

**To: All Members of the Community Safety and  
Protection Committee  
(and any other Members who may wish to attend)**



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: 28 January 2019

Dear Sir/Madam,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION COMMITTEE** to be held at **1.00 pm** on **TUESDAY, 5TH FEBRUARY, 2019** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

Clerk to the Authority

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**MERSEYSIDE FIRE AND RESCUE AUTHORITY**  
**COMMUNITY SAFETY AND PROTECTION COMMITTEE**

**5 FEBRUARY 2019**

**AGENDA**

**Members**

Roy Gladden  
Lynne Thompson  
Denise Allen, *Knowsley Council*  
Peter Brennan  
Janet Grace, Sefton  
Brian Kenny, Wirral  
Paul Tweed  
Lisa Preston  
Lesley Rennie

**1. Preliminary matters**

Members are 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.

- **Agenda Item 6, “Part 2 EXEMPT minutes” contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.**

**2. Minutes of the Previous Meeting (Pages 5 - 10)**

The Minutes of the Previous Meeting, held on 4<sup>th</sup> September 2018, are submitted for approval as a correct record and for signature by the committee chair.

3. **Membership of Fire & Police Collaboration Committee** (Pages 11 - 14)

To consider Report CFO/006/19 of the Monitoring Officer, concerning membership of the reconstituted Fire & Police Collaboration Committee; and provisional schedule of meeting dates.

4. **SERVICE DELIVERY PLAN AUGUST TO NOVEMBER 2018 UPDATE**  
(Pages 15 - 60)

To consider Report CFO/003/19 of the Chief Fire Officer, concerning the scrutiny of performance against the objectives and performance targets/ outcomes as set out in the Service Delivery Plan 2018/19, for the period August to November 2018.

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

5. **Arson Reduction Strategy Progress Report** (Pages 61 - 72)

To consider Report CFO/008/19 of the Assistant Chief Fire Officer, concerning the outcomes of the Arson Reduction Strategy, following significant progress on arson convictions.

6. **Part 2 EXEMPT minutes** (Pages 73 - 76)

The Part 2 - Exempt Minutes of the Previous Meeting, held on 4<sup>th</sup> September 2018, are submitted for approval as a correct record and for signature by the committee chair.

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

**Refreshments**

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

## MERSEYSIDE FIRE AND RESCUE AUTHORITY

### COMMUNITY SAFETY AND PROTECTION COMMITTEE

4 SEPTEMBER 2018

#### MINUTES

**Present:** Councillors Lynne Thompson, Denise Allen, Peter Brennan, Janet Grace, Brian Kenny, Paul Tweed, Lisa Preston, Lesley Rennie and Roy Gladden

**Also Present:**

Apologies of absence were received from:

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

Prior to the start of the meeting, information regarding general housekeeping was provided by the Chair to all in attendance.

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

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

#### **1. Preliminary Matters**

Members considered the identification of declarations of interest, any urgent additional items, and any business that may require the exclusion of the press and public.

Members resolved that:

- a) Cllr Kenny declared a personal interest in relation to item 5 "ICT Managed Service 3 Year Contract Extension" on the Agenda, as he is employed by British Telecoms. No further declarations of interest were made by individual Members in relation to any item of business on the Agenda
- b) Additional item 6 "Proposed Formby LLAR Development" was determined by the Chair as a matter of urgency and included on the Agenda; and
- c) The following items of business required the exclusion of the press and public during consideration thereof, due to the possible disclosure of exempt information:

- Agenda item 5 “ICT Managed Service 3 Year Contract Extension” contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
- Agenda item 6 “Proposed Formby LLAR Development” contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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

The Minutes of the previous meeting of the Community Safety & Protection Committee held on 1<sup>st</sup> February 2018, were approved as a correct record and signed accordingly by the Chair.

## **3. SERVICE DELIVERY PLAN 2018-19 APRIL-JULY UPDATE**

Members considered report number CFO/053/18 of the Chief Fire Officer, concerning performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2018/19 for the period April to July 2018.

Members were provided with a brief introduction in relation to the 2018/19 planning process which began in January 2018. They were informed that the April to July Service Delivery Plan Performance Report for 2018/19, is the document that reports and updates on the Functional Plan action points and Key/Benchmark Performance Indicators, against the targets that were approved by Members in March 2018.

A presentation was then delivered to Members by Jackie Sutton - IRMP Officer, in support of the report, which highlighted the following:-

- There were 31 less primary fires this year, compared with the same period last year.
- In July 2018, performance against the attendance standard dropped due to the hot weather, which increased the volume of incidents crews attended, both in Merseyside and in neighbouring authorities. As performance remained above target for every other month, the attendance standard target has still been achieved.
- Carbon output was under target.
- In July, sickness absence amongst grey book staff exceeded the 4% target for the first time this year, but as other months were below target, cumulatively, all personnel sickness absence is still achieving the target.

- Accidental dwelling fires were under target which is consistent with last year's performance, however they did show a peak during June.
- Up to 31<sup>st</sup> July, there has been 1 fatality and 27 injuries resulting from accidental dwelling fires. Only 8 injuries were recorded as serious and the remainder were due to smoke inhalation.
- The number of deliberate vehicle fires has been an ongoing problem, but so far this year numbers have fallen with 44 less incidents than in 2017.
- The total number of false alarms that have been attended is within 10% of target.
- There were 4317 more emergency calls received between April and June this year than last year. In April there were 1603 calls recorded, raising to 6076 in July.
- In terms of incidents attended, there were 278 more than last year.
- The total number of secondary fires attended in April was very low at 233, due to heavy rain.
- The total number of special services attended was slightly under target.
- There has been 1 fatality at a Road Traffic Collision this year.
- Home Fire Safety Checks were suspended in July, meaning the numbers completed so far are slightly lower than last year. However the number of checks completed will be made up during the year.

Members thanked Jackie for a very informative presentation which highlighted some good figures, including the low fatality numbers. They stated that they are questioned by Members of Parliament regarding the performance of Merseyside Fire & Rescue Services, so regular reports such as this ensures that they fully understand performance and are able to respond to questions when required.

Members questioned if the Government are aware of the figures with regards to consideration of climate change. They were informed that the Government get the figures directly from Services via the Incident Recording System and Home Office returns. Members were also informed that this has been the hottest sustained since 1976.

It was suggested to Members that they may wish to scrutinise this issue at a future meeting of the Scrutiny Committee.

Members then queried the reasons behind the increase in Grey Book Staff sickness absence and asked if more information could be provided to them, to identify any reasons for this increase.

Members asked if the increase could be connected to climate change and the result of this is an increase in incidents, but were advised that it is likely to be due to long term sickness absence.

Members were advised that they would be provided with this information and it was suggested that this could also be scrutinised by the Scrutiny Committee.

Members resolved that:

- a) the attached reports be approved for publication on the website.
- b) the impact of climate change on incidents, be recommended as a topic for scrutiny.
- c) the increase in sickness amongst grey book staff, be recommended as a topic for scrutiny.

#### **4. The introduction of a People Strategy and Implementation Plan**

Members considered report CFO/058/18 of the Chief Fire Officer, concerning the People Strategy and Implementation Plan which sets out our strategic intent regarding how we deliver our services through our people.

Members were given a brief introduction to the report, highlighting the 6 key components parts – strengthening leadership, providing excellent training, maximising the wellbeing of staff (and having productive staff), develop cultural values (and reinforce them), diversifying our workforce (by recruiting significant numbers into the service from our many communities) and responding to service needs.

It was emphasised to Members that we are keen to get this right and we have engaged with our staff and listened to the views of our people.

Members were advised that there will be a key focus on progression particularly related to BAME and female fire fighters.

Members queried whether this report had been shared with trade unions and they were informed that it had. Members suggested that this be stated within the report; and it was confirmed that it would be included.

Members applauded the work undertake around the wellbeing of staff, in particular, the work around Mental Health First Aid. Members wished to place on record, their thanks to all involved in the training.

Members resolved that:

the People Strategy and implementation plan, be approved.



**5. ICT Managed Service 3-Year Contract Extension**

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

**6. Proposed Formby LLAR Development**

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

Close

Date of next meeting Tuesday, 5 February 2019

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

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

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>COMMUNITY SAFETY AND PROTECTION COMMITTEE</b>		
<b>DATE:</b>	<b>5 FEBRUARY 2019</b>	<b>REPORT NO:</b>	<b>CFO/006/19</b>
<b>PRESENTING OFFICER</b>	<b>THE MONITORING OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>JANET HENSHAW</b>	<b>REPORT AUTHOR:</b>	<b>KELLY KELLAWAY – DEMOCRATIC SERVICES MANAGER</b>
<b>OFFICERS CONSULTED:</b>			
<b>TITLE OF REPORT:</b>	<b>MEMBERSHIP OF FIRE &amp; POLICE COLLABORATION COMMITTEE</b>		

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

1. To request that Members approve the membership of the reconstituted Fire & Police Collaboration Committee; and note the provisional schedule of meeting dates.

## Recommendation

2. That Members:
  - a) Approve the membership of the reconstituted Fire & Police Collaboration Committee.
  - b) Note the schedule of provisional meeting dates for the Committee (contained within paragraph 9).

## Introduction and Background

3. On 14<sup>th</sup> July 2015, the Fire & Police Collaboration Committee was established to progress collaboration between Merseyside Police and MFRA. This was a non-decision making Committee, with the Police & Crime Commissioner (PCC) and Deputy PCC for Merseyside, being Co-opted Members.
4. However, on the 27<sup>th</sup> July 2017, the PCC became a full voting Member of MFRA; and the Committee was therefore removed from MFRA’s Committee Structure at its AGM on 14<sup>th</sup> June 2018.
5. On 9<sup>th</sup> June 2018, the PCC informed the Monitoring Officer for MFRA of her intention to withdraw her full voting membership of MFRA, requesting that the

Fire & Police Collaboration Committee of MFRA be reconstituted, to enable oversight and scrutiny, with regards to collaborative duties placed on both Services, to continue.

6. Therefore, at the Authority Meeting on 18<sup>th</sup> October 2018, Members considered report CFO/061/18 – “Amendments to the Authority’s Constitution”, which approved the withdrawal of the PCC from full voting membership of MFRA; the reconstitution of the Fire & Police Collaboration Committee; and the Terms of Reference for that Committee.
7. When the Committee was initially established in 2015, Membership of the Committee comprised of six Members: The Chair of the Authority; the two Vice-Chairs of the Authority and one Opposition Member of the Authority, with the PCC and the Deputy PCC for Merseyside, co-opted onto the Committee.
8. As MFRA now have only one Vice-Chair, it is proposed that the Committee consist of five Members, as follows:

<b>Membership</b>
1. Cllr Les Byrom - Chair of Merseyside Fire & Rescue Authority ( <b>Chair</b> )
2. Cllr Sharon Sullivan – Vice-Chair of Merseyside Fire & Rescue Authority
3. Cllr Lynne Thompson - Opposition Member of Merseyside Fire & Rescue Authority
4. Jane Kennedy – Police & Crime Commissioner for Merseyside (Co-opted)
5. Emily Spurrell – Deputy Police & Crime Commissioner for Merseyside (Co-opted)

9. To assist with planning, a number of provisional meeting dates for the Committee, have been scheduled as follows:
  - 21<sup>st</sup> February 2019
  - 2<sup>nd</sup> July 2019
  - 24<sup>th</sup> September 2019
  - 21<sup>st</sup> January 2019

### **Equality and Diversity Implications**

10. There are no equality or diversity implications directly concerned with this report.

### **Staff Implications**

11. There are no staff implications directly concerned with this report.

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### **Legal Implications**

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12. The Policing and Crime Act 2017 (“The Act”) requires both the Police Service and Fire and Rescue Authorities to keep opportunities for collaboration under review in the interests of efficiency and effectiveness.
13. Following the withdrawal of the PCC from full voting Membership of MFRA; and the reconstitution of the Fire & Police Collaboration Committee, approving the membership of this Committee will enable it to meet and ensure that MFRA continues to fulfil this requirement.

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

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14. There are no additional financial or value for money implications, in relation to this report, as no additional allowance payments will be made to any Member appointed to, or Co-opted onto the Fire & Police Collaboration Committee.

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

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15. There are no direct risk management, health and safety, or environmental implications, concerned with this report.

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

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16. The reconstitution of the Fire & Police Collaboration Committee, with the right representation, will enable sufficient oversight and scrutiny to continue of the collaborative work undertaken by MFRA and Merseyside Police. This will ensure that collaboration and working relationships between the two services, continues to be enhanced, which will continue to benefit the communities of Merseyside.

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### **BACKGROUND PAPERS**

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- CFO/070/15** “Ongoing And Future Collaboration With Merseyside Police And PCC”
- CFO/052/17** “Representation of the Police And Crime Commissioner For Merseyside On Merseyside Fire & Rescue Authority”
- CFO/061/18** “Amendments To The Authority’s Constitution”

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### **GLOSSARY OF TERMS**

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>COMMUNITY SAFETY AND PROTECTION COMMITTEE</b>		
<b>DATE:</b>	<b>5 FEBRUARY 2019</b>	<b>REPORT NO:</b>	<b>CFO/003/19</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>JACKIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>SERVICE DELIVERY PLAN AUGUST TO NOVEMBER 2018 UPDATE</b>		
<b>APPENDICES:</b>	<b>APPENDIX A:</b>	<b>FUNCTIONAL PLAN UPDATES AUG-NOV 2018</b>	
	<b>APPENDIX B:</b>	<b>KPI UPDATE AUG-NOV 2018</b>	

## **Purpose of Report**

1. To request that Members scrutinise performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2018/19 for the period August to November 2018.

## **Recommendation**

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

## **Introduction and Background**

3. The 2018/19 planning process began in January 2018. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the IRMP and Service Delivery Plan.
4. The August to November Service Delivery Plan Performance Report for 2018/19 is the document that reports and updates on the Functional Plan action points and Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2018.
5. While this report is for the period August to November the data used is cumulative from April to November 2018.
6. Reporting is provided on a regular basis to Members through the Authority's Committees.

## **Performance Indicators**

7. In March 2018 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance measures would continue to be grouped in the following way:
  - Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are
  - Service Plan outcomes - Key Performance Indicators
  - Tier 1 - Outputs – contributory outcomes and Local Performance Indicators
  - Tier 2 – Output - Local Performance Indicators
8. Performance indicators have been grouped according to incident type:
  - Dwelling fire
  - Non domestic property fire
  - Anti-social behaviour and other fire
  - Road traffic collisions
  - Special service
  - Fire alarms
  - Staff welfare, risks and competency
  - Energy and the environment
9. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
10. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's.
11. The performance indicators are monitored and scrutinised each month through the Performance Management Group which is an internal meetings of relevant managers, the Strategic Leadership Team and Strategy and Performance Board. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
12. All performance for August to November 2018 is covered in detail in the appendices to this report.

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## **Equality and Diversity Implications**

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

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

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**Legal Implications**

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

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**Financial Implications & Value for Money**

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

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

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

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

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

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**BACKGROUND PAPERS**

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**CFO/053/18** Service Delivery Plan 2018-19 April to July update

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**GLOSSARY OF TERMS**

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<b>MFRA</b>	<b>Merseyside Fire and Rescue Authority</b>
<b>MFRS</b>	<b>Merseyside Fire and Rescue Service</b>

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# SERVICE DELIVERY PLAN 2018-19

August - November 2018 Report



**SERVICE DELIVERY PLAN – 2018-19 ACTION PLAN:**

**OPERATIONAL PREPAREDNESS:**

<p><b>FP-18/19-1.1 – OPERATIONAL PLANNING</b>                  Further embed National Resilience lead authority responsibilities in to Operational Preparedness business as usual  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Secure accreditation status for National Resilience training</b></li> <li>• <b>Relocate DIM vehicle from Kirkdale to Old Swan and support skill acquisition for relevant personnel</b></li> <li>• <b>Successfully transition UKISAR national coordination responsibility to MFRS</b></li> <li>• <b>Continue to develop governance and assurance arrangements for the Marauding Terrorist and Firearms (MTFA) capability</b></li> </ul>	<p>Detection, Identification and Monitoring (DIM) vehicle relocation will be addressed as part of the broader specialist appliances/pod review recommendations.</p> <p>Marauding Terrorist and Firearms (MTFA) governance arrangements are now well established with strategic and tactical forums meeting on a quarterly basis. Single service assurance framework has been developed and an on-line self-assessment tool will be released before the end of the calendar year. The findings from that process will inform the development of a tri-service assurance process to be progressed with multi-agency partners.</p>
<p><b>FP-18/19-1.2 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18</b>                  Review and continue implementation of the Standard Operational Procedures (SOP) in line with National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development of further NOG  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Produce updated suite of SOPs in line with the NOG</b></li> <li>• <b>Consultation</b></li> <li>• <b>Gap analysis with existing SOPS</b></li> <li>• <b>Scheme of work linked to SOP and guidance content to develop training packages.</b></li> <li>• <b>Develop a suite of NOG specialist control measures for National Resilience capabilities</b></li> </ul>	<p>Standard Operational Procedures (SOPS) progressing in line with published National Operational Guidance (NOG).                  Awaiting update from regional and national meetings.                  NOG ongoing Strategic Gap Analysis updated to include performance management tool. 30% overall completion                  On-going review and release of new guidance in line with NOG.</p>
<p><b>FP-18/19-1.3 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18</b>                  To continue with the review of the current operational risk information including MFRS Site Specific Risk Information (SSRI) procedure and develop Site Information Risk and Hazards (SIRAH)  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Continue with the development with an ‘in house’ App and build</b></li> <li>• <b>Deliver the necessary training to all personnel.</b></li> <li>• <b>Implement new SIRAH app for provision of operational risk information and associated procedures</b></li> </ul>	<p>Actions are picked up under Site Information Risk and Hazards (SIRAH) Project Board and Working Groups                  App live demonstration delivered to project board.                  Initial training planned in with stations. Training package produced. ELearning will be released to support                  System went live and training started.                  Exploring ways to share risk information within neighbouring FRS. R.D appears to be a reliable and secure forum.</p>

