of the 2017/2020 Integrated Risk Management Plan. The key objectives from the IRMP were included in the Service Delivery Plan (incorporated into Functional Plan objectives).
6. The National Framework (currently under review) requires each Fire and Rescue Authority to produce an Integrated Risk Management Plan adhering to the following criteria:

Each fire and rescue authority integrated risk management plan must:

- be easily accessible and publicly available
 - reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners
 - cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in this Framework
 - reflect up to date risk analyses and the evaluation of service delivery outcomes
7. The 2017/20 IRMP has been reviewed to determine progress so far and whether there are any significant changes or new actions that need to be considered (see Appendix A). It is not intended to produce a new IRMP in 2018/19 as the existing IRMP is still current. But it is intended to include an IRMP update in the Service Delivery Plan. It is considered advisable to publish the IRMP update on the website for a period to inform stakeholders about progress and invite comment to help inform the planning process.
 8. The Service Delivery Plan 2018/19 will contain the following:

Part 1

Introduction

Mission and Aims

Core Values

About us – Merseyside at a high level

Part 2 [including IRMP objectives]

Service Delivery model

Preparedness

Response

Prevention

Protection

People

Resources and how we allocate them, including support services

The needs and risks in Merseyside

IRMP 2017/20 update

Part 3

Financial Challenges
How the money is spent

Part 4

Performance (KPIs) 2017/18 and 2018/19 targets

Part 5

E&D objectives

Part 6

Overview of Districts

Part 7

Functional Plans 2018/19
General Priorities
District Priorities
Action Points

Part 8

Station Plans
Plan on a page
Station objectives (general and specific)
Station actions

Part 9

Consultation and communication with staff and stakeholders

Part 10

Equality Impact Assessment

9. In line with the timescale below, Strategic Management Group officers are currently engaging with their teams to begin the planning process and establish collectively, the Functional Plans for 2018/19. Those officers responsible for planning are asked to focus on objectives that relate to risk and need (as set out in the IRMP and Strategic Directions) and that are also achievable with the available resources.
10. Although the initial planning process for stations has started, with Station Managers reviewing performance and current priorities with crews and partner organisations, there will be a station planning launch meeting on 17th January 2018, where station managers will be formally presented with the details of the functional plans, the Knowing our Communities (demographic data analysis) work and Key Performance Indicator information to enable them to finalise their plans.
11. The IRMP officer will work with the GMs responsible for Response, Preparedness and Community Risk Management to help them determine

objectives on a district and station basis in relation to organisational strategies that can then be incorporated into station plans.

12. The following resources will be available from Strategy and Performance to assist with the planning process;

- Functional Plan template
- Station plan template
- Statistics and data for stations and other locations on request
- For each Functional lead in completion of their EIAs for each Functional Plan- EIAs should be cognisant of related data, issues and priorities at a Merseyside and local level as appropriate, to support those protected groups at most risk. Last year's EIAs will be available on the Portal to view for information EIAs and Guidance can be found here: <http://intranetportal/sites/smd/equalityanddiversity/EIA%20Forms/Forms/AllItems.aspx>
- Advice and support as required from the planning team.

13. Timescales below:

Date	Actions			
	IRMP	Functional	Station Plans	Service Delivery

		Plans		Plan
21/11/17	2018/19 Planning report (including IRMP update) to SMG			
21/11/17		Functional plans - start	Initial station planning (prior to agreement of Functional Plans) - start	
14/12/17	IRMP update and planning report to Authority			
15/12/17 to 16/2/18	Consultation on IRMP update – online only			
10/1/18		Functional plans submitted to Strategy & Performance		Service Delivery Plan written including review of IRMP and KPIs and strategic target setting.
16/1/18		Functional plans to SMG		
17/1/17			Station planning meeting (presentation of functional Plans)	
16/1/18–16/2/18			Finalise Station plans	
16/2/18			Final Station Plans submitted to Strategy and Performance.	
23/2/18				
22/3/18				Service Delivery Plan Policy and Resources Committee

14. No EIA is required for this report. Individual plans will require an EIA to assess the impact of their plans going forward on the various Protected Groups covered by the Equality Act.

Staff Implications

15. Staff should be involved in the planning processes, with managers engaging with them to establish the priorities for 2018/19.

Legal Implications

16. The Fire and Rescue Services Act 2004, section 21 provides for a National Framework to be prepared by the Secretary of State. The National Framework 2012 requires at paragraph 1.3 that each Fire and Rescue Authority produce an Integrated Risk Management Plan (IRMP). Functional and Service plans form part of the IRMP.

Financial Implications & Value for Money

17. There are no financial implications arising from this report.

Risk Management, Health & Safety, and Environmental Implications

18. Risk, Health and safety and environmental matters will be considered in the planning process

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

19. The Authority's plans are the primary method by which it sets out it will achieve its mission.

BACKGROUND PAPERS

GLOSSARY OF TERMS

ARA Any Relevant Acronyms used in the report or technical terminology

Merseyside Fire and Rescue Authority

Integrated Risk Management Plan 2017-20

2017/18 Update

Introduction

Within the National Framework for Fire and Rescue Authorities, each fire and rescue authority is required to produce an integrated risk management plan (IRMP) which must:

- be easily accessible and publicly available
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners
- cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in this Framework
- reflect up to date risk analyses and the evaluation of service delivery outcomes

The Merseyside Fire and Rescue Authority 2017/20 IRMP is available on our website <http://www.merseyfire.gov.uk/asp/pages/IRMP/IRMP2017-20/IRMP2017.html>

It is not intended to produce a new IRMP in 2018/19, as the existing IRMP is still current. But it is intended to include an IRMP update in the Service Delivery Plan for 2018/19, which will be published on our website by 1st April 2018.

In line with best practice, the IRMP has been reviewed to determine progress so far and whether there are any significant changes or new actions that need to be considered.

In general, our work has been progressing well, but some major developments have impacted on what we do now and will do in the future:

- Since the plan was published in April 2017 the tragic fire at Grenfell Tower has resulted in significant attention being placed on legislative fire safety, and this has also impacted on the way in which we work with our communities. We are able to report that our plans worked well and we delivered reassurance and legislative fire support to building owners and residents in partnership with several other agencies.

- In addition, the introduction of a Fire and Rescue Service inspectorate from 2018 is a new development that will have an impact on all FRSs and it will provide the government, the public and other stakeholders with more insight into the efficiency and effectiveness of all fire and rescue services.
- The Fire Brigades Union nationally have instructed their members not to take part in certain activities that were being widely piloted and rolled out across the fire and rescue service. This includes work in relation to emergency medical response and terrorist attacks.
- The Liverpool City Region Combined Authority is reviewing the governance arrangements for Merseyside Fire and Rescue Authority and more information about this will become available as the work progresses.

In order to inform the content of our Service Delivery Plan, Merseyside Fire and Rescue Authority is inviting members of the public and other stakeholders to read this update (and the current IRMP) and comment on our progress and intentions for the future.

An online survey is available [here](#), or stakeholders are invited to email serviceplanning@merseyfire.gov.uk or write to the IRMP Officer at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle L40 3YD.

The consultation will close at 9am on 16th February.

Operational Response

IRMP Proposal

1. *During the day (0830-2030) we will continue to have 24 appliances immediately available to be deployed to incidents & two appliances that can be mobilised within 30 mins.*

Update

Subject to dynamic day to day essential staffing changes, the Authority currently provides 27 immediately available fire and rescue appliances during the day. This includes the two additional non-established recruit development appliances located at Aintree and Kensington.

