



**To: All Members of the Policy and Resources 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](http://www.merseyfire.gov.uk) or on the Authority's website:

<http://www.merseyfire.gov.uk> - About Us > Fire Authority.

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

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref:

Our ref HP/NP

Date: 11 December 2019

Dear Sir/Madam,

You are invited to attend a meeting of the **POLICY AND RESOURCES COMMITTEE** to be held at **1.00 pm** on **THURSDAY, 19TH DECEMBER, 2019** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'K. Kellaway' followed by 'PP.' in a cursive style.

Clerk to the Authority

Encl.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

19 DECEMBER 2019

AGENDA

Members

James Roberts (Chair)
Steff O'Keeffe
Barrington
Coleman
Lisa Preston
Lesley Rennie
Jean Stapleton
Andrew Makinson
Les Byrom

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 12, Appendix A “Occupational Health Medical Services Contract” 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 7 - 12)

The Minutes of the previous meeting of the Policy and Resources Committee, held on 25th July 2019, are submitted for approval as a correct record and for signature by the Chair.

3. Part 2 EXEMPT minutes (Pages 13 - 16)

The Exempt Minutes of the previous meeting of the Policy and Resources

Committee, held on 25th July 2019, are submitted for approval as a correct record and for signature by the Chair.

4. **Audit Findings Report 2018/19** (Pages 17 - 50)

To consider the Annual Audit Letter produced by the Authority's External Auditors – Grant Thornton, concerning the key findings arising from the work carried out at Merseyside Fire & Rescue Authority for the year ended 31st March 2019.

This report will be presented by a representative of the Authority's External Auditors – Grant Thornton.

5. **STATEMENT OF ACCOUNTS 2018/19 - APPROVAL of AUDITED STATEMENTS** (Pages 51 - 184)

To consider Report CFO/061/19 of the Treasurer, concerning the audited 2018/19 Statement of Accounts and letter of representation.

6. **FINANCIAL REVIEW 2019/20 - APRIL TO SEPTEMBER** (Pages 185 - 214)

To consider Report CFO/056/19 of the Treasurer, concerning a review of the financial position, revenue and capital, for the Authority for 2019/20. The Authority receives regular comprehensive financial reviews during the year, which provide a full health check on the Authority's finances. This report covers the period April to September 2019.

7. **treasury management interim report 2019/20** (Pages 215 - 224)

To consider Report CFO/057/19 of the Treasurer, concerning the requirements of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Codes requires the Authority to review its Treasury Management activities during the year to ensure they are consistent with its approved Prudential Indicators. This report meets that requirement and outlines the Treasury Management activities and performance for the first half of the financial year 2019/20.

8. **POST BONFIRE STRATEGY 2019** (Pages 225 - 270)

To consider report CFO/063/19 informing the Authority of the outcomes and success of Bonfire period 2019 and the ongoing challenge of deliberate secondary fires.

Appendix A will be presented by Group Manager Ben Ryder at the

start of this report.

9. STATEMENT OF ASSURANCE 2019-20 (Pages 271 - 316)

To consider Report CFO/058/19 of the Chief Fire Officer, concerning the Authority's Statement of Assurance 2018/19, for publication on the Authority's website.

10. CORPORATE RISK REGISTER 2019-20 APR-SEPT UPDATE (Pages 317 - 370)

To consider Report CFO/059/19 of the Chief Fire Officer, concerning the current risks within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period April to September 2019.

11. Updated Service Delivery Plan 2019/20 (Pages 371 - 524)

To consider Report CFO/060/19 of the Chief Fire Officer, concerning the Service Delivery Plan for 2019/20, which has been updated to include actions resulting from the inspection of Merseyside Fire & Rescue Service by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), the Integrated Risk Management Plan (IRMP) Supplement 2019/20; and updated outturn performance figures.

12. Occupational Health Medical Services Contract (Pages 525 - 530)

To consider Report CFO/062/19 of the Chief Fire Officer, concerning the outcome of the Tender Process for the new Occupational Health Medical Services Contract; and to approve the award of the contract following conclusion of this process, to Healthcare Limited.

Appendix A to this report contains EXEMPT information by virtue of Paragraph 3, of part 1 of Schedule 12A of the Local Government Act 1972.

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

25 JULY 2019

MINUTES

Present: **Cllr James Roberts (Chair)** Councillors Steff O'Keeffe, Barrington, Lisa Preston, Andrew Makinson, Les Byrom, Linda Maloney and Spurrell

Also Present:

Apologies of absence were received from: Cllr Coleman, Cllr Lesley Rennie and Cllr Jean Stapleton

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 requiring the exclusion of the press and public.

Members Resolved that:

- a) no declarations of interest were made by individual Members in relation to any item of business on the Agenda
- b) no additional items of business to be considered as matters of urgency were determined by the Chair; and
- c) no items of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting

The Minutes of the previous meeting of the Policy and Resources Committee, held on 28th March 2019, were approved as a correct record and signed accordingly by the Chair.

3. THE ANNUAL GOVERNANCE STATEMENT 2018/2019

Members considered Report CFO/043/19 of the Director of Finance, concerning the Authority's revised 2018/19 Annual Governance Statement following comments received from external audit (Grant Thornton). This statement fulfils the Authority's statutory requirement to prepare a statement of internal control in accordance with proper practice, and in doing so presents an annual review of the effectiveness of the current arrangements.

Members were informed that the Authority is required to prepare an annual statement reviewing the Authority's governance and systems of internal control arrangements that were in operation during the year; and that the Annual Governance Statement meets that requirement.

Members were advised that the Authority's Audit Committee approved the 2018/19 Annual Governance Statement on 6th June 2019, which is attached at Appendix A. However, the Authority's external auditor – Grant Thornton, have requested the inclusion of a couple of paragraphs to confirm the view of those signing off the Statement, that:

- The Governance and Internal Control arrangements were fit for purpose and provided acceptable overall assurance; and
- The arrangements have been operating throughout 2018/19 and had provided an effective framework for identifying and dealing with any governance issues in the year.

Members were informed that the revised Annual Governance Statement is attached at Appendix B, which now includes the required statements requested by Grant Thornton.

Members Resolved that:

The revised 2018/2019 Annual Governance Statement, be approved.

4. REVENUE & CAPITAL OUTTURN 2018/19

Members considered Report CFO/037/19 of the Director of Finance, concerning the Authority's year-end financial position for 2018/19.

Members were informed that this report provides a summary of the outturn position in relation to the approved 2018/19 Revenue and Capital budget.

Members were provided with an overview of the report, which highlighted some background information on the 2018/19 budget plan and budget updates, approved throughout the year.

It was highlighted to Members that the revenue outturn position was a £0.826m net underspend, which as per the strategy approved at the 2019/20 Budget Authority meeting, will be utilised to fund an increase in debt payments, the minimum revenue provision, in order to free-up future years budget to increase spend on frontline services. Therefore, Members were informed that after increasing the minimum revenue provision by £0.826m, the overall revenue outturn position is consistent with the approved budget.

Members were advised that the report also provides an explanation on the major revenue variances for 2018/19, with a detailed analysis of the revenue outturn position provided at Appendix A.

Members were also informed that the report summarises the opening and closing position on earmarked reserves; and it was highlighted that the total committed earmarked reserves, have reduced by £2.651m, or 10%, in the year, with the general revenue reserve remaining unchanged at £2m.

The capital outturn position was also outlined to Members. They were informed that £3.838m of planned spend for 2018/19, has now been re-phased into 2019/20, with an explanation for the re-phasing provided within the report.

Questions were raised by Members, regarding the purpose of the Bellwin reserve; and the PFI reserve.

With regards to the Bellwin reserve, Members were informed that this is an amount which is set aside to support a major incident, such as large scale flooding, with any additional financial support, being provided by the Government.

In terms of the PFI reserve, Members were advised that the PFI Scheme runs up to 2038, but that the grant was paid upfront at the start of the scheme. Therefore, there will be an affordability gap for every year of the scheme, with the greatest gap being towards the end of the scheme. As such, the PFI reserve was created as a “smoothing reserve”, with funds being drawn down from the reserve each year, to fund the affordability gap.

Members Resolved that:

- a) the actual financial performance against the approved budget, after taking into account year-end reserve adjustments was a net revenue underspend of £0.826m, be noted.
- b) this underspend, be noted as having been used to increase the actual 2018/19 minimum revenue provision (debt repayment) as per our plans with the aim of freeing up future debt servicing budget to allow

reinvestment back into front line services, (this strategy was approved at the 2019/20 Budget Authority meeting).

5. statement of accounts 2018/19 - authorisation for issue

Members considered Report CFO/043/19 of the Director of Finance, concerning the audited 2018/19 Statement of Accounts.

Members were informed that the Authority is required to prepare a set of financial statements in a format that is set out under the relevant Accounting Codes and Standards. They were advised that the Statement of Accounts attached to the report as Appendix A, presents the required Authority core financial statements for 2018/19, having regard to the various codes and regulations.

Members were advised that the Authority has a statutory duty to approve and sign-off for publication, the Statement of Accounts for the previous year, before the 31st July of the following year. They were informed that this report, presents the 2018/19 Statement of Accounts for Members consideration and requests that Members approve the statement and sign it off for publication.

Members were also informed that they would normally receive a report from the Authority's Auditor – Grant Thornton, outlining their findings from their audit work on the financial statements and value for money review, however Grant Thornton feel that a full property valuation must be carried out to confirm the figures in the financial statements, before they can finalise their opinion.

Members were advised that after speaking to colleagues in other fire and rescue authorities and local authorities, it would appear that a number are facing similar challenges from their auditors this year, as auditors have sought greater assurance around figures within the financial statements.

Members were advised that any amendment to property values as a result of the valuation exercise, will have no impact on the outturn to budget position reported in the previous report.

Some background information to the four core financial statements; and a summary of the 2018/19 key movements and significant changes to the previous year's figures, were also highlighted to Members.

Members were advised that the Codes and Regulations require a number of notional accounting entries and adjustments that are significant in value, to be included in the Statement of Accounts, such as a depreciation charge. As they are notional in nature, they do not form part of the costs that must be funded by the Authority's approved general fund budget. It was highlighted to Members that the 2018/19 neutral general fund outturn position, reported in the previous outturn report, becomes a £79.6m adverse variance under the Statement of Accounts code and regulations.

It was clarified to Members that the report is requesting that they note the draft Letter of Representation, attached to the report as Appendix B, which simply states that the Director of Finance and the Chair of the Committee, are not aware of anything that would alter the information contained in the Statement of Accounts. Once Grant Thornton have completed their audit and issued an opinion, their audit review report, a final statement of accounts; and a Letter of Representation, will come back to Members for sign-off.

Questions were raised by Members around the concerns of the auditors in relation to the property valuation; and why they were not satisfied with the professional opinion of the current valuers.

Members were advised that the auditors issue was around timescales not the valuers; and the only way that the auditors would be assured, was for a full property valuation to be undertaken. Members were informed that a tender process will therefore be undertaken for this work, which will stipulate that following the initial valuations, the appointed valuer will conduct a review of at least 20% of the property portfolio each year, over a 4 year period; and provide detailed evidence regarding the valuations. They were informed that due to issues within the private sector, the auditors are now seeking greater assurance from public authorities regarding this matter, despite those issues not being applicable to the public sector. Members were informed that Officer's main concern around this, is that taxpayer's money will have to be used to pay for the additional valuations required by the auditors. Members were informed that a number of other FRA's and local authorities are experiencing the same issues.

Members were advised that another matter causing the auditors concern, is around the McCloud pension's case; and significant resources have been required to ensure they are provided with sufficient information to assure them.

Members requested that when the report comes back to Members for final sign-off, confirmation is provided as to whether the auditors are satisfied with the proposal to carry out a 20% rolling re-valuation over the next four years, up to 2022/23, in order to satisfy the auditor about any movement in property valuations; a full re-valuation will be carried out in 2023/24.. Officers advised that when the report comes back to Members, the auditors will be in attendance to present the report; and Officers will ensure that those matters are addressed by the auditors.

Further questions were raised by Members with regards to the fact that some of the larger local authorities have their own internal valuers; and whether an agreement could therefore be put in place within the City Region regarding the sharing of resources.

Members were informed that some discussions had commenced around this; and the potential to buy-in this resource in the future, would be explored.

Members Resolved that:

- a. The unaudited Statement of Accounts 2018/19 attached as Appendix A to this report, be approved and authorised for issue.
- b. The audit opinion follow, once the updated asset valuation has been completed and shared with the External Auditor.
- c. The draft letter of representation in relation to the unaudited 2018/19 accounts, attached as Appendix B, be noted.
- d. Once Audit have finalised their work, it be noted that an audited statement of accounts and letter of representation will come back to Members for approval.

6. CAD-MIS Upgrade Plan 2019

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

Close

Date of next meeting Thursday, 19 December 2019

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

This report is Restricted

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The Audit Findings (ISA260) For Merseyside Fire & Rescue Authority

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December 2019
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The contents of this report relate only to those matters which came to our attention during the conduct of our normal audit procedures which are designed for the purpose of expressing our opinion on the financial statements. Our audit is not designed to test all internal controls or identify all areas of control weakness. However, where, as part of our testing, we identify control weaknesses, we will report these to you. In consequence, our work cannot be relied upon to disclose all defalcations or other irregularities, or to include all possible improvements in internal control that a more extensive special examination might identify. This report has been prepared solely for your benefit and should not be quoted in whole or in part without our prior written consent. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

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Headlines

This table summarises the key findings and other matters arising from the statutory audit of Merseyside Fire & Rescue Authority and the preparation of the financial statements for the year ended 31 March 2019 for those charged with governance.

Financial Statements	<p>Under International Standards of Audit (UK) (ISAs) and the National Audit Office (NAO) Code of Audit Practice ('the Code'), we are required to report whether, in our opinion, the entity's financial statements:</p> <ul style="list-style-type: none"> • give a true and fair view of the financial position of the entity and the entity's income and expenditure for the year; and • have been properly prepared in accordance with the CIPFA/LASAAC code of practice on local authority accounting and prepared in accordance with the Local Audit and Accountability Act 2014. <p>We are also required to report whether other information published together with the audited financial statements (including the Annual Governance Statement (AGS), and Narrative Report), is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.</p>	<p>Our work on the financial statements is almost complete, subject to the satisfactory completion of outstanding procedures, below. We have identified a number of adjustments to the financial statements that result in changes to the reported financial position but with no impact on the general fund. Management have amended the financial statements for all of the misstatements identified and there are no unadjusted errors.</p> <p>Adjustments made to the draft financial statements are detailed in Appendix A.</p> <p>The draft financial statements presented for audit were of good quality, as were the supporting working papers. Additional work was required during the audit for a number of reasons. The McCloud-Sargeant pensions ruling required additional actuarial work to be carried out in response to the impact on the financial statements. In addition, our initial work to review the valuation of Authority land and buildings identified that there was a potential material error in the carrying value of assets at the Balance Sheet date due to the elapsed period from the date of previous valuation.</p> <p>Following discussion with internal audit quality and technical teams, and subsequent discussion with management, the Authority engaged an independent external valuer to re-value the whole property portfolio of the Authority. This meant that the audit was not completed as planned to the initial timetable of 31 July 2019 and has required significant additional audit time to evaluate and test the new property valuations obtained.</p> <p>In performing additional and enhanced procedures in the areas of pension liability and property valuations, we are responding to the enhanced requirements on auditors to demonstrate professional scepticism in these areas due to the higher risk of material misstatement, the existence of significant estimates, management judgement and complex accounting treatment. The additional procedures have been introduced by the firm and across the audit sector in response to feedback from the FRC on the need to improve audit quality in these areas.</p> <p>Subject to the satisfactory resolution and completion of outstanding matters, we anticipate issuing an unqualified audit opinion following approval of the accounts by the Policy and Resources Committee. The outstanding matters include the following items where we are awaiting information from you as at the date of this report:</p> <p>Our work is subject to the following closing procedures which necessarily take place at the end of the audit:</p> <ul style="list-style-type: none"> • Receipt of signed management representation letters • Consideration of subsequent events • Final senior quality review and final review of updated financial statements. <p>Should any further matters arise during the completion of our work that we need to report to you, we will do so before we issue our opinion.</p> <p>We have concluded that the other information to be published with the financial statements is consistent with our knowledge of your organisation and the financial statements we have audited.</p> <p>Our anticipated audit report opinion will be unqualified.</p>
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Headlines (continued)

Value for Money arrangements	Under the National Audit Office (NAO) Code of Audit Practice ('the Code'), we are required to report if, in our opinion, both entities have made proper arrangements to secure economy, efficiency and effectiveness in its use of resources ('the value for money (VFM) conclusion').	We have completed our risk based review of your value for money arrangements. There are no issues arising and we therefore anticipate being able to issue an unqualified value for money conclusion.
Statutory duties	<p>The Local Audit and Accountability Act 2014 ('the Act') also requires us to:</p> <ul style="list-style-type: none">• report to you if we have applied any of the additional powers and duties ascribed to us under the Act; and• To certify the closure of the audits.	<p>We have not identified any need to exercise any of our additional statutory powers or duties for either entity.</p> <p>We expect to be able to certify closure of the audit at the same time as the audit report is issued.</p>

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Acknowledgements

We would like to take this opportunity to record our appreciation for the assistance provided by management, the finance team and other staff during our audit.