<p><b>FP-18/19-1.4 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18</b>                  Resilience arrangements to support Tactical Command Group (TCG) and Strategic Command Group (SCG) during large scale /significant incidents  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Review options to provide support to TCG and SCG including out of hours provision.</li> <li>• Review resilience arrangements and structure of Fire control.</li> <li>• Options report to AM Operational Preparedness including any budget implications.</li> </ul>	<p>Awaiting update on contracts. Service Instruction to be updated.                  Staffing Rota to be confirmed once contracts in place.                  Fire control action plans will need updating.                  Contracts now been issued and awaiting responses. Contacts due to begin 1st January.</p>
<p><b>FP -18/19-1.5 Operational Preparedness</b>                  Deliver the TDA and Croxteth site development.</p> <ul style="list-style-type: none"> <li>• Establish the TDA and Croxteth site development plan</li> </ul>	<p>A report was presented to the Strategic Leadership Team (SLT) and further submitted to Authority, this report will allow for formal consultation and planning permission to be submitted. Updates will continue through the TDA/Croxteth Development Board.</p>
<p><b>FP-18/19-1.6 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18</b>                  Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Operational Response Directorate  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Review current fleet</li> <li>• Identify where efficiencies can be made or additional needs identified in</li> <li>• consultation with Operational Improvement Group/Operational Scrutiny</li> <li>• Design and procure or adapt suitable delivery systems be it appliances or modules</li> <li>• Secure or identify budget if required for Area Manager</li> <li>• Prioritise Projects</li> <li>• Assign Project Lead and manage delivery</li> </ul>	<p>Recommendations and findings from specialist stations/pod review project were fed back to SLT 29th October 2018. DCFO to chair a task and finish group with a view to identifying which of the recommendations will be progressed. First meeting arranged for the 12.12.18</p> <p>A report was presented to Strategic Leadership Team and further submitted to Authority, this report will allow for formal consultation and planning permission to be submitted. Updates will continue through the TDA/Croxteth Development Board.</p>
<p><b>FP-18/19-1.7 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18</b>                  Cross Directorate Review of Operational PPE and Support Staff Uniform  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Review options of new uniform under the National Procurement arrangement</li> <li>• Conduct user trials</li> <li>• Agree options report</li> <li>• Seek approval from Strategic Leadership Team</li> <li>• Establish a procurement strategy including tender process, and appointment of preferred supplier</li> </ul>	<p>Update for operational personal protective equipment (PPE) only. Support staff review being led by Sandra Wainwright.</p> <p>New uniform cargo trousers and boots have been received and are currently held in stores awaiting distribution, there is a delay on shirts to be issued to operational personnel.</p> <p>Sizing profile for new technical rescue jackets has been completed and order placed.</p> <p>A proposed model for realigning fire kit issue back to personal issue instead of pooled stock has been provided to strategic level with a view to commencing realignment in the New Year.</p>

<p><b>FP-18/19-1.8 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18</b>                  Create a mobile logistics/welfare system available for deployment  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Review current arrangements of welfare, logistics, equipment and PPE support at incidents</b></li> <li>• <b>Create a dedicated vehicle to house the appropriate resources.</b></li> <li>• <b>Arrange staffing of the vehicle and deployment process</b></li> <li>• <b>Vehicle adapted or procured</b></li> <li>• <b>Staff contracts agreed and signed</b></li> </ul>	<p>A smaller scale vehicle is in design which will incorporate toilet facilities and internal welfare provision for hydration etc will be delivered 2018-19 as part of fleet update and restructure. This element now falls within FP-17/18-1.6</p> <p>The specifications have been drawn up and shared with Operational Preparedness Board members, and relevant departments.</p> <p>A suitable vehicle has been ordered for this project and is due delivery Feb 2019. Specifications have been sent to vehicle converter for quotations.</p>
<p><b>FP-18/19-1.9 - OPERATIONAL PREPAREDNESS - COLLABORATION</b>                  Ensure collaborative opportunities are fully explored by the management of change projects, and delivered in line with value for money principles, economy, efficiency, effectiveness and public safety when reviewing our Ways of Working, Shared Estate and Corporate Services  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Monitor and review all areas of collaboration where it is recognised that value for money will be realised, and/or efficiencies gained, through collaboration with Merseyside Police and NWAS. The focus for 2018 will be:</b> <ul style="list-style-type: none"> <li>- <b>Operational Preparedness</b></li> <li>- <b>Operational Response</b></li> <li>- <b>Corporate Services</b></li> <li>- <b>Shared Estate (reported via Estates FP-18/19)</b></li> </ul> </li> <li>• <b>The collaboration team will engage internal and external stakeholders to provide support for the collaboration programme and investigate future opportunities for joint working.</b></li> </ul>	<p>No further Business Cases developed as yet, work is ongoing based on existing Business Cases:</p> <p>-Operational Planning: Phase 1 is still underway but largely completed in many areas. Teams are working closer together and enhancing effectiveness through rapid information sharing for event planning and exercise planning. Phases 2 – 4 are subject to review following an 18 month implementation review of Phase 1.</p> <p>Operational Response: The Missing Persons Memorandum of Understanding was signed by the programme board in October and is embedded as business as usual now in operational response. A service instruction has been published to advise personnel on the process.</p> <p>The Concern for Welfare strand has been put on hold pending further scrutiny (to be reviewed in 2018). Initial work has been conducted into the development of a Memorandum of Understanding (MoU) with North West Ambulance Service (NWAS) re. Bariatric Patients (known within NWAS as Patients with Complex Needs). Further work to be completed in conjunction with NWAS with an aim to sign the MoU in the first quarter of 2019.</p> <p>Consideration is currently being given to the use of the GoodSAM application, which aims to provide a fast response to persons in need of medical assistance (a scheme being run by NWAS). Some exploratory work is due to commence on incident investigation between MFRS and Merseyside Police, and a paper will be developed for the next programme board.</p> <p>Community Risk Intervention: This area is being addressed via Community Risk</p>

	<p>Management, predominantly through Arson Reduction and the embedding of Arson Reduction Officers within community hubs.</p> <p>Corporate Services: Following Deloitte recommendations, MFRA Statement of intent and position statements have been developed. MFRA and Merseyside Police are still progressing with their own individual programmes of work for the ICT and Resources functions. Further work still underway in the other functional areas via 'Phase 3'. Leads for each of the functional areas meet and discuss developments against a set of objectives with quarterly updates provided to the Programme Board.</p>
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## OPERATIONAL RESPONSE:

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<p><b>FP-18/19-2.1- HEALTH, SAFETY &amp; ASSURANCE</b></p> <p>In light of the financial challenges facing the Service, review the organisational and individual risk posed to staff working different shift patterns to ensure they are as safe as possible.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Utilising the agreed fatigue management system, consider all existing operational duty patterns in terms of organisational and individual risk.</b></li> <li>• <b>Use information to review shift patterns and work routines on operational fire stations to lower risk</b></li> </ul>	<p>All shift pattern risk assessments have been reviewed and they are revisited in liaison with the Time and Resource Management (TRM) Manager when alternative shifts patterns are considered to ensure there is no detrimental impact to staff.</p> <p>In conjunction with the TRM Team, individuals working across the shift patterns are monitored to ensure control measures set out within the shift pattern risk assessments are adhered to.</p>
<p><b>FP-18/19-2.2 HEALTH, SAFETY &amp; ASSURANCE</b></p> <p>Implement the revised Management of Occupational Road Risk processes in line with Legislation and UKFRS guidance, with the aim of reducing accidents and controlling risk.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Implement revised Management of Road Risk SI and proactively communicate learning to employees.</b></li> <li>• <b>Oversee roll out of Service medicals for Green Book drivers and support individuals involved in the process.</b></li> <li>• <b>Review the driver validation procedure for none EFAD drivers.</b></li> <li>• <b>Explore ways to regularly observe driving license endorsements to ensure the Service is aware of new and unspent offences</b></li> </ul>	<p>The Management of Road Risk (MORR) document is currently being rewritten with the first draft ready for Consultation in early 2019. Issues still to be confirmed which will be included in the service instruction are driving licence checking, document review, validation of non-emergency fire appliance driver (EFAD) drivers. etc.</p> <p>The Service medical for green book drivers has been established and managed by Occupational Health.</p> <p>Revised guidance for driver validation of non EFAD drivers will be a recommendation within the revised MORR Service Instruction with the suggestion</p>

	<p>of three categories of drivers. Group 1 will be EFAD drivers, Group 2 non EFAD who drive as part of their role on a regular basis, Group 3 being non regular drivers. Group 2 will have a planned validation with the frequency yet to be decided.</p>
<p><b>FP-18/19-2.3- HEALTH, SAFETY &amp; ASSURANCE</b>          Explore avenues to share organisational learning locally, regionally and nationally.  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Be proactive in supporting the NOL Project launch and engage in feedback to the process.</b></li> <li>• <b>Use information gained from Operational Assurance to proactively explore ways of sharing learning at Regional and National level.</b></li> </ul>	<p>The National Operational Learning (NOL) Pilot terminated in April 2018 and the team have since supported the development of the NOL online feedback tool. The full NOL reporting tool was launched in October 2018 with MFRS having representatives at the event in London.</p> <p>The full Kings Dock fire Significant Incident Report was provided to the NOL team for scrutiny and the Group Manager from Health and Safety presented the incident alongside the NOL team at the Emergency Service Show with the intention to showcase the work of NOL as the main learning tool for the National Fire Chiefs' Council (NFCC).</p>
<p><b>FP-18/19-2.4- HEALTH, SAFETY &amp; ASSURANCE</b>          Research and develop ways of recording safety, data and personal information to ensure this is fully utilised to support a safe working environment.  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Further develop and implement the revised Analytical Risk Assessment form to support the Safety Officer at operational incidents.</b></li> <li>• <b>Liaise with Applications Development Team and interrogate a suitable platform to provide remote access to risk information for operational personnel to utilise an electronic ARA.</b></li> <li>• <b>Review ways of recording information regarding personal protective equipment and explore/trial an electronic process to capture details.</b></li> <li>• <b>Review the H&amp;S inspection process for all locations and utilise the National H&amp;S toolkit, which will be introduced in 2018, to ensure we are compliant with National Standards.</b></li> </ul>	<p>The revised analytical risk assessment (ARA) has been trialled at a number of operational stations and the Training and Development Academy (TDA) with the final version going to print in early 2019. Liaison has taken place with the Development Team but due to their current commitment an electronic version will not be produced within the time period of this functional plan.</p> <p>All operational stations are now utilising the electronic report form for BA, water and PPE with the information scrutinised to confirm competency of individuals. The electronic tool has been extended with a trial in place to capture driving hours for new drivers and vehicle A routines.</p> <p>The release of the National Health &amp; Safety toolkit has been delayed until the creation of the National Fire Standards Board which is not due to go live until mid-2019. The toolkit will be reviewed along with the Regional Health and Safety Teams once it is released.</p>
<p><b>FP-18/19-2.5- SERVICE DELIVERY</b>          Build on the feedback from the 2016 Staff Survey and our Service aim 'Excellent People'  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Work with Equality and Diversity Manager to interpret the Staff survey</b></li> <li>• <b>Continue to develop new managers and roles to support manager development</b></li> </ul>	<p>The team is working with the diversity manager and external consultant to interpret the staff survey.</p> <p>Crew manager development programme being developed to have a Crew Manager</p>



<ul style="list-style-type: none"> <li>• Continue the role of Working Parties in supporting staff engagement</li> <li>• Develop a structured approach to communicating with Senior Officers (SM/GM)</li> <li>• Review externally facilitated working party outcomes</li> <li>• Develop a structured program for engagement with Operational Response Officers – what does good look like.</li> </ul>	<p>on each watch. Operational Response and People and Organisational Development working to produce a process plan for roll out in Jan 2019 in place to support new managers up to the role of Watch manager development</p>
<p><b>FP-18/19-2.6- SERVICE DELIVERY</b> Review incident command and command support <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Fundamental review of Incident Command &amp; Support including             <ul style="list-style-type: none"> <li>○ Training (in conjunction with TDA)</li> <li>○ Location</li> <li>○ Support</li> <li>○ Vehicle provision</li> </ul> </li> </ul>	<p>Review still ongoing, Strategic Leadership Team approved removal of Command Support Unit from Toxteth. This vehicle will be replaced by Incident Command Unit (ICU) which will be based at Kirkdale on a de-mountable unit. Incident Command Unit currently at service workshops snagging list now being completed. Full implementation will be completed within the fourth quarter</p>
<p><b>FP-18/19-2.7 SERVICE DELIVERY</b> Review efficiency and effectiveness of service delivery <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Review shifts against demand</li> <li>• Consider most effective ways of responding to incidents – working party</li> <li>• Review dynamic mobilizing tool</li> <li>• Review Standards of Fire Cover against known failures</li> </ul>	<p>Shifts against demand are reviewed at the operational planning meeting monthly.</p> <p>External supplier, Process Evolution, have delivered a demonstration of a dynamic mobilising tool (ResponseHALO). Memorandum of understanding has now been signed off. Process Evolution have now been provided with data to enable them to create a proof of concept. Expected Jan 2019.</p>
<p><b>FP-18/19-2.8- TIME AND RESOURCE MANAGEMENT</b> Undertake a review of current operational response working practices to ensure continued effectiveness <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• In conjunction with Service Delivery and Health &amp; Safety review current operational shift patterns             <ul style="list-style-type: none"> <li>○ Consider whether current start and finish times of operational duty systems continue to offer efficiency and effectiveness in terms of operational and community demands.</li> <li>○ Review the distribution of and types of duty system currently applied to each station and appliance (including specials) to ensure continued effectiveness</li> </ul> </li> <li>• Further the use of station cars to improve operational effectiveness</li> <li>• Implement revised dynamic reserve approach accounting for recent and planned structural changes utilising updated demand and abstraction data</li> </ul>	<p>On 14<sup>th</sup> September the final two stations (Liverpool City &amp; Wallasey) converted to Day Crewing Wholetime Retained (DCWTR) and the Service continues to monitor the impact of the duty system changes to ensure continued effectiveness</p> <p>Further changes implemented during the period Aug – Nov 2018 include the reinstatement of a primary crewed aerial appliances (now based at Kirkdale) and the introduction of additional hours working in the form of secondary &amp; part time contracts and operational overtime. These measures have ensured the Authority can continue to meet in IRMP commitments in terms of appliance availability.</p> <p>Planning work surrounding future duty system options continues.</p> <p>Station cars are now used for on the day late shift movements and work continues towards implementing a structured approach for in shifts movements to reduce detached duty costs.</p>

<p><b>FP-18/19-2.9- TIME AND RESOURCE MANAGEMENT</b></p> <p>Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing whole-time retained working at a further 2 locations and amending taking the total to 6 and completing this IRMP action</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>In partnership with finance develop a business case to support the progression of phase 3 developments of StARS as initially outlined in the original project plan</b></li> <li>• <b>Improve the effectiveness of both TRM and station working practices utilising the increased sophistication offered by StARS.</b></li> </ul>	<p>On 14<sup>th</sup> September the final two stations (Liverpool City &amp; Wallasey) converted to Day Crewing Wholetime Retained (DCWTR) and the Service continues to monitor the impact of the duty system changes to ensure continued effectiveness</p> <p>This fulfilled this aspect of the IRMP. The Service maintains 2 additional DCWTR appliances funded via the recruitment reserve to facilitate the development of large numbers of new operational entrants into the service.</p> <p>The renegotiated StARS hosting contract has released funds to proceed with phase 3 developments to the application subject to approval of the business case which will be developed in Q4.</p>
<p><b>FP-18/19-2.10-TIME AND RESOURCE MANAGEMENT</b></p> <p>Develop future response options for IRMP 2020 and beyond</p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Outline future duty system options for Operational Response accounting for further structural changes necessary beyond the current IRMP.</b></li> </ul>	<p>This work continues and options for future response model are being prepared for Strategic Leadership Team (SLT).</p>
<p><b>FP-18/19-2.11- OPERATIONAL RESPONSE</b></p> <p>During 2017/18 we undertook benchmarking against peers to evaluate our TRM, H&amp;S and Service Delivery models, structure and performance. In 2018/19 necessary changes will be implemented to ensure we are utilising our resources in the most effective and efficient manner.</p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Implement necessary changes to the role and remit of the three Operational Response Teams to ensure the function is structured to meet the changing needs of Operational Response</b></li> <li>• <b>Continue to build resilience in Operational response as part of ongoing succession planning</b></li> </ul>	<p>Benchmarking has taken place with the Health &amp; Safety Manager against Cheshire FRS H&amp;S with a further comparison planned with Greater Manchester FRS in the New Year. The H&amp;S manager also arranged a regional operational assurance meeting to compare effectiveness of the current process with the aim of establishing an arrangement for sharing/comparing information going forward.</p> <p>Work has commenced looking into the relationships between Time and Resource Management and People Services following the organisational restructure to identify potential improvements in effectiveness.</p>

## PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p><b>FP-18/19-3.1-</b>                  Improve our ability to provide good service by diversifying our staff and creating a fair and equitable place to work  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Develop an organisational Positive action strategy</b></li> <li>• <b>Comprehensive recruitment process</b></li> <li>• <b>Revised Transfer in policy</b></li> <li>• <b>Consider appropriate Firefighter Apprenticeship scheme, whilst expanding across other roles within the organisation</b></li> <li>• <b>Implement and trial the Vercida Job Board</b></li> <li>• <b>To deliver a Gateway process and identify future leaders in both Grey Book and Green Book positions, building in career development reviews</b></li> </ul>	<p>The positive action strategy and ‘have a go’ days continue to bring positive results, and has seen an increase in the recruitment of underrepresented groups within MFRS. This is supported by our Recruitment Policy that ensures a transparent process that has been regularly complemented by those who have participated within the process. Our recruitment has also been supported by the positive use of the Transfer in procedure and the expanded advertising.                  The Authority has completed its application to become an employee provider and so manage its own development and assessment of its Apprenticeship schemes. We have a Strategy in draft, and once confirmation of our employer status is received further work can continue.                  The Development board has overseen the discussions over any revision to the Gateway procedure, and once approved these will be implemented to support future succession planning and leadership expansion.</p>
<p><b>FP-18/19-3.2-</b>                  Ways of working that respond to Service model needs  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>To evaluate the grey book roles and produce suitably graded Merseyside specific Job descriptions</b></li> <li>• <b>To evaluate the role and function of grey book positions and validate the job description and grade</b></li> <li>• <b>To evaluate all roles and grades to ensure posts are employed within the most appropriate terms and conditions of employment</b></li> <li>• <b>To consider additional contract revision to maximise operational availability within budget constraints</b></li> <li>• <b>To consider the expansion of day related contracts to support organisational change</b></li> </ul>	<p>A great amount of work has been completed that has seen a number of job roles being reviewed and rewritten, and systematic evaluation and evaluation of organisational roles in relation to Watch and Station Managers, as well as roles in prevention , protection and the TDA.                  Further consideration has been given to the appropriateness of each position in relation to its substantive conditions of service, and how that service is best delivered.                  This has also evolved into organisational review of duty systems and working with the representative bodies on enhancing roles to support appliance availability</p>
<p><b>FP-18/19-3.3-</b>                  Develop cultural values and behaviours which make Merseyside Fire and Rescue Service a great place to work.  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>To work with all Directors and Heads of Service to identify key people related drivers</b></li> <li>• <b>To support all Directors and departmental heads in facilitating discussion and endorsement of the perceived People drivers by their team members</b></li> <li>• <b>To produce strategic key outcomes, and an associated delivery plan</b></li> <li>• <b>Monitor and manage key outcomes</b></li> </ul>	<p>This work continues within the organisation with POD members actively supporting managers and Directors in the implementation of change, structure and role size and future requirement.                  The implementation and approval of the People Strategy and its subsequent implementation plan will further support this work</p>