The ending of the trial of a 24 hour whole time shift system in 2017 removed 2 fully whole time retained appliances. This shortfall of response appliances is covered for the length of the current IRMP by the 2 additional recruit development pumps NB. Following a late adjustment to budget the Authority was able to reinstate an appliance based at Kirkdale Community Fire Station, increasing the number of available pumps during the day to 25 (not including the two whole time retained. This has resulted in the Authority being in a better position than was anticipated when the IRMP was published.

IRMP Proposal

- 2. Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30 minute delay*

Update

Subject to dynamic day to day essential staffing changes, the Authority currently provides 21 immediately available appliances during the night. This includes the 2 additional non established recruit development pumps located at Aintree and Kensington

The ending of the trial of a 24 hour whole time shift system in 2017 removed two fully whole time retained appliances. This shortfall of response appliances is covered for the length of the current IRMP by the 2 additional recruit development pumps NB. Following a late adjustment to budget the Authority was able to reinstate an appliance based at Kirkdale Community Fire Station, increasing the number of available pumps during the day to 19 (not including the two whole time retained. This has resulted in the Authority being in a better position than was anticipated when the IRMP was published.

IRMP Proposal

- 3. These additional fires engines will be available through the use of secondary whole time retained contracts for firefighters.
Retirement of 80-100 firefighters during 2017-20*

Update

The ending of the trial of a 24 hour whole time shift system in 2017 removed two fully whole time retained appliances is covered by the two additional recruit development pumps.

There are currently no secondary whole time retained contracts in use
30 Firefighters retired or left the Service left between 1/4/17 – 31/10/17

IRMP Proposal

- 4. Undertake recruitment between 2017-20 to ensure numbers & competence is maintained (making sure we have enough firefighters for the future)*

Update

The organisational recruitment strategy has been amended to incorporate a continual recruitment process in order to address the identified organisational need for the next five years.

16 recruits began a recruit course in August 2017 and finished the course in December 2017.

The next recruitment course will begin in February 2018 and recruitment for a course in August 2018 is already underway.

IRMP Proposal

5. *We will change some shift patterns from whole time to days only whole time crewing (retained cover provided at night)*

Update

Our shift pattern change is on schedule and lined up with recruitment and retirements to ensure that the Service is efficient and effective in the numbers of staff employed at any one time.

It is planned that in Quarter 4 of 2017/18, Crosby and Eccleston community fire stations will convert from the whole time duty system to a day crewing whole time retained duty system, increasing our total number of day crewing whole time retained appliances to 4 (6 if recruit development appliances are included).

It is planned that In Quarter 4 of 2018/19, Wallasey and Liverpool City community fire stations will convert from the whole time duty system to a day crewing whole time retained duty system. This will increase our total number of day crewing whole time retained appliances to 6 (8 if recruit development appliances are included) and deliver this IRMP commitment.

IRMP Proposal

6. *Completion of station mergers (closing two stations and building one new station) at three locations - (St Helens, Prescott & Saughall Massie)*

Update

Prescot: Works are progressing well on site. If there are no delays the station will be opened during 2017/18

Saughall Massie: Pending a successful transfer of the land, work will begin in mid-2018 with completion by mid-2019.

St. Helens: Negotiations regarding the land are taking longer than anticipated. If issues can be resolved satisfactorily, it is hoped that the new station will be complete by the end of 2019.

IRMP Proposal

7. *We propose that when the Emergency Medical Response trial is complete, Merseyside Fire and Rescue Authority will introduce EMR to all fire crews across Merseyside during the lifespan of this IRMP.*

Update

During the 18 month trial, crews based at Southport, Wallasey and Speke provided a response to cardiac arrest incidents (an ambulance was also mobilised). They were mobilised to assist 249 times during that period, were actively involved in CPR on 93 occasions and on 33 occasions the fire crew's action resulted in the casualty regaining spontaneous circulation.

Nationally, the Fire Brigades Union instructed its members to cease carrying out Emergency Medical Response duties in September 2017, effectively ending the

provision of EMR by fire and rescue services in most parts of the country. However, Merseyside Fire and Rescue Authority is convinced of the benefits of continuing to provide EMR services and is working to explore ways to do this.

Operational Preparedness

IRMP Proposal

8. *We intend to add to the resilience of the marauding terrorist firearms attack (MTFA) capability by training and equipping proposed whole time day duty shift stations to perform this function in addition to the Search & Rescue Team.*

Update

The Authority continues to support MTFA and the proposed National resilience uplift programme by using staff at Croxteth community fire station. MTFA is now explicitly referred to within the contracts for recruit firefighters. Planning is ongoing with Merseyside Police to support operational procedures. Identification of stations to support the MTFA uplift is ongoing.

IRMP Proposal

9. *We intend to supplement the resilience of the Urban Search and Rescue (USAR) capability by training all new recruits in to the Service to USAR technician level & create opportunities for staff to work in the USAR team.*
10. *We will also train all new recruits to Swift Water Rescue Technician in order to increase the number of Type B & C water rescue teams the Service can deploy.*

Update

USAR and National Resilience awareness form part of the recruit course. It is proposed to offer the opportunity of a secondment into the Search and Rescue Team to all staff including new recruits.

Swift water training does not now form part of the initial recruit course training programme, however water awareness does. Any staff who take up the above mentioned secondments into the Search and Rescue Team will be given a swift water training course. It is intended type C boat teams will be provided by the day crewing stations.

We will consider the implications of any additional requests for secondments in relation to how we deliver USAR capability in the future.

IRMP Proposal

- 11. We are committed to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of Home Office.*
- 12. We will work with the Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the sector through the Lead Authority arrangement.*

Update

All National Resilience Assurance Team (NRAT) posts have been filled by staff from various UK fire and rescue services and a three year assurance process is now in place. A National Resilience Assurance Team Capability advisor has also been recruited who will focus on assurance for the capability. The wider assurance of National Resilience assets is an ongoing focus for Home Office and the National Resilience Board.

MFRA as Lead Authority has now been established. National Resilience Fire Control, NRAT, the LTCM and NR Training are swiftly becoming business as usual elements of the service.

Future years will see the NRAT identify and deliver additional training courses to fully embed devolution of responsibility.

IRMP Proposal

- 13. As part of the collaboration programme with Merseyside Police, we are planning to include the Police MATRIX team in similar joint training plans to further enhance response capability at major incidents.*

Update

The USAR team and National Resilience asset hosting stations are exercised on a frequent basis with our multi agency partners.

Operational planning department are now fully integrated with their counterparts, which will enhance planning and training opportunities.

A number of areas for joint training have been identified and will be progressed in future years.

IRMP Proposal

- 14. We may change how we training is delivered in the longer term. We propose to work with partner organisations to explore opportunities for efficiencies, driving further collaboration & improving effectiveness.*

Update

This is picked up as part for the collaboration process and all potential training opportunities are discussed by the relevant training managers.

It is currently anticipated that training will remain centralised at the MFRA Training and Development Academy in Croxteth, where a redevelopment will take place.