Summary

Overview of the scope of our audit

This Audit Findings Report presents the observations arising from the audit that are significant to the responsibility of those charged with governance to oversee the financial reporting process, as required by International Standard on Auditing (UK) 260 and the Code of Audit Practice ('the Code'). Its contents have been discussed with management and will be discussed with Those Charged With Governance prior to their approval of the financial statements.

As auditor we are responsible for performing the audit, in accordance with International Standards on Auditing (UK) and the Code, which is directed towards forming and expressing an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities for the preparation of the financial statements.

Audit approach

Our audit approach was based on a thorough understanding of the Authority's business and is risk based, and in particular included:

- An evaluation of the Authority's internal controls environments, including IT systems and controls;
- Substantive testing on significant transactions and material account balances, including the procedures outlined in this report in relation to the key audit risks.

We have not had to alter or change our Audit Plan, as communicated to management in April 2019.

Conclusion

We are completing our audit of your financial statement and, subject to the satisfactory resolution of outstanding matters as set out on page 3, we anticipate issuing an unqualified audit opinion for Merseyside Fire & Rescue Authority.

Our approach to materiality

The concept of materiality is fundamental to the preparation of the financial statements and the audit process and applies not only to the monetary misstatements but also to disclosure requirements and adherence to acceptable accounting practice and applicable law.

In performing the financial statements audit, we have updated our determination of materiality. The updated materiality based on the draft financial statements presented for audit was £1.654m (£1.494m per Audit Plan). We detail in the table below our determination of materiality for Merseyside Fire & Rescue Authority.

	Amount (£)	Qualitative factors considered
Materiality for the financial statements	£1.654m	<ul style="list-style-type: none">• This equates to 2% of your gross operating expenditure for the year within the draft financial statements. It is considered to be the level above which, users of the financial statements would wish to be aware in the context of overall expenditure.
Performance materiality	£1.234	<ul style="list-style-type: none">• Based on a percentage of materiality derived from the risk of misstatement
Trivial matters	£0.082m	<ul style="list-style-type: none">• Based on a percentage of materiality

Significant findings – audit risks

Risks identified in our Audit Plan

Commentary

1

Improper revenue recognition

The revenue cycle includes fraudulent transactions:

Income from room hire, Princes Trust, other miscellaneous sources including colleges

This presumption can be rebutted if the auditor concludes that there is no risk of material misstatement due to fraud relating to revenue recognition.

Auditor commentary

As noted in the Audit Plan, we do not consider this to be a significant risk to the Authority and have rebutted the presumed risk that revenue may be misstated due to improper recognition of revenue.

This is on the basis that, in consideration of the factors set out in ISA 240 and the nature of the Authority's revenue streams, we have determined that the risk of fraud arising from revenue recognition can be rebutted because:

- there is little incentive to manipulate revenue;
- opportunities to manipulate revenue are very limited; and
- the culture and ethical frameworks of local authorities, including Merseyside Fire & Rescue Authority, mean that all forms of fraud are seen as unacceptable.

Audit Findings

Revenue has been subject to audit procedures on the basis that it is material to the financial statements.

Based on work performed, there are no matters to report to you.

2

Management override of controls

Under ISA (UK) 240 there is a non-rebuttable presumed risk that the risk of management over-ride of controls is present in all entities. The Authority faces external scrutiny of spending and use of reserves and this could potentially place management under undue pressure in terms of how they report performance.

We therefore identified management override of control, in particular journals, management estimates and transactions outside the course of business as a significant risk of material misstatement.

Auditor commentary

We have:

- evaluated the design effectiveness of management controls over journals
- analysed the journals listing and determined the criteria for selecting high risk unusual journals
- tested unusual journals recorded during the year and after the draft accounts stage for appropriateness and corroboration
- gained an understanding of the accounting estimates and critical judgements applied made by management and consider their reasonableness with regard to corroborative evidence
- evaluated the rationale for any changes in accounting policies, estimates or significant unusual transactions.

Audit Findings

Based on procedures completed, we have not identified any material issues in relation to this risk and have no matters to report.

Significant findings – audit risks

Risks identified in our Audit Plan

Commentary

3

Valuation of land and buildings

The Authority values land and buildings on a rolling five-yearly basis. This valuation represents a significant estimate by management in the financial statements due to the size of the numbers involved and the sensitivity of the estimate to changes in key assumptions. Additionally, management need to ensure the carrying value in the Authority's financial statements is not materially different from the current value at the financial statements date, where a rolling programme is used.

We therefore identified valuation of land and buildings, particularly revaluations and impairments, as a significant risk of material misstatement.

Auditor commentary

We have:

- evaluated management's processes and assumptions for the calculation of the estimate, the instructions issued to valuation experts and the scope of their work
- evaluated the competence, capabilities and objectivity of the valuation expert
- written to the valuer to confirm the basis on which the valuation was carried out
- challenged the information and assumptions used by the valuer to assess completeness and consistency with our understanding
- tested revaluations made during the year to see if they had been input correctly into the asset register
- Evaluated the assumptions made by management for those assets not revalued during the year and how management has satisfied themselves that these are not materially different to current value at year-end.

Audit Findings

As part of our initial procedures to consider whether the carrying value of land and buildings was not materially different to current value, we identified a potential material misstatement due to the fact that substantially all of the Authority's asset base had not been valued since 2015. This potential material error was identified following application of typical land and building valuation movements from 2015 to 2019 using indices provided to us by our own auditor expert. Following consultation internally with audit quality and technical colleagues and discussion with the Authority regarding the potential impact of this on our audit report on the financial statements, management decided to engage an independent external valuer to value the whole property portfolio of the Authority.

This work was completed in September 2019 and has resulted in valuation adjustments of £17m within the financial statements as adjusted. Detail of these adjustments can be seen in Appendix A.

Following receipt of the updated valuation, we have carried out procedures to review and challenge the underlying assumptions and to understand the approach taken by the valuer, referencing information provided by the independent valuer commissioned by PSAA to support local government audit teams.

We have completed the procedures as set out above and have gained assurance that Authority land and buildings are fairly stated.

We will engage with management and their independent valuer going forward into 2019-20 in order to establish the future approach to asset valuation and to agree form and nature of supporting evidence we require from the independent valuer in supporting our audit procedures.

We have no further matters to report to you.

Significant findings – audit risks

Risks identified in our Audit Plan

Commentary

4

Valuation of pension fund net liability

The Authority's net pension fund liability, as reflected in its balance sheet as the net defined benefit pension liability, represents a significant estimate in the core financial statements.

The pension fund net liability is considered a significant estimate due to the size of the numbers involved and the sensitivity of the estimate to changes in key assumptions.

We therefore identified valuation of the Authority's net pension fund liability as a significant risk, which was one of the most significant assessed risks of material misstatement.

Auditor commentary

We have undertaken the following work in relation to this risk:

- updated our understanding of the processes and controls put in place by management to ensure that the Authority's pension fund net liability is not materially misstated and evaluate the design of the associated controls;
- evaluated the instructions issued by management to their management expert (the actuary) for this estimate and the scope of the actuary's work;
- assessed the competence, capabilities and objectivity of the actuary who carried out the Authority's pension fund valuation;
- assessed the accuracy and completeness of the information provided by the Authority to the actuary to estimate the liability;
- tested the consistency of the pension fund asset and liability and disclosures in the notes to the core financial statements with the actuarial report from the actuary;
- confirmed the reasonableness of the actuarial assumptions made by reviewing the report of the consulting actuary (as auditor's expert) and performing any additional procedures suggested within the report; and
- obtained assurances from the auditor of the Merseyside Pension Fund as to the controls surrounding the validity and accuracy of membership data; contributions data and benefits data sent to the actuary by the pension fund and the fund assets valuation in the pension fund financial statements.

Audit Findings

Performance of the procedures set out above has not identified any significant matters to report to you other than in relation to material changes to the liability following the outcome of a legal case relating to pensions.

Impact of the McCloud transitional protection pensions ruling

Following publication of the draft financial statements, management responded to the outcome of legal proceedings relating to the McCloud case by obtaining revised IAS 19 valuations from pension scheme actuaries. As a result of the current legal position, the Authority's gross pension liability has increased by £46m.

Significant findings – audit risks

Risks identified in our Audit Plan

Valuation of pension fund net liability *continued.....*

Commentary

In conjunction with auditor's experts, we have reviewed the analysis performed by the actuaries for both the Firefighter Pension Scheme and the Local Government Pension Scheme, and consider that the approach that has been taken to arrive at these estimates is reasonable. Amendments were required to the Comprehensive Income and Expenditure statements, Balance Sheets and Movement in Reserve Statements, as well as a number of the notes to the financial statements including the Expenditure and Funding Analysis and explanatory note, Adjustments between Accounting Basis and Funding Basis under Regulation, Unusable Reserves and Defined Benefit Pension Schemes. Management have adjusted the financial statements with regard to these findings and the impacts have been included in Appendix A.

Impact of Guaranteed Minimum Pension (GMP) equalisation ruling

The High Court has ruled that defined benefit pension schemes must remove any discriminatory effect that guaranteed minimum pension entitlements had had on members' benefits. The Government has announced an "interim solution" for members in public service schemes, including the Firefighter Pension Scheme and the Local Government Pension Scheme. We performed specific work to ensure that the impact had been sufficiently included within the Authority's pensions liability calculations.

We are satisfied that all material liabilities arising from the GMP ruling have been included for both schemes in the Authority Balance Sheet, having already been considered in the original actuarial valuations obtained for the draft financial statements, or otherwise having an immaterial impact. No amendment to the financial statements has been required as a result of this issue.

Conclusion

Based on the procedures performed, we have identified no further material issues to report to you in respect of this risk.

Significant findings – audit risks

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Risks identified in our Audit Plan

Accounting for PFI

The risk of material error in the accuracy and presentation of the Private Finance Initiative (PFI) liability and associated disclosures.

You lead a North West PFI project to replace 16 fire stations across Merseyside, Lancashire and Cumbria. Mersey Fire and Rescue Service built 7 new PFI stations, the last station opening in 2013.

The net book value of the PFI assets stood at £17.4m at 31 March 2018, and the long term creditor relating to the PFI contract stood at £18.5m. Under IFRS13 the long term liability in relation to the PFI contract should have been included at fair value in the 2017/18 financial statements. This was not completed.

We therefore identified the risk of material error in the accuracy and presentation of the Private Finance Initiative (PFI) liability and associated disclosures as a significant risk.

Commentary

Auditor commentary

We have:

- Evaluated your accounting policy for the PFI contract and whether the accounting treatment adopted in the financial statements is consistent with the accounting policy:
- Assessed how management have accounted for the transactions, assessing whether the accounting treatment is in line with IFRS requirements:
- Evaluated the disclosure of the transactions in the financial statements to confirm that they accurately represent the arrangements.

Audit Findings

Based on procedures completed, we gained assurance that the PFI has been accounted for in line with IFRS and Code guidance and that supporting disclosures are appropriate.

The draft financial statements did not include required disclosure of the fair value of the PFI liability within the financial instruments note.

Management have subsequently calculated the fair value in line with requirements and disclosed this within the revised financial statements. We have reviewed the disclosure and underlying calculations and have no further matters to report to you.

Significant findings – other matters identified

Issue

Prior Period Adjustments (PPA's)

The financial statements presented for approval include three prior period adjustments that result in material adjustments to prior-year comparative amounts.

One of the PPA's was identified by management and included in the draft financial statements and two were identified during completion of audit procedures.

Commentary

Auditor commentary

The draft financial statements included a prior period adjustment to reflect an error in the IAS 19 pension valuation provided to the Authority by the Local Government Pension Fund actuary.

During 2017-18, the Authority paid in full £2.87m of pension deficit contributions and informed the Pension Fund of the need to inform the actuary of this. The fund actuary was not made aware of the payment and therefore only included £0.96m of the amount within the IAS 19 valuation. This resulted in the Local Government Pension Scheme net liability as at 31 March 2018 being overstated by £1.9m.

The error was identified by the Authority during preparation of the financial statements for the year-ended 31 March 2019 and corrected via a prior period adjustment following receipt of a revised IAS 19 pension valuation from the actuary.

A further two prior period adjustments were identified during completion of audit procedures to review the Authority's pension liability and associated disclosures within the financial statements.

The first of these PPAs relates to a reclassification issue whereby the year-end balances between the Authority and the Firefighters Pension Fund Account, which had previously been accounted for as cash amounts, were reclassified to debtors in the Authority Balance Sheet and Creditors in the Pension Fund Account. The net adjustment to cash in the prior year was £6.6m. This error was identified as part of review of the current year balances between the Pension Fund and the Authority and the 2018-19 balances have been adjusted to reduce Authority cash by £10.6m, with corresponding adjustments to Debtors and Creditors.

The final PPA was in relation to how the Authority has accounted for Top up Grant received in respect of the firefighter pension scheme. CIPFA code guidance sets out that the Top up Grant should be credited to 'Other operating income' within the CIES. This accounting treatment had not been applied, with the grant amount being netted off against the 'Remeasurement of the net defined benefit liability' line in the CIES. An adjustment has been made to recognise £26.4m of Top up grant income in 2017-18 and to correct for the same matter in 2018-19, with an adjustment of £31.2m

Management have adjusted the financial statements for each of these issues and the detailed movements are included in Appendix A.


Conclusion

We have considered each of the prior period adjustments in detail and confirm that they meet the requirements of being recognised as such.

We have reviewed the adjustments made and the supporting disclosures in note 1v to the financial statements. This work has confirmed that the adjustments are fairly stated and presented in line with accounting standards.

None of the adjustments impact on the Authority's General Fund balance.



































Significant findings – key judgements and estimates

	Summary of management's policy	Audit Comments	Assessment
Land and Buildings – £70m	<p>Land and buildings comprises specialised assets such as fire stations, which are required to be valued at depreciated replacement cost (DRC) at year end, reflecting the cost of a modern equivalent asset necessary to deliver the same service provision. Other land and buildings are not specialised in nature and are required to be valued at existing use in value (EUV) at year end.</p> <p>The Authority engaged Hardie Brack Chartered Surveyors to complete the valuation of land and buildings as at 31 March 2019 as part of the five year cyclical approach.</p> <p>Following auditor challenge of the approach to valuation, as discussed on page 7, the Authority engaged Hardie Brack to conduct a further full revaluation of land and buildings. This resulted in a £17.3m increase over the value included in the draft financial statements.</p>	<p>We have reviewed and assessed the details supporting the estimates and judgements in this area, considering:</p> <ul style="list-style-type: none"> the assessment of management's expert, your external valuer; the completeness and accuracy of the underlying information used to determine the estimate; the reasonableness of the overall increase in valuation as a result of the estimate; and the adequacy of the disclosure of the estimate in the financial statements. <p>Based on the procedures performed, we have no concerns over the competence, capabilities and objectivity of your valuation expert.</p> <p>We identified no issues with the completeness and accuracy of the underlying information used to determine the estimate.</p> <p>Disclosures within the financial statements are sufficient and appropriate and we have gained assurance that asset values are materially correct.</p>	 Green





Assessment

- We disagree with the estimation process or judgements that underpin the estimate and consider the estimate to be potentially materially misstated
- We consider the estimate is unlikely to be materially misstated however management's estimation process contains assumptions we consider optimistic
- We consider the estimate is unlikely to be materially misstated however management's estimation process contains assumptions we consider cautious
- We consider management's process and key assumptions to be reasonable