<p><b>FP/18/19/3.4-</b> To deliver a support staff review</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>To undertake an organisational review and implement revised structures with a view to efficiency and active response</b></li> <li>• <b>To consider all collaborative options for work with both Merseyside Police, and other partner organisations that improve efficiency and service delivery across all designated areas</b></li> </ul>	<p>As described in the sections above , this work is continually ongoing and designed to support the specific needs of each department</p> <p>Collaboration continues to be reviewed across the full range of spectrums within POD, both with other blue light services and local authorities.</p> <p>This has seen some successes in Occupational Health which is reported on bi monthly, and consideration of a number of options within the learning and development arena</p>
<p><b>FP/18/19/3.5-</b> Strengthen leadership and line management</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>To update the succession Planning strategy</b></li> <li>• <b>To review and revise where appropriate the Gateway process</b></li> <li>• <b>To review and develop promotion centres to create a talent pipeline and develop leaders who reflect our values</b></li> </ul>	<p>The succession planning policy has been rewritten and is now in circulation for review</p> <p>As described above the Gateway review is ongoing, and this directly impacts on development and talent management</p>
<p><b>FP/18/19/3.6-</b> Maximise the wellbeing of our people</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>To deliver mental health first aid course to all staff</b></li> <li>• <b>To introduce a range of fitness initiatives to promote and support health and wellbeing</b></li> <li>• <b>Introduction and validation of new fitness standards across all areas</b></li> <li>• <b>To develop collaboration with other Fire and Rescue Services and local authorities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Occupational Health department is currently looking to complete the training of our Mental Health First Aid instructors and we will be then recommencing the Mental Health First Aid Lite courses on Station.</li> <li>• Fitness training programmes can be found on the Portal</li> <li>• The Service is planning, with assistance from TRM, to commence Fitness Testing of Firefighters on Station. This will happen in the New Year. We will be using the simulated fitness tests – Chester Step Test; Chester Treadmill Walk Test and the Multi-Stage Shuttle Run. The fitness standard used will be 42vo2max.</li> <li>• The Service continues to work with our colleagues in our neighbouring Services and these discussions are ongoing. The next regional meeting is planned for 22/01/2019, here at MFRS SHQ when we will discuss among other items – FRS eyesight standards and the Firefit Fireground Functional Fitness test.</li> </ul>

## COMMUNITY RISK MANAGEMENT:

### PLACE:

<p><b>FP-18/19-4.1-</b> We will restructure the Department to better facilitate strategic partnerships across each of the Local Authority Districts in Merseyside.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>We will implement a tiered structure aligning capacity to provide a suitable level of attendance at relevant Strategic Partnerships across Merseyside.</b></li> <li>• <b>We will explore opportunities to enhance capacity to deliver against Service and Partner priorities in the interests of Community Safety, including external funding and collaboration.</b></li> </ul>	<p>Incident Investigation Team (IIT) Officers have been aligned to community safety partnerships and prioritised sub groups such as DISARM, Prevent etc. The arson and early help coordinators have picked up other thematic partnership priorities such as anti-social behaviour (ASB), Hate Crime, Domestic Abuse and Troubled Families. MFRA is also represented at Safeguarding Boards, Local Safeguarding Partnerships (LSP's) and Protecting Vulnerable People (PVP) Forum.</p> <p>The newly aligned partnership structure has already achieved some tangible results such as funding for Liverpool, Sefton and Knowsley Street Intervention Teams (SIT's) (£48k), bonfire funding bid (£2k) and Road Safety funding for Officer Costs (£15,101.58), virtual reality headsets (£9,469.68) and a mobile classroom (£31,000.20).</p>
<p><b>FP-18/19-4.2-</b> In line with the Arson Reduction Strategy (ARS) we will continue to develop seasonal plans to reduce anti-social behaviour fires.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>We will implement a new department structure to align capacity against the deliverables in the ARS</b></li> <li>• <b>We will align with partners to reduce the threat, harm and risk of arson, including the expansion of co-location (where appropriate in the interests of efficiency and effectiveness).</b></li> <li>• <b>We will work closely with the Police and Crime Commissioners Office and Community Safety Partnerships on shared priorities and objectives. This will include exploring opportunities for external funding to support the ARS objectives.</b></li> </ul>	<p>Incident Investigation Team (IIT) Officers have been aligned to community safety partnerships and prioritised sub groups such as DISARM, Prevent etc. The arson and early help coordinators have picked up other thematic partnership priorities such as ASB, Hate Crime, Domestic Abuse and Troubled Families. Community Safety staff and officers also represented MFRS at LSP's and PVP Forum.</p> <p>In the year 1st April 2017 to 31st March 2018 twenty cases of arson were investigated by IIT officers that resulted in a Court case. Two went to trial which resulted in defendants being found guilty, three pleaded guilty either on the day of the trial or changed their plea after the trial had started, fifteen submitted early guilty pleas.</p> <p>Recently, the joint working between MFRS and Merseyside Police on Operation Milna, which related to a serial arsonist responsible for approximately 200 fires, resulted in the offender receiving a 15 year sentence, (10 years custodial and 5 years on licence).</p> <p>In terms of co-location, the 'Safer Wirral Hub' has been put forward for an LGA</p>

	<p>award and we are continuing to liaise with Merseyside Police and local authorities reference other initiatives such as place based problem solving teams in Knowsley and International Organisation for Standardisation (ISO) accreditation.</p> <p>As a result of the implementation of the Arson Reduction Strategy, deliberate fires are on a consistent downward trend. To date (December 2018), deliberate secondary fires are 123 under target, deliberate vehicle fires are 110 under target, deliberate fires in occupied properties are 37 under target and deliberate fires in unoccupied properties are 12 under target.</p> <p>The newly aligned partnership structure has already achieved some tangible results such as funding for Liverpool, Sefton and Knowsley Street Intervention Teams (£48k), bonfire funding bid (£2k) and Road Safety funding for Officer Costs (£15,101.58), VR headsets (£9,469.68) and a mobile classroom (£31000.20).</p>
<p><b>FP-18/19-4.3-</b> We will deliver the MFRS Road and Water Safety Strategies working with partners to enhance community safety and reduce demand on services.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>We will advance intelligence led interventions that improve road / water safety and reduce demand on services.</b></li> <li>• <b>We will explore the use of emerging technologies and social media to improve road / water safety marketing and engagement.</b></li> <li>• <b>In line with the Water Safety Strategy we will work with partners to establish a Water Safety Partnership/Forum.</b></li> </ul>	<p>To date the Road Safety Team have delivered interventions to 3,196 young people in line with Road Safety Strategy. Killed and Seriously Injured (KSI) figures for 15 to 25 year olds has reduced from 132 in 2016/17 to 115 in 2017/18 and current performance is 45 to date for 2018/19. In terms of water safety the team have continued to deliver interventions during National Fire Chiefs Council (NFCC) Water Safety Week and don't drink and drown week including the training of security staff, in conjunction with the Royal National Lifeboat Institution (RNLI), as first responders to water incidents in high risk areas such as the Albert Dock.</p> <p>MFRS are routinely using virtual reality headsets for road safety engagement and are also exploring an opportunity to lead on the procurement of a website for the Merseyside Road Safety Partnership (MRSP).</p> <p>The first water safety forum was held on 14<sup>th</sup> November 2018 with over 20 partners attending including RNLI, Royal Life Saving Society (RLSS), all five Local Authorities, Police, NHS and Canals and River Trust etc.</p>

<p><b>FP-18/19-4.4</b>                  We will produce a sustainable and targeted Youth Engagement Strategy  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>We will produce a clear set of priorities and objectives for the Services Youth Engagement Department.</b></li> <li>• <b>We will produce a prospectus for MFRS Youth Engagement programmes.</b></li> <li>• <b>We will produce a funding strategy which explores multiple avenues to achieve medium to long term financial stability for our Youth Engagement Programmes.</b></li> </ul>	<p>These points are ongoing due to some staffing shortages and the prioritisation of the bid into Liverpool City Region Combined Adult Education Budget. The outcome from this opportunity will become more apparent in early 2019.</p>
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## PROTECTION: PREMISES

<p><b>FP-18/19-4.5</b>                  We will review our Risk Based Inspection Programme to optimise capacity and technical expertise against priority risks  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>We will actively monitor and evaluate auditing activity to ensure that we are effectively targeting premises with the greatest life safety risk from fire.</b></li> <li>• <b>We will develop partnerships to enhance and share intelligence/relevant risk data in the interests of the Service mission.</b></li> <li>• <b>We will work collaboratively with other Fire &amp; Rescue Services in the North West through the Protection Task Group and the National Fire Chiefs Council to optimise efficiency and effectiveness.</b></li> </ul>	<p>Following implementation of the new Premises Risk Model (PRM) on July 1<sup>st</sup> 2018 further development has taken place. The PRM now supports the monitoring of the effectiveness of audits completed. through the comparison of in and out scores it is now possible to determine if the overall risk level of an individual premises has decreased or increased following the completion of a Fire Safety Audit.</p> <p>Following implementation of the PRM we have reviewed our definition of High Risk, taking into account historical evidential data and statistical analysis, which will increase the effectiveness of targeting premises within the PRM.</p> <p>Good partnerships continue to be maintained supporting the exchange of information with external agencies. A Station Manager is currently embedded within Liverpool City Council supporting the inspection of high rise premises.</p> <p>MFRS continues to work closely with Greater Manchester and Lancashire FRS's through the North West Protection Task Group. We have developed Risk based inspection Programmes based on the same principles and collectively we have submitted our strategic approach to the NFCC for consideration nationally.</p>
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<p><b>FP-18/19-4.6-</b>                  We will develop a Waste and Recycling Fires Strategy (WRFS)  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>We will sign up to a regional memorandum with the Environment Agency (in line with the NFCC Waste and Recycling Fires Group).</b></li> <li>• <b>We will assess the Merseyside risk and develop a joint inspection regime with the Environment Agency for high risk sites that considers peak risk hours when large fires occur.</b></li> <li>• <b>To enhance the effectiveness of our WRFS we will develop a Primary Authority Partnership with a national Waste Management Company.</b></li> </ul>	<p>This action has been superseded as the National Fire Chief’s Council (NFCC) have signed up to a national agreement with the Environment Agency. Partnership working locally on waste fires is now embedded through the Local Resilience Forum Environmental Sub Group.</p> <p>The Environment Agency have provided information on high risk licensed sites and joint visits have commenced. In addition due to high profile events throughout the year, a number of joint preventative visits have been conducted on waste sites adjacent to the River Mersey waterfront. Further multiagency visits are planned for the New Year across the remaining Environment Agency high risk sites. Waste and recycling intelligence gathered through the Protection Department, which is either provided by operational crews and/or the Arson Reduction Team is shared with Environment Agency. MFRS &amp; the Environment Agency assess the risk, whilst considering legislative powers, policies and procedures.</p> <p>The Primary Authority Partnership with S Norton is undergoing final drafting prior to legal agreement and registration with the Department for Business, Energy &amp; Industrial Strategy.</p>
<p><b>FP-18/19-4.7-</b>                  We will implement an ‘In House’ Management Information System (MIS) to enhance the efficiency and effectiveness  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>We will work with ICT to ensure the new MIS will be efficient and user friendly.</b></li> <li>• <b>We will utilise technology to support greater efficiency and effectiveness to enable an enhanced level of mobile working.</b></li> <li>• <b>We will ensure that data from our legacy system is cleansed and appropriately migrated into the new MIS.</b></li> </ul>	<p>There has been no further progress in this period.</p>



## PREVENTION: PEOPLE

<p><b>FP-18/19-4.8 –</b> We will explore Safe and Well joint commissioning and development</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• We will review and develop the safe and well visit to deliver against mutual fire and health priorities such as monitoring for hyper-tension.</li> <li>• We will explore opportunities with external stakeholders to commission Safe and Well activity promoting fire and community safety across Merseyside.</li> <li>• We will maintain close working with our public health partners, utilising external expertise to monitor, evaluate and inform future development of the Safe and Well visit.</li> </ul>	<p>Liverpool John Moores University (LJMU) independent evaluation received and discussed between Safe and Well working group. Director of Public Health for Sefton to discuss further with Cheshire FRS prior to developing action plan with MFRS prevention manager.</p> <p>Recommendation made and will be considered in conjunction with Action plan.</p> <p>Community Risk Management Area Manager to brief NFCC Strategic Health committee with findings, SLT report being prepared.</p>
<p><b>FP-18/19-4.9 –</b> We will develop our volunteer strategy</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• We will grow the concept and delivery of volunteering to enhance the Service’s capacity to deliver against our mission statement.</li> <li>• We will review the MFRS Volunteers Strategy to achieve a sustainable and engaged volunteer workforce.</li> <li>• Working with relevant stakeholders, we will expand the volunteer hoarding pilot</li> </ul>	<p>In the absence of the regular volunteer manager (maternity) a Prevention Team Manager will oversee the volunteer team. A VPM will be spending two days a week as the Volunteer Co-Ordinator.</p> <p>This individual will:</p> <p>Liaise with the Equality and Diversity (E&amp;D) Team to identify relevant campaigns that require volunteers and create a Volunteer calendar to ensure appropriate engagement;</p> <p>Liaise with the E&amp;D Team to ensure that the relevant training is delivered on induction and that volunteers attend any further appropriate training;</p> <p>Liaise with Corporate Communications to ensure that MFRS staff and relevant partners are made aware of the engagement and impact volunteers are having with regards to E&amp;D.</p>
<p><b>FP-18/19-4.10 –</b> We will develop use of assistive technology</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Working cross sector, we will explore funding opportunities to deliver innovative safety solutions utilising available technologies to complement our risk reduction strategies.</li> <li>• We will work with partners to introduce assistive technology interventions to enhance the safety in line with Service priorities.</li> </ul>	<p>In conjunction with NFCC and FireAngel, project is on-going. MFRS represented nationally by Strategic Safeguarding Manager.</p>

**FINANCE:**

<p><b>FP-18/19-6.1-</b>                  Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals.  <b>Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Implement all saving options for which the known structural changes have been approved</b></li> <li>• <b>Work with SLT to identify new saving options required as a result of 2018/19 MTFP update</b></li> <li>• <b>To action any structural changes, from above, as and when they are known</b></li> <li>• <b>Monitor actual spend throughout the year to the profiled amended budget and identify any potential variances</b></li> <li>• <b>Seek remedial action if action point above occurs</b></li> <li>• <b>Report to Authority on a quarterly basis the progress being made.</b></li> </ul>	<p>Saving options are being delivered as expected and updates reported to Members via the quarterly financial review reports.</p>
<p><b>FP-18/19-6.2-</b>                  Manage the upgrade to Oracle 12 and eFinancials/eProcurement Version 5  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>business-as usual' during testing prior to implementation</b></li> <li>• <b>a seamless transition to the upgraded software</b></li> <li>• <b>ensure the Authority is operating on fully supported applications for the delivery of its finance systems for the remaining life of the FMIS contract</b></li> </ul>	<p>Completed and implemented without any issues.</p>
<p><b>FP-18/19-6.3-</b>                  Support the Fire, Police and Liverpool City Region project in production of any business plans and option evaluations  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Provide all financial data and information as requested.</b></li> <li>• <b>Provide financial evaluation of any options as requested.</b></li> </ul>	<p>All requests have been responded to and no new ones expected in 2018/19.</p>

## LEGAL, PROCUREMENT & DEMOCRATIC SERVICES:

### LEGAL:

<p><b>FP-18/19-7.1-</b> Identify the potential of providing legal advice on a pro bono basis, to the community via a trial with employees and their relatives</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Specified telephone line and email address ensures confidentiality</b></li> <li>• <b>Specific information recorded in online forms to enable monitoring</b></li> </ul>	<p>A pro bono service was delivered on a trial basis to employees. A specific email account and telephone line was established to provide confidentiality and permit the team to answer queries in their own time. The team were able to assist with several queries however it was noted there were also several questions raised outside the scope of the trial. Therefore it was deemed that if the project was to be taken forward in the future it would be more beneficial to review the prospects of partnering with a pro bono service already established in order to provide a more comprehensive service due to the size and capacity of the team and the different areas of advice covered.</p>
<p><b>FP-18/19-7.2-</b> To gain a fuller understanding of operational requirements to enable the legal team to provide fully informed legal advice</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>To spend time with colleagues on fire stations and other operation personnel</b></li> </ul>	<p>The legal team have attended fire stations to discuss some of the issues operationally crews have from a legal perspective. There are other projects on going that are still to be resolved which will continue to fulfil this objective.</p>
<p><b>FP-18/19-7.3-</b> To provide advice training and development to all departments and fire stations as identified and required delivered across legal, procurement and democratic services.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>We will consider our resources to provide ongoing dialogue with fire stations in the most appropriate format we can achieve.</b></li> <li>• <b>We will identify some issues for the purpose of the objective and will keep these under review.</b></li> <li>• <b>We will request feedback to ensure that we can give appropriate and timely advice, training and development as may be required.</b></li> </ul>	<p>Further to discussing the most beneficial training all departments could provide within a training session it was identified that gifts and hospitality, conflicts of interests and procurement contract standing orders are common areas which issues often arise. It was decided that officers that have raised questions on these issues were predominantly based at SHQ. Several training sessions were delivered within SHQ covering several different functions. There was a positive dialogue with attendees and generated several questions and feedback following the training.</p>