Community Risk Management

The Grenfell Tower tragedy in June 2017 has had a significant impact on Prevention and Protection (legislative fire safety) work during the second half of the year. It has resulted in the requirement to carry out preventative, reassurance and legislative work with residents and owners of high rise blocks that wasn't anticipated when the IRMP was first published. However, it is important to point out that MFRA has a risk based inspection programme that enables Protection teams to react to emerging trends and risks regarding fires in buildings both locally and nationally and consequently MFRA worked with partners to respond well to the impact of the Grenfell fires for Merseyside.

The tragedy also had a short term impact on the normal home safety strategy (focusing on over 65s) as we provided reassurance campaigns for residents of high rise properties throughout Merseyside.

The implications of the incident will be far reaching locally and nationally and it is expected that they will continue to have an impact on Protection in particular, in the coming years.

Prevention

IRMP Proposal

15. We are in discussion with local Clinical Commissioning Groups & Public Health professionals in relation to the introduction of Safe and Well visits across Merseyside.

Update

Excellent progress has been made against this objective, with a Safe and Well pilot delivered by Community Risk Management staff well underway.

In conjunction with Cheshire FRS and the NHS, the initiative has won awards such as the 'Innovation in Healthcare' award at the Transforming Healthcare Awards, in London for the contribution that the Safe and Well initiative has made to improving bowel cancer screening take up.

An evaluation is being carried out by Liverpool John Moores University and Public Health England and this will inform future developments with Safe and Well.

If the evaluation indicates that Safe and Well is effective and having a positive impact on vulnerable members of the community, MFRA will have to consider whether it is feasible to roll this initiative out further and will need to include approaching health service commissioning bodies for funding to continue delivering the initiative.

IRMP Proposal

16. Alongside Merseyside Police and our Local Authorities we are exploring the concept of fully integrated early help services, creating shared service Community Safety/Early Help Hubs, which it is envisaged will better co-ordinate resources.

Update

The Wirral Hub is currently operating and MFRS is embedded within it. The Knowsley Hub is expected to be the next to be launched. The Hub is working well with all partner organisations collaborating and working as a team.

Other areas are expected to roll out in coming years if the Hub model is productive and seen to be delivering positive results for communities.

IRMP Proposal

17. With partners:

- We are committed to the building of digitally inclusive community where everyone has access to affordable broadband & devices, has the right skills & confidence to use the internet and the ability to use technology to improve their quality of life & get out of poverty.*
- We propose to deliver a multi-disciplinary monitoring system, through smart smoke alarms linked to Fire Control to enable vulnerable residents to stay safe.*

Update

Officers have instigated a Smart home pilot via the Wirral Leadership Academy which has now been formally handed over to the Home Safety team to progress.

Evaluation of the project will determine the next steps.

IRMP Proposal

18. We aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify

Update

The initiative has gone well in its first year with 20 volunteers recruited and another 17 due to start in 2018. The volunteers have been helping with community safety campaigns and promotion.

As well as recruiting community volunteers, we encourage staff to volunteer to use the specialist skills that they acquired have to improve outcomes for communities even further.

Evaluation of the project will determine the next steps.

NEW Proposal

Marketing and Funding Strategy - MFRS would like to explore opportunities for funding and sponsorship from the private sector to support its Youth Engagement programmes

Protection

IRMP Proposal

19. Towards 2020 we will ensure targeting the right level of Protection expertise to the level of risk by using a wide range of data & intelligence sources.

Update

The Grenfell Tower incident was an extraordinary event that required an extraordinary response from all FRSs and it has resulted in a national focus on fire safety legislation.

Since the incident in June, the Protection focus has been on high rise properties and this has resulted in partners, such as local authorities, working more closely with MFRS.

IRMP Proposal

20. We propose that Business Fire Safety Advisors will complement the work of Protection by further supporting our risk based strategy, developing initiatives & campaigns to target specific business premises across Merseyside.

Update

A successful round of recruitment was completed with eight Business Fire Safety Advisors starting work and becoming important members of the Protection team, contributing to campaigns and routine workload.

The current Business Fire Safety Advisors have now developed into auditor roles and a Business Fire Safety Advisor apprenticeship scheme will be launched to develop Business Fire Safety Advisors for the future and improve the capacity of the department to deliver against its objectives.

IRMP Proposal

21. Introduction of the Protection Response Team will ensure operational crews are fully prepared to respond safely & effectively to fires with a heightened knowledge of the built environment.

We propose further involvement in planning activities, exercise support & debriefing MFRS & multi-agency exercises.

The team will support the management of risk through undertaking 'peak performance' inspections with partners.

Update

The team is partially in place but is not able to provide the full anticipated service as yet.

MFRS will consider alternative approaches to improve the capacity of this team and this work will continue into future years.

Work in relation to planning and exercising has started and will continue in future years.

A number of Peak Hours inspections (eg visiting night clubs during their opening hours) have taken place and these will increase as the capacity of the team is improved (see above).

IRMP Proposal

22. MFRA will develop a Merseyside Better Business for All approach by April 2018 working with local stakeholders. By working together to remove real and perceived barriers to growth by understanding each other's perspective, we can develop our approach, tackle obstructions & find solutions to move forward.

Update

Better Business for All is part of the Government's Better Regulation agenda, designed to support economic growth through reducing unnecessary regulatory burdens whilst increasing the level of compliance with safety regulations. BBFA is a fundamental partnership that will help to assess these matters across Merseyside and the wider City Region.

Some progress has been made in this area and it is expected that the entire focus of

business regulation and the practice of self-regulation will be scrutinised over time as a result of the Grenfell Tower fire.

Finance

IRMP Proposal

23. Financial proposals:

- *Prepare a multi-year financial plan*
- *Set council tax increase in line with the financial plan*
- *Assume 1% pay increase for our staff for 2016/17-2019/20*
- *Focus our search for efficiencies on collaboration, management, support staff costs & other technical reviews. Assume £9.1m of savings by 2019/20*
- *Deliver station mergers programme to provide £2.6m outstanding from 2015/16 financial plan.*
- *Identify operational response proposals which will have the least negative impact on service delivery to deliver £1.9m of savings.*
- *Envisage the reduction in firefighters will be achieved by natural retirement by 2018/19.*

Update

The Medium Term Financial Plan (MTFP) to 2021/22 was approved at the 2017/18 Budget Authority meeting. At each future Budget Authority meeting it will be reviewed and rolled forward one additional year.

The MTFP assumes that council tax will be set at just below the 2% referendum limit. This was the case in 2017/18 and the assumption in future years.

At the time of writing the 2017/18 Firefighter pay award has not been settled and the risk of a higher settlement than 1% is high. Pressure on Public Pay restraint may require a review of the pay assumption in the MTFP – this will be picked-up in the 2018/19 budget making process.

The approved 2017/18 – 2021/22 MTFP delivers the £9.1m savings in non-front line services

The building of the stations is still ongoing but the saving is delivered in cash terms.

Revised duty systems have delivered the operational response saving and maintained the response target.

The reduction in firefighters has been achieved for 2017/18 and is expected to be achieved for future years.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	14 DECEMBER 2017	REPORT NO:	CFO/074/17
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	AM PAUL MURPHY	REPORT AUTHOR:	COLIN SCHOFIELD
OFFICERS CONSULTED:	IAN CUMMINS		
TITLE OF REPORT:	VARIATION TO FIRE TRANSFORMATION GRANT FUNDING		

APPENDICES:	APPENDIX A:	TRANSFORMATION FUNDING (2015/16) UPDATE REPORT TO HOME OFFICE
	APPENDIX B:	FIRE TRANSFORMATION GRANT (REVISED) BID CALCULATOR

Purpose of Report

1. To inform Members that the Home Office have agreed to a variation in the use of Fire Transformation Grant funding for the station merger programme.