Significant findings – key judgements and estimates

	Summary of management's policy	Audit Comments	Assessment																																			
Page 29	<p>Net pension liability – £1,188m</p> <p>The total net pension liability at 31 March 2019 in the draft accounts was £1,142m (PY £1,109m) and comprises the firefighters and LGPS pension schemes.</p> <p>Actuarial valuations of your assets and liabilities derived from the pension schemes are provided by Mercers and GAD. A full actuarial valuation is required every three years. The latest full actuarial valuation was completed in 2016. A roll forward approach is used in intervening periods, which utilises key assumptions such as life expectancy, discount rates, salary growth and investment returns. Given the significant value of the net pension fund liability, small changes in assumptions can result in significant valuation movements.</p> <p>The valuation has now been received and this has increased the net pension liability by £46m to £1,188m.</p>	<ul style="list-style-type: none"> We have no material concerns over the competence, capabilities and objectivity of the actuary used by the Authority. We have used the work of PwC, as our auditors' expert, to assess your actuary, and assumptions made by your actuary. See below for consideration of key assumptions in your pension fund valuation: 	 Green																																			
		<table> <tr> <th>Assumption</th><th>Actuary Value</th><th>PwC range</th><th>Assessment</th></tr> <tr> <td>Discount rate</td><td>GAD: 2.45% Mercers: 2.4%</td><td>2.4% to 2.5%</td><td></td></tr> <tr> <td>Pension increase rate</td><td>GAD: 2.35% Mercers: 2.2%</td><td>2.2% to 2.35%</td><td></td></tr> <tr> <td>Salary growth</td><td>GAD: 4.35% Mercers: 3.6%</td><td>3.1% to 4.35%</td><td></td></tr> <tr> <td rowspan="4">Life expectancy – Males currently aged 45 / 65</td><td>GAD (45) : 23.9</td><td rowspan="4">GAD (45): 22.6 – 24.6 GAD (65): 20.7 – 22.7 Mercers (45): 24.8 – 26.3 Mercers (65): 22.2 – 23.7</td><td></td></tr> <tr> <td>GAD (65): 22</td><td></td></tr> <tr> <td>Mercers (45): 25</td><td></td></tr> <tr> <td>Mercers (65): 22</td><td></td></tr> <tr> <td rowspan="4">Life expectancy – Females currently aged 45 / 65</td><td>GAD (45): 23.9</td><td rowspan="4">GAD (45): 22.6 – 26.2 GAD (60): 20 – 24.3 Mercers (45): 27.9 – 29 Mercers (65): 25 – 26.4</td><td></td></tr> <tr> <td>GAD (65): 22</td><td></td></tr> <tr> <td>Mercers (45): 27.9</td><td></td></tr> <tr> <td>Mercers (65): 25</td><td></td></tr> </table>	Assumption	Actuary Value	PwC range	Assessment	Discount rate	GAD: 2.45% Mercers: 2.4%	2.4% to 2.5%		Pension increase rate	GAD: 2.35% Mercers: 2.2%	2.2% to 2.35%		Salary growth	GAD: 4.35% Mercers: 3.6%	3.1% to 4.35%		Life expectancy – Males currently aged 45 / 65	GAD (45) : 23.9	GAD (45): 22.6 – 24.6 GAD (65): 20.7 – 22.7 Mercers (45): 24.8 – 26.3 Mercers (65): 22.2 – 23.7		GAD (65): 22		Mercers (45): 25		Mercers (65): 22		Life expectancy – Females currently aged 45 / 65	GAD (45): 23.9	GAD (45): 22.6 – 26.2 GAD (60): 20 – 24.3 Mercers (45): 27.9 – 29 Mercers (65): 25 – 26.4		GAD (65): 22		Mercers (45): 27.9		Mercers (65): 25	
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Assessment

-  We disagree with the estimation process or judgements that underpin the estimate and consider the estimate to be potentially materially misstated
-  We consider the estimate is unlikely to be materially misstated however management's estimation process contains assumptions we consider optimistic
-  We consider the estimate is unlikely to be materially misstated however management's estimation process contains assumptions we consider cautious
-  We consider management's process and key assumptions to be reasonable

Significant findings – key judgements and estimates

	Summary of management's policy	Audit Comments	Assessment
Other accruals and estimates	<p>You continue to apply estimates and judgements in a number of areas, including:</p> <ul style="list-style-type: none"> • accruals of income and expenditure; and • depreciation 	<ul style="list-style-type: none"> • The policies for these items are in line with accounting standards and the requirements of the Code of Practice on Local Authority Accounting. • Disclosure of the estimates in the financial statements is considered adequate. • As part of our testing, we have reviewed the judgements applied by the Authority relating to these items, and significant balances within these have been discussed with management in detail. • We have found no material misstatements in the financial statements relating to these balances from procedures performed during the audit. 	 Green

Assessment

- We disagree with the estimation process or judgements that underpin the estimate and consider the estimate to be potentially materially misstated
- We consider the estimate is unlikely to be materially misstated however management's estimation process contains assumptions we consider optimistic
- We consider the estimate is unlikely to be materially misstated however management's estimation process contains assumptions we consider cautious
- We consider management's process is appropriate and key assumptions are neither optimistic or cautious

Significant findings – matters discussed with management

This section provides commentary on the significant matters we discussed with management during the course of the audit.

Significant matter	Commentary	Auditor view
<p>McCloud pensions ruling</p> <p>A legal ruling on age discrimination within Pension Schemes (specifically the Firefighters new 2015 transitional schemes: McCloud) has implications for other public service schemes where they have implemented transitional arrangements on changing benefits. The impact of this has meant that there is a 'present legal obligation due' and employer bodies (i.e. the Authority) are expected to:</p> <p>recognise the assessed impact as an IAS19 past service cost (and current service cost for any in year impact) and an increase to the IAS19 gross pension liability</p> <p>make additional disclosures within the pensions note including the past service cost and increase to the gross pension liability resulting from the legal judgement.</p> <p>This is a national issue which only crystallised in June 2019 when a further appeal court hearing was rejected.</p>	<p>Management requested an updated estimate from the actuaries of the potential impact of the McCloud ruling. This has now been received from both Mercers (LGPS) and GAD (Firefighters). This indicates an increase in past service costs and therefore an increased in net liability of £1.77m and £44.27m respectively. The impact of this is to:</p> <p>Increase in past service costs + £46m</p> <p>Increase in net pension liability +£46m</p> <p>The accounts have been amended to reflect the revised valuations.</p>	<ul style="list-style-type: none"> Management have adjusted for the assessed impact of the legal ruling. The adjustments are included in the summary of audit adjustments in Appendix B. We concur with managements decision to adjust for this impact subject to review of assumptions underpinning the estimate. The assumptions used by GAD and Mercer as the pension scheme actuaries have been subject to review by the PSAA consulting actuary along with Grant Thornton experts. The audit team have performed a number of follow up procedures based on the output of these reviews, confirming approach and assumptions are in line with expectations and are reasonable.

Significant findings - Going concern

Our responsibility

As auditors, we are required to “obtain sufficient appropriate audit evidence about the appropriateness of management's use of the going concern assumption in the preparation and presentation of the financial statements and to conclude whether there is a material uncertainty about the entity's ability to continue as a going concern” (ISA (UK) 570).

Going concern commentary

Management's assessment process

Management have prepared the MTFS on the basis that the Authority will continue as a going concern. The MTFS forecasts achievement of the budget as at 31 March 2020 and includes relevant funding assumptions.

Work performed

We evaluated management's assessment of the Authority's ability to continue as a going concern and determine whether or not a material uncertainty exists.

Concluding comments

Auditor commentary

- Management have concluded that the use of the going concern basis is appropriate. In addition, management did not identify any material uncertainties related to events or conditions which may cast significant doubt about the going concern assumption.
- We are satisfied with the adequacy of management's processes for the preparation of the 2019/20 MTFS.

Auditor commentary

- Based on our review, we concur with management's assessment of the Authority's ability to continue as a going concern. We also agree that no material uncertainties related to events or conditions which may cast significant doubt about the going concern assumption exist.

Auditor commentary

- We anticipate no modification of our audit report in relation to going concern.
- We have not identified in the work completed any events or conditions that may cast significant doubt on the entity's ability to continue as a going concern.

Other communication requirements

We set out below details of other matters which we, as auditors, are required by auditing standards and the Code to communicate to those charged with governance.

	Issue	Commentary
①	Matters in relation to fraud	We have previously discussed the risk of fraud with Those Charged with Governance. We have not been made aware of any other incidents in the period and no other issues have been identified during the course of our audit procedures.
②	Matters in relation to related parties	We are not aware of any related parties or related party transactions which have not been disclosed.
③	Matters in relation to laws and regulations	You have not made us aware of any significant incidences of non-compliance with relevant laws and regulations and we have not identified any incidences from our audit work.
④	Written representations	A letter of representation have been requested from the Authority. We have requested that this include specific representations relating to the floor area of land and buildings used by the valuer in calculating valuations along with management's understanding and agreement with the assumptions and estimates underlying valuation of land and buildings.
⑤	Confirmation requests from third parties	We requested from management permission to send confirmation requests to banking and investment institutions that you had deposits or loans with. This permission was granted and the requests were sent. All of the requests have been received and all were returned with positive confirmation.
⑥	Disclosures	Our review identified a number of changes to disclosures within the financial statements. Management have made the required amendments.
⑦	Audit evidence and explanations/significant difficulties	All information and explanations requested from management were provided.

Other responsibilities under the Code

Issue	Commentary
1 Other information	<p>We are required to give an opinion on whether the other information published together with the audited financial statements (including the Annual Governance Statement and Narrative Report), is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.</p> <p>No inconsistencies have been identified. We plan to issue unmodified opinions in this respect.</p>
2 Matters on which we report by exception	<p>We are required to report on a number of matters by exception in a numbers of areas:</p> <ul style="list-style-type: none"> • If the Annual Governance Statement does not meet the disclosure requirements set out in the CIPFA/SOLACE guidance or is misleading or inconsistent with the other information of which we are aware from our audit • If we have applied any of our statutory powers or duties <p>We have nothing to report on these matters.</p>
3 Specified procedures for Whole of Government Accounts	<p>We are required to carry out specified procedures (on behalf of the NAO) on the Whole of Government Accounts (WGA) consolidation pack under WGA group audit instructions.</p> <p>This work is not required as the Authority does not exceed the threshold of £500m</p>
4 Certification of the closure of the audit	<p>We intend to certify the closure of the 2018/19 audits of the Authority in the audit opinion, as detailed in Appendix C.</p>

Value for Money

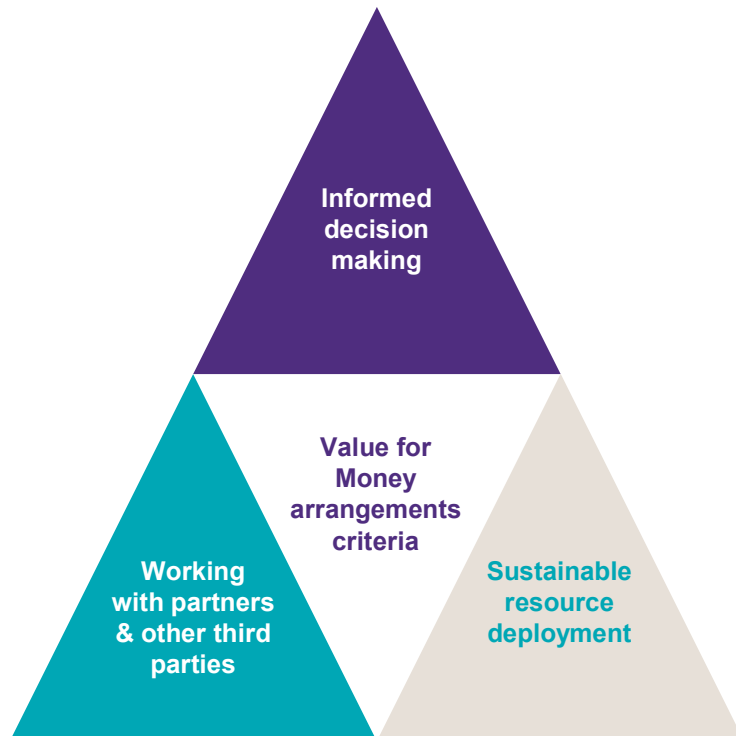
Background to our VFM approach

We are required to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as the Value for Money (VFM) conclusion.

We are required to carry out sufficient work to satisfy ourselves that proper arrangements are in place at the Authority. In carrying out this work, we are required to follow the NAO's Auditor Guidance Note 3 (AGN 03) issued in November 2017. AGN 03 identifies one single criterion for auditors to evaluate:

"In all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people."

This is supported by three sub-criteria, as set out below:



Risk assessment

We carried out an initial risk assessment in March 2019 and identified a significant risks in respect of specific areas of proper arrangements using the guidance contained in AGN03. We communicated these risks to you in our Audit Plan.

We have continued our review of relevant documents up to the date of giving our report, and have not identified any further significant risks where we need to perform further work.

We carried out further work only in respect of the significant risks we identified from our initial and ongoing risk assessment. Where our consideration of the significant risks determined that arrangements were not operating effectively, we have used the examples of proper arrangements from AGN 03 to explain the gaps in proper arrangements that we have reported in our VFM conclusion.

Value for Money

Our work

AGN 03 requires us to disclose our views on significant qualitative aspects of the Authority's arrangements for delivering economy, efficiency and effectiveness. We have focused our work on the significant risks that we identified in the Authority's arrangements. In arriving at our conclusion, our main considerations were:

- Your outturn position against budget for 2018/19
- Whether your Medium Term Financial Strategy is based up a reasonable assumptions
- The appropriateness of arrangements in place in respect of your estates strategy

Overall conclusion

Based on the work we performed to address the significant risks, we are satisfied that the Authority has proper arrangements in place for securing economy, efficiency and effectiveness in its use of resources.

Significant difficulties in undertaking our work

We did not identify any significant difficulties in undertaking our work on your arrangements which we wish to draw to your attention.

Significant matters discussed with management

There were no matters where no other evidence was available or matters of such significance to our conclusion or that we required written representation from management or those charged with governance.

Key findings

We set out below our key findings against the significant risks we identified through our initial risk assessment and further risks identified through our ongoing review of documents.

Significant risk	Findings
<p>1 Arrangements to secure medium and long term financial sustainability, including delivery of the reserves and estates strategies</p> <p>You are operating against a backdrop of:</p> <ul style="list-style-type: none"> • Funding reductions • Changes in legislative and policy requirements • Changes to the regulatory bodies and frameworks <p>At the same time you are investing in new fire vehicles and increasing the number of fire officers over the coming years. You have a significant capital programme, £43m over five years, which is key to your medium and long term financial sustainability. You have longer term plans for the use of reserves which are in line with financial prudence and responsible financial planning. Nevertheless, significant funding uncertainty remains over the medium term, including risks from the fair funding review.</p> <p>We have reviewed your arrangements for budgeting, monitoring and reporting financial performance. We have reviewed updates to your medium term financial strategy, estates strategy and capital programme and assess the long term sustainability of your reserves strategy.</p>	<p>2018/19 outturn</p> <p>The Authority has a comprehensive approach to its medium term financial planning and budgeting and has delivered a balanced budget in 2018/19 after an additional contribution from earmarked reserves of £0.167m and additional voluntary MRP contributions.</p> <p>The capital outturn for 2018/19 was £9.7m against a budget of £13.6m. A large proportion of this underspend (£2.6m) is in relation to the re-phasing of expenditure on buildings and vehicles into 2019-20.</p> <p>The general fund balance stood £2m at 31 March 2019 which is consistent with the balance at 31 March 2018. The Authority considers this to be the minimum acceptable level of general balances and is forecasting that this is to remain constant over the term of the MTFS. Earmarked reserves have been retained at a healthy level of £23m and in anticipation of their utilisation over the medium term to support the capital programme.</p> <p>Medium Term Financial Strategy</p> <p>In February 2019 the Authority updated its Medium Term Financial Plan (MTFP) covering the 5 years 2018/19 to 2022/23 and approved its 2019/20 budget.</p> <p>The Authority agreed the 2019/20 budget on the basis of a 2.99% increase in Council Tax and increased expenditure of £0.581m compared to 18/19, requiring delivery of £1.7m savings. The Authority has set out its detailed budget savings proposals as part of agreeing the budget.</p> <p>The Authority's current MTFP has projected future spend and Government funding up to 2023/24, however detailed savings requirements have not been made for 2020/21 and onwards due to the unpredictability of future Government funding.</p> <p>The Authority's approach to closing potential funding gaps are by continuing to identify areas of efficiency savings and alternative ways of working. It recognises that there are major challenges to balance its budget in the medium term but has a good history of effective financial management and control and of delivering a balanced outturn position. A continued focus on delivery of savings plans and close monitoring of expenditure will be required to maintain achievement of planned budgets however.</p> <p>The approved capital programme for 2019/20 to 2023/24 of £36.5m has increased to £40.3m following re-phasing. Just under half of this budget planned to be spent in 2019/20.</p> <p>Expenditure is split across maintaining Fire Stations and other buildings, investing in IT and spending on operational equipment to ensure Firefighter safety. Capital spend is to be financed largely by borrowing of £24m (increased from £21.5m) and £8.4m of funding from earmarked reserves. The level of borrowing represents a significant increase over the existing level of debt but is in line with approved prudential limits and affordable.</p> <p>Reserves</p> <p>The MTFS sets out the planned use of reserves over the period to March 24. This shows earmarked reserves reducing from £23m to £16m in 2019/20, and to £5m in 2020/21, after utilisation to support the capital programme, debt repayment and additional pension costs. Reserve usage will then stabilise at approx. £1m per year and will settle at £1.7m at the end of 2023/24. The General Fund balance is expected to remain at a constant £2m. This is anticipated to be a sustainable position given the current known factors however, resilience to additional one off costs and recurrent pressures will be reduced.</p>

Independence and ethics

We confirm that there are no significant facts or matters that impact on our independence as auditors that we are required or wish to draw to your attention. We have complied with the Financial Reporting Council's Ethical Standard and confirm that we, as a firm, and each covered person, are independent and are able to express an objective opinion on the financial statements

We confirm that we have implemented policies and procedures to meet the requirements of the Financial Reporting Council's Ethical Standard and we as a firm, and each covered person, confirm that we are independent and are able to express an objective opinion on the financial statements.