## DEMOCRATIC SERVICES

<p><b>FP-18/19-7.4-</b>                  To create a Portal Page specifically for Authority Members, to enable easy access to relevant information from one place.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>To identify information that would be beneficial for Members to have access to and liaise with the Portal Team to identify the best way of incorporating this information into a Portal Page secure part of the Website specifically for Members, allowing access to all information of relevance from one place.</b></li> <li>• <b>Once this page is established, hold training for Members to demonstrate the Portal Page, to assist them with accessing appropriate information independently.</b></li> </ul>	<p>This objective has been on hold, pending the development of the new website. However, it is hoped that this will start to be progressed shortly. Work has been undertaken to identify information that would be beneficial for Authority Members to have access to; and once the pages are established, relevant training will be arranged for all Authority Members</p>
<p><b>FP-18/19-7.5-</b>                  To improve support provided to the Authority's Lead Member Process, to enhance the Authority's Scrutiny arrangements and provide development opportunities for staff.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Democratic Services will provide additional support to the Authority's Lead Member process, to enhance the impact of the Lead Member roles on the Authority's Scrutiny functions.</b></li> <li>• <b>To enable the Team to provide this additional support, the LPDS Administration Assistants will also participate in this activity, providing those staff with increased development opportunities.</b></li> </ul>	<p>Following the recent changes to the Authority's scrutiny arrangements and Lead Member Roles, the new arrangements have now been implemented and are bedding in. Both Members and Senior Officers have participated in Scrutiny Training, to further strengthen and increase the impact of scrutiny. The first Scrutiny Committee has also taken place, focusing on "People", with a follow up "Rapid Review" scheduled for the New Year, providing an opportunity for Members to work with Officers to look into elements of our People Strategy in more depth. It is hoped that these new arrangements will greatly enhance the impact of scrutiny and will provide opportunity for staff to be involved in scrutiny reviews, which will add to their development.</p>

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**PROCUREMENT:**

<p><b>FP-18/19-7.6-</b>                  To continue to explore procurement opportunities to collaborate with other organisations within the Blue Light sector and also other public sector organisation across the region and the country  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Examination of Procurement Plans</li> <li>• Membership of NWPT and CFCCPT</li> <li>• Sharing procurement intelligence</li> <li>• Consideration of regional Framework agreements for common goods and services.</li> </ul>	<p>No change this period</p>
<p><b>FP-18/19-7.7-</b>                  To support corporate priorities and work to ensure the successful delivery of priority work programmes.  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Appropriate procurement activity and subsequent contractual arrangements in place for the Station Change projects including:</b> <ul style="list-style-type: none"> <li>- Pre construction contracts</li> <li>- Build contracts</li> <li>- Consultancy contracts</li> <li>- Collateral warranties</li> </ul> </li> <li>• <b>Appropriate procurement activity and subsequent contractual arrangements in place for regional contracts arising from the 3 year asset refresh plan.</b></li> <li>• <b>Strategic leadership on behalf of the Home Office in respect of National Resilience procurement activity and contract management</b></li> </ul>	<p>No change this period</p>

## ESTATES

<p><b>FP-18/19-7.8-</b> To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved including co-location and use of shared facilities.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Play an active role in Local Authorities Strategic Property Boards across Merseyside to establish cross public service strategic estates group to develop a ‘one public estate’ approach.</b></li> <li>• <b>Promote collaborative working between MFRA Estates and other Blue Light organisations.</b></li> <li>• <b>Explore, develop and deliver co-location at various locations including Headquarters and Training Facilities.</b></li> </ul>	<p>Discussions with the wide city region via the One Public Estate initiative is ongoing. Bi monthly Collaboration meetings continue to place with North West Ambulance Service (NWAS) and Merseyside Police updates reported back to the collaboration board.</p>
<p><b>FP-18/19-7.9-</b> To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Review Estates Strategic Governance Structure in line with resources to manage risk</b></li> <li>• <b>To review and implementation of a 5 year Asset Strategy for the estate.</b></li> <li>• <b>Carry out condition surveys and life cycle cost analysis across the Estate</b></li> <li>• <b>Progress the Training and Development Academy (TDA) refurbishment project</b></li> <li>• <b>Complete feasibility study and detailed costing exercise for the proposed new build in St Helens (jointly with NWAS &amp;/or Police) and provide MFRA with a fully costed options appraisal. Deliver the resultant option decision on behalf of the Authority.</b></li> <li>• <b>Complete the construction of the new Saughall Massie community fire station</b></li> </ul>	<p>St. Helens. On 18th October 2018 the Authority approved the scheme to build the new St. Helens fire station at a cost of £7.7m. A full planning application was submitted on 16th November with a decision expected by 16th January 2019.</p> <p>Saughall Massie. Work to construct the new Saughall Massie fire station is progressing well &amp; the building is expected to be handed over in early March 2019.</p> <p>Training and Development Academy redevelopment report was approved by Authority 13<sup>th</sup> Dec for the continuation of the project and submission of planning following local consultation.</p>

## STRATEGY AND PERFORMANCE:

<p><b>FP-18/19-5.1- EQUALITY &amp; DIVERSITY</b> Continue to embed Equality and Diversity excellence into the organisation.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Consider the strategic requirements for E&amp;D training for all staff in conjunction with other functions and aligning to the MFRS People and Training Strategies. This will include unconscious bias training, following on from previous research in this area.</b></li> <li>• <b>Implement and evaluate an online training package for staff.</b></li> <li>• <b>Work with other functions to implement the Knowing our Communities work to gain feedback from our communities that can be used to target and improve services.</b></li> <li>• <b>Work regionally and nationally to prepare MFRS for HMICFRS inspection.</b></li> <li>• <b>Coordinate the delivery of the third MFRS staff survey.</b></li> </ul>	<p>1.1, 1.2 - Work is on-going on both these actions with meetings taking place in Q4 to determine the best approach to rolling out ED&amp;I training across the organisation in addition to the bespoke training that already takes place. Additional capacity will be available in the ED&amp;I team in Q4 to assist with this process.</p> <p>1.3 - Recent community engagement activities include; supporting Asian business owners on the Wirral with bespoke business safety advice, providing Merseyside Police's Community Action Group with guidance around home safety and hate crime.</p> <p>1.4 - Completed - Inspection took place October to December 2018</p> <p>1.5 - Completed - survey took place June/July 2018</p>
<p><b>FP-18/19-5.2-</b> To make the most effective use of organisational information whilst continuing to improve information security and governance.</p> <ul style="list-style-type: none"> <li>• Continuing to digitally transform the organisation</li> <li>• Continuing to ensure compliance with information governance and security legislation and regulations</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Continue to develop bespoke management information applications to contribute towards a digital transformation of the organisation, particularly in relation to the systems that support operational service delivery, prevention and protection. In 2018/19 this will include:</b></li> <li>- <b>Prevention and Protection</b></li> <li>- <b>Station management system*</b></li> <li>- <b>Incident Reporting*</b></li> </ul> <p><b>*The extent of progress during 2018/19 will be affected by decisions yet to be taken re the acceleration of development.</b></p> <p><b>In addition to continue to support the coordination of National Resilience arrangements through the development of a replacement National Resilience application.</b></p> <ul style="list-style-type: none"> <li>• <b>Ensure that MFRS is compliant with the General Data Protection Regulation.</b></li> <li>• <b>Work towards compliance with ISO 27001 (information security standard)</b></li> </ul>	<p>The SIRAH app was rolled out to two early adopter stations (Southport and Birkenhead) on 10th November and user acceptance testing is ongoing, before the app continues its rollout to the other stations across Merseyside.</p> <p>The new National Resilience app can now be accessed by every FRS in the country with the ability to completed three surveys. The administration, asset management and incident related functionality is near completion and has been deployed to a staging environment were key stakeholders can review and offer feedback.</p> <p>The Protection app is the next to be developed following SIRAH. A lot of requirements have already been gathered. The Protection app will re-use a lot of code that has previously been written for SIRAH.</p>

<p><b>FP-18/19-5.3- CORPORATE COMMUNICATIONS</b>                  Develop and maintain effective communications and media management with high quality presentation and promotion of information.  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Work with others to deliver a new website for MFRS (including the TDA) and Heritage Centre.</b></li> <li>• <b>Develop a new Communications Strategy that reflects the needs of the organisation and makes use of modern and innovative communications tools. To include:</b>                      -A social media audit                      -An MFRS rebrand                      -Development of communications and marketing for the TDA</li> <li>• <b>Explore ways of maintaining the current additional resources within the team to enable us to continue to meet the demands of the Service.</b></li> </ul>	<p>Development of new website is underway and completion is expected in Q4.</p> <p>The new communications strategy will be started in Q4.</p> <p>The social media audit has taken place and will be used in the creation of the new strategy.</p> <p>The rebranding work is progressing with new corporate colours and font being tested in documents.</p> <p>The resourcing action has been completed.</p>
<p><b>FP-18/19-5.4</b>                  Work with other functions to deliver a successful HMICFRS inspection for MFRS  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>In collaboration with colleagues from other functions, coordinate the collation of evidence, preparation of a self-assessment, collection of data, briefing of staff and timetable for the HMICFRS inspection in Autumn/Winter 2018.</b></li> </ul>	<p>Completed - inspection took place October to December 2018</p>
<p><b>FP-18/19-5.5 - ICT</b>                  Implement an Information and Communications Technology Infrastructure that will enable efficiency through current and emerging technology  <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>With planning and commercials in place and some tasks underway, ensure the completion of the ICT Fire Control Roadmap and the Information Technology Health Check (ITHC) Roadmap.</b></li> <li>• <b>Deliver Role Based Resourcing in line with the 5-year capital plan.</b></li> <li>• <b>The ICT Service Pipeline comprises new ICT services under development. These developments lead to new or improved use of ICT assets. A key activity this year is to complete the review of the mobile phone service.</b></li> <li>• <b>Review and explore Asset Based Resourcing where it is recognised that value for money will be realised, and/or efficiencies gained.</b></li> </ul>	<p><b>Information Technology Health Check (ITHC)</b> - with most remedial actions complete, it only remains to carry out a second ITHC and complete the Emergency Services Network (ESN) Code of Connection (CoCo).</p> <p><b>CAD&amp;MIS</b> - telent has obtained the Vision 5 functional design specification and initial costs to upgrade to Vision 5 from Vision 3.</p> <p><b>Role Based Resourcing</b> - At the time of writing 58 Toughpads and 120 Surface Pros have been procured, to be rolled out early 2019.</p> <p>At the time of writing 50 Samsung Xcover 4 and 50 Samsung J6 have been procured, to be rolled out early 2019. Work is ongoing to produce the relevant user guides.</p> <p><b>Mobile Data Terminals (MDT)</b> - the latest version of the ScResponse app is undergoing MFRS User Acceptance Testing.</p>



**FP-18/19-5.6**

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

**Actions:**

- **Through the project board, and using project management principles, manage the preparations for transition to the ESN**
- **Have a fully operational connection to the ESN upon completion**
- **Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally**

**The Home Office has placed the ‘Service Ready’ date as June 2020. The Business Case review is now expected in March 2019 following the adoption of Plan B (incremental transition).**

Performance against this Key Deliverable –

- **ICCS:**
  - A new interface called ‘Kodiak’ has been adopted to replace the ‘Wave 7000’ interface originally proposed by the Home Office to enable the PTT and security capabilities.
  - Capita are exploring options to enable an effective interface to Kodiak.
  - Waiting on ESN CoCo requirements prior to completing Phase 2 ESN and DNSP tests.
- **Training:**
  - Increased product options under Plan B are likely to impact training requirements and timescales.
  - Project creep could impact training requirements and schedule.
- **DNSP Fibre Links:**
  - Installation of primary and resilient fibres complete.
  - Test certificate issued August 2018.
- **Hand-held Devices and Trials:**
  - Delivery of the ‘Assure Devices’ expected January 2019 for distribution to User Organisations who are leading on the ‘Pilots and Trials’ stages. (MFRS for *Direct* Product).
- **Vehicles:**

Two vendors who may offer an in-vehicle solution have been identified by the Home Office. MFRS will continue to monitor and review.



<b>Glossary of Terms</b>	
<b>24HRWTR</b>	<b>24 hour whole time retained</b>
<b>ADF</b>	<b>Accidental Dwelling Fire</b>
<b>AGM</b>	<b>Annual General Meeting</b>
<b>AM</b>	<b>Area Manager</b>
<b>APB</b>	<b>Annual Pension Benefit</b>
<b>ARA</b>	<b>Analytical Risk Assessment</b>
<b>ASB</b>	<b>Anti-Social Behaviour</b>
<b>BBFa</b>	<b>Better Business for All</b>
<b>C&amp;C</b>	<b>Command and Control</b>
<b>CBT</b>	<b>Crew Based Training</b>
<b>CFOA</b>	<b>Chief Fire Officers Association</b>
<b>CFP</b>	<b>Community Fire Prevention</b>
<b>CFP</b>	<b>Community Fire Protection</b>
<b>CPD</b>	<b>Continuous Professional Development</b>
<b>CQC</b>	<b>Care Quality Commission</b>
<b>CRM</b>	<b>Community Risk Management</b>
<b>CSP</b>	<b>Community Safety Partnership</b>
<b>DCFO</b>	<b>Deputy Chief Fire Officer</b>
<b>DCLG</b>	<b>Department of Communities &amp; Local Government</b>
<b>DCWTR</b>	<b>Day Crewing Wholetime Retained</b>
<b>DIM</b>	<b>Detection, Identification and Monitoring</b>
<b>DoH</b>	<b>Department of Health</b>
<b>DSE</b>	<b>Disability Equalities Scheme</b>
<b>E&amp;D</b>	<b>Equality &amp; Diversity</b>
<b>E,D&amp; I</b>	<b>Equality, Diversity and Inclusion</b>
<b>EET</b>	<b>Education, Employment or Training</b>
<b>EFAD</b>	<b>Emergency Fire Appliance Driver</b>
<b>EIA</b>	<b>Equality Impact Assessment</b>
<b>EMR</b>	<b>Emergency Medical Response</b>
<b>ESMCP</b>	<b>Emergency Services Mobile Communication Programme</b>
<b>ESN</b>	<b>Emergency Services Network</b>
<b>FF</b>	<b>Fire-fighter</b>
<b>FSN</b>	<b>Fire Support Network</b>
<b>FRA</b>	<b>Fire &amp; Rescue Authority</b>
<b>FRS</b>	<b>Fire &amp; Rescue Service</b>
<b>GDPR</b>	<b>General Data Protection Regulations</b>
<b>GM</b>	<b>Group Managers</b>
<b>HFSC</b>	<b>Home Fire Safety Check's</b>
<b>H&amp;S</b>	<b>Health &amp; Safety</b>
<b>HR</b>	<b>Human Resources</b>
<b>HVP</b>	<b>High Volume Pump</b>
<b>IC</b>	<b>Incident Commander</b>

<b>ICT</b>	<b>Information Communication Technologies</b>
<b>ICU</b>	<b>Incident Command Unit</b>
<b>IIT</b>	<b>Incident Investigation Team</b>
<b>IRMP</b>	<b>Integrated Risk Management Plan</b>
<b>IRS</b>	<b>Incident Reporting System</b>
<b>ITHC</b>	<b>Information Technology Health Check</b>
<b>JCC</b>	<b>Joint Control Centre</b>
<b>KSI</b>	<b>Killed and Seriously Injured (in relation to road safety)</b>
<b>LCR</b>	<b>Liverpool City Region</b>
<b>LFRS</b>	<b>Lancashire Fire &amp; Rescue Service</b>
<b>LJMU</b>	<b>Liverpool John Moores University</b>
<b>LLAR</b>	<b>Low Level Activity Risk</b>
<b>LPB</b>	<b>Local Pensions Board</b>
<b>LPI</b>	<b>Local Performance Indicators</b>
<b>LSP</b>	<b>Local Safeguarding Partnership</b>
<b>MAIC</b>	<b>Multi Agency Information Cell</b>
<b>MASH</b>	<b>Multi Agency Safeguarding Hub</b>
<b>MDT</b>	<b>Mobile Data Terminal</b>
<b>MERPOL</b>	<b>Merseyside Police</b>
<b>MFD</b>	<b>Multi Functional Device</b>
<b>MFRA</b>	<b>Merseyside Fire &amp; Rescue Authority</b>
<b>MFRS</b>	<b>Merseyside Fire &amp; Rescue Service</b>
<b>MHFA</b>	<b>Mental Health First Aid</b>
<b>MIS</b>	<b>Management Information System</b>
<b>MORR</b>	<b>Management of Road Risk</b>
<b>MoU</b>	<b>Memorandum of Understanding</b>
<b>MRSP</b>	<b>Merseyside Road Safety Partnership</b>
<b>MTFA</b>	<b>Marauding Terrorist and Firearms</b>
<b>NFCC</b>	<b>National Fire Chiefs Council</b>
<b>NJC</b>	<b>National Joint Council</b>
<b>NOG</b>	<b>National Operational Guidance</b>
<b>NOL</b>	<b>National Operational Learning</b>
<b>NRA</b>	<b>National Risk Assessment</b>
<b>NRAT</b>	<b>National Resilience Assurance Team</b>
<b>NPG</b>	<b>National Procurement Group</b>
<b>NW</b>	<b>North West</b>
<b>NWAS</b>	<b>North West Ambulance Service</b>
<b>NWFO</b>	<b>North West Finance Officer</b>
<b>NWFRS</b>	<b>North West Fire and Rescue Services</b>
<b>NWRPT</b>	<b>North West Regional Procurement Team</b>
<b>OH</b>	<b>Occupational Health</b>
<b>OIG</b>	<b>Operational Intelligence Group</b>
<b>OJEU</b>	<b>Official Journal of the European Union</b>
<b>PAS</b>	<b>Primary Authority Scheme</b>
<b>PCC</b>	<b>Police &amp; Crime Commission</b>
<b>PID</b>	<b>Project Initiation Document</b>
<b>POC</b>	<b>Proof of Concept</b>
<b>POD</b>	<b>People &amp; Organisational Development</b>
<b>PQQ</b>	<b>Pre-Qualification Questionnaire</b>