Recommendation

2. That Members note this report.

Introduction and Background

3. In June 2014, the Authority bid for grant funding from the Department for Communities and Local Government (DCLG) under the 2015/16 Fire and Rescue Authority Transformation Funding scheme.
4. The basis for the grant funding sought was the closure of six existing fire stations and the building of three new community fire stations to replace them. The proposal involved closing Upton and West Kirby and building a new fire station in Greasby; closing St. Helens and Eccleston and building a new fire station in St. Helens town centre; as well as closing two Liverpool stations (probably Allerton and Speke/Garston) and building an optimally located station at a site to be determined.
5. To support the main thrust of the bid, additional proposals included introducing on-call (retained) crewing for three appliances at the new stations; reducing the establishment by 66 WTE firefighter posts; and sharing the new facilities with Merseyside Police and North West

Ambulance Service to facilitate co-operation, collaboration and cost sharing.

6. In a letter dated 17th October 2014, the Authority was advised by Penny Mordaunt MP, Parliamentary Under-Secretary of State, that the bid was successful and the Authority had been awarded the sum of £4,468,500 for the merger programme in the bid. The award was broken down as £4,170,600 capital and £297,900 revenue. This money was paid over to the Authority in May 2015.
7. The Authority is required to submit 6 monthly reports detailing progress on the new stations and savings realised. These have all been returned by the due deadlines.

Current Situation

8. As Members will recall, the Authority took a decision in 2015 to close Allerton outright, rather than merge with Speke/Garston or another Liverpool station.
9. In addition, there have been significant delays and increased costs in the overall merger programme (including the new station at Prescott which was the subject of earlier Government grant funding). Consequently the makeup of the programme, and the projected savings, against which Fire Transformation Grant had been received, has changed significantly.
10. As a result of these changes, the Programme Director wrote to the Home Office (which had taken the Fire reference from DCLG) on 18th April 2017 requesting a meeting with officials to provide the Home Office with reassurances on progress, explain the delays and the effect on levels of savings achieved/forecast. In addition, enquiries were made about any potential flexibility in the funding arrangements.
11. In the event, a response from Home Office officials was delayed, due to the Purdah period preceding the General Election. A conference call was held on 23rd August 2017 involving the Deputy Chief Fire Officer, Treasurer and the Programme Director and three Home Office officials. During that call, details of progress and reasons for delays were provided, together with comment on the increasing costs of the two remaining schemes. Reference was also made to the Prescott scheme which, in turn, was impacting upon the Authority's ability to fund the balance of capital required for the mergers programme.
12. As a result of this call, an update report was submitted to Home Office on 11th September 2017 setting out the information that had been outlined on the call and comparing this with the original bid information. A copy of this report is attached as Appendix A. An updated Fire Transformation Grant Bid Calculator was completed and sent to the Home Office on 19th September 2017 (Appendix B).

13. On 13th October 2017, the DCFO received an email from the Home Office Fire Efficiency and Funding Team confirming that the Home Office are content for the requested project variation by the Authority, (as set out in the documents at Appendices A & B), to be implemented. This effectively means that the Home Office acknowledge that the Authority are only carrying out two, rather than three station mergers using the Fire Transformation Grant funding and do not intend to claw back any of the grant allocated.

Equality and Diversity Implications

14. The Equality Impact Assessment for the station mergers programme in general and for each of the proposed new fire stations have been submitted to the Authority with the relevant reports. There is no update to the Equality Impact Assessment as a result of this report.

Staff Implications

15. The implications for personnel, involving the net saving of 66 WTE firefighter posts from the mergers and closure of Allerton, have been previously reported to the Authority and the financial savings anticipated have been now been realised through Firefighter retirements.

Legal Implications

16. There are no direct legal implications as a result of that report. DCLG imposed conditions on the original grant allocated but, in advising Home Office of the reasons for changes to the programme and Home Office agreement to these changes, the Authority continue to comply with those conditions (which include the regular progress reports).

Financial Implications & Value for Money

17. The current capital programme includes the full Grant award of £4,170,600 and it has been allocated between the Saughall Massie and St Helens new community fire station schemes (£2,085,300 per scheme). The £297,900 revenue grant has been used to fund any pre-scheme costs that cannot be capitalised and any unspent monies are carried forward each year. Currently £115,800 remains available to fund non-capital expenditure associated with the Transformation Grant initiative.

Risk Management, Health & Safety, and Environmental Implications

18. There are no risk management, Health & Safety or environmental implications arising directly from this report.

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

19. Whilst the proposed station merger programme will not improve operational cover in the areas affected, it is the least worst option to adopt in the

circumstances and is seen as reasonable given the financial challenge faced by the Authority. The new fire stations will however provide an improved working environment for firefighters.

BACKGROUND PAPERS

GLOSSARY OF TERMS

DCLG Department for Communities and Local Government



From: Merseyside Fire & Rescue Authority

To: Fire Transformation Home Office

Date: 11.09.2017

Ref: Transformation Funding (2015/16) Update Report

Bid History

Introduction & Background

Project Narrative Summary (initial bid application form):

Merseyside Fire and Rescue Authority (MFRA) will improve efficiency, transform its service and ensure stations are in the right location by closing six whole time fire stations and building three new community fire stations.

- Closing Upton & West Kirby stations with better located station at Greasby
- Closing St Helens & Eccleston stations with better located station in St Helens town centre
- Closing two Liverpool stations (probably Allerton and Speke/Garston) and building a better located station at a site to be determined.

The Authority will introduce on-call crewing for three appliances at the new stations – the first time Merseyside has used retained crewing on this scale. This will transform the way we work.

The reduction in stations will be from 25 to 22 and deliver a reduction of 66 wholetime equivalent (WTE) posts saving of at least £2.6m per annum as well as delivering additional savings from a reduction in premises overheads.

The new stations will provide purpose-built modern facilities and will be shared with Merseyside Police and North West Ambulance Service (NWAS), facilitating greater co-operation and collaboration between the three Services as well as sharing costs. The new stations will also provide excellent community facilities which will encourage interaction with local community groups and assist in prevention and protection activities, particularly in harder-to-reach groups.

The programme will:

- Significantly reduce running costs
- Deliver cash savings
- Improve community facilities
- Ensure DDA compliance
- Provide a minimum of BREEAM Very High standard
- Improve operational effectiveness
- Provide better staff facilities acknowledging the right to privacy & dignity for all staff
- Improve accommodation for both police & ambulance replacing dilapidated existing building stock

- Improve joint-Service operational training and therefore response, particularly at larger more complex incidents.
- Facilitate interoperability by designing the building layout to provide optimum adjacencies between key staff across the services

Project Financial Summary (initial bid application form):

Capital

The project to close six old fire stations and build three new community fire stations shared with partners has a capital investment cost estimated to be £11.660m.

This figure is based upon latest build costs from recently completed Merseyside fire stations and other facilities and confirmed by quantity surveyors working for the Authority. Project management costs are built in as well. It also includes recent estimates received for land purchase.

This build cost is partially offset by sales of land and property freed up by the project expected to be in the region of £2.450m. This figure is based upon the latest figures produced by land agents employed by the Authority.