Further, we have complied with the requirements of the National Audit Office's Auditor Guidance Note 01 issued in December 2017 which sets out supplementary guidance on ethical requirements for auditors of local public bodies.

Details of fees charged are detailed in Appendix B.

Audit Adjustments

We are required to report all non trivial misstatements to those charged with governance, whether or not the accounts have been adjusted by management.

Impact of adjusted misstatements

There are no adjusted misstatements impacting on the primary statements.

Misclassification and disclosure changes

The table below provides details of misclassification and disclosure changes identified during the audit which management has agreed to amend in the final set of financial statements.

Disclosure omission	Detail	Auditor recommendations	Adjustment agreed?
Financial Instruments – Notes 14 and 41	IFRS 9 implementation for 2018-19 required revised disclosures and classifications relating to the financial instruments disclosures. The draft financial statements did not fully reflect the changes following the introduction of this accounting standard.	Financial instruments notes now compliant with IFRS 9 and Code disclosure requirements	✓
Financial Instruments – Note 14 – PFI fair Value	The fair value of PFI liabilities required for disclosure within the financial instruments note was not included in the draft financial statements.	Authority have calculated the fair value of PFI liabilities and included relevant disclosure in the revised note..	✓
General disclosures throughout the accounts	Our review and audit of the draft accounts identified a small number of presentational and disclosure changes to enhance the clarity of the accounts for the reader.	We have shared the areas for presentational changes and these have been reflected in the revised accounts.	✓

Audit Adjustments

We are required to report all non trivial misstatements to those charged with governance, whether or not the accounts have been adjusted by management.

Impact of adjusted misstatements

All adjusted misstatements are set out in detail below along with the impact on the key statements and the reported net expenditure for the year ending 31 March 2019.

Detail	Comprehensive Income and Expenditure Statement £'000	Statement of Financial Position £' 000	Impact on total net expenditure £'000
1 Adjustments to reflect the impact of the McCloud judgement on the net pension liability			
Debit – CIES - Fire Service Operations gross expenditure	46,041		46,041
(Credit) Liability relating to defined benefit pension liability		(46,041)	
2 Adjustment to reflect the recognition of firefighter pension Top up grant in income			
Debit – CIES - Remeasurement of the net defined benefit liability	31,229		
(Credit) – CIES - Other operating expenditure	(31,229)		-
3 Adjustment to reflect the impact of the revised valuation of land and buildings			
Debit Balance Sheet – PPE		17,359	
Debit - CIES – OCI – Impairment loss to revaluation reserve	5,257		
(Credit) – CIES - Surplus on revaluation of assets credited to the revaluation reserve	(17,359)		(17,359)
(Credit) – CIES – Fire Service Operations	(5,257)		

Audit Adjustments (continued)

Detail		Comprehensive Income and Expenditure Statement £'000	Statement of Financial Position £' 000	Impact on total net expenditure £'000
4	Adjustments to reflect the appropriate classification of year-end balances between the Authority and the Firefighter Pension Fund			
	Debit - Balance Sheet – Debtors		10,943	-
	(Credit) – Balance Sheet – Cash		(10,625)	-
	(Credit) – Balance Sheet – Creditors		(318)	-
	Debit - Pension Fund Net Assets		10,626	-
	Statement – Cash			
	(Credit) – Pension Fund Net Assets		(10,626)	-
	Statement - Creditors			
	Overall impact	28,682	(28,682)	28,682

As noted on page 11, three prior year adjustments were identified during the audit, requiring re-statement of prior year comparatives. Management have amended the financial statements to correct for the matters identified. The impact of these are set out below.

Detail	Comprehensive Income and Expenditure Statement £'000	Statement of Financial Position £' 000	Impact on total net expenditure £'000
1 Adjustments to correct for the error in the prior year IAS 19 LGPS valuation provided by the actuary, which did not reflect the impact of pension deficit payments being made in full			
Debit - Balance Sheet – Pension liability		1,912	-
(Credit) – CIES – Fire Service Operations	(1,912)		(1,912)
2 Adjustments to reflect the appropriate classification of year-end balances between the Authority and the Firefighter Pension Fund			
Debit - Balance Sheet – Debtors		6,876	-
(Credit) – Balance Sheet – Cash		(6,574)	-
(Credit) – Balance Sheet – Creditors		(302)	-
Debit - Pension Fund Net Assets		6,876	-
Statement – Cash			
(Credit) – Pension Fund Net Assets		(6,876)	-
Statement - Creditors			

Audit Adjustments (continued)

Detail		Comprehensive Income and Expenditure Statement £'000	Statement of Financial Position £' 000	Impact on total net expenditure £'000
3	Adjustment to reflect the recognition of firefighter pension Top up grant in income			
	Debit – CIES - Remeasurement of the net defined benefit liability	26,442		
	(Credit) – CIES - Other operating expenditure	(26,442)		-
Overall impact		(1,912)	1,912	(1,912)

Fees

We confirm below our final fees charged for the audit.

Audit Fees

	Proposed fee	Final fee	2017-18
Audit	£24,966	TBC	32,424
Total audit fees (excluding VAT)	£24,966	£TBC	£32,424

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We will discuss and agree the final fee with management following the completion of our audit. The fee will include any additional costs arising from additional work undertaken in respect of the McCloud judgement and the additional revaluation of land and buildings, audit of amendments to the accounts arising as a result, plus additional work arising from increased regulatory requirements placed upon the audit in respect of pensions and PPE valuations.

Non Audit Fees

No non-audit or audit related services have been undertaken for the Authority

Draft Audit Opinion

Independent auditor's report to the members of Merseyside Fire & Rescue Authority Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Merseyside Fire & Rescue Authority (the 'Authority') for the year ended 31 March 2019 which comprise the Comprehensive Income and Expenditure Statement, the Movement in Reserves Statement, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies, and include the firefighters' pension fund accounts comprising the Fund Account, the Net Assets Statement and notes to the pension fund account. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC code of practice on local authority accounting in the United Kingdom 2018/19.

In our opinion, the financial statements:

- give a true and fair view of the financial position of the Authority as at 31 March 2019 and of its expenditure and income for the year then ended;
- have been prepared properly in accordance with the CIPFA/LASAAC code of practice on local authority accounting in the United Kingdom 2018/19; and
- have been prepared in accordance with the requirements of the Local Audit and Accountability Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Director of Finance's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Director of Finance has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Authority's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Director of Finance is responsible for the other information. The other information comprises the information included in the Statement of Accounts, the Narrative Report by the Director of Finance and the Annual Governance Statement, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Draft Audit Opinion (continued)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge of the Authority obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other information we are required to report on by exception under the Code of Audit Practice

Under the Code of Audit Practice published by the National Audit Office on behalf of the Comptroller and Auditor General (the Code of Audit Practice) we are required to consider whether the Annual Governance Statement does not comply with the 'Delivering Good Governance in Local Government: Framework (2016)' published by CIPFA and SOLACE or is misleading or inconsistent with the information of which we are aware from our audit. We are not required to consider whether the Annual Governance Statement addresses all risks and controls or that risks are satisfactorily addressed by internal controls.

We have nothing to report in this regard.

Opinion on other matter required by the Code of Audit Practice

In our opinion, based on the work undertaken in the course of the audit of the financial statements and our knowledge of the Authority gained through our work in relation to the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources, the other information published together with the financial statements in the Statement of Accounts, the Narrative Report by the Director of Finance and the Annual Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

Under the Code of Audit Practice, we are required to report to you if:

- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make a written recommendation to the Authority under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or;
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014, in the course of, or at the conclusion of the audit.

We have nothing to report in respect of the above matters.

Draft Audit Opinion (continued)

Responsibilities of the Authority, the Director of Finance and Those Charged with Governance for the financial statements

As explained more fully in the Statement of Responsibilities for the Statement of Accounts set out on page 96, the Authority is required to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this authority, that officer is the Director of Finance. The Director of Finance is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC code of practice on local authority accounting in the United Kingdom 2018/19, for being satisfied that they give a true and fair view, and for such internal control as the Director of Finance determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Director of Finance is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is an intention by government that the services provided by the Authority will no longer be provided.

The Policy and Resources Committee is Those Charged with Governance. Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Report on other legal and regulatory requirements - Conclusion on the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources

Conclusion

On the basis of our work, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in November 2017, we are satisfied that the Authority put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2019.

Responsibilities of the Authority

The Authority is responsible for putting in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

Auditor's responsibilities for the review of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources

We are required under Section 20(1)(c) of the Local Audit and Accountability Act 2014 to be satisfied that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Draft Audit Opinion (continued)

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in November 2017, as to whether in all significant respects the Authority had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the Authority put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2019.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to be satisfied that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

Report on other legal and regulatory requirements - Certificate

We certify that we have completed the audit of the financial statements of the [name of Authority] in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice.

Page 32 Purpose of our report

This report is made solely to the members of the Authority, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014 and as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. Our audit work has been undertaken so that we might state to the Authority's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's members as a body, for our audit work, for this report, or for the opinions we have formed.



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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	19 TH DECEMBER 2019	REPORT NO:	CFO/061/19
PRESENTING OFFICER	DIRECTOR OF FINANCE: IAN CUMMINS		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	STATEMENT OF ACCOUNTS 2018/19 - APPROVAL OF AUDITED STATEMENTS		

APPENDICES:	APPENDIX A:	AUDITED STATEMENT OF ACCOUNTS
	APPENDIX B:	REPORT CFO/043/19 "STATEMENT OF ACCOUNTS 2018/19 – AUTHORISATION FOR ISSUE"
	APPENDIX C	LETTER OF REPRESENTATION

Purpose of Report

1. To present the **audited** 2018/19 Statement of Accounts and letter of representation to Members for approval.

Recommendation

2. That Members
 - a. approve that the audited Statement of Accounts 2018/19 attached as Appendix A, and
 - b. approve the letter of representation in relation to the audited 2018/19 accounts, attached as Appendix B.

Introduction and Background

3. The Authority has a statutory duty to approve and sign-off for publication the Statement of Accounts for the previous year before 31st July of the following year. As Grant Thornton required additional assurance around property valuations and some other matters, Members were only able to consider the **unaudited** Statement of Accounts for approval for publication at the Policy and Resources Committee meeting on 25th July 2019, report CFO/043/19. As report CFO/043/19 provided background to why Grant Thornton requested additional assurance for some of the entries and also explanations relating to the various significant movements in the year, the report has been attached as Appendix B for Members information.
4. Officers have now completed the required land and property valuation work and have made the relevant adjustments to the financial statements allowing Grant Thornton

the required assurance they need to complete their audit work. Elsewhere on today's agenda is Grant Thornton's 2018/19 Audit Findings report, and this summarises the changes they have required to the financial statements (although most of these changes had been built into the financial statements presented to Members in report CFO/043/19). The adjustments were due to regulatory or technical issues, the most significant of which related to the requirement to increase the value in net pension liabilities following the decision by Government not to reverse the decision of the Court of Appeal in the "McCloud" case in June 2019.

5. Although the technical changes around pension and property valuations are significant in value they do not impact on the general fund (budget) as they are all reversed out via contra entries within the statements. Therefore it is important for Members to note that these changes have NOT altered the 2018/19 revenue outturn position reported to Members of the 25th July 2019 Policy and Resources Committee (CFO/037/19).
6. Grant Thornton have now given the financial statements a clean bill of health, an unqualified opinion, and therefore Members are now asked to approve the audited version of the Statement of Accounts attached to this report, Appendix A.
5. International Audit Standards require a letter of representation from the Authority to the Auditors confirming that the information in the financial statements is accurate and that all material information has been disclosed. The signature of the Chair of this Committee (which is approving the Statement of Accounts) and the Director of Finance are required on the letter. The letter of representation is attached to this report as Appendix C, for Members to consider and approve along with the audited Statement of Accounts.

Equality and Diversity Implications

6. None directly related to this report.

Staff Implications

7. None directly related to this report.

Legal Implications

8. The Authority has a statutory duty pursuant to regulation 10 of the Accounts and Audit (England) Regulations 2015 to approve and sign-off for publication the Statement of Accounts for the previous year before the regulation deadline of 31st July in the current year with effect from the 2018/19 Statement of Accounts.

Financial Implications & Value for Money

9. The report confirms the 2018/19 outturn position is consistent with that previously reported.

Risk Management, Health & Safety, and Environmental Implications

10. None directly related to this report.

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

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

BACKGROUND PAPERS

CFO/037/19 “Revenue and Capital Outturn 2018-2019” Policy & Resources 25th July 2019.

CFO/043/19 “Statement of Accounts 2018/19 – Authorisation for Issue” Policy & Resources 25th July 2019.

GLOSSARY OF TERMS

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Merseyside Fire & Rescue Authority

2018/19 Statement of Accounts

MERSEYSIDE FIRE AND RESCUE AUTHORITY

ANNUAL STATEMENT OF ACCOUNTS 2018 – 2019

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Narrative Report by the Director of Finance

Introduction

The Statement of Accounts sets out the financial activities of the Authority for the year ended 31st March 2019, with comparative figures for the previous financial year. These financial statements have been prepared in accordance with the 2018/19 Code of Practice on Local Authority Accounting (*the Code*) as published by the Chartered Institute of Public Finance and Accountancy (CIPFA) and are based upon International Financial Reporting Standards (IFRS). The Code and relevant guidance notes specifies the principles and practices of accounting required to give a “true and fair” view of the financial position and transactions of the Authority.

Due to the complex nature of the accounts a simpler version has been prepared and this can be obtained on the Authority’s website under Authority / Finance information. Although this simplified statement has no formal legal standing, it does provide a quick overview of the Authority’s financial activities by eliminating many of the technical accounting adjustments.

This Narrative Report provides information about Merseyside Fire and Rescue Authority (the Authority), including the key issues affecting the Authority in 2018/19 and the future. It also provides a summary of the financial position at 31st March 2019 and is structured as below:

- Background to the Authority & Key Information
- The Authority 2018/19 Non-Financial Performance
- The 2018/19 Revenue Budget and Financial Challenge
- 2018/19 Revenue Outturn Position
- Reserves
- Capital Strategy and Capital Programme 2018/19 to 2022/23
- Treasury Management
- Balance Sheet Financial Position at 31st March 2019
- Future Financial Challenge / Corporate Risks 2019/20 – 2020/21

This is followed by an explanation of the Financial Statements, including information on significant transactions during 2018/19.

Background to the Authority & Key Information

Merseyside is an area in the north west of England, which straddles the Mersey Estuary and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral. Merseyside spans 249 square miles (645 Km²) of land containing a mix of high density urban areas, suburbs, semi-rural and rural locations, but overwhelmingly the land use is urban. It has a focused central business district, formed by Liverpool City Centre, but Merseyside is also a polycentric county and each of the metropolitan districts has at least one major town centre and outlying suburbs. Mid 2017 Office of National Statistics (ONS) estimated figures showed that Merseyside has a population total of 1,416,800 which is a 2.6% increase on the 2011 Census figures. The population is split 48.9% male and 51.1% female, with 17.9% of the population being children (0-15), 63.4% being of working age (16-64) and 18.7% above 65. Merseyside has an aging population. There are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. There remain large pockets of deprivation with high levels of social exclusion and crime. According to the Indices of Multiple Deprivation 2015; out of 326 Local Authorities across England, Knowsley and Liverpool both appear in the top 10 most deprived Local Authorities.

Political Structure

Merseyside Fire & Rescue Authority (MFRA) is a local authority created by the Local Government Act 1985. It is made up of 18 elected representatives appointed by the constituent District Councils. The number of councillors from each district is determined by statute and in most cases is representative of the political composition of that Council. During 2018/19 this was as follows:

Knowsley	2	(2 Labour)
Liverpool	6	(5 Labour, 1 Liberal Democrat)
Sefton	4	(3 Labour, 1 Liberal Democrat)
St. Helens	2	(2 Labour)
Wirral	4	(3 Labour, 1 Conservative)

The 18 elected members meet together as the Fire and Rescue Authority to decide the Authority's overall policies and set the budget each year. At the Annual General Meeting (AGM) they establish and make appointments to the various committees as well as appointing the Chair and Vice Chair of the Authority and its committees.

The Authority has ultimate responsibility for decision making but delegates many decisions to committees as part of their terms of reference agreed at the AGM and to senior officers within Merseyside Fire and Rescue under the Authority's Scheme of Delegated Powers.

Management Structure

Supporting the work of the elected members is the organisational structure of the Authority led by a Chief Fire Officer, supported by a Strategic Leadership Team (SLT). The current makeup of the SLT is detailed below:

- Chief Fire Officer
- Deputy Chief Fire Officer
- Assistant Chief Fire Officer
- Director of Legal, Procurement, Estates and Democratic Services (Monitoring Officer)
- Director of Finance (Section 151 Officer)
- Director of People and Organisational Development
- Area Manager for Operational Preparedness
- Area Manager for Operational Response
- Director of Strategy and Performance
- Area Manager for National Resilience
- Area Manager for Community Risk Management

Integrated Risk Management Plan

In line with the requirements of the Fire and Rescue Service National Framework 2018, MFRA publish an Integrated Risk Management Plan (IRMP). The IRMP requires the Authority to identify all foreseeable risks and develop plans to manage those risks which may affect the community of Merseyside, regional authorities and national authorities. A new IRMP 2017-20 was approved by the Fire Authority and published on 23rd February 2017. This IRMP continues to affirm the Authority's commitment to maintain operational response times despite continuing reductions in Government financial support. The IRMP aims to match resources to demand by having more fire appliances available during the day to attend emergency incidents and deliver home and business safety advice, with numbers decreasing as demand decreases during the evening.