PPE	Personal Protective Equipment
PPRS	Prevention, Protection and Road Safety
PRM	Premises Risk Model
PTI	Physical Training Instructor
PVP	Protecting Vulnerable People
RBIP	Risk Based Inspection Programme
RM1	Risk Management 1
RNLI	Royal National Lifeboat Institute
RLSS	Royal Life Saving Society
RRRG	Road Risk Review Group
RSL	Registered Social Landlord
RTC	Road Traffic Collision
SCG	Strategic Command Group
SI	Service Instruction
SIRAH	Site Information Risk and Hazard
SIT	Street Intervention Team
SLT	Strategic Leadership Team
SME's	Small Medium Enterprises
SM	Station Manager
SOFSFA	Simple Operational Fire Safety Assessment
SOP	Standard Operational Procedure
SPA	Safe Person Assessment
SSRI's	Site Specific Risk Information
StARS	Staff Attendance Record System
T&C's	Terms and Conditions
TCG	Tactical Command Group
TDA	Training and Development Academy
TRM	Time and Resource Management
VPI	Vulnerable Person Index
UAT	User Acceptance Test
UKFRS	United Kingdom Fire and Rescue Service
VR	Virtual Reality
WTR	Whole-time Retained
YE	Youth Engagement
YOS	Youth Offending Scheme
YPS	Your Pension Service

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# SERVICE DELIVERY PLAN 2018-19:

August to November 2018

## INDEX

**Total emergency calls**

**Total incidents**

**Total fires**

**Primary fires**

**Secondary fires**

**Special services**

**False alarms**

**Attendance standard**

**Sickness absence**

**Carbon output**

### Objective:

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



## BENCHMARK INDICATORS

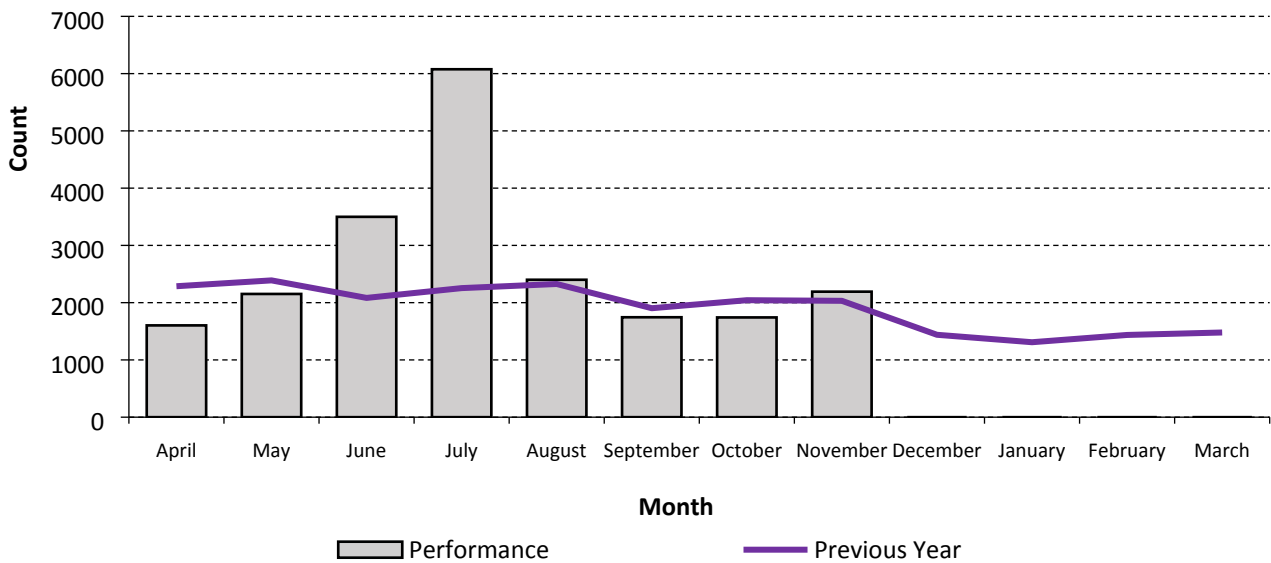
### TC00 Total number of emergency calls received

Service Plan Target

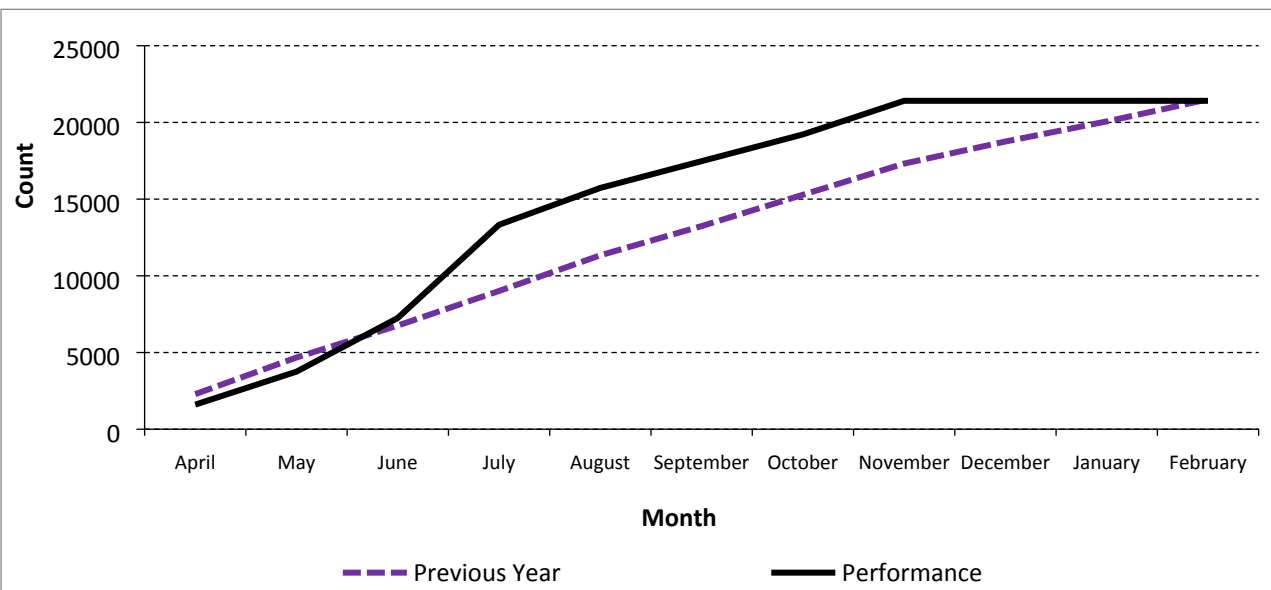
Quality Assurance

Progress to Date

21409



### Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

TC00 The number of emergency calls received continue to exceed cumulative performance at November 2017. However this remains due to exceptionally hot weather over a prolonged period in June and July. Since then numbers have returned to normal with calls received during the bonfire period in November 2018 (2192) remaining within 10% of performance in November 2017 (2032). This indicator does not have an annual target as it is for quality assurance only.

DO22 Cumulatively 93.3% of 999 calls were answered within 10 seconds. This is within 10% of the 95% target. Failures to achieve this were during the protracted hot weather in the Summer and the volume of calls received during the bonfire period.



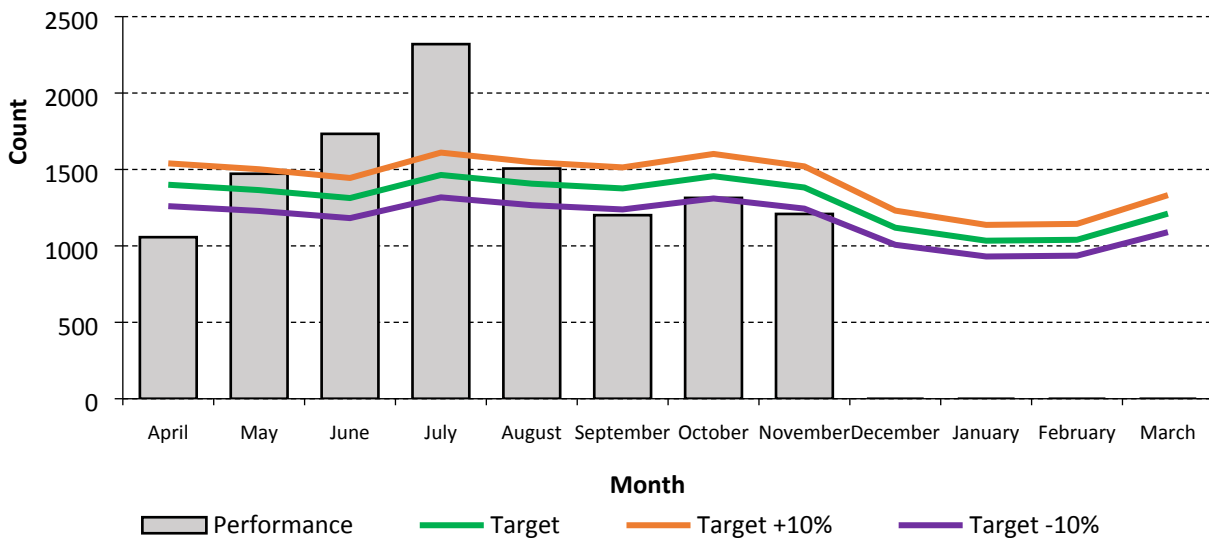
## TC01 The total number of incidents attended

Service Plan Target  
Apr-Nov 2018/19

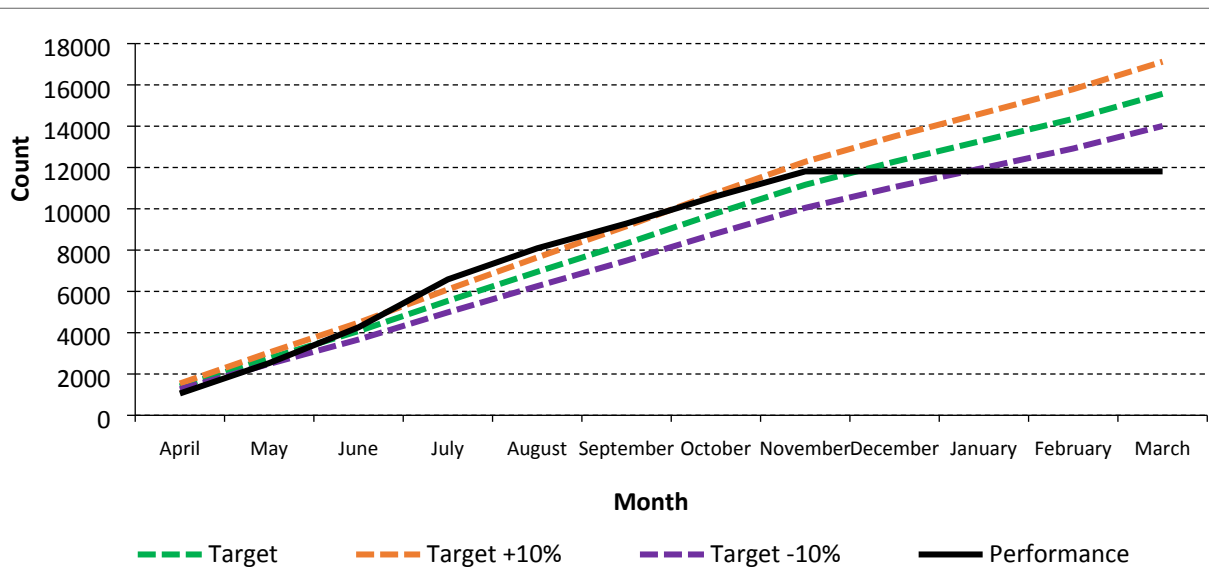
11163

Progress to Date

11812



### Cumulative Performance



TC01 Total number of incidents attended

TC01

There were 11812 incidents attended between April and November 2018, this is 237 more than last year. This was mainly due to the high number of secondary fires attended during the Summer. During this reporting period Aug to Nov targets have been achieved every month.

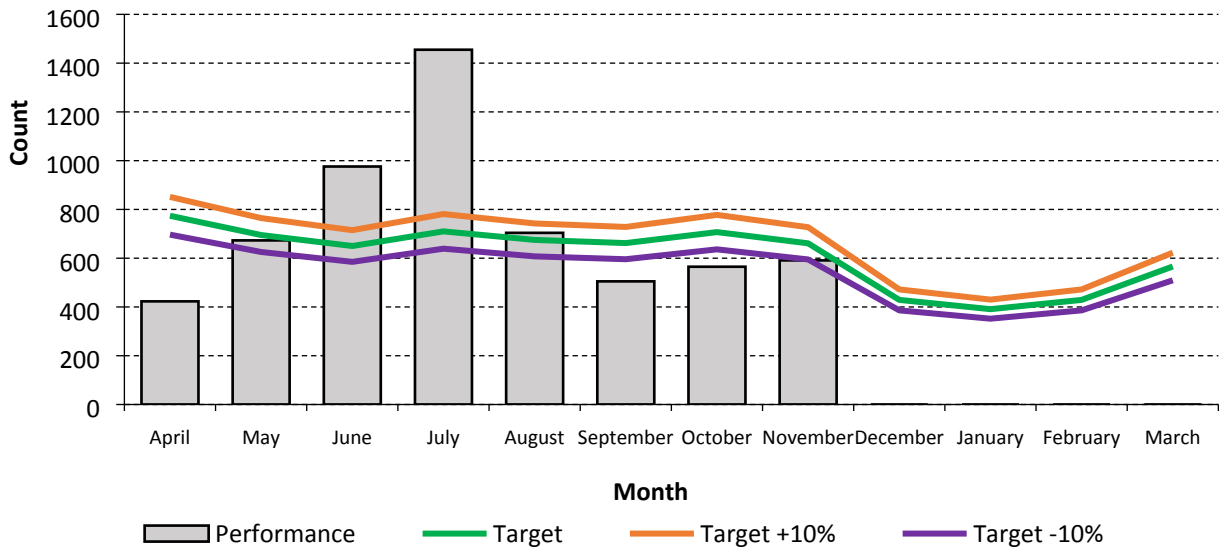
## TC02 Total number of fires attended in Merseyside

Service Plan Target  
Apr-Nov 2018/19

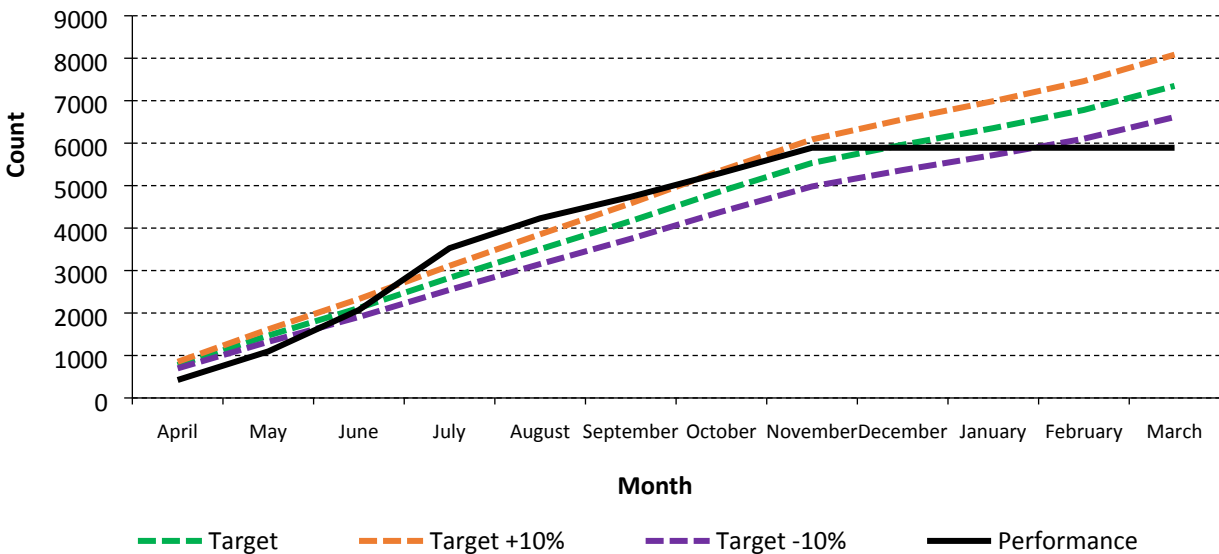
5534

Progress to Date

5892



### Cumulative Performance



### TC02 Total number of Fires attended in Merseyside

TC02

Fires attended have remained under target since the Summer months with 581 fires in November compared to 665 in November 2017. Cumulatively to date (5892) there have been 188 more fires attended than at November last year (5704).