The net capital cost is therefore £9.210m. The Authority is seeking funding of £4.500m towards the programme. The remaining £4.710m will be met from the Authority's own resources (reserves or prudential borrowing)

The position is summarised in the table below:-

	Greasby £'m	St Helens £'m	Liverpool S £'m	All 3 Mergers £'m
Community Fire Station Build Cost	3.700	2.670	2.440	8.810
Project Management	0.100	0.100	0.100	0.300
Purchase of Land	0.750	0.800	1.000	2.550
Build Cost	4.550	3.570	3.540	11.660
Land sale				
W Kirby	- 0.200	St Helens - 0.450	Speke - 0.500	- 1.150
Upton	- 0.350	Eccleston - 0.450	Allerton - 0.500	- 1.300
Grant	- 1.500	- 1.500	- 1.500	- 4.500
Net Cost to be funded by Merseyside	- 2.500	- 1.170	- 1.040	- 4.710
Total Funding	- 4.550	- 3.570	- 3.540	- 11.660

Revenue

This programme will produce revenue savings of some £2.677m per annum in the longer term. This is due to a net reduction in staffing of 66 full time equivalent firefighter posts (22 per station).

Other on-going savings include some £100,000 per annum in the premises related costs of running three new, rather than six old, fire stations. To this can be added an estimated annual saving of some £50,000 due to reduced energy consumption in the (fewer) new stations compared to the old. Other savings from running less fire appliances, employing less cleaners etc. will produce a further £75,000 saving per annum.

There will be further efficiency gains, both financial and non-financial, from working with partners in these new stations. Although not yet included in the savings above, as they have yet to be agreed with partners, there will be an income stream from Merseyside Police and North West Ambulance Service which reflects their share of overall running costs of these new buildings. Non-financial efficiencies are quantified elsewhere in this document.

As shown on the accompanying Bid Calculator, the Net Present Value of the savings highlighted amounts to £18.246m in the period up to 2024/25.

High Level Project Details (initial bid application form):

Merseyside's Station Mergers programme will provide new state-of-the-art facilities for firefighters and other staff whilst producing long-term efficiencies, introducing on-call staffing and encouraging greater collaboration with emergency services colleagues and improved interaction with local people

Following the comprehensive engagement process, it was clear that, in light of the funding problem faced by the Merseyside Fire & Rescue Authority, the station mergers option was the preferred choice of the public and local politicians that were consulted.

The programme of station mergers, which formed the bid for Transformation Funding, was the cornerstone of efforts to facilitate the Authority moving forward, making it more efficient and effective.

This proposal has the support of elected members and the public of Merseyside.

Transformation Funding

Position Statement 2017

Research identifies a link between response times and level of damage, severity of injury and likelihood of death. The quicker the response, the less likely that damage will be or that injuries and/or fatalities will occur.

The key elements of the bid therefore were to improve efficiency; transform the service whilst ensuring the new stations were in the right location.

Merger of Upton & West Kirby Fire Stations

The initial proposal to close Upton and West Kirby and build a new fire station on council owned land in Greasby, Wirral has changed, as following extensive public consultation, Wirral Borough Council withdrew the offer of land at Greasby.

An alternative site was found in Saughall Massie Wirral (on Green Belt land) but the original planning application was refused by Wirral Council in December 2016 on the basis of amenity.

A revised application addressing amenity concerns was approved in July 2017.

The Secretary of State has chosen not to call the scheme in neither has it been subjected to judicial review. As such work is scheduled to start early in 2018. This will result in the savings and transformational change as per the original bid being met. It will also allow MFRA to release the Upton Fire Station site to enable NWAS to utilise it as a response/standby location.

NWAS are keen to utilise the site due to its close proximity to Arrowe Park Hospital.

Once the fire station at Saughall Massie is built, it will be utilised as a stand-off point for West Wirral for both the Police and Ambulance service.

The current estimated capital cost is approx. £5m subject to no material contractual variations.

Merger of St Helens & Eccleston Fire Stations

It has proved difficult to find a new site in St. Helens but a suitable location has now been identified and negotiations are underway to secure the land for a joint Fire and Ambulance 'make ready' station.

Merseyside Police are also interested in the site but are unable to commit at this moment whilst they review their custody suite requirements.

The key objective of the 'make ready' concept is achieved through supporting the readiness of the ambulance fleet, in relation to the systems and processes in operation to ensure the cleanliness of vehicles to the Trust's policy on infection control. In basic terms; to enable ambulance personnel the ability to receive a structured handover of a prepared vehicle so that their focus is on clinical goals of operational response.

Current estimates for the new facility (with make ready) are in the region of £9.4m. This cost is high due to size requirements of the site and the levels of remediation works anticipated (the site is in the ownership of a Pilkington's Glass). Subject to planning it is hoped that building work can start here in late 2018.

It is proposed that MFRA meet the capital costs whilst NWAS contribute to the annual revenue costs. NWAS are not in a position to meet the full capital costs required to make such a transformational change but the introduction of 'make ready' stations is a fundamental part of their future delivery model.

As witnessed already at 6 locations across Merseyside the benefits go way beyond financial ones with both services benefiting with regards to efficiency, effectiveness and improvements in public safety.

Merger of two Liverpool Fire Stations

The Authority chose to close Allerton fire station rather than build another community fire station in the Liverpool area, due to the close proximity of neighbouring stations and the limited improvements that would be secured with regards to response times, this is particularly pertinent when considered in relation to the escalating costs associated with the building of new stations.

The predicted revenue savings have been achieved by the closure as have the other bid requirements.

On call crewing for three appliances at the new stations

On-call (retained) crewing has been introduced as planned, in Merseyside stations.

The reduction in stations from 25 to 22 delivering a reduction of 66 wholetime equivalent (WTE) posts saving of at least £2.6m per annum as well as delivering additional savings from a reduction in premises overheads.

The reduction of 66 WTE posts has been achieved and the anticipated savings on staffing made. Some of the additional savings on premises costs have been made with others to follow.

The new stations will provide purpose-built modern facilities and will be shared with Merseyside Police and North West Ambulance Service, facilitating greater co-operation and collaboration between the three Services as well as sharing costs

In the last four years, prompted by the provision of transformational funding NWAS now share 6 community fire and rescue stations across Merseyside at Birkenhead; Bootle/Netherton; Formby; Newton le Willows, Croxteth & Southport (which also is share with HM Coastguard). In each case NWAS contributes to the annual revenue costs.

Equally a successful grant bid was made to DCLG in July 2012 for £1.770m. This scheme involved the closing of two existing stations (Huyton & Whiston) and building a new facility at Prescott with a total capital cost of £5.100m.

Merseyside Police will be sharing the new Prescott station (making a capital contribution and ongoing revenue contribution to the running costs).

NWAS are interested in sharing the new Prescott site (via an annual payment reflecting both capital and revenue contributions) but are yet to commit fully.

The capital cost of the Prescott scheme is now £7.4m, an increase of some £2.3m from the initial estimate. This was due to delays in acquiring the land and the extensive remediation costs necessary

Additional Transformational Activity

Further work is proposed at Formby Fire and Ambulance Station to accommodate Merseyside Police, the conversion work required will see NWAS relocate to the first floor with Merseyside Police taking up the space on the ground floor to allow public access.

The cost of the work has been costed at £40,000.

These changes will make Formby the first tri-Services site on Merseyside.

At all sites, overhead costs are shared between the parties – this approach also sees the Police make savings with regards to both revenue and capital.