A number of recent significant local and national incidents have given the Authority cause to reflect on the role of the Fire and Rescue Service. These incidents, combined with changes to the City Region infrastructure and the initial findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) have quite rightly given the Chief Fire Officer and Authority cause to review the sustainability of its plans to ensure that they are still fit for purpose. A draft Supplement to the Authority's IRMP 2017-20, extending the plan to 2021 ([Draft IRMP Supplement 2019-21](#)) is currently out for consultation with the public, staff, and stakeholders. The amended IRMP proposes to increase the number of available fire appliances from 26 to 30 and increase the number of firefighters from 620 to 642 in 2019/20. The plan also incorporates a proposal to increase the number of staff in Protection roles (legislative fire safety) to help make commercial and public buildings safer. The final IRMP Supplement will go before the Fire Authority in mid July 2019 for approval and budget amendment.

Mission & Aims

The Authority's Mission and Aims are outlined overleaf. The approved 2018/19 financial plan prioritised the allocation of resources to reflect the priorities in the Mission and IRMP.

Our Mission;

To Achieve; Safer, Stronger Communities - Safe Effective Firefighters

Our Aims;

Excellent Operational Preparedness

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

Excellent Operational Response

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

Excellent Prevention and Protection

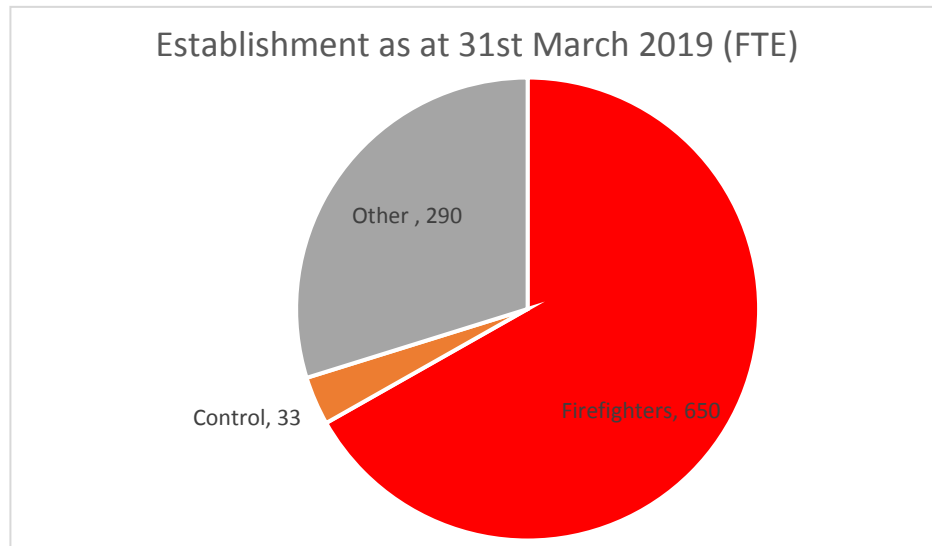
We will work with our partners and our community to protect the most vulnerable.

Excellent People

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

Staffing, Fire Appliances & Fire Stations

The Authority employed circa 995 employees at the end of March 2019, (approximately 973 full time equivalents), to deliver its services. Most of the staff are involved in front line service delivery (Firefighters, Marine Rescue, Community Prevention and Protection work).



As a direct consequence of the scale of Government cuts there has been an inevitable impact on frontline services.

In 2010/11 the budgeted establishment for firefighters was approximately 1,000 firefighters. The 2018/19 approved establishment is 620, a reduction of -380 or -38%. Over the same period fire control and support staff have reduced from 467 to 323 a reduction of -144 or -31%. The loss of support and other posts has an impact on the front line as some of these post reductions carried out fire prevention work within the Merseyside community.

By the end of 2018/19 the Authority moved to an operational response model that had 26 fire appliances; 18 of which were Wholtime or Low Level Activity & Risk (LLAR) duty system, and these appliances were immediately available. There were also 6 Day Crewing Wholtime Retained appliances (immediately available during the day and available on 30 minute recall overnight), and a further 2 Day Crewing Wholtime Retained appliances used for developing staff which are also immediately available during the day and available on 30 minute recall overnight. Ten years ago it had 42 appliances, which were crewed on 24 hour immediate response.

Prior to 2015 the Authority had 26 permanently crewed community fire stations. Following the closure and merger of a number of stations the number fell to 23 by the end of 2018/19, with a plan to merge two more stations in 2019 - 2020. The planned 22 stations will incorporate a variety of duty systems and will reflect the operational model described in the

previous paragraph. These stations act as hubs for providing services to our communities. In addition to the community fire stations, the Authority has a Water Rescue Unit, a Training and Development Academy, a Headquarters and an Operational Workshop/Stores.



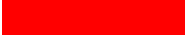
The above reductions reflect year-on-year cuts in Government grant support over the period.

The Authority 2018/19 Non-Financial Performance

The Authority monitors its performance and delivery of its objectives through a comprehensive performance management framework. The IRMP and other service projects are incorporated into one document – the Service Delivery Plan. There is an ongoing system of monitoring and reporting on the achievement of projects in the Service Delivery Plan via regular reports to the Community Safety and Protection Committee and the Strategic Leadership Team. Station Community Safety Plans have also been developed to give details of the activities taking place in each fire station area. The reporting process applies traffic light status to each action point in the Service Delivery Plan and attention is drawn to the progress achieved and matters to be addressed. Copies of the Service Delivery Plan can be found on the Authority's website. The 2018/19 Authority's performance against the key performance indicators (KPI) is summarised in the table below:

BENCHMARK KEY PERFORMANCE INDICATORS		Performance 2017/18	Target 2018/19	Performance 2018/19	Status
TO00	Total number of emergency calls received	22,980	Quality Assurance	27215	
TC01	Total number of incidents attended	15,862	15,567	16010	
TC02	Total number of fires in Merseyside	7,266	7,349	7484	
TC03	Total number of primary fires attended	2,475	2,558	2234	
TC04	Total number of secondary fires attended	4,791	4,791	5250	
TC05	Total number of special services attended	3,124	2,920	3242	
TC06	Total number of false alarms attended	5,472	4,767	5280	
TC07	Total number of non-emergency interventions	80	Quality Assurance	37	
TR08	Attendance standard – first attendance of an appliance at life risk incidents in 10 minutes	95.3%	90%	93.9%	
TD09	The % of available shifts lost to sickness absence, all personnel	4.11%	4%	3.41%	
TE10	Total carbon output of all MFRS buildings	87.2	85.0	8.5	
DWELLING FIRES					
DC11	Number of accidental fires in dwellings	918	1,005	892	
DC12	Number of fatalities in accidental dwelling fires	4	8	4	
DC13	Number of injuries in accidental dwelling fires attended	89	107	82	
DC14	Number of deliberate dwelling fires in occupied properties	179	169	124	
DC15	Number of deliberate dwelling fires in unoccupied properties	36	36	23	
DC16	Number of deaths in deliberate dwelling fires	0	1	0	
DC17	Number of injuries in deliberate dwelling fires	10	16	9	
NON DOMESTIC PROPERTY					
NC11	Number of deliberate fires in non-domestic premises	90	94	73	
NC12	Number of accidental fires in non-domestic premises	202	201	189	
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	639	618	508	
AC12	Number of accidental vehicle fires attended	195	192	199	
AC13	Number of deliberate anti-social behaviour fires (small)	4,195	4,258	4233	
AC14	Number of accidental small fires attended	596	533	1018	
AC15	Number of 'other' primary fires attended	210	243	220	
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC)	553	554	615	
RC12	Number of injuries in road traffic collisions attended	298	361	325	
RC13	Number of fatalities in RTC's	10	7	12	

BENCHMARK KEY PERFORMANCE INDICATORS		Performance 2017/18	Target 2018/19	Performance 2018/19	Status
SPECIAL SERVICE					
SR11	Number of calls to cardiac and respiratory related incidents from NWS	35 Suspended Aug 2017	Quality Assurance	Trial has ceased	
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non Domestic properties	592	667	589	
FC12	The number of false alarm calls due to automatic fire alarm equipment in Domestic properties	2,789	2,773	2661	
STAFF WELFARE, RISKS & COMPETENCY RELATED INDICATORS					
WD11	% of available shifts lost to sickness/absence per wholetime equivalent GREY book (operational) personnel	4.32%	4%	3.61%	
WD12	% of available shifts lost to sickness/absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	3.47%	4%	3.13%	
WR13	Total number of operational staff injuries	40	52	45	

	Within 10% of Target
	Target Achieved
	Performance 10% worse than last year

There are areas where the number of incidents have decreased such as primary fires, road traffic collisions and deaths and injuries in accidental dwelling fires, which is a reflection of the hard work staff put into targeting those most at risk of either setting fires or being a victim of fire. The Authority has continued to meet its attendance standard of the first appliance being in attendance at all life risk incidents within 10 minutes.

A period of warm weather over June / July 2018 gave rise to spate conditions and a significant rise in the number of emergency calls received for grass and woodland fires. For other areas where the Authority has not achieved its target, including road traffic collisions and special service calls, the Authority, along with its partners, plans to continue to work with businesses and the community in order to improve the situation over the short to medium term.

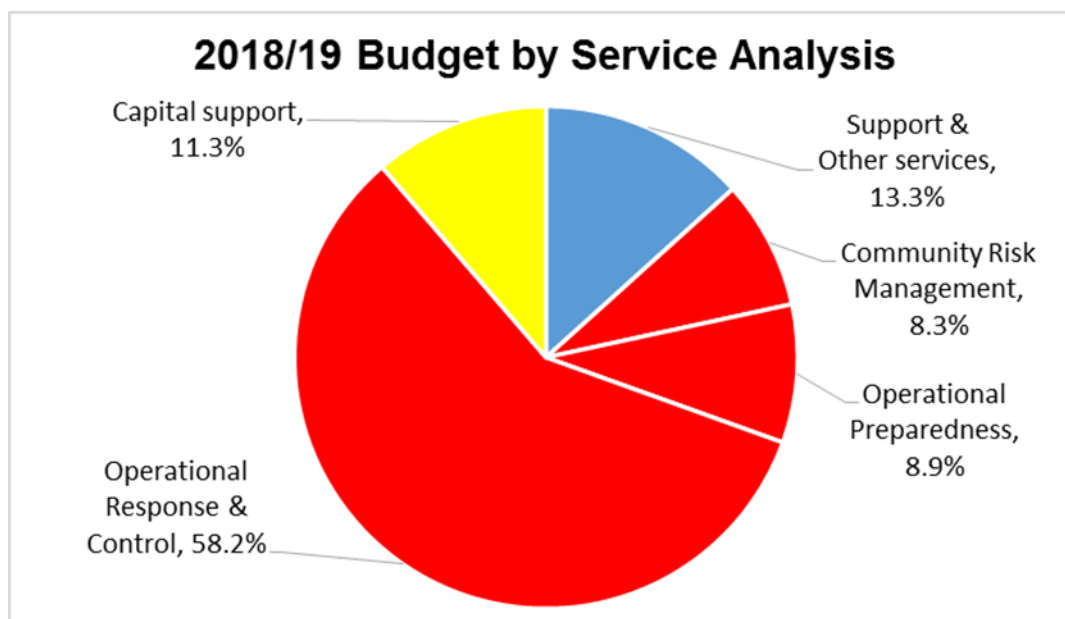
The 2018/19 Revenue Budget and Financial Challenge

The Authority determines its budget requirement by assessing the service commitments that are financed through its General Fund. The General Fund is a statutory account that records only those expenses that regulations allow to be charged against the amount to be collected from council tax payers. The Authority then monitors and manages expenditure throughout the year against the General Fund budget to ensure all expenditure is affordable and planned. The General Fund position for the year is shown in the Movement in Reserves Statement.

The Authority faced an unprecedented financial challenge over the period 2011/12 – 2019/20 as the Government implemented an austerity plan in an attempt to reduce national debt. A significant element of the plan was to reduce the level of Government funding for local government (this includes fire and rescue authorities). As the Authority had a relatively low council tax base it was more reliant upon Government grant funding to support its revenue budget and therefore suffered a more proportionate financial loss than almost every other fire and rescue authority in the country. The cumulative percentage reduction in Government revenue support for the Authority between 2011/12 and 2019/20 equated to a 33% cash reduction or approximately 50% in real terms. The impact on the MFRA revenue budget was significant, in 2010/11 the budget was £73.3m, if this was uplifted to 2019/20 prices it would equate to approximately £85m, in reality the 2019/20 budget at £60.3m is 30% lower in real terms. This scale of cuts meant unavoidable reductions in the front line operational services over this period.

The Authority has historically maintained a rolling five year comprehensive medium term financial plan (MTFP) and has continued to plan prudently to deal with all known or anticipated reductions in Government funding. The impact on the Authority of this level of cut in funding has resulted in significant reductions in the level of resources and the Authority has approved savings to ensure the MTFP remained in a balanced position over the period. The plan included significant efficiency savings, a cut in management costs, a reduction in support services, and, unfortunately, in order to balance the plan it includes an unavoidable reduction in frontline services. The impact of the required savings over the 2011/12 – 2019/20 period on staffing, fire appliances & fire stations has already been outlined.

The Authority set its General Fund budget for 2018/19 at £59.701m and the allocation of resources reflected the Authority's approved mission and the fire risks facing Merseyside, and in particular how the Authority would continue to keep the safety of the public and the effectiveness of firefighters as our priority. Approximately 75% of the budget directly funds activities related to fire response or prevention work:



The Authority adopted a reserves strategy that maintained a General Reserve of £2.000m and anticipated (based on the estimated forecast when the 2018/19 budget was approved) Earmarked Reserves as at 01.04.18 of £23.279m to cater for specific risks, projects and one-off initiatives and in particular to help it manage effectively the financial pressures.

The 2018/19 Revenue Outturn Position

Throughout the year the Authority received regular financial review reports detailing:-

- the service's progress in implementing the approved savings options,
- any additional budget amendments required,
- plus the movements from and to reserves.

The cash savings required to balance the budget were delivered.

The approved General Fund budget remained constant throughout the year at £59.701 million. The table overleaf summarises the **general revenue fund position** at year-end and compares it to that budget. Overall, the Authority spend matched the budget after taking into account -£0.167 million of earmarked reserves drawdown at the year-end to cover planned expenditure incurred in 2018/19:

Programme	Fire Service Budget £'000	Fire Authority £'000	National Resilience £'000	Total Budget £'000	Actual £'000	Variance £'000
Expenditure						
Employee Costs	43,676	395	1,944	46,015	45,716	(299)
Premises Costs	2,746	-	-	2,746	2,862	116
Transport Costs	1,384	-	5,881	7,265	7,100	(165)
Supplies and Services	3,453	23	1,982	5,458	4,574	(884)
Agency Services	5,954	-	780	6,734	6,706	(28)
Central Support Services	436	71	256	763	714	(49)
Capital Financing	12,448	-	7	12,455	13,281	826
Income	(8,229)	-	(10,850)	(19,079)	(18,335)	744
Net Expenditure	61,868	489	-	62,357	62,618	261
Contingency Pay & Prices	-	-	-	-	-	-
Interest on Balances	(172)	-	-	(172)	(266)	(94)
	61,696	489	-	62,185	62,352	167
Movement on Reserves	(2,484)	-	-	(2,484)	(2,651)	(167)
Overall Financial Position	59,212	489	-	59,701	59,701	-

In light of the recent years of financial pressures, the Authority had adopted a strategy that would aim as far as possible to maximise its level of reserves in order to provide a temporary resource to enable the service changes that would deliver the required savings without compulsory redundancy. During the 2019/20 budget making process the Authority agreed support to increase the frontline firefighter response and protection establishment from 620 Full Time Equivalent (FTE) to 642 FTE, plus a new fire engineer post in protection, and an increase in the available fire appliances from 26 to 30, at a cost of £1m p.a. The additional £1m required to implement the proposals would be found from savings from current debt servicing costs (associated with historic borrowing required to fund capital expenditure), and an anticipated reduction in the Local Government Pension Scheme (LGPS) deficit. Also, any budget freed-up by using revenue savings identified in 2018/19 would be used to fund additional minimum revenue provision, MRP, (debt repayment). Therefore throughout the year managers looked at every opportunity to maximise savings against the approved budget to enable an increase in the repayment of debt servicing costs. The 2018/19 year-end “underspend” of £0.826m, after taking into account the net year-end earmarked reserves drawdown, was used to increase the MRP actual and therefore the net position on the revenue account was that actual overall spend was consistent with the budget.