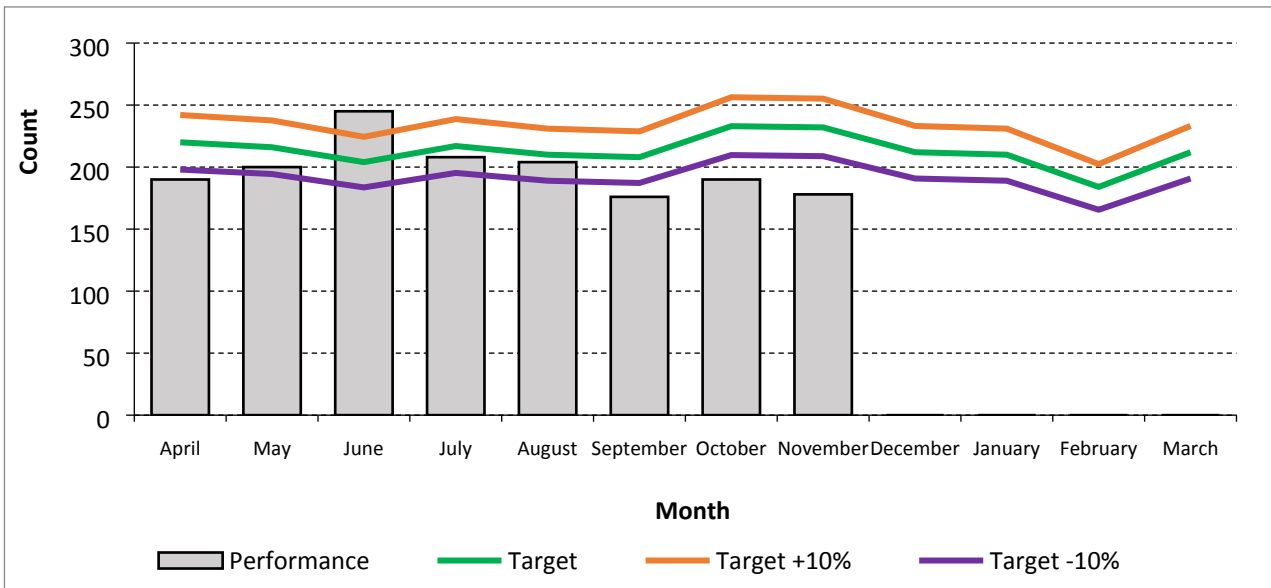
## TC03 Total number of primary fires attended

Service Plan Target  
Apr-Nov 2018/19

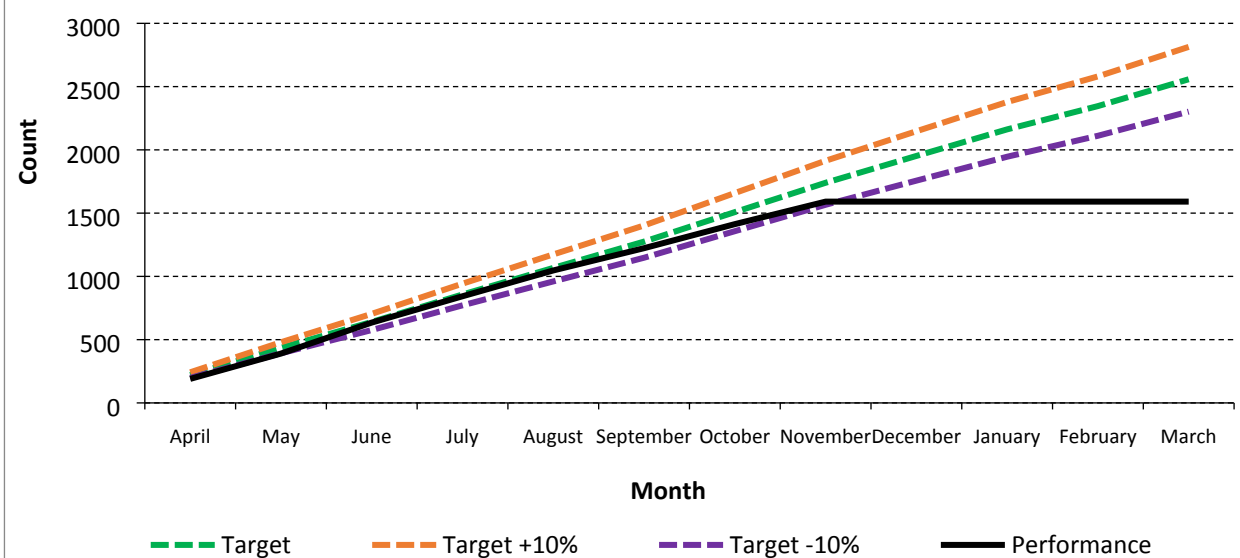
1740

Progress to Date

1591



### Cumulative Performance



### TC03 Total number of primary fires attended

TC03

There were 1591 primary fires in between April and November which was 149 under the target of 1740 and 142 less than at November 2017 (1733). Primary fires involve an insurable loss.

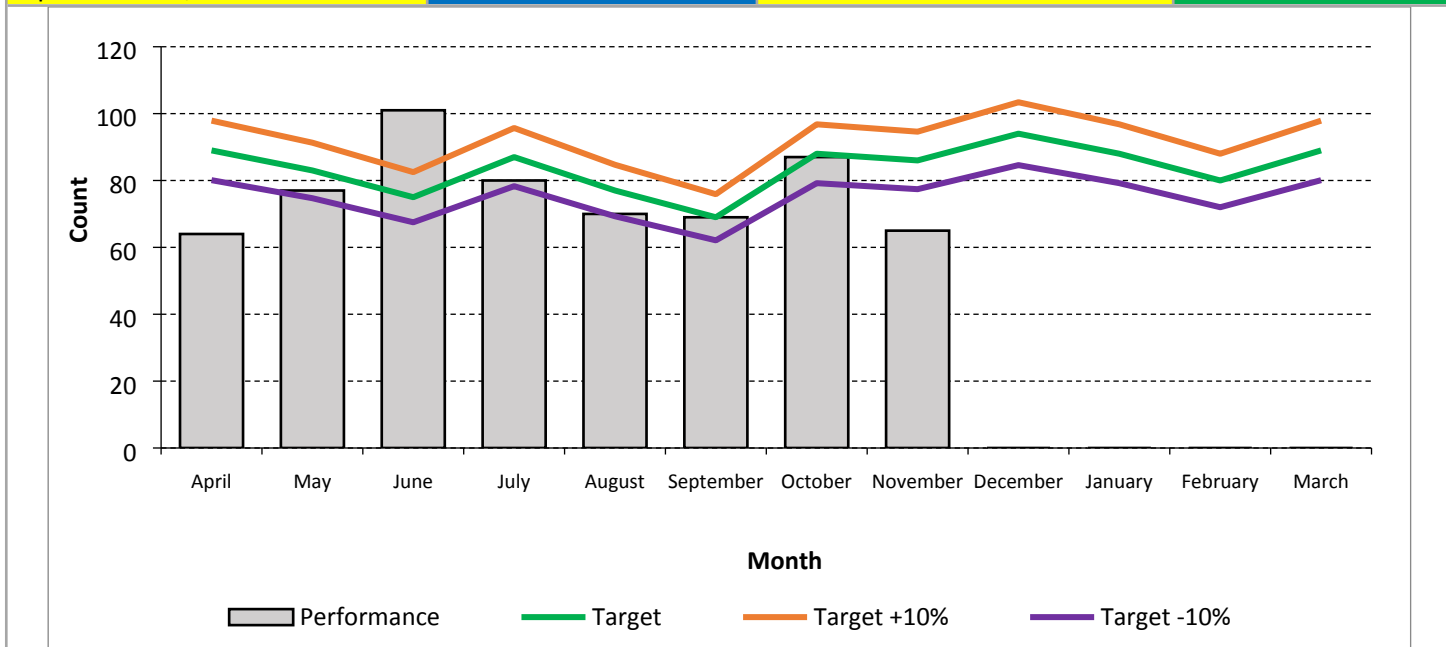
<b>DC11</b>	<b>Number of accidental dwelling fires</b>	
<b>DC12</b>	<b>Number of fatalities in accidental dwelling fires</b>	
<b>DC13</b>	<b>Number of injuries in accidental dwelling fires</b>	
<b>DC14</b>	<b>Number of deliberate dwelling fires in occupied properties</b>	
<b>DC15</b>	<b>Number of deliberate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

**COMMENTARY:**

DC11	Accidental dwelling fires (613) achieved the cumulative target (654) for this period. The only month this year when the monthly target was not achieved was June with 96 incidents but there was an increase in most fire types in June.
DC12	To date there have been 2 fatalities in accidental dwelling fires, which sadly occurred in April and August.
DC13	Cumulatively there have been fewer injuries in 2018 (58) than in 2017 (63). In October there were 12 injuries, 5 of those were in the same incident.
DC14	Deliberate dwelling fires in occupied property have fallen from 136 in 2017/18 to 93 in 18/19; under the cumulative target of 120.
DC15	Deliberate fires in unoccupied properties after a peak of 5 incidents in April have fallen to 19 for the period April to November, achieving the cumulative target of 28 and 7 less than last year.
DC16 DC17	There have been no fatalities in the deliberate dwelling fires to date and 6 injuries.

**DC11 Number of accidental fires in dwelling**

Service Plan Target Apr-Nov 2018/19	<b>654</b>	Progress to Date	<b>613</b>
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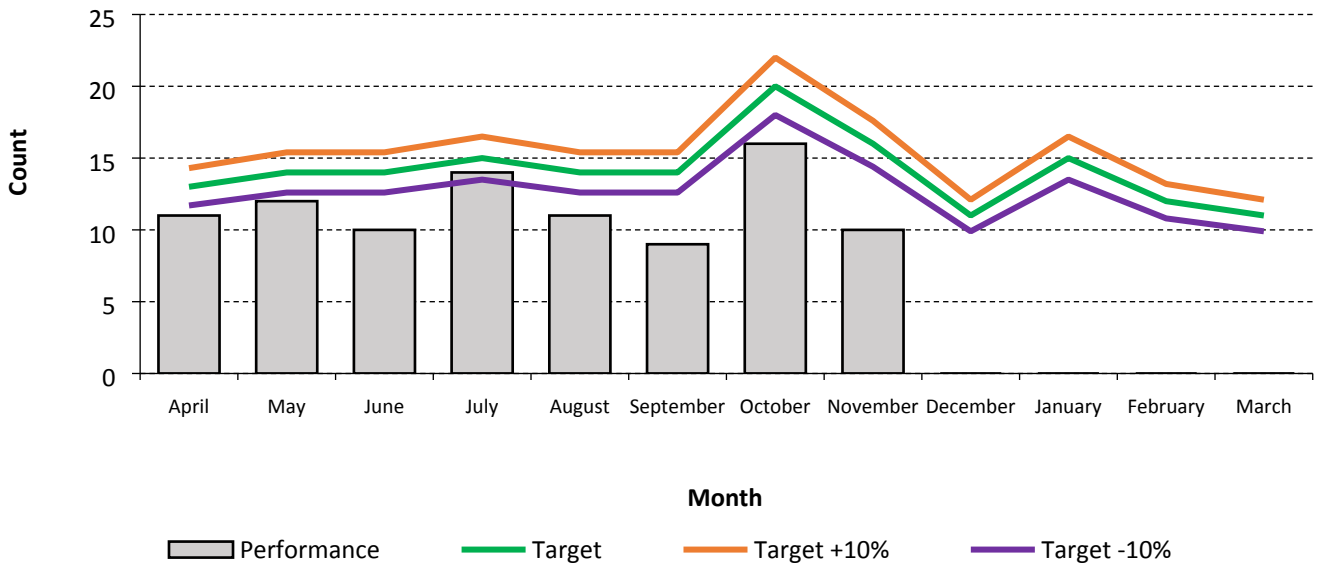
## DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target  
Apr-Nov 2018/19

120

Progress to Date

93



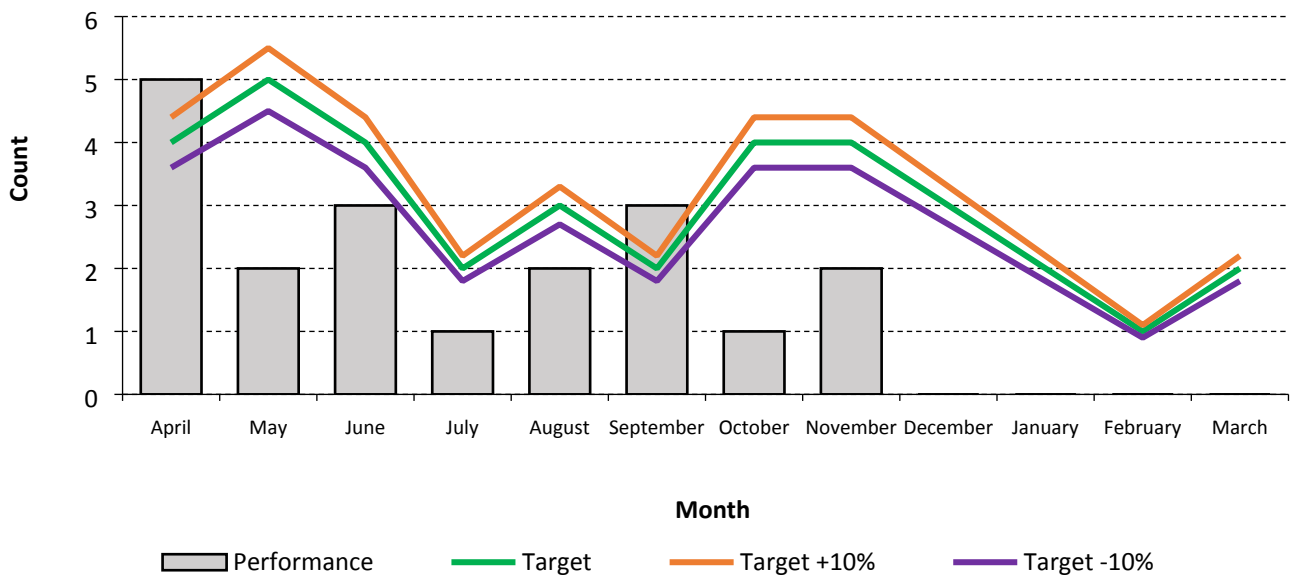
## DC15 Number of deliberate fires in unoccupied properties

Service Plan Target  
Apr-Nov 2018/19

28

Progress to Date

19



<b>Home Fire Safety Checks (HFSC's)</b>						
	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Target</b>	<b>TOTAL</b>
Completed by Stations	3223	3252	3697	3635	26728	25683
Completed by stations, prevention staff and others	4034	3965	4602	4584	35061	32406
<p>Operational fire crews are expected to use status reports to select which addresses to deliver HFSC's to. These reports identify properties where residents are over 65 and as such considered at greater risk of fire. From April to November 2018 53.7% of HFSC's were delivered to homes identified from status reports.</p> <p>The number of HFSC's delivered by operational crews is lower than in 2017 due to activities other than attending incidents and training being suspended during the spate conditions in June and July. However staff are working hard to achieve HFSC's/Safe and Well targets by the end of 2018/19. Performance has increased since the Summer with 4584 HFSC's being delivered in November against the target of 4383, 264 more than November 17.</p> <p>Operational fire crews have delivered 25683 HFSC's. There were 32406 HFSC's carried out by fire crews, prevention staff and the Home Safety Advisers (who delivered 5660 Safe and well visits). Prevention staff target the most vulnerable people in our communities and they are delivering the Safe and Well visits.</p>						

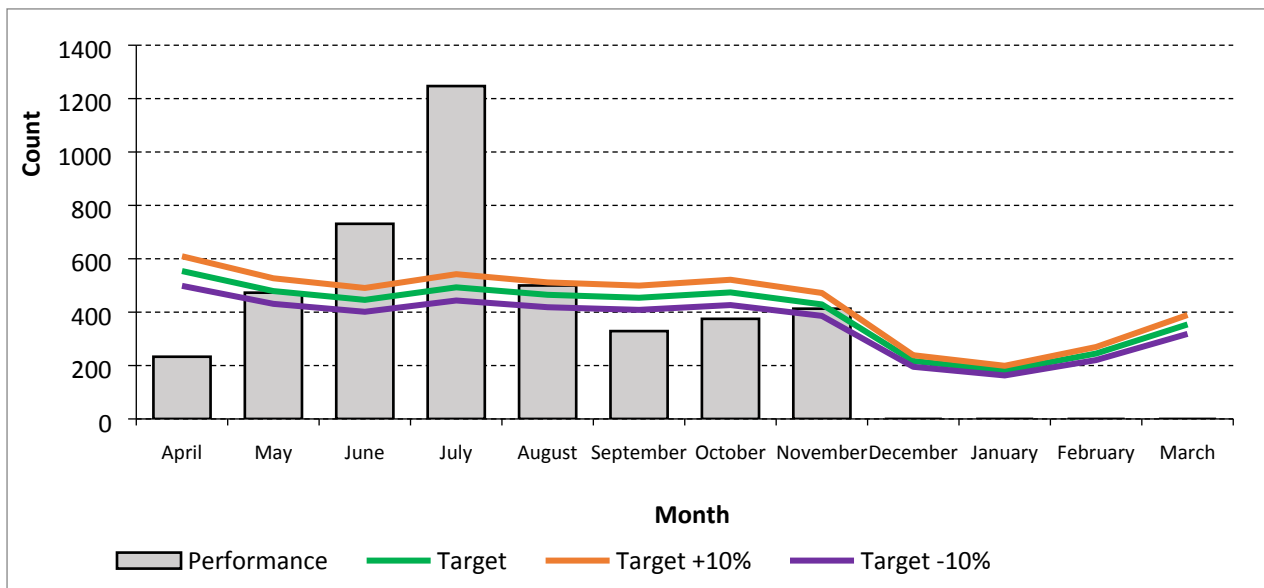
## TC04 Total number of secondary fires attended

Service Plan Target  
Apr-Nov 2018/19

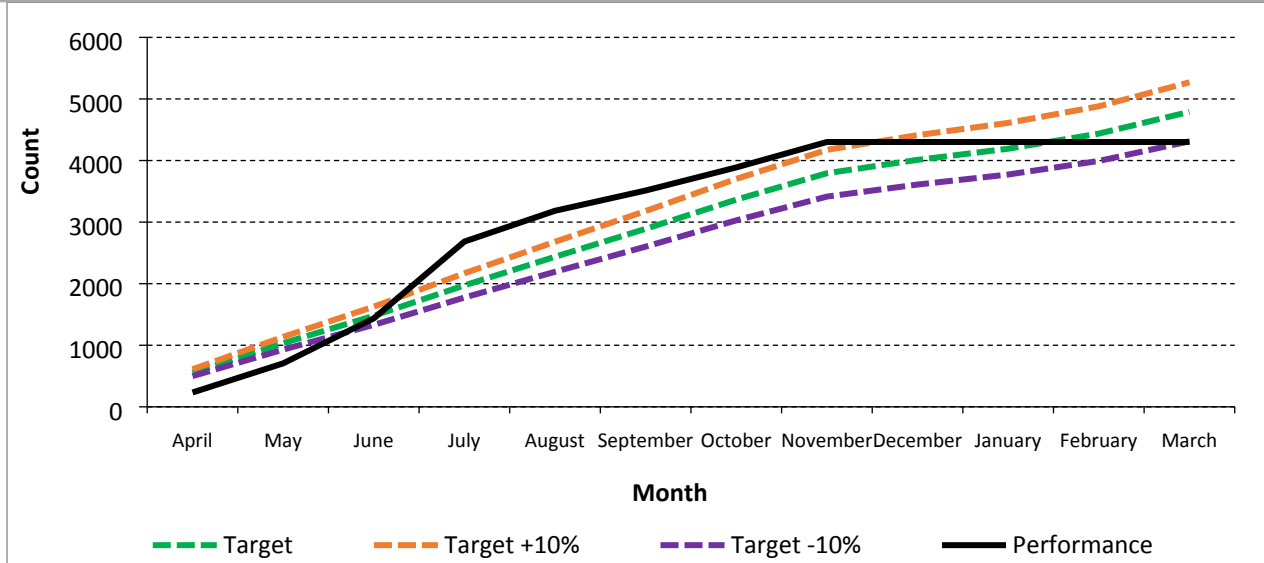
3794

Progress to Date

4301



## Cumulative Performance



**TC04 Total number of secondary fires attended**

**AC13 Number of deliberate ASB fires attended**

**TC04**

There were 4301 secondary fires during this reporting period. This is 330 more fires than in these months in 2017. Since the very high numbers attended in June (733) and July (1020) incident numbers have returned to achieving monthly targets. During November (409) there were 48 fewer incidents than in Nov 2017 (457).