Whilst the costs can be met from capital reserves it is hoped that the transformational funding can be utilised to make the change – thereby acknowledging the role that the Home Office has had on bringing the three emergency services together.

Project variations

MFRA are committed to the delivery of transformational change instigated through the merger of stations, reductions in staffing and the co-location of services - the basis of the successful grant funding bid. The majority of outcomes (staffing reductions/staffing changes) having already been achieved as planned. It is acknowledged that the building elements of this project have taken longer than envisaged given the reasons outlined above but plans are now progressing with a clearer timeline established.

The programme costs have also increased over the period with the estimated capital costs for two new stations now estimated to be £14.400m compared to the original estimated cost of £11.660m for three stations. This is based on the known cost of the Prescott project, (the subject of an earlier grant bid) increasing from £5.100m to £7.400m.

MFRA are to absorb these additional capital costs but would seek Home Office approval to vary the initial bid as detailed below due to changing circumstances - recognising that the original project key objectives will be delivered.

Project Variation

Merseyside Fire & Rescue Authority will improve efficiency, transform its service and ensure stations are in the right location by closing five whole time fire stations and building two new community fire stations (shared with blue light partners).

- *Closing Upton & West Kirby stations creating a new station at Saughall Massie*
- *Closing St Helens & Eccleston stations creating a new station at St Helens town centre*
- *Closing Allerton fire and rescue station*
- *Co locating Merseyside Police along with NWAS at Formby fire station*

The Authority will introduce retained crewing for three appliances at three stations (Inc. Saughall Massie and St Helens) – the first time Merseyside has used retained crewing on this scale. This will transform the way we work.

The reduction in stations will be from 25 to 22 and deliver a reduction of 66 wholetime equivalent (WTE) posts saving of at least £2.6m per annum as well as delivering additional savings from a reduction in premises overheads.

Collaboration with blue light partners will to be kept under review in order to maximise efficiency.

Experience has shown from shared facilities in Merseyside that staff working in the same buildings, using the same facilities build up good inter-personal relationships which are further strengthened when responding to operational incidents in Merseyside

MFRA are seeking Home Office approval to utilise the remainder of the 2015/16 funding to enable continuation with the key objectives from the original application, with H.O recognition that there have been variations to the original bid as detailed in the 2017 update above.

Financial Summary

Latest Estimated Costs: - The capital cost of the two new stations, £14.400m, has increased by £2.740m compared to the original estimate for the station merger initiative, £11.660m for the reasons stated previously.

Latest Estimated Funding: The anticipated value of the capital receipts has fallen by £0.800m to £1.650m, mainly due to the land at current St Helens Station being contaminated and as a result significantly impacts on its value. Originally the H.O. capital grant was anticipated at £4.500m, but the actual capital element was £4.172m, a £0.328m variance.

Overall the impact of the expenditure and funding changes meant the Authority had to contribute an additional £3.868m towards the scheme (£2.740m + £0.800m + £0.328m).

The Authority has acted prudently to the changing financial position and has increased the level of funds within its capital investment reserves over the last three years to cover the changing financial position.

The tables below summarises the revised scheme expenditure and funding analysis to reflect these changes:

Table 1: Station Merger CAPITAL Scheme Changes					
			Original	Latest	Total
			£'m		
Expenditure:					
Total Capital Cost			11.660	14.400	2.740
Funding					
	Capital Receipts		2.450	1.650	-0.800
	H.O. Transitional CAPITAL Grant		4.500	4.172	-0.328
	Merseyside Fire Authority				
	Capital Reserve		4.710	8.578	3.868
TOTAL FUNDING			11.660	14.400	2.740

Table 2: Latest Expenditure / Funding

	Allerton FS	Saughall Massie FS	St Helens FS	Formby FS	Revenue	Total
	£'m	£'m	£'m	£'m	£'m	£'m
Expenditure:						
Total Capital Cost	0.000	5.000	9.400	0.040		14.440
Total Revenue Cost					0.298	0.298
TOTAL COST	0.000	5.000	9.400	0.040	0.298	14.738
Funding						
Capital Receipts	0.400	0.550	0.700			1.650
H.O. Transitional Grant		2.086	2.086		0.298	4.470
Merseyside Fire Authority						
Capital Reserve	-0.400	2.364	6.614			8.578
Merseyside Police				0.040		0.040
TOTAL FUNDING	0.000	5.000	9.400	0.040	0.298	14.738

It is acknowledged that the proposed changes are subject to Home Office approval.

Delivery Partner Organisations:

Merseyside Fire & Rescue Authority, Bridle Road, Bootle, Liverpool L30 4YD

Merseyside Police, HQ, Canning Place, Liverpool L1 8JX

North West Ambulance Service, HQ, Ladybridge Hall, Chorley New Road, Bolton BL1 5DD

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	14 DECEMBER 2017	REPORT NO:	CFO/059/17
PRESENTING OFFICER:	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	AM PAUL MURPHY	REPORT AUTHOR:	COLIN SCHOFIELD
OFFICERS CONSULTED:	STEWART WOODS, HEAD OF ESTATES IAN CUMMINS, TREASURER		
TITLE OF REPORT:	PROPOSED FIRE STATION, SAUGHALL MASSIE, WIRRAL		

APPENDICES:	
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Purpose of Report

1. To seek approval to proceed with the scheme to build a new fire station on land at Saughall Massie Road, Saughall Massie, Wirral.

Recommendation

2. That Members:
 - approve the building of a new fire station on land at Saughall Massie Road, Saughall Massie, Wirral;
 - approve the capital budget for the scheme in the sum of £4.8million; and
 - approve the drawdown of £600,000 from the capital investment reserve to fund the variant in capital cost from that in the approved capital programme.

Introduction and Background

3. At its meeting on 30th June 2015, the Authority considered reports CFO/059/15 Wirral Fire Cover Consultation 2 Outcomes and CFO/058/15 Operational Response Savings Options for West Wirral 2015/16 and resolved to approve:
 - a) The merger of Upton and West Kirby fire stations at a new station on Saughall Massie Road, subject to agreement from Wirral Metropolitan Borough Council to transfer ownership of the land to the Authority and the granting of planning permission.
 - b) The relocation of the West Kirby fire appliance to Upton to be crewed whole-time retained as an interim measure prior to the construction of the new station.
 - c) An amendment of the Capital Programme to incorporate the Saughall Massie fire station scheme; and