Whilst the General Fund shows a neutral position for the year (after the drawdown of year-end reserves), the Comprehensive Income and Expenditure Statement (CIES) indicates a net spend of £43.086m for the year. The CIES is prepared on a different basis to the General Revenue Fund, the CIES shows the accounting cost in the year in accordance with the relevant generally accepted accounting principles, rather than the amount funded from taxation (General Fund). The CIES includes such expenses as depreciation and amounts to reflect pension costs which are not charged to council tax and are excluded from the General Fund statement. The CIES represents the amount by which the Authority’s overall net worth has moved over the year as shown in the Balance Sheet. The table overleaf reconciles the General Fund to the CIES “*Deficit on Provision of Services*” statement:

Notes to the table:

		Detailed Adjustments	Total Adjustments per Expenditure and Funding Analysis	Total Adjustments per Comprehensive Income and Expenditure Statement
		£'000	£'000	£'000
Net General Fund 2018/19 year-end position:	Note	0	0	0
1 Net Creation of Earmarked Reserves	(a)	-		2,651
2 Asset Valuation / Charges and Capital Funding Adjustments				
Depreciation, Impairment and Revaluation adjustment	(b)	6,007	-	-
Revenue Expenditure Funded from Capital Under Statute (REFCUS)	(c)	830	-	-
Asset Disposal / Write-offs / Revaluation losses		(581)	-	-
MRP / Interest adjustment	(f)	(8,234)	-	-
Capital Expenditure Funded from the Revenue Account (CERA)		(3,439)	-	-
Capital Grants Income		(2,111)	(7,528)	-
3 Pension related adjustments	(d)			
Pension Contributions payable to pension fund (employer)		(7,027)		
Pension Contributions payable to pension fund (top-up grant)		(31,299)		
Pension Current Service Costs		12,183		
Pension Past Service Costs		46,041		
Net Interest on the Defined Benefit Liability Scheme		27,923	47,821	
4 Other technical accounting adjustments	(e)			
Timing Differences for Premiums and Discounts		14		
Timing Differences for Council Tax / NNDR		58		
Timing Differences for Compensated Absences		70	142	
Total Adjustments				40,435
Surplus or Deficit on Provision of Services				43,086

Notes to the table:

- a) Although the creation of earmarked reserves does not form part of the CIES they are included to ensure that the General Fund expenditure reconciles back to the CIES.
- b) The depreciation and impairment charge reflects the notional consumption of assets during the year and the reduction in the valuation of new fire stations (Prescot and Saughall Massie), including the reversal of the prior year valuation losses and impairments.
- c) REFCUS relates to the installation of free smoke alarms to households in Merseyside that under proper accounting practice should be defined as revenue but which statute allows the Authority to fund from capital.
- d) Pension costs in the CIES reflect IAS 19 and therefore include movements in the pension fund valuations and pension contributions received in the year. The McCloud ruling has added £46.041m to Past Service Costs. Note 40 in the Financial Statements provides further details of movements in the pension funds during the year.
- e) The other technical accounting adjustment incorporates the adjustments made in relation to council tax indebtedness between the billing authorities and the Authority, and, the value of employee benefits accrued in the year but not taken (leave carried forward).
- f) Statute requires that certain expenses are charged to the General Fund that are not considered to be proper accounting charges in accordance with the Code. These are therefore not shown in the CIES. The unitary charge payments associated with the PFI contract are shown as fully charged to

revenue in the General Fund but in the CIES they are broken up into the relevant revenue, capital and interest notional elements. The removal of capital financing charges relates to costs associated with; interest payments on loans and the Minimum Revenue Provision (which is the amount set aside from revenue to repay debt); the direct revenue financing of capital expenditure (CERA).

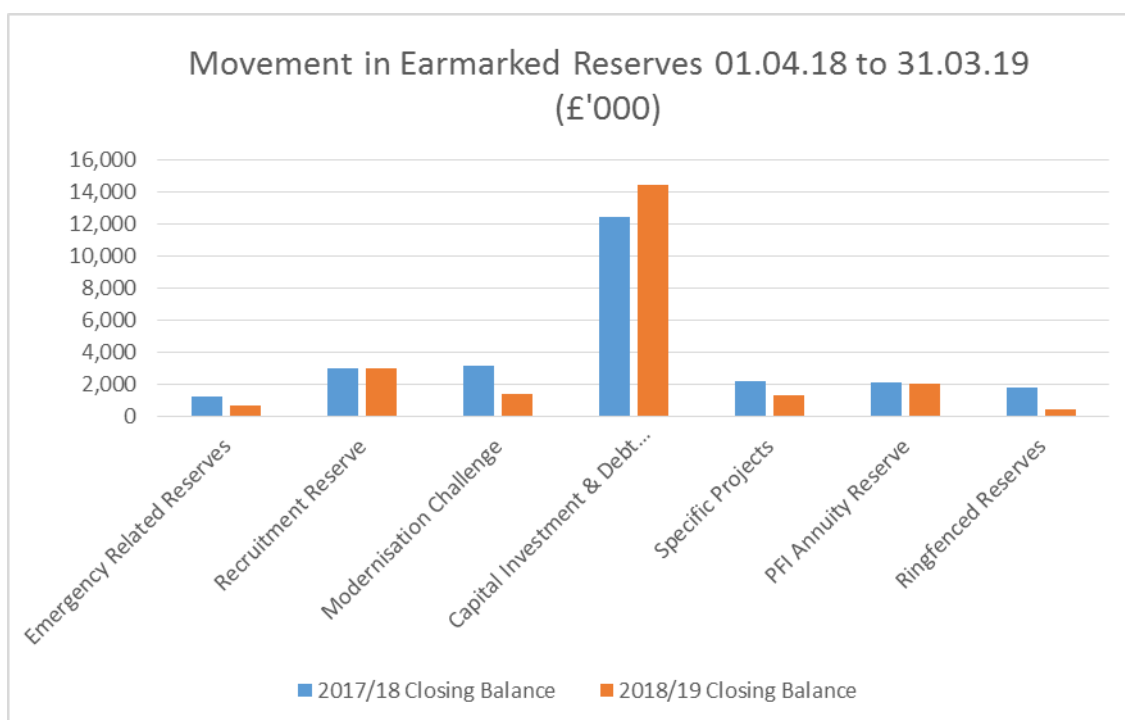
Whilst the CIES shows the true accounting position for the year, it is the General Fund position which more directly reflects the impact on Merseyside residents as it records only those expenses which statute allows to be charged against the Authority's annual budget, the amounts to be set aside as reserves and the amounts to be collected from local council tax payers.

Reserves

The Authority maintains a number of useable reserves, as detailed in the Balance Sheet and in Note 8 of the core financial statement explanatory notes. Note 8 also provides a comment of the purpose of each of the useable reserves. In general though, the Authority sets aside money in the form of useable reserves to fund future planned investment, to mitigate financial risks, and to smooth savings.

Excluding National Assurance reserves that are held by the Authority on behalf of the Home Office and are not available to fund general MFRA spend, at the end of 2018/19 the Authority's earmarked reserves were £23.064m, a net reduction of £2.651m on the value at the start of the year. These earmarked reserves are required in order to carry forward 2018/19 funds into 2019/20 to meet projects now re-phased or to offset identified potential risks to the Authority's financial plan such as higher than anticipated pay awards. The Authority General Reserve has remained constant at £2.000m or 3% of the gross budget, and this provides a relatively small cushion to enable the Authority to cover the risk of unexpected events leading to significant unplanned expenditure.

The table below summarises the main types of earmarked reserves, most notable is the Capital Investment Reserve. Note that the Capital Investment Reserve will be drawn down in the coming years to fund investment in buildings and debt repayment as the Authority merges stations, builds new stations, invests in its Training and Development Academy, and repays historic pension and capital debt.

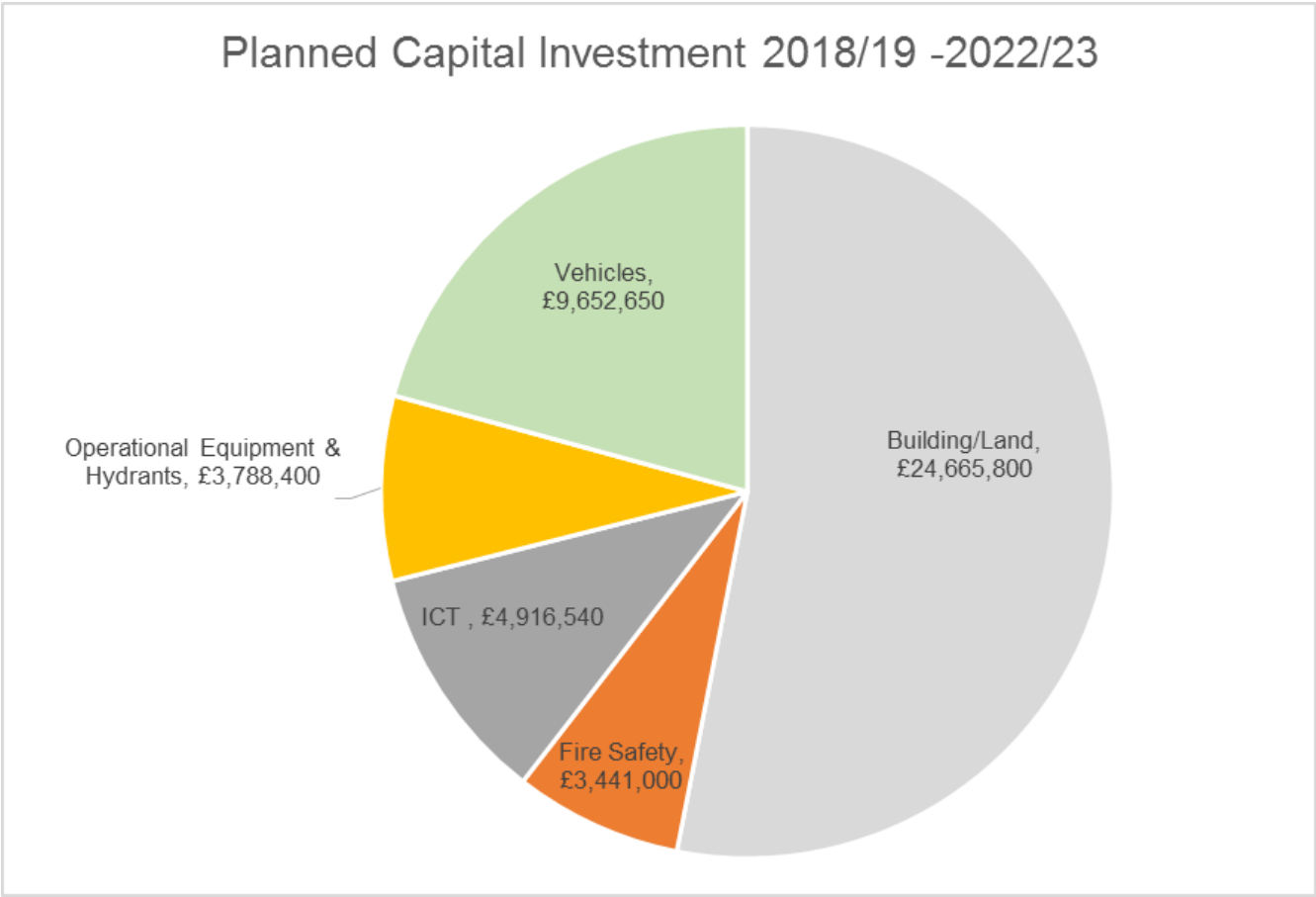


Capital Strategy and Capital Programme 2018/19 to 2022/23

Each financial year the Authority produces a capital programme to manage major capital schemes. Owing to the nature of capital expenditure, a large number of schemes span more than one financial year, therefore the programme is a rolling programme covering five financial years.

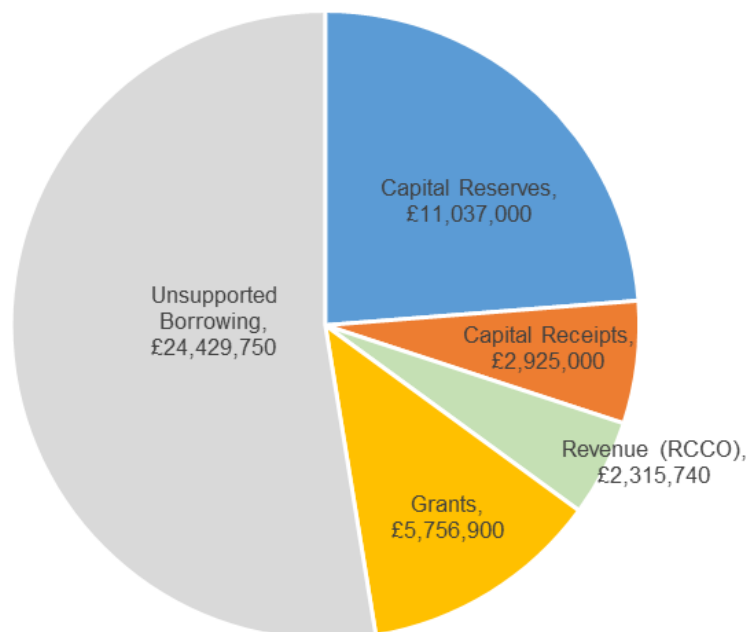
The starting point for the programme is an assessment of the capital investment requirements for the Authority for future years based upon needs identified by the various expert professionals in areas such as buildings, vehicles, ICT, and operational equipment. The Authority manages its capital investment plans through its asset management plans and capital programme.

The chart below summarises the 2018/19 – 2022/23 capital budget of £46.464m over its planned investments which are mainly in the Authority’s property, vehicles, fire safety (household smoke alarms) and ICT assets:



This capital programme has a borrowing requirement of £24.430m across the whole life of the plan. The proposed borrowing is unsupported borrowing or prudential which means the Government no longer provides any revenue grant funding to meet the revenue costs associated with the borrowing. This means all new borrowing is “prudential” and the Authority must determine if it can afford and sustain the servicing of the associated debt and revenue costs. Current and future debt servicing costs as a consequence of the proposed capital programme have been built into the Authority’s financial plan and revenue budget and are therefore deemed as affordable and sustainable. The chart overleaf breaks down how the capital programme is funded:

Planned Capital Investment Funding



The 2018/19 capital budget and final expenditure together with the various sources of funding are shown below:

Programme	Final Budget £'000	Actual Expenditure £'000	Re-Phased from 2018/19 into 2019/20 £'000	Variance £'000
Expenditure				
Building/Land	7,325.3	5,895.9	1,424.0	(5.4)
Fire Safety	901.0	741.4	101.0	(58.6)
ICT	1,681.1	1,141.5	540.0	0.4
Operational Equip & Hydrants	1,093.9	502.9	564.6	(26.4)
Vehicles	2,623.6	1,415.3	1,208.0	(0.3)
TOTAL	13,624.9	9,697.0	3,837.6	(90.3)
Financing				
Capital Receipts	1,050.0	1,664.6	-	614.6
Revenue and Reserves	3,438.7	3,438.7	-	-
Grants	2,875.9	2,299.3	576.6	-
Unsupported Borrowing	6,260.3	2,294.4	3,261.0	(704.9)
TOTAL	13,624.9	9,697.0	3,837.6	(90.3)

The most significant items of capital expenditure have been:

- The completion of the build of a new fire station in Wirral (Saughall Massie)
- New firefighter accommodation unit at Formby Fire Station
- Installation of smoke alarms
- Upgrades and replacement of ICT software and hardware
- The purchase of new appliances and specialist vehicles.

Treasury Management

The Authority's Treasury Management Strategy is reviewed annually as part of the budget approval process. The Strategy Statement sets out the Authority's policies and parameters to provide an approved framework within which Officers undertake the day to day capital and treasury activities. The Treasury Management strategy is contained within the 2018/19-2022/23 Medium Term Financial Plan (MTFP) which is available on the Authority's website. The key elements are:

- The Treasury Management Strategy 2018/19
- The External Debt and Treasury Management Prudential Indicators and Limits for 2018/19 to 2020/21
- The Investment Strategy 2018/19
- The Minimum Revenue Provision (MRP) Statement which sets out the Authority's policy on MRP.

The Treasury Management Strategy Statement sets out how the Authority's treasury service supports capital decisions, day to day treasury management and the limitations on activity through treasury prudential indicators. The key indicator is the Authorised Limit required by S3 of the Local Government Act 2003 and is in accordance with the CIPFA (The Chartered Institute of Public Finance & Accountancy) Code of Practice.

The External Debt and Treasury Management Prudential Indicators and Limits is required by the CIPFA Treasury Management Code of Practice and identified within the Strategy statement.

The Investment Strategy sets out the Authority's criteria for choosing investment counterparties and limiting exposure to the risk of loss. This strategy is in accordance with the Ministry of Housing, Communities and Local Government (MHCLG) Guidance on Local Government Investments updated in 2010. The Authority's minimum long term credit rating requirement is Fitch A- or equivalent.

The Authority's Minimum Revenue Provision (MRP) Statement, sets out how the Authority will pay for capital assets through revenue each year as required by Local Authorities (Capital Finance and Accounting) Regulations 2008.