**AC13**

Deliberate anti-social behaviour small fires (3414) also increased during the Summer. However incidents attended have returned to achieving targets with 67 less incidents in November (355) than in Nov 17 (422). Cumulative performance (3414) is now within 10% of target (3389).

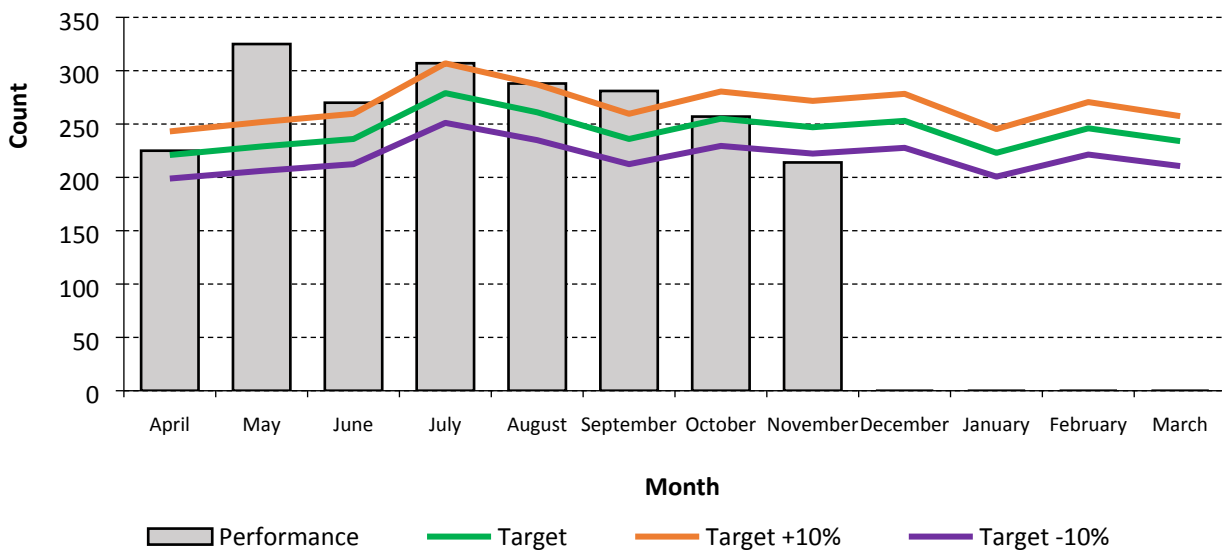
## TC05 Total number of special services attended

Service Plan Target  
Apr-Nov 2018/19

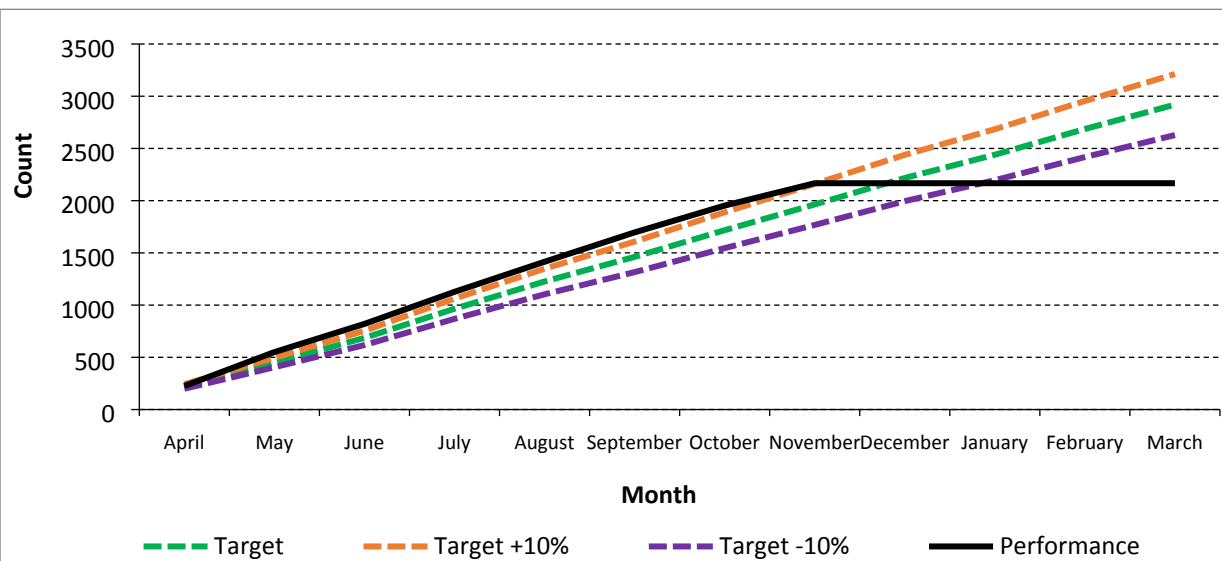
1964

Progress to Date

2167



## Cumulative Performance



TC05 Total number of Special Services attended

RC11 Number of Road Traffic Collisions (RTC's)

TC05

The number of special service calls attended, aside from a peak in May when there were 325 incidents, have remained fairly consistent through the year to date. The main types of incident attended are effecting entry, ring removal, assisting other agencies and lift rescues. Cumulatively there have been 2167 incidents this year compared to 2088 for this period in 2017. Work continues to separate the types of incident that MFRS can influence and those that it cannot (or even those that are desirable to attend). In the future this will enable more accurate reporting of MFRS performance.



**RC11**

The number of RTC's attended between April and Nov has increased from 386 in 2017 to 412 in 2018. This was 42 incidents over the cumulative target. There was a peak in incidents in May (70) and November (71) which is considerably more than other months when numbers have been around 50. In line with the increase in incidents there have been 23 more injuries in RTC's. Also, there have sadly been 3 fatalities to date, this is fewer than at Nov 2017 (6).

At present 2 different data sets are being used to assess the impact of RTC's while we explore the best way to use the different data sets. MFRS data reported above, and Merseyside Police data which refers to Killed and Seriously Injured statistics (KSI) which refers to 15-25 year olds. KSI data shows a decrease in incidents form 132 in 2016/17, 115 in 2017/18 and to date 45 in 18/19.

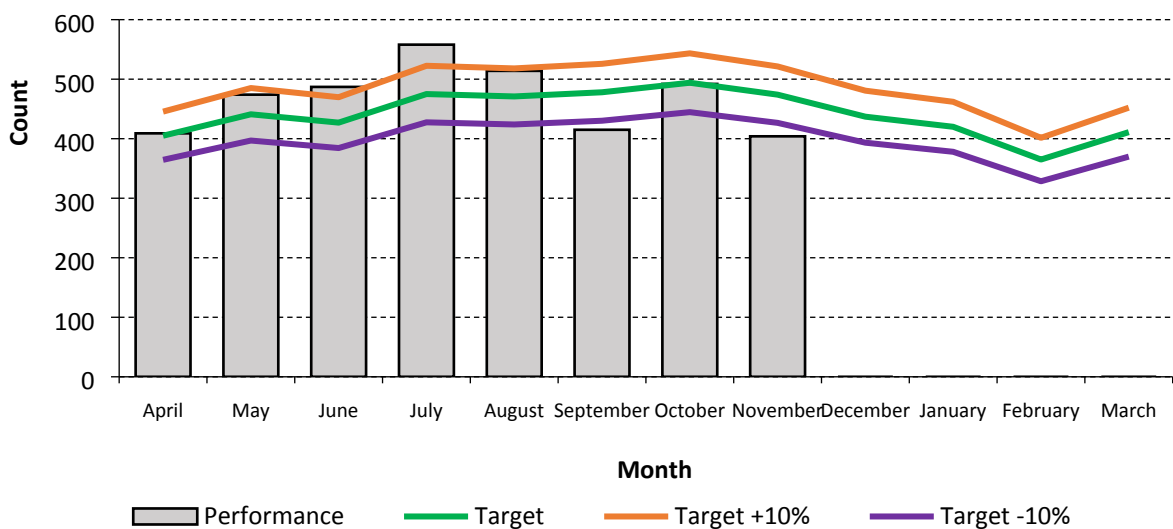
**TC06 Total number of false alarms attended**

Service Plan Target  
Apr-Nov 2018/19

**3665**

Progress to Date

**3753**



**TC06 Total number of false alarms attended**

**TC06**

The number of false alarms attended (3753) is within 10% of target (3665). The number of incidents attended remains fairly consistent month on month. Repeat attendances continue to be predominantly sheltered self-contained accommodation. Community Risk Management teams work closely with these premises to reduce false alarm calls.

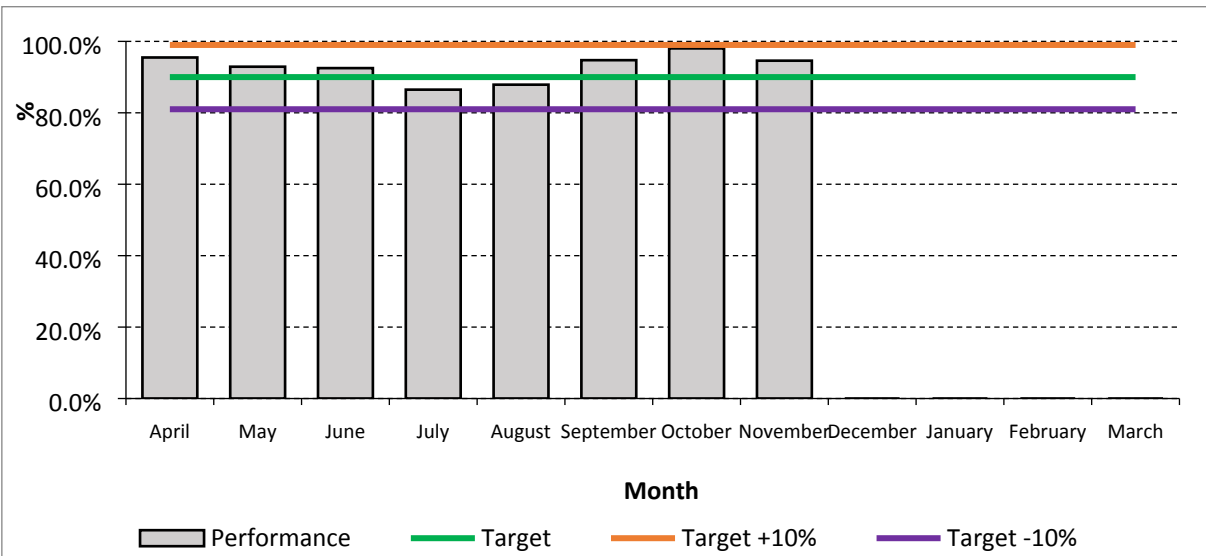
## TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target

90%

Progress to Date

92.79%



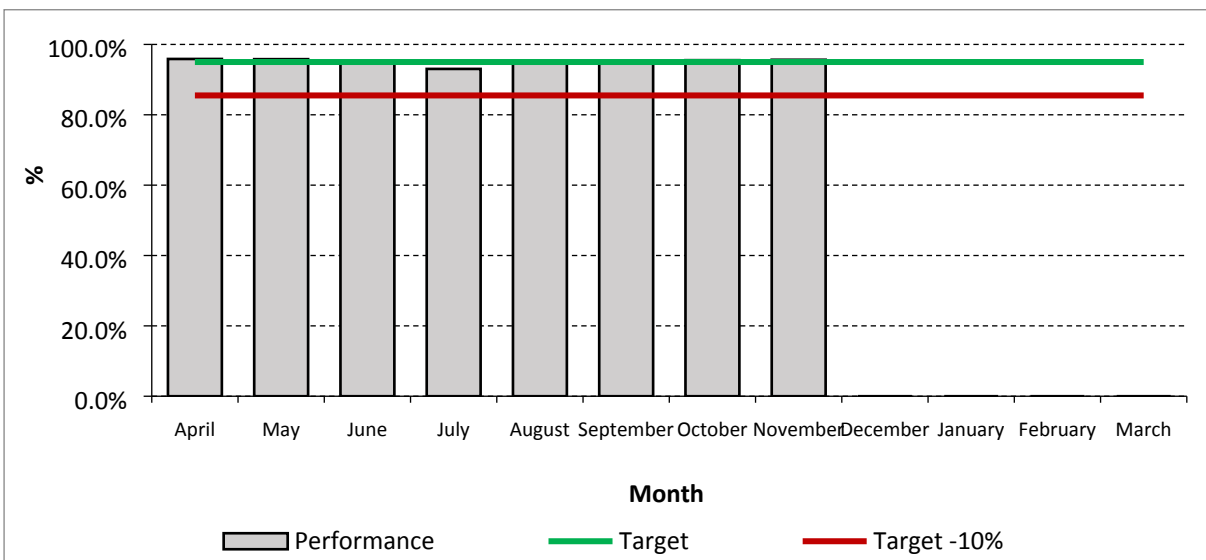
## DR23 Alert to mobile in under 1.9 minutes

Service Plan Target

95%

Progress to Date

95%



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

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

**TR08**

Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 92.79% of occasions, achieving the target of 90%. In October crew achieved the attendance standard on 98% of occasions.

**DR23**

Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95% of incidents exactly on target.

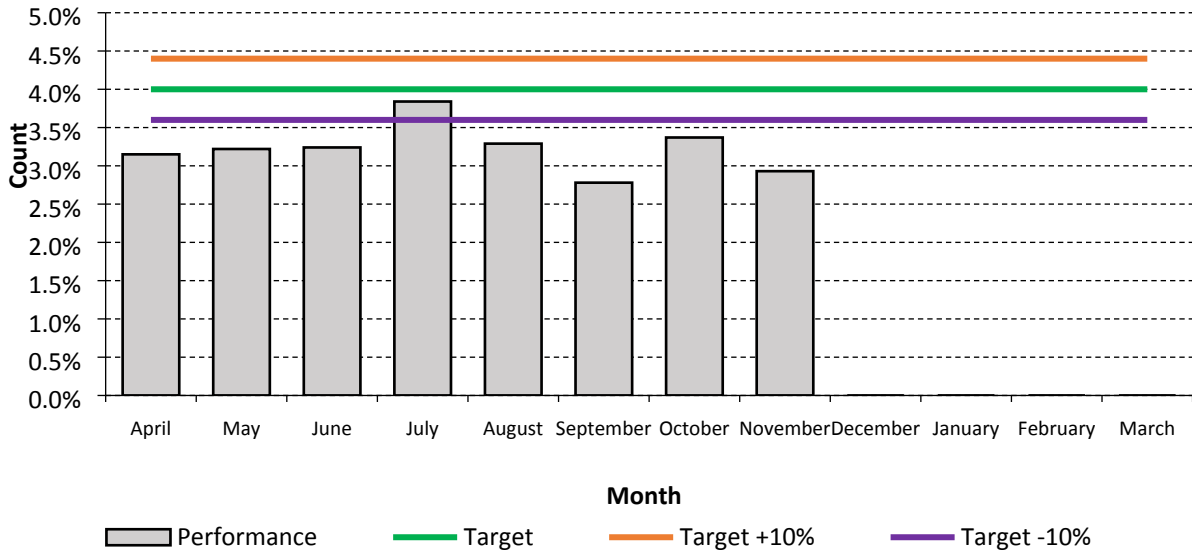
## TD09 The % of available shifts lost to sickness absence, all personnel

Service Plan Target  
Apr-Nov 2018/19

4%

Progress to Date

2.93%



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

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

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

**TD09**

Overall sickness among all staff at 2.93% shifts lost to sickness absence is below the 4% target. In November 2017 performance was 4.41%.

**WD11  
WD12**

Uniformed staff absence during April – Nov was 3.47% of shifts lost to sickness absence. This was better performance than 2017/18 when it was 4.95%.

Non uniformed staff absence was 2.17% compared to 3.56% in 2017

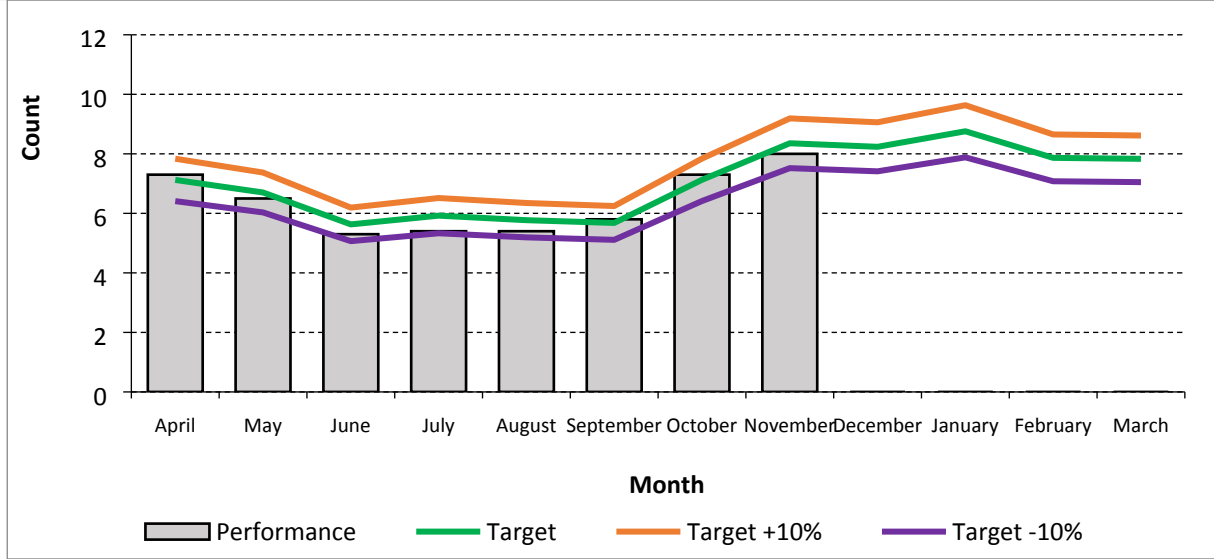
## TE10 Total carbon output of all buildings

Service Plan Target  
Apr-Nov 2018/19

52.3

Progress to Date

51



### TE10 Total carbon output of all buildings

TE10

Carbon output at 51 from all buildings is consistent with this period in 2017 when it was 50.7. This measurement is CO2 per metre per building.