- d) Delegated authority to the Chief Fire Officer to continue discussions with partners, including Merseyside Police and North West Ambulance Service, with a view to sharing the new building.
4. Consequently work commenced to design a new community fire station on land at Saughall Massie Road, Saughall Massie. The site is located within the designated Green Belt, adjacent to residential development.
 5. A pre-application was submitted to Wirral Borough Council on 8th October 2015 and a meeting held with Wirral planning officers to discuss this on 8th November 2015. As a result of the meeting and subsequent correspondence, the building design and site layout plans were modified to take on board comments received. Of particular importance was the clear message that any development on Green Belt land is automatically considered inappropriate development and the only way that approval was likely to be obtained is by demonstrating 'Very Special Circumstances'. This needed to focus on the operational rationale for choosing the Saughall Massie site.
 6. Significant work was undertaken to demonstrate Very Special Circumstances culminating in the production of a document entitled 'Analysis of Response Times within the West Kirby and Upton station areas' which was submitted as part of the planning application.
 7. A sequential assessment of all the sites that were considered by officers was also produced. This detailed the pros and cons of each site considered. This document was incorporated into the overall Planning Statement. This was the main document submitted justifying the choice of this site and covered planning and operational aspects.
 8. All necessary noise, traffic, transport, ecological and environmental assessments were carried out as part of the application process and the planning application (reference APP/16/00985) was submitted to Wirral Borough Council on 15th July 2016.
 9. Following the 13 week consultation period, the application was originally scheduled to go to Wirral Planning Committee on 20th October 2016 but, following delays, the report, which recommended approval of the planning application, was deferred by Wirral Planning Committee on 10th November 2016 for a site visit which took place on 13th December 2016. The report was then submitted to Planning Committee on 15th December 2016.
 10. The Planning Committee on 15th December 2016 refused the application for the following reasons: "Having regards to the location of the development proposed and the proximity to residential properties and the nature of the activities proposed, particularly with regards to the sudden and/or emergency nature of the activities, together with the character of the local highway network, the Council considers that the proposal would result in harm to the visual amenities of the Green Belt, the character of the area and the amenities of neighbouring residents and the wider locality. Therefore, the development would be contrary

to Policy GB2 of the Wirral Unitary Development Plan and the principles of the National Planning Policy Framework”.

11. Full details of the Planning Committee meeting and decision were provided to the Authority on 26th January 2017 in report CFO/007/17, together with the proposed approach to deliver the Authority approved proposal.
12. The Authority resolved to instruct officers to submit a revised planning application addressing the specific points for refusal and hold back on any appeal pending a decision on the revised application.

Revised Application

13. The revised planning application was submitted to Wirral Borough Council on 13th March 2017 although not formally validated until 28th March 2017. This application addressed the reasons for refusal by reducing the overall size of the site by 30%; by reducing the size of the building by some 10%; by moving the building several metres further away from the nearest properties; by realigning the building by some 15° to prevent headlights from appliances leaving the site shining into houses opposite; by improving the site layout including moving the generator and fuel tank to the side of the site away from the houses; and by providing improved landscaping and fencing. Following advice from the Planning Officer, the timber cladding was extended from just the front and rear elevations to the sides (previously these were aluminium) and the sedum roof covering extended to cover the whole roof (and not just the eastern side). For Members information, it has subsequently been decided not to install a fuel tank at this site.
14. Two months after submission, a query was received via the Planning Officer regarding archaeological matters on the site. It transpires that the discovery of ‘made’ timber and animal bones in the nearby Arrowe Brook in 2005 prompted Merseyside Environmental Advisory Services (a statutory consultee) to suggest that the site could possibly be the site of an Iron Age settlement. At Planning Committee a condition was attached to the approval that requires an archaeological evaluation of the site to determine if there is any evidence of such a settlement.
15. This application was considered by Planning Committee on 22nd June 2017 with the report from officers recommending approval. However the Committee again decided to defer any decision pending a site visit. This visit took place on 18th July 2017, before which Wirral Borough Council arranged for the area to be mowed which facilitated the site being pegged out to show site and building boundaries, together with other key features and access and egress points.
16. The application was finally considered by Planning Committee on 20th July 2017. Following lengthy consideration of the issues, planning permission was granted for the development.

17. As the site is within designated Green Belt, the decision had to be referred to the Secretary of State for Communities and Local Government for ratification. On 15th August 2017, Wirral Borough Council were notified in a letter from the Department for Communities and Local Government that the Secretary of State had decided not to call in the application and that he was content for the application to be determined by the local planning authority. Consequently Wirral Borough Council issued their decision notice granting planning permission for the new fire station on 15th August 2017.
18. The judicial review period, during which this decision could be challenged, expired on 26th September 2017. No claims for judicial review were lodged during this period.

Land

19. On 8th September 2017 Wirral Metropolitan Borough Council and Merseyside Fire and Rescue Service jointly appointed Lambert Smith Hampton to provide an independent valuation of the land. The valuation was received on 10th October 2017 in the sum of £42,000.
20. The land transfer to this Authority was formally agreed by Wirral Borough Council Cabinet at its meeting on 27th November 2017. The land is to be transferred to this Authority on a 150 year lease at a peppercorn rent. A user clause will restrict the site to Emergency Services and community use only.

Current Situation

21. Subject to approval to proceed being given at today's meeting, a Pre-Contract Services Agreement will be drawn up with Wates Construction Ltd, the Authority's appointed building contractor for the Station Mergers project. As Members may recall, Wates were appointed following a tender process in 2014 conducted via the North West Construction Hub. Their appointment was approved by Policy and Resources Committee on 27th November 2014.
22. The Pre-Contract Services Agreement allows the initial site investigation, design and other preparatory works to be undertaken. It also allows the price for the building works to be reviewed. It is estimated that this Agreement would run for some five or six months prior to the building contract being signed. Current estimates suggest that the build would take some 12 months to complete.
23. Assuming approval to proceed is given today, it is therefore anticipated that the station could be operational by the middle of 2019.

Equality and Diversity Implications

24. The Equality Impact Assessment for the station mergers programme in general and the proposed new Saughall Massie fire station in particular, have previously been submitted to the Authority. There is no update to the Equality Impact Assessment as a result of this report.

Staff Implications

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

Legal Implications

26. The lease for the land will be drafted by Wirral MBC and signed by the Solicitor to the Authority when agreed.
27. The contract with Wates Construction will be drafted using the agreed format and signed by the Solicitor to the Authority when agreed by both parties.

Financial Implications & Value for Money

28. The current estimated build cost for the Saughall Massie fire station is some £4.700million. Members are asked to note that this estimate includes the work already carried out, e.g. the preparation and submission of two planning applications, including the associated architectural, design, survey and other work.
29. However, it is also important to note that this estimate is based upon current understanding of site conditions which could change, once intrusive site investigations have been carried out. A tender price will be sought from Wates Construction Ltd at the end of the Pre-Contract Services Agreement period once they have the detailed information to allow this to be prepared.
30. Additional costs include land purchase at £0.042m, ICT fit out charges at some £0.020m and technical support and advice from Todd and Ledson at some £0.038m. The total capital cost of the scheme is therefore some £4.800m.
31. The current capital programme includes a provision of £4.200million for the new Saughall Massie fire station. Consequently an increase of £0.600m is required. This can be funded, subject to members' approval, from the capital investment reserve, bringing the total reserve contribution to £2.164m. The balance of the funding, £2.636m, will come from
- The Authority received a capital grant in 2015 from the Department of Communities and Local Government for this scheme from the Transformation Fund of which £2.086m has been allocated to this scheme.
 - Capital receipts are anticipated from the sale of the existing fire station buildings at Upton and West Kirby. Whilst the actual value will not be known until the sales have gone through, current estimates are £0.350m for Upton and £0.200m for West Kirby, totalling £0.550m.

32. The Transformation Fund grant received also included £297,000 revenue funding. Some £60,000 of this has been used to fund expenditure on consultation, advice received and other items during the early stages of this project.

Risk Management, Health & Safety, and Environmental Implications

33. No new issues arise directly from this report. The previously produced surveys and reports that supported the initial planning application and the revised application remain valid.