Borrowing:

As already stated, a large proportion of the capital programme is funded by borrowing. When undertaking borrowing, the Authority ensures that its plans are prudent and affordable in both the short and long term. The Authority adheres to CIPFA's Prudential Code and Treasury Management Guidelines and it determines before the start of each financial year the limits for the next three years on:-

- overall level of external debt;
- operational boundary for debt;
- upper limits on fixed interest rate exposure;
- upper limits on variable rate exposure;
- limits on the maturity structure of debt;
- limits on investments for more than 364 days.

The Authority's borrowing with the Public Works Loan Board reduced from £38.1m at the start of the year to £37.6m at the end following the repayment of £0.5m of loans in the year. Interest paid during the year on existing long term borrowing totalled £2.0m.

Balance Sheet Financial Position at 31st March 2019

The net worth (total reserves) of the Authority is shown in the Balance Sheet. From the CIES it can be seen that the Authority's net worth has reduced by £62.121m over the year, and as a consequence the current net liability on total reserves has increased from (£1,073.114m) to (£1,135.235m). However, the reason for the net liability (negative reserve) is that a number of reserves making up the net worth relate to technical adjustments arising from the pensions reserve and the capital adjustments reserve, and these reserves are not available to spend. Note 22 provides more detail on unusable reserves. The pensions reserve alone has a net liability of £1,187.762m reflecting underlying commitments that the Authority has with regards to retirement benefits, however arrangements are in place for funding the pension liability:

- the deficit on the Local Government Pension Scheme will be made good by increased contributions over the remaining working life of employees (i.e. before payments fall due), as assessed by the scheme actuary,
- any shortfall on the Firefighter Pension Schemes is met by grant funding from Central Government and the Authority is only required to cover discretionary benefits when the pensions are actually paid.

Note 40 to the accounts provides detail on the two pension schemes the Authority participates in.

Future Financial Challenge and Corporate Risks 2019/20

Following the announcement of the 2016/17 - 2019/20 Local Government Finance Settlement the Authority faced a significant reduction in the level of Government grant support over this period. The reduction in Government support over this period has meant the Authority faced at least an £11m financial challenge, assuming all budget assumptions remain valid. The Authority approved a financial plan to meet this challenge at the 2016/17, Budget Authority meeting, and updated and ratified the plan at the 2017/18 & 2018/19 Budget Authority meetings.

In light of increased operational and protection risks (following a number of national and international incidents), and expected findings from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), the Authority approved a £1m investment back into frontline service in the 2019/20 five year medium term financial plan. The Chief Fire Officer and Director of Finance have been challenged with delivering the required saving to fund the £1m from expected savings on servicing historic capital debt and the annual deficit payment relating to historic accrued benefits in the Local Government Pension Scheme.

The Authority has prudently planned to meet its known financial challenges over the medium term and has maximised its reserves to give flexibility in delivering change. The assumptions made in the medium term financial plan, particularly around inflation, pay awards, firefighter pension contributions and future government grants (whilst based on the best information available) are subject to potential change in such volatile times.

The Authority understands that the recruitment of sufficient firefighters to maintain the required response staffing levels is crucial over the future medium term in light of the fact the Authority may lose approximately half of its current firefighters through natural retirements over the next five years or so. The Authority has established a recruitment reserve so it can fund the required recruitment in advance of the expected retirements over the period.

These factors result in a significant potential risk to the Authority's medium term financial plan. Reliable monitoring and forecasting processes are in place and the Director of Finance will ensure any variation to assumptions made in the medium term financial plan are identified at the earliest possible time and recommended corrective action.

The 2017 Policing and Crime Act places a statutory duty on the three emergency services (Ambulance, Fire and Police) to keep collaboration opportunities under review and to collaborate where this would improve efficiency and effectiveness. The Authority continues to maintain ongoing discussions with Merseyside Police and North West Ambulance Service on developing opportunities for greater collaboration.

Under the Cities and Local Government Devolution Act (2016), in November 2015, the Government agreed to devolve a range of powers and responsibility to the Liverpool City Region Combined Authority. The model includes a directly elected City Region Mayor over the Combined Authority Area, who was elected in May 2017. The Mayor may seek to take over the future governance of the Merseyside Office of the Police and Crime Commissioner (OPCC) and Merseyside Fire and Rescue Authority at some future point, subject to the relevant support from the Government. The Authority will work with Merseyside Police, the OPCC and the Liverpool City Region Mayor, if asked, to establish the future governance arrangement for Merseyside Fire and Rescue Service.

Explanation of the Key Financial Statements

The accounts consist of the core financial statements grouped together along with detailed disclosure notes. The core financial statements include:

The Comprehensive Income and Expenditure Statement

The Comprehensive Income and Expenditure Statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation (and rents). Authorities raise taxation (and rents) to cover expenditure in accordance with statutory requirements; this may differ from the accounting cost. The taxation position is shown in the Expenditure and Funding Analysis and the Movement in Reserves Statement.

The Movement in Reserves Statement (MiRS)

The Movement in Reserves Statement shows the movement from the start of the year to the end on the different reserves held by the Authority, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other 'unusable reserves'. The Statement shows how the movements in the year of the Authority are broken down between gains and losses incurred with generally accepted accounting practices and the statutory adjustments required to return the amount chargeable to council tax (or rents) for the year. The Net Increase/Decrease line shows the Statutory General Fund Balance movements in the year following those adjustments.

The Balance Sheet

The Balance Sheet shows the value as at the 31 March 2019 of the assets and liabilities recognised by the Authority. The net assets of the Authority (assets less liabilities) are matched by the reserves held by the Authority. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the Authority may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). The second category of reserves is those that the Authority is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

The Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the Authority during the reporting period. The statement shows how the Authority generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the Authority are funded by way of taxation and grant income or from the recipients of services provided by the Authority. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Authority's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Authority.

Significant Changes in Accounting Policies

Since 2010/11 the Authority is required to prepare its accounts based on International Financial Reporting Standards, the move to an IFRS-based set of accounts resulted in a considerable number of changes in accounting practices and disclosures.

The 2018/19 Code has built upon the changes introduced by IFRS and has made some small changes to accounting policies and disclosure requirements, none of which are of any significance or have any material impact.

FURTHER INFORMATION

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The Financial Statements

Comprehensive Income and Expenditure Statement

The Comprehensive Income and Expenditure Statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation (or rents). Authorities raise taxation (and rents) to cover expenditure in accordance with statutory requirements; this may be different from the accounting cost. The taxation position is shown in the Expenditure and Funding Analysis and the Movement in Reserves Statement.

2017/18 Restated			Notes	2018/19		
Gross Expenditure £000	Gross Income £000	Net Expenditure £000		Gross Expenditure £000	Gross Income £000	Net Expenditure £000
67,102	(7,983)	59,119		112,702	(8,421)	104,281
1,129	-	1,129		1,007	-	1,007
3,830	(3,802)	28		9,995	(9,914)	81
732	-	732		-	-	-
72,793	(11,785)	61,008	Cost Of Services	123,704	(18,335)	105,369
51	(26,442)	(26,391)	9	-	(31,880)	(31,880)
34,766	(2,083)	32,683	10	33,632	(2,281)	31,351
-	(61,230)	(61,230)	11	-	(61,754)	(61,754)
6,070			(Surplus) or Deficit on Provision of Services			43,086
		-	Impairment losses charged to revaluation reserve			5,257
		-	(Surplus) or deficit on revaluation of fixed assets			(17,359)
		(13,297)	Remeasurement of the net defined benefit liability			31,137
(13,297)			Other Comprehensive Income and Expenditure			19,035
(7,227)			Total Comprehensive Income and Expenditure			62,121

Note a – Fire Service Operations in 2018/19 has included £46.041m of Pension Past Service Costs relating to the recent McCloud judgement (see note 4).

Movement in Reserves Statement

The Movement in Reserves Statement shows the movement from the start of the year to the end on the different reserves held by the Authority, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other 'unusable reserves'. The Statement shows how the movements in the year of the Authority are broken down between gains and losses incurred with generally accepted accounting practices and the statutory adjustments required to return the amount chargeable to council tax (or rents) for the year. The Net Increase/Decrease line shows the Statutory General Fund Balance movements in the year following those adjustments.

	Notes	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	Total Usable Reserves £000	Unusable Reserves £000	Total Authority Reserves £000
Balance at 31 March 2018		(27,715)	-	(5,045)	(32,760)	1,105,874	1,073,114
<u>Movement in reserves during 2018/19</u>							
Total Comprehensive Income and Expenditure		43,086	-	-	43,086	19,035	62,121
Adjustments between accounting basis & funding basis under regulations	7	(40,435)	-	189	(40,246)	40,246	-
Increase or Decrease in 2018/19		2,651	-	189	2,840	59,281	62,121
Balance at 31 March 2019 carried forward		(25,064)	-	(4,856)	(29,920)	1,165,155	1,135,235

Restated	Notes	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	Total Usable Reserves £000	Unusable Reserves £000	Total Authority Reserves £000
Balance at 31 March 2017		(31,858)	-	(4,581)	(36,439)	1,116,780	1,080,341
<u>Movement in reserves during 2017/18</u>							
Total Comprehensive Income and Expenditure		6,070	-	-	6,070	(13,297)	(7,227)
Adjustments between accounting basis & funding basis under regulations	7	(1,927)	-	(464)	(2,391)	2,391	-
Increase or Decrease in 2017/18		4,143	-	(464)	3,679	(10,906)	(7,227)
Balance at 31 March 2018 carried forward		(27,715)	-	(5,045)	(32,760)	1,105,874	1,073,114

Balance Sheet

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Authority. The net assets of the Authority (assets less liabilities) are matched by the reserves held by the Authority. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the Authority may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). The second category of reserves are those that the Authority is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

1 April 2017 Restated £000	31 March 2018 Restated £000		Notes	31 March 2019 £000
63,584	66,791	Property, Plant and Equipment	12	80,995
140	374	Intangible Assets	13	149
-	-	Assets Held for Sale	18	-
-	-	Long-term Investments	14	-
-	-	Long-term Debtors	14	-
63,724	67,165	Long-term Assets		81,144
-	-	Current Intangible Assets		-
15,043	22,058	Short-term Investments	14	17,088
400	650	Assets Held for Sale	18	550
456	527	Inventories	15	608
13,474	11,671	Short-term Debtors	16	16,309
12,849	8,560	Cash and Cash Equivalents	14 & 17	4,669
42,222	43,466	Current Assets		39,224
(1,774)	(1,996)	Short-term Borrowing	14	(1,084)
(11,324)	(15,966)	Short-term Creditors	19	(10,271)
(13,098)	(17,962)	Current Liabilities		(11,355)
(18,510)	(18,147)	Long-term Creditors	14	(17,753)
(1,170)	(948)	Provisions	20	(1,155)
(38,100)	(37,600)	Long-term Borrowing	14	(37,335)
(1,115,409)	(1,109,088)	Other Long-term Liabilities	14 & 40	(1,188,005)
(1,173,189)	(1,165,783)	Long-term Liabilities		(1,244,248)
(1,080,341)	(1,073,114)	Net Liabilities		(1,135,235)
(36,439)	(32,760)	Usable Reserves	21	(29,920)
1,116,780	1,105,874	Unusable Reserves	22	1,165,155
1,080,341	1,073,114	Total Reserves		1,135,235

Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the Authority during the reporting period. The statement shows how the Authority generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the Authority are funded by way of taxation and grant income or from the recipients of services provided by the Authority. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Authority's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Authority.

1 April 2017 Restated £000	2017/18 Restated £000		Notes	2018/19 £000
38,523	6,070	Net (surplus) or deficit on the provision of services		43,086
(51,473)	(19,633)	Adjustments to net surplus or deficit on the provision of services for non-cash movements	23	(45,530)
(2,956)	(1,768)	Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities	24	357
(15,906)	(15,331)	Net cash flows from Operating Activities		(2,087)
3,810	14,508	Investing Activities	25	1,372
6,151	5,112	Financing Activities	26	4,606
(5,945)	4,289	Net increase or decrease in cash and cash equivalents		3,891
(6,904)	(12,849)	Cash and cash equivalents at the beginning of the reporting period		(8,560)
(12,849)	(8,560)	Cash and cash equivalents at the end of the reporting period	17	(4,669)

Notes to the Core Financial Statements

1. Accounting Policies

i. General Principles

The Statement of Accounts summarises the Authority's transactions for the 2018/19 financial year and its position at the year-end of 31st March 2019. The Authority is required to prepare an annual Statement of Accounts by the Accounts and Audit (England) Regulations 2015, which those regulations require to be prepared in accordance with proper accounting practices. These practices primarily comprise of the Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 and the Service Reporting Code of Practice 2018/19, supported by International Financial Reporting Standards (IFRS) and statutory guidance.

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

ii. Going Concern

Local authorities that can only be discontinued under statutory prescription shall prepare their financial statements on a going concern basis of accounting; that is, the financial statements shall be prepared on the assumption that the functions of the Authority will continue in operational existence for the foreseeable future. Transfers of services under combinations of public sector bodies (such as local government reorganisation) do not negate the presumption that the financial statements shall be prepared on a going concern basis of accounting.

iii. Accruals of Income and Expenditure

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- Revenue from contracts with service recipients, whether for services or the provision of goods, is recognized when (or as) the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption; they are carried as inventories on the Balance Sheet.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor accrual for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that may not be collected.

iv. Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of no more than 24 hours. Cash equivalents are highly liquid investments that mature in a specified period; no more than three months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Authority's cash management.

v. Prior Period Adjustments, Changes in Accounting Policies and Estimates and Errors

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Authority's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

PYR Adjustment – Local Government Pension Scheme Deficit Payment and Firefighter Top-up Grant Reclassification

The 2017/18 accounts were constructed on the basis that the LGPS employer's deficit payment was accounted for in total in 2017/18. However, the LGPS Pension valuations had spread this payment over three years. This prior year adjustment brings the pension valuations in line with the accounting entries for 2017/18. A further adjustment was also required to report the Fire-fighters pension scheme Top up Grant as other income through CIES and not as an actuarial gain in the re-measurement of the net defined pension liability. Both adjustment have no effect on the General fund Balance and 2017/18 comparative figures have been amended as follows and are reflected were necessary in the notes to the accounts.

Comprehensive Income and Expenditure Statement

2017/18 Gross Expenditure £000	2017/18 Gross Income £000	Net Expenditure £000		PYR Adj £000	Restated Gross Expenditure £000	2017/18 Gross Income £000	Net Expenditure £000
69,014	(7,983)	61,031	Fire Service Operations	(1,912)	67,102	(7,983)	59,119
51	-	51	Other operating expenditure	(26,442)	51	(26,442)	(26,391)
-	-	(39,739)	Remeasurement of the net defined benefit liability	26,442	-	-	(13,297)

Movement in Reserves Statement

Restated	PYR Adj	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	Total Usable Reserves £000	Unusable Reserves £000	Total Authority Reserves £000
Balance at 31 March 2017		(31,858)	-	(4,581)	(36,439)	1,116,780	1,080,341
<u>Movement in reserves during 2017/18</u>							
Total Comprehensive Income and Expenditure	(1,912) (26,442)	6,070	-	-	6,070	(13,297)	(7,227)
Adjustments between accounting basis & funding basis under regulations	1,912 26,442	(1,927)	-	(464)	(2,391)	2,391	-
Increase or Decrease in 2017/18		4,143	-	(464)	3,679	(10,906)	(7,227)
Balance at 31 March 2018 carried forward		(27,715)	-	(5,045)	(32,760)	1,105,874	1,073,114

Balance Sheet

31 March 2018		PYR Adj £000	Restated 31 March 2018 £000
(1,111,000)	Other Long-term Liabilities	1,912	1,109,088
1,107,786	Unusable Reserves	(1,912)	1,105,874

Cash Flow Statement

2017/18 £000		PYR Adj £000	Restated 2017/18 £000
34,424	Net (surplus) or deficit on the provision of services	(1,912) (26,442)	6,070
(45,939)	Adjustments to net surplus or deficit on the provision of services for non-cash movements	1,912 26,442	(17,585)

PYR Adjustment – Pension Fund Disaggregation

In 2017/18 and prior, the accounts were constructed on the basis that in order to produce a separate Pension Fund Account (See page 93) cash would be the balancing item in order to disaggregate the transactions into separate entities. This has now been revised and a debtor has been used in the Fire & Rescue Service Accounts with a corresponding creditor in the pension fund accounts. This adjustment has no effect on the General fund Balance and 2017/18 comparative figures have been amended as follows and are reflected where necessary in the notes to the accounts. A third amended balance sheet and cash flow as at 1 April 2017 with accompanying notes has been included to reflect these transactions at the commencement of the year 1 April 2017.