<b>MERSEYSIDE FIRE &amp; RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>COMMUNITY SAFETY AND PROTECTION COMMITTEE</b>		
<b>DATE:</b>	<b>5<sup>TH</sup> FEBRUARY 2019</b>	<b>REPORT NO:</b>	<b>CFO/008/19</b>
<b>PRESENTING OFFICER</b>	<b>ASSISTANT CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>AM KEEN</b>	<b>REPORT AUTHOR:</b>	<b>SM JOE CUNLIFFE</b>
<b>OFFICERS CONSULTED:</b>	<b>GM RYDER, SM KAY, SM DANIELS, SM HARLAND, SM MULLEN</b>		
<b>TITLE OF REPORT:</b>	<b>ARSON REDUCTION STRATEGY PROGRESS REPORT</b>		

<b>APPENDICES:</b>	<b>APPENDIX A:</b>	<b>Serious and Organised Crime Strategy</b>
	<b>APPENDIX B:</b>	<b>Convictions for arson 2017/18</b>

## **Purpose of Report**

1. To inform Members of the outcomes of the Arson Reduction Strategy, following significant progress on arson convictions.

## **Recommendation**

2. That Members note;
  - 2.1. The effectiveness of fire scene investigations when working in partnership with Merseyside Police in securing arson convictions;
  - 2.2. The efficiencies gained by the public purse due to our partnership working in Arson reduction and the quality of evidence presented in the Authority's fire scene investigation reports;
  - 2.3. The effectiveness of the Arson Reduction Strategy in increasing the safety of communities in Merseyside by preventing deliberate fire setting.

## **Introduction and Background**

3. Merseyside Fire and Rescue Service's (MFRS) Incident Investigation Team (IIT) conduct fire scene investigation to determine cause and origin of fire incidents. Where IIT officers find evidence of deliberate fire setting (arson), a Police investigation then ensues.
4. Merseyside Police have come to place great reliance on the reports produced by IIT officers on the origin and cause of fire. This is due to how influential they have shown to be in achieving:
  - 4.1. Swift case progression through the criminal justice system and into a Court.

- 4.2. Early admissions of guilt by defendants.
5. These results are achieved due to the high level of credibility of the MFRS IIT Officers which has been achieved through their professional approach and the robust reports produced. This level of credibility has been achieved by the Authority's continued investment in the learning and development of its IIT officers' knowledge, skills, qualifications and experience.
6. Early guilty pleas arising directly from the quality of evidence captured in fire scene investigation reports has proven to significantly unburden Courts, Crown Prosecution Service legal teams and defence legal teams which has achieved considerable cost savings to the public purse.
7. The successful prosecution of offenders involved in deliberate fire setting has had a positive impact on communities by significantly reducing the threat, harm and risk of arson.

### **Partnerships and information sharing**

8. MFRS works in partnership with Merseyside Police, Local Authority Community Safety Teams, Local Authority Youth Offending Teams, The Probation Service, Housing Associations and others to implement the Arson Reduction Strategy. A partnership approach has been adopted to both reduce arson and assist partners in reducing other offending.
9. IIT officers sit on Community Safety Partnership Executive boards across the Mersey region and on Disarm Partnership and Multi Agency Response to Threat Harm and Risk (MARTHUR) groups. This allows information and intelligence to be shared amongst partners regarding arson hotspot areas and perpetrators.
10. IIT officers and MFRS Arson Team work closely with Merseyside Police, Local Authority Community Safety Teams and other partners to reduce arson and the effects it has on communities, activities include:
  - 10.1. Target hardening pre and post deliberate fire incidents;
  - 10.2. Merseyside Police making live referrals to MFRA Arson teams via the Potential Arson Threat Scheme
  - 10.3. Merseyside Police operational interventions including Operation Banger which aims to reduce the impact of deliberate fire setting and misuse of fireworks leading up to and during the bonfire period and Operation Milna which targets the reduction of threat, harm and risk from arson and deliberate fire setting
  - 10.4. Internal referrals to MFRA Protection Officers when breaches of fire safety legislation are identified.
11. The recent success of Operation Milna demonstrates the effectiveness of partnership working; for example - between June 2017 and May 2018, over 100 bin fires were attended in the Wavertree area. The joint Operation with Merseyside Police saw increased police patrols in the area to apprehend the perpetrator whilst

MFRA officers provided assurance visits in the risk area. As a result the perpetrator was identified and charged with a number of acts of arson. The perpetrator was sentenced to a 15 year custodial sentence in November 2018.

12. The socio-economic effects of arson cannot be underestimated and the effects it has on a community. Arson involving businesses costs an average of £1.7 billion per year nationally in the UK (Source: *The Economic Cost of fire: estimates for 2008-Fire research report 3/2011* published by DCLG) and can result in businesses never recovering; the effects can be loss of jobs, empty buildings, and a lack of investment and new growth within an area.

### **Incident Investigation Team**

13. IIT officers attended a total of 513 fire related incidents between the 1<sup>st</sup> April 2017 and 31<sup>st</sup> March 2018. Since the 1<sup>st</sup> April 2018 to the 31<sup>st</sup> August 2018 IIT officers have attended a further 190 fire related incidents.

14. In addition to the investigation of fires IIT carry out testing to determine the cause of the fire which alongside assisting with prosecutions can also serve to influence industry in cases of accidental ignition. This is achieved by sharing the results of investigations and encouraging industries to make changes to identified components or procedures to reduce the number of accidental fires in their products. Examples of this are:

- The RAF1 scheme were findings of investigations involving white goods are correlated and subsequently shared with manufacturers on a monthly basis
- Heightening awareness with NHS, Care Providers and manufacturers as to the use of paraffin based emollients following several fire deaths where it is believed that emollients acted as an accelerant

15. IIT also monitors trends in deliberate fire setting and communicates this information to local fire stations helping them to identify “hotspot” areas and advises on local action that can be taken to reduce incidents of fire settings. Recent initiatives include:

- The formal investigation of car fires in priority wards
- Operation Milna
- Implementation of Community Risk Management routes which direct fire appliances and other MFRA teams to areas with an identified threat or risk of arson.

## Fire Scene Investigation

16. IIT officers adopt a methodology known as the “Systematic Approach” to fire scene investigation. The “Systematic Approach” provides an analytical process that has a high level of credibility. It has robust evidential value on determining the origin and cause of fire and also identifies why other sources of potential ignition were not the cause of a fire.
17. An IIT report provides evidence to the police and assists to build a case file, supporting the Merseyside police investigation to determine the perpetrator.

## Expert Witness

18. IIT officers receive a significant amount of training and personal development through formal training courses and certification and through attendance at relevant seminars and conferences. IIT officers hold the following qualifications:
  - Level 3 Certificate in Fire Investigation
  - Level 5 Certificate in Advanced Fire Investigation
  - BTEC Level 7 Advanced Professional Award in Expert Witness Evidence

The qualifications are in line with the recently implemented National Fire Chiefs Council *Code of Practice for Fire Investigation* (developed in line with the Institute of Fire Engineers and the UK Association of Fire Investigators).

19. Due to the qualifications, skills and experience of IIT officers they are generally classed as an “Expert Witness” in a Court. It is for the Judge in each case to decide who is classed as an expert witness in a Court Room.

It is common for defence teams to employ their own expert witnesses to provide reports which may contradict IIT findings and offer an alternative opinion into the origin and cause of fire. A defence expert report costs an average of £310 with preparation fees of £90 per hour being charged in addition to the final cost of the report.

Merseyside Fire and Rescue Service do not charge Merseyside Police for providing reports.

20. In the year 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018, 20 cases of arson were investigated by IIT officers that resulted in a Court case (appendix B) two went to trial which resulted in defendants being found guilty, three pleaded guilty either on the day of the trial or changed their plea after the trial had started, 15 submitted early guilty pleas.



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## Equality and Diversity Implications

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21. There is an established geographical correlation between the incidence of arson attacks and multiple indices of deprivation. By targeting these identified areas, MFRA improve outcomes for people who suffer from socio-economic deprivation and can assist Merseyside police in targeting criminal activity.
22. Arson is frequently used to target victims of hate crime, which frequently include individuals with protected characteristics. Therefore, arson convictions have a significant positive impact in securing the safety of members of our community with protected characteristics.

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## Staff Implications

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23. IIT officers are being trained to the level of competence that is required to meet the *Code of Practice for Fire Scene Investigators* and to meet the standards set out by the Forensic Science Regulator in the *ISO/IEC 17020*.
24. Reduction of arson incidents enhances the safety of fire crews through reducing the number of fire incidents across Merseyside.

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## Legal Implications

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25. Fire and Rescue Services Act 2004. Section 45.
26. Gaining accreditation to the ISO/IEC 17020 standard by 2020. It is not currently clear what will happen if organisations do not obtain this accreditation, but it is possible that they will no longer be able to carry out fire investigation work within the criminal justice system.

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## Financial Implications & Value for Money

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27. As stated in section 12 deliberate set fires cost the UK an average of £1.7 billion annually. Allowing for an average inflation rate of 2.7% this equates to £2.1 billion in 2018.
28. *The Economic Cost of fire: estimates for 2008-Fire research report 3/2011* report, estimates that the cost of a fatality in a deliberately set fire is in the region of £1.65 million which includes emergency services response to the incident, subsequent investigations by Police and fire service, Coroners court costs, criminal court costs, property damage repairs, victim costs and cost to the prison service.

### Court Costs

29. The following costs are sourced from:
  - <https://www.cps.gov.uk/legal-guidance/costs>

- [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/696617/crown-court-fee-guidance.-post-1-apr-2018.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696617/crown-court-fee-guidance.-post-1-apr-2018.pdf)
  - [https://www.cps.gov.uk/sites/default/files/documents/legal\\_guidance/annex-2-guilty-plea-fees-scheme-c.pdf](https://www.cps.gov.uk/sites/default/files/documents/legal_guidance/annex-2-guilty-plea-fees-scheme-c.pdf)
  - [https://www.cps.gov.uk/sites/default/files/documents/legal\\_guidance/annex-3-effective-trials-cracked-trial-fees-scheme-c.pdf](https://www.cps.gov.uk/sites/default/files/documents/legal_guidance/annex-3-effective-trials-cracked-trial-fees-scheme-c.pdf)
30. Excluding prosecution and defence preparation costs, the average cost of a Crown Court hearing per day is £1548, comprising of £987 judicial costs and £616 staff costs.
31. Fees that the CPS may charge for prosecutions are governed by the *Crown Court Fee Guidance* document, supporting this document is the *Graduated Fee Scheme* which sets out the scale of charges that lawyers, barristers and experts may charge. The fees are also applicable to defence teams working within the Legal Aid Scheme.
32. The prosecution cost are as follows:
- 32.1. Committal to Trial (plea) Hearing is an average of £1500.
  - 32.2. A trial is an average of £3500.
  - 32.3. An early guilty plea is £670.
  - 32.4. A guilty plea on the day of a trial or when a trial has started is £950.
  - 32.5. A committal for sentencing costs an average of £425.
33. The total cost are:
- 33.1. A case going to trial and committal is £8521.
  - 33.2. An early guilty plea is £4143.
  - 33.3. A guilty plea on the day of trial or when a trial has started is £5971.
34. The saving in prosecution costs are:
- 34.1. Following an early guilty plea is £4378.
  - 34.2. Following a guilty plea on the day of a trial or when a trial has started is £2550.
35. Based on the figures provided, of the 18 cases where early guilty pleas were submitted, pleas were changed on the day of the trial or when the trial started it is estimated that a total of **£83,904** has been saved in prosecution costs by the Crown Prosecution Service and the Courts as opposed to the cost of each case going to trial.
36. Those savings are further increased if the cases that were defended using the Legal Aid scheme defence teams are taken into account.

37. The successful conviction of offenders reduces the number of fire calls thereby ensuring appliance available for fast attendance to life risk incidents.

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

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38. The MFRA activities under the Arson reduction strategy substantially reduce risks from arson that would otherwise endanger the lives, property and environment in Merseyside and the safety of fire crews.

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

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39. The effectiveness of the Arson Reduction Strategy increases the safety of the community of Merseyside through the reduction of fire risk and the freeing up of MFRA response resources to deploy to emergency incidents across the county.

40. The positive impact of arson convictions significantly increases efficiencies to the public purse with the reduction in fire loss strengthening the local economy.

41. The reduction of arson incidents directly increases the safety of firefighters by reducing the number of incidents where fire crews are exposed to risks.

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### **BACKGROUND PAPERS**

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NONE

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### **GLOSSARY OF TERMS**

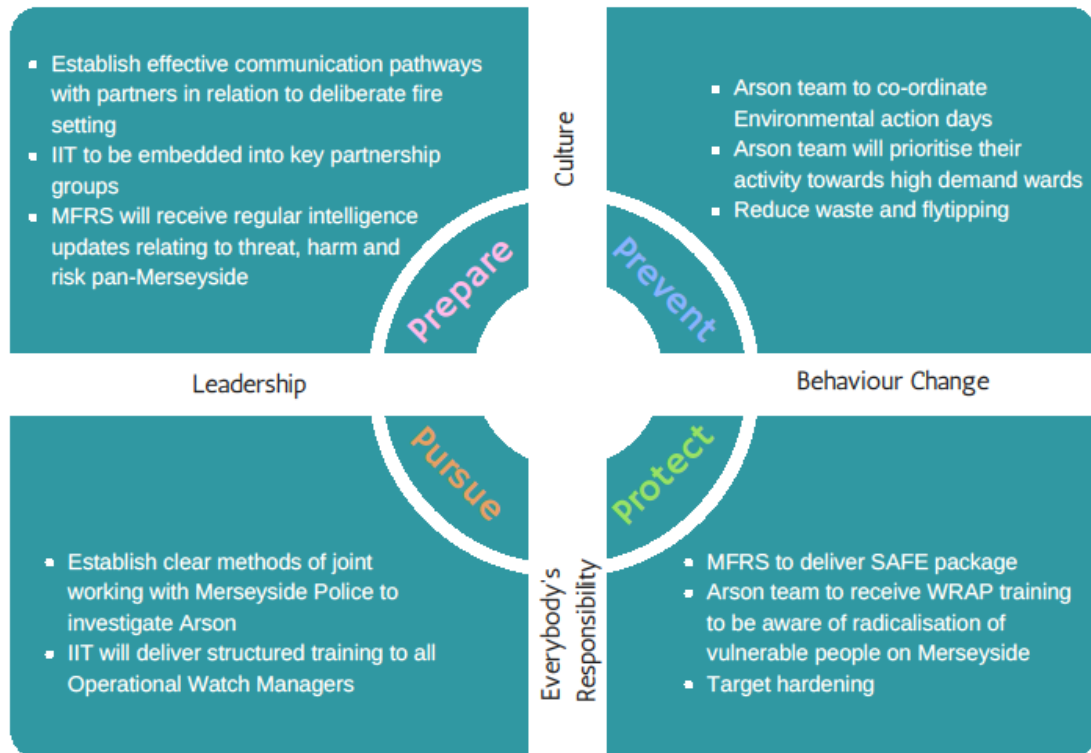
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<b>MFRA</b>	<b>Merseyside Fire and Rescue Authority</b>
<b>MFRS</b>	<b>Merseyside Fire and Rescue Service</b>
<b>NCA</b>	<b>National Crime Agency</b>
<b>IIT</b>	<b>Incident Investigation Team</b>
<b>ISO</b>	<b>International Standards Organisation</b>
<b>IEC</b>	<b>International Electrotechnical Commission</b>

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## Appendix A

### The strategic priorities of the Governments Serious and Organised Crime Strategy and how it links to MFRS Arson Reduction Strategy



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## Appendix B - Convictions for arson 2017/18

Date	Address	Offender	Outcome	How	Sentence
17/04/2017	41 CASSINO ROAD , WIRRAL	Lisa Douglas	Guilty	pleaded guilty	2 years plus rehab course
15/06/2017	McKEEVER MURDER EVERTON	Grimes, Colcozy, Kelly, Owen	Guilty	Following trial	27y, 22y, 22y and 6y
04//08/201 7	10 HERRICK STREET	Gareth Middleton	Guilty	pleaded guilty	2 years 4 months
13/09/2017	28 WINCHESTER AVENUE	Neil Cotterall	Guilty	pleaded guilty	22 months
04/03/2017	4 REDGATE	Jane Norton	Guilty	pleaded guilty	Restraining Order UFN
13/02/2017	MCDONALDS EAST LANCS	Youth Offender	Guilty	pleaded guilty at trial	6month ABC, £500 fine
20/12/2017	WHITEFIELD WAY	Hugh McGavin	Guilty	pleaded guilty	20 months
31/12/2017	CLARE HOUSE CHARITY SHOP,BEBINGTON	Lee Flaherty	Guilty	Pleaded guilty	7 years
25/03/2017	79 BERSEFORD ROAD, TOXTETH	Tina Knight	Guilty	Pleaded guilty	3 years 9 months
16/05/2017	WREN HOUSE, BOOTLE	Lois Meyler	Guilty	Pleaded guilty	3 months (suspended 2 years)
16/05/2017	WREN HOUSE, BOOTLE	Gemma Shewell	Guilty	Pleaded guilty	3 months (suspended 2 years)
15/07/2017	65 MARTON ROAD, HUYTON	Kayleigh Hughes	Guilty	Pleaded guilty	3 months (suspended 2 years)
18/07/2017	18 MOUNT AVE,HIGHER BEBINGTON	Stephen Hughes	Guilty	Pleaded guilty	4 years
07/08/2017	9 AVIARY COURT, ORRELL PARK	Barry Wilson	Guilty	pleaded guilty	20 months
02/09/2017	14 RYDAL STREET,ANFIELD	Laurie Ursell	Guilty	pleaded guilty	2 years (suspended)
08/09/2017	2 HAMILTON SQUARE,BIRKENHEAD	Kieren Brady	Guilty	Changed plea during trial	4 years 9 months
08/09/2017	DEAN ROAD, WATERLOO	Mathew Mercer	Guilty	Pleaded guilty	Awaiting sentence
01/10/2017	YMCA, LEEDS ST,LIVERPOOL	Peter Whelan	Gullyty	Following trial (Newton Hearing)	3 years 2 months
19/02/2018	186 MILL STREET,ST HELENS	Lesley Whittaker	Guilty	Pleaded guilty	2 years 4 months
07/03/2018	47 ROSESIDE DRIVE,NETHERLEY	Darryl Messenger	Guilty	pleaded guilty	2 years (suspended)

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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