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

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

BACKGROUND PAPERS

CFO/111/14 Station Mergers Project – Appointment of Contractor
CFO/058/15 Operational Response Savings Options for West Wirral – 2015/16
CFO/059/15 Wirral Fire Cover Consultation 2 Outcomes
CFO/007/17 Proposed New Community Fire Station at Saughall Massie, Wirral

GLOSSARY OF TERMS

MBC Metropolitan Borough Council

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	STRATEGIC MANAGEMENT GROUP		
DATE:	14TH DECEMBER 2017	REPORT NO:	CFO/077/17
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	GARY OAKFORD
OFFICERS CONSULTED:	GARY OAKFORD		
TITLE OF REPORT:	DEFENCE EMPLOYER RECOGNITION SCHEME		

APPENDICES:	
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Purpose of Report

1. To request that Members note MFRA's active participation in supporting the Defence Employer Recognition Scheme.

Recommendation

2. That Members note the successful receipt of the Silver Award and support a future application for Gold Award Status.

Introduction and Background

3. The Defence Employer Recognition Scheme (ERS) encourages employers to support defence and inspire others to do the same. The scheme encompasses Bronze, Silver and Gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community.
4. The ERS is designed primarily to recognise private sector support although public sector organisations such as the emergency services, local authorities, NHS trusts and executive agencies are also eligible to apply.
5. There are 3 levels of Award that can be achieved (Bronze, Silver and Gold). MFRA had previously received the Bronze Award in September 2016.
6. Cllr Ian Francis (Armed Forces Champion for Liverpool City Council) kindly offered his support in endorsing the MFRA bid for Silver in addition to staff at 156 Regiment Royal Logistics Corp.
7. In support of the Silver Award application, through a series of staff engagement mechanisms MFRA were able to evidence that:
 - Over 70 staff have served in either a fulltime or reservist capacity.

- Service was across all four branches of the military (Army, Royal Air Force, Royal Navy and Royal Marines).
 - Staff members have served in the Falklands War, Northern Ireland, Kuwait, Iraq, and Afghanistan and in support of many United Nations led operations including Cyprus, Kosovo and the Balkans.
 - Staff continue to represent the Service in local and national civic and ceremonial events.
 - Staff have supported local training events with the military.
 - Staff have worked with the military extensively in support of national resilience provision.
 - Staff have supported local and national fundraising efforts on behalf of military charities.
8. MFRA was formally presented with the Silver Award in Manchester on 23rd November 2017.

Equality and Diversity Implications

9. Although a formal EIA has not been completed for this report, through the Think People engagement principles MFRA continue to being positive about Equality & Diversity; we value people, differences and respect each other. Understanding that difference is healthy and enables us to deliver services to our diverse communities.

Staff Implications

10. In line with the Think People engagement principles and to support the application for Silver Award status, Officers conducted a series of internal surveys of staff to see what connections and level of engagement to the military community exist; for example which branch a staff member served, tenure, regular service or as a reservist.
11. This lead to further dialogue with internal staff members with regard to broader participation and volunteering opportunities in support of civic events and representation of the service for example at Remembrance Day Parades and other occasions throughout the year. The Service receives over 50 of these requests per annum.

Legal Implications

12. None contained within this report.

Financial Implications & Value for Money

13. None contained within this report.

Risk Management, Health & Safety, and Environmental Implications

14. None contained within this report.

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

15. MFRA remains an active and engaged stakeholder within Merseyside. MFRA is held in high regard and has historically supported civic and military events locally.

BACKGROUND PAPERS

CFO/076/16 DEFENCE EMPLOYER RECOGNITION SCHEME

GLOSSARY OF TERMS

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	15 DECEMBER 2017	REPORT NO:	CFO/075/17
PRESENTING OFFICER	JANET HENSHAW, MONITORING OFFICER		
RESPONSIBLE OFFICER:	CHIEF FIRE OFFICER	REPORT AUTHOR:	JANET HENSHAW
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	REFORM OF MERSEYSIDE FIRE AND RESCUE AUTHORITY		

APPENDICES:	
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Purpose of Report

1. To inform Members of the progress of the working group established to consider the detail of the proposed reforms to Merseyside Fire and Rescue Authority (MFRA).

Recommendation

2. That Members note the current situation in relation to the Liverpool City Region (LCR) Combined Authority
3. The Chair recommends that any reforms of MFRA are suspended until the position of the LCR Combined Authority on Police and Fire and Rescue Service governance is known.

Introduction and Background

4. Members will recall a report on proposed reforms of Merseyside Fire and Rescue Authority (MFRA) which was approved at its AGM on 13th June 2017.
5. As Members are aware a small working group was established, comprising the Chair and Deputy Chair of MFRA; the Chair of the Community Safety & Protection Committee; the Opposition spokesperson for MFRA; the Monitoring Officer and the Democratic Services Manager, with the following Terms of Reference:
 - a) To reform Merseyside Fire and Rescue Authority in order to prepare for future developments for the Combined Authority in Merseyside.
 - b) To agree a plan for this reform by the end October 2017 which delivers substantial savings to contribute to the overall financial challenge to MFRA in current and future years.

- c) To ensure that the future reformed Authority is effective and efficient to deliver its statutory functions.
 - d) To consult with such internal and external stakeholders as required in the process of developing reforms.
 - e) To undertake a review of the Members Allowances Scheme, based on the proposed reforms, to ensure that allowance payments to Members appointed to the reformed Authority, are reflective of the role they will undertake.
6. The group also agreed to report back to the Authority in December 2017 making any recommendations for reform.
 7. Letters were sent to all the District Council Leaders, as part of a consultation on the proposed reforms. Only one response was received proposing reform by two members from each District being nominated to MFRA.
 8. A letter was also sent to the Metro Mayor requesting that the Chief Fire Officer (CFO) and the Chair of the Authority be permitted to present a report to the LCR Combined Authority about the proposed reform.
 9. In November 2017 the CFO and the Chair of MFRA met with the Metro Mayor. At the meeting the Metro Mayor advised that work was now underway to consider future “tranches” of the devolution plans in Merseyside, including whether the governance of Police and the FRS would transfer to the Metro Mayor of the LCR Combined Authority.
 10. Under these circumstances the Chair of MFRA has come to the conclusion that the proposed reforms of MFRA should be suspended until the outcome of this work is known.
 11. The MFRA working group will not be disbanded but will meet only as necessary when progress with the LCR Combined Authority planning is more certain.

Equality and Diversity Implications

12. There are no Equality or Diversity implications contained in this report.

Staff Implications

13. There may be staff implications if MFRA is to be merged into the Combined Authority at some future point, as “TUPE like” transfers will need to be considered.

Legal Implications

14. There are no immediate legal issues in this report.

Financial Implications & Value for Money

15. Members will be aware that the combined proposals for reform of MFRA would have delivered a saving of £102,896.00 per annum which would contribute to any future Authority savings target.
16. The Chair has indicated that these savings will now need to be put back into the budget setting process.

Risk Management, Health & Safety, and Environmental Implications

17. A financial risk exists if savings cannot be delivered through reforms to the Authority.

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

18. There is no effect on the services to the community at this time.

BACKGROUND PAPERS

CFO/111/11

GLOSSARY OF TERMS

MFRA	Merseyside Fire and Rescue Authority is the physical and legal entity. When writing reports MFRA is the “object”.
MFRS	Merseyside Fire and Rescue Service is the service provided by MFRA. When writing reports MFRS is the “action”
E.G.	You are employed by the Authority (MFRA). The job you do forms part of the Service (MFRS) provided by the Authority (MFRA). If in doubt use MFRA.

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