Balance Sheet

31 March 2018		PYR Adj £000	Restated 31 March 2018 £000	Restated 1 April 2017 £000
4,795	Short-term Debtors	6,876	11,671	13,474
15,134	Cash and Cash Equivalents	(6,574)	8,560	12,849
(15,664)	Short-term Creditors	(302)	(15,966)	(11,324)

Cash Flow Statement

2017/18 £000		PYR Adj £000	Restated 2017/18 £000	Restated 1 April 2017 £000
(17,585)	Adjustments to net surplus or deficit on the provision of services for non-cash movements	(2,048)	(19,633)	(51,473)
(21,471)	Cash and Cash equivalents at the beginning of reporting period	8,622	(12,849)	(6,904)

Cash and Cash Equivalents

The balance of Cash and Cash Equivalents is made up of the following elements:

31 March 2018		PYR Adj	Restated 31 March 2018	Restated 1 April 2017
		£000	£000	£000
9	Cash Held by Authority	0	9	11
5,722	Bank Current Accounts	(6,574)	(852)	(70)
9,403	Short-term Deposits with Building Societies	0	9,403	12,908
15,134	Total Cash and Cash Equivalents	(6,574)	8,560	12,849

Firefighters Pension Fund accounts (Net Assets Statement)

2017/18		PYR Adj	Restated 2017/18	Restated 1 April 2017
£000		£000	£000	£000
(6,574)	Cash	6,574	6,574	-
0	Creditors (Merseyside Fire & Rescue Service)	(6,574)	(6,574)	(8,622)

vi. Charge to Revenue for Non-current Assets

Services and support services are debited with the following amounts to record the cost of holding non-current assets during the year:

- depreciation attributable to the assets used by the relevant service
- revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off
- amortisation of intangible fixed assets attributable to the service.

The Authority is not required to raise council tax to fund depreciation, revaluation and impairment losses or amortisation. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement equal to an amount calculated on a prudent basis determined by the Authority in accordance with statutory guidance. Depreciation, revaluation, impairment losses and amortisation are therefore replaced by the contribution in the General Fund Balance MRP or loans fund principal, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement to reflect the difference between the two.

vii. Employee Benefits

Benefits Payable During Employment

Short-term employee benefits are those due to be settled wholly within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave, paid sick leave and non-monetary benefits (e.g. cars) for current employees and are recognised as an expense for services in the year in which employees render service to the Authority. An accrual is made for the cost of holiday entitlements (or any form of leave e.g. time off in lieu) earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday entitlements are charged to revenue in the financial year in which the holiday absence occurs.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Authority to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy in exchange for those benefits and are charged on an accruals basis to the appropriate service or, where applicable, to the Non Distributed Costs line in the Comprehensive Income and Expenditure Statement at the earlier of when the Authority can no longer withdraw the offer of those benefits or when the Authority recognises costs for a restructure.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund Balance to be charged with the amount payable by the Authority to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Post-employment Benefits

Employees of the Authority are members of two separate pension schemes:

- The Firefighters Pension Schemes for uniformed employees, administered by LPP - Your Pension Service (LPP Your Pension Service, PO Box 1382, Preston, Lancashire, PR2 0WQ).
- The Local Government Pensions Scheme for civilian employees, administered by Wirral Borough Council through Merseyside Pension Fund (Merseyside Pension Fund, 7th Floor, Castle Chambers, 43 Castle Street, Liverpool, L69 2NW).
- Both schemes provided defined benefits to members (retirement lump sums and pensions), earned as employees worked for the Authority.

The Firefighters Pension Scheme

The Firefighters Pension Scheme is an unfunded scheme meaning that there are no investment assets built up to meet pension liabilities. Cash has to be generated to meet actual pension payments as they fall due. The Government changed the funding mechanism for this scheme in 2006/07. This alleviated concerns about the possibility of large year on year fluctuations on local tax payers by creating a pension fund account. The primary objective is to allow the separation of the cost of providing pensions from the cost of running a fire and rescue service.

Transactions in the Firefighters Pension Fund include:

Credits to the Pension Fund

- Employees' contributions from firefighters
- Transfer values received from other authorities
- The employer's contributions due from the Authority
- Additional contributions required from the Authority for ill health retirements.

Debits to the Pension Fund

- Awards payable under any provision of the pension scheme
- Transfer values payable to other authorities
- Any repayment to the Authority of contributions towards ill health retirements.

The Pension fund account is balanced to zero by either:

- Crediting a top-up grant receivable from the Home Office where income to the fund is less than its expenditure.
- Debiting an amount payable to the Home Office where the expenditure of the fund is less than its income.

Firefighters' Injury Schemes



Under the Firefighters Compensation Scheme (England) Order 2006, a firefighter receives an injury award where they have retired and are permanently disabled because of an injury received in the execution of their duty. Under IAS 19 the Authority is required to account for contingent future injury benefits. The liability is based on an estimate of future benefits earned by members, and movements in the liability are treated in the same way as for the Firefighters pension schemes.

The Local Government Pension Scheme

The Local Government Scheme is accounted for as a defined benefits scheme:

- The liabilities of the Merseyside Pension Fund attributable to the Authority are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc, and projections of projected earnings for current employees.
- Liabilities are discounted to their present value at current prices, using a discount rate of 3.6% (based on the indicative rate of return on high quality corporate bond).
- The assets of Merseyside Pension Fund attributable to the Authority are included in the Balance Sheet at their fair value:
 - quoted securities – current bid price
 - unquoted securities – professional estimate
 - unitised securities – current bid price
 - property – market value.

The change in the net pension's liability is analysed into the following components:

- Service cost comprising:
 - current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked.
 - past service cost – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years – debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non-Distributed Costs.
 - net interest on the net defined benefit liability (asset), i.e. net interest expense for the Authority – the change during the period in the defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.
- Remeasurements comprising:
 - the return on plan assets – excluding amounts included in net interest on the net defined benefit liability (asset) – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
 - actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
 - contributions paid to the Merseyside Pension Fund – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund Balance to be charged with the amount payable by the Authority to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are transfers to and

from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact to the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits that are earned by employees.

Discretionary Benefits

The Authority also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

viii. Events after the Reporting Period

Events after the balance sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period – the Statement of Accounts is adjusted to reflect such events
- those that are indicative of conditions that arose after the reporting period – the Statement of Accounts is not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

ix. Financial Instruments

Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

For most of the borrowings that the Authority has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

Where premiums and discounts have been charged to the Comprehensive Income and Expenditure Statement, regulations allow the impact on the General Fund Balance to be spread over future years. The Authority has a policy of spreading the gain or loss over the term that was remaining on the loan against which the premium was payable or discount receivable when it was repaid. The reconciliation of amounts charged to the Comprehensive Income and Expenditure Statement to the net charge required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

Financial Assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cashflow characteristics. There are three main classes of financial assets measured at:

- amortised cost
- fair value through profit or loss (FVPL), and
- fair value through other comprehensive income (FVOCI).

The Authority's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost, except for those whose contractual payments are not solely payment of principal and interest

(ie where the cash flows do not take the form of a basic debt instrument).

Financial Assets Measured at Amortised Cost

Financial assets measured at amortised cost are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the financial assets held by the Authority, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the CIES is the amount receivable for the year in the loan agreement.

Any gains and losses that arise on the derecognition of an asset are credited or debited to the Financing and Investment Income and Expenditure line in the CIES.

Expected Credit Loss Model

The Authority recognises expected credit losses on all of its financial assets held at amortised cost, either on a 12 month or lifetime basis. The expected credit loss model also applies to lease receivable and contract assets. Only lifetime losses are recognised for trade receivable (debtors) held by the Authority.

Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations. Credit risk plays a crucial part in assessing losses. Where risk has increased significantly since an instrument was initially recognised, losses are assessed on a lifetime basis. Where risk has not increased significantly or remains low, losses are assessed on the basis of 12-month expected losses.

Financial Assets Measured at Fair Value through Profit or Loss

Financial assets that are measured at Fair Value through Profit or Loss (FVPL) are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Fair value gains and losses are recognized as they arrive in the Surplus or Deficit on the Provision of Services.

The fair value measurements of the financial assets are based on the following techniques:

- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis.

The inputs to the measurement techniques are categorised in accordance with the following three levels:

- Level 1 inputs – quoted prices (unadjusted) in active markets for identical assets that the authority can access at the measurement date.
- Level 2 inputs – inputs other than quoted prices included within Level 1 that are observable for the asset, either directly or indirectly.
- Level 3 inputs – unobservable inputs for the asset.

Any gains and losses that arise on the derecognition of the asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

The Authority entered into a number of financial guarantees that are not required to be accounted for as financial instruments. These guarantees are reflected in the Statement of Accounts to the extent that provisions might be required or a contingent liability note is needed under the policies set out in the section on Provision, Contingent Liabilities and Contingent Assets.

x. Foreign Currency Translation

Where the Authority has entered into a transaction denominated in a foreign currency, the transaction is converted into sterling at the exchange rate applicable on the date the transaction was effective. Where amounts in foreign currency are outstanding at the year-end, they are reconverted at the spot exchange rate at 31st March. Resulting gains or losses are recognised in the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

xi. Government Grants and Contributions

Whether paid on account, by instalments or in arrears, government grants and third party contributions and donations are recognised as due to the Authority when there is reasonable assurance that:

- the Authority will comply with the conditions attached to the payments, and
- the grants or contributions will be received.

Amounts recognised as due to the Authority are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contributions have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset in the form of the grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or Taxation and Non-specific Grant Income (non-ringfenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure Statement.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied Reserve. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied Reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

xii. Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Authority as a result of past events (e.g. software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Authority.

Internally generated assets are capitalised where it is demonstrable that the project is technically feasible and is intended to be completed (with adequate resources being available) and the Authority will be able to generate future economic benefits or deliver service potential by being able to sell or use the asset. Expenditure is capitalised where it can be measured reliably as attributable to the asset and is restricted to that incurred during the development phase (research expenditure cannot be capitalised).

Expenditure on the development of websites is not capitalised if the website is solely or primarily intended to promote or advertise the Authority's goods or services.

Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the Authority can be determined by reference to an active market. In practice, no intangible asset held by the Authority meets this criterion, and they are therefore carried at amortised cost. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. An asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

xiii. Inventories and Long-term Contracts

Inventories are included in the Balance Sheet at the lower of cost and net realisable value. The cost of inventories is assigned using the weighted average costing formula. The Authority holds inventories of uniforms, smoke alarms, consumable items, stationery and vehicle parts.

Long-term contracts are accounted for on the basis of charging the Surplus or Deficit on the Provision of Services with the value of works and services received under the contract during the financial year.

xiv. Joint Operations

Joint operations are arrangements where the parties that have joint control of the arrangements have rights to the assets and obligations for the liabilities relating to the arrangement. The activities undertaken by the Authority in conjunction with other joint operators involve the use of the assets and resources of those joint operators. In relation to its interest in a joint operation, the Authority as a joint operator recognises:

- its assets, including its share of any assets held jointly
- its liabilities, including its share of any liabilities incurred jointly
- its revenue from the sale of its share of the output arising from the joint operation
- its share of the revenue from the sale of the output by the joint operation
- its expenses, including its share of any expenses incurred jointly.

xv. Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases.

Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

The Authority as Lessee

Finance Leases

Property, plant and equipment held under finance leases are recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor. Initial direct costs of the Authority are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability. Contingent rents are charged as expenses in the periods in which they are incurred.

Lease payments are apportioned between:

- a charge for the acquisition of the interest in the property, plant or equipment – applied to write down the lease liability, and
- a finance charge (debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

Property, plant and equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer to the authority at the end of the lease period).

The Authority is not required to raise council tax to cover depreciation or revaluation and impairment losses arising on leased assets. Instead, a prudent annual contribution is made from revenue funds towards the deemed capital investment in accordance with statutory requirements. Depreciation, revaluation and impairment losses are therefore substituted by a revenue contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

Operating Leases

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services benefitting from use of the leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a rent-free period at the commencement of the lease).

The Authority as Lessor

Finance Leases

Where the Authority grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal. At the commencement of the lease, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. A gain, representing the Authority's net investment in the lease, is credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal), matched by a lease (long-term debtor) asset in the Balance Sheet.

Lease rentals receivable are apportioned between:

- a charge for the acquisition of the interest in the property – applied to write down the lease debtor (together with any premiums received), and
- finance income (credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement)

The gain credited to the Comprehensive Income and Expenditure Statement on disposal is not permitted by statute to increase the General Fund Balance and is required to be treated as a capital receipt. Where a premium has been received, this is posted out of the General Fund Balance to the Capital Receipts Reserve in the Movement in Reserves Statement. Where the amount due in relation to the lease asset is to be settled by the payment of rentals in future financial years, this is posted out of the General Fund Balance to the Deferred Capital Receipts Reserve in the Movement in Reserves Statement. When the future rentals are received, the element for the capital receipt for the disposal of the asset is used to write down the lease debtor. At this point, the deferred capital receipts are transferred to the Capital Receipts Reserve.

The written-off value of disposals is not a charge against council tax, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are therefore appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.

Operating Leases

Where the Authority grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Credits are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a premium paid at the commencement of the lease). Initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the relevant asset and charged as an expense over the lease term on the same basis as rental income.

xvi. Overheads and Support Services

The costs of overheads and support services are charged to those that benefit from the supply or service in accordance with the costing principles of the CIPFA *Service Reporting Code of Practice 2018/19 (SeRCOP)*. The total absorption costing principle is used – the full cost of overheads and support services is shared between users in proportion to the benefits received, with the exception of:

- Corporate and Democratic Core – costs relating to the Authority's status as a multi-functional, democratic organisation.
- National Resilience / International Search and Rescue – costs not apportioned.
- Non-Distributed Costs – the cost of discretionary benefits awarded to employees retiring early and impairment losses chargeable on Assets Held for Sale.

These two cost categories are defined in SeRCOP and accounted for as separate headings in the Comprehensive Income



and Expenditure Statement, as part of Net Expenditure on Continuing Services.

xvii. Property, Plant and Equipment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Authority and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an assets potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

Measurement

Assets are initially measured at cost, comprising of:

- the purchase price
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Authority does not capitalise borrowing costs incurred whilst assets are under construction.

The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition does not have commercial substance (i.e. it will not lead to a variation in the cash flows of the Authority). In the latter case, where an asset is acquired via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the Authority.

Donated assets are measured initially at fair value. The difference between fair value and any consideration paid is credited to the Taxation and Non-Specific Grant Income line of the Comprehensive Income and Expenditure Statement, unless the donation has been made conditionally. Until conditions are satisfied, the gain is held in the Donated Assets Account. Where gains are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance to the Capital Adjustment Account in the Movement in Reserves Statement.

Assets are then carried in the Balance Sheet using the following measurement bases:

- 23 Community Fire Stations (plus 1 Marine Rescue Station) are measured on a Depreciated Replacement Cost basis as the property is classed as specialised with no readily made market available. Two Community fire stations are treated as assets held for sale and valued at current value less costs to sell.
- the balance of the property portfolio consisting of Headquarters, Training Academy, Fire Control Centre, Engineering Centre of Excellence and Houses are valued on a current value basis as buildings could be used for alternative purposes
- assets under construction are valued on depreciated historical cost basis
- all other assets are measured at the current value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV).

Where there is no market-based evidence of current value because of the specialist nature of an asset, depreciated replacement cost (DRC) is used as an estimate of current value.

Where non-property assets that have short useful lives or low values (or both), depreciated historical cost basis is used as a proxy for current value.

Assets included in the Balance Sheet at current value are revalued sufficiently and regularly to ensure that their carrying amount is not materially different from their current value at the year-end, but as a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains.

Where decreases in value are identified, they are accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)



- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

Impairment

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Where impairment losses are identified, they are accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

Where an impairment loss is reversed subsequently, the reversal is credited to the relevant service line(s) in the Comprehensive Income and Expenditure Statement, up to the amount of the original loss, adjusted for depreciation that would have been charged if the loss had not been recognised.

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets by the systematic allocation of their depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life (i.e. freehold land and certain community assets) and assets that are not yet available for use (i.e. assets under construction).

Depreciation is calculated on the following bases:

- Buildings – straight line allocation over the remaining life of the property as estimated by the valuer. The remaining life of the buildings range from 2 – 50 years
- Vehicles, plant and equipment – straight line allocation over the remaining useful life as estimated by a suitably qualified officer. Vehicles are depreciated over 5 – 20 years and plant and equipment is depreciated over 3 – 25 years
- Land – depreciation is not applied to land
- No residual value is accounted for.

Where an item of property, plant and equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately. Only components above 10% of the total asset value would be considered for componentisation.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

Disposals and Non-current Assets Held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previous losses recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on assets held for sale.

If assets no longer meet the criteria to be classified as assets held for sale, they are reclassified back to non-current assets and valued at the lower of their carrying amount before they were classified as held for sale; adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as Held for Sale, and their recoverable amount at the date of the decision not to sell.

Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the Authority's underlying need to borrow (the capital financing requirement). Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement.

The written-off value of disposals is not a charge against council tax, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.

xviii. Private Finance Initiative (PFI) and Similar Contracts

The Authority lead a North West PFI project to replace 16 fire stations across Merseyside, Lancashire and Cumbria. Merseyside Fire & Rescue Service built 7 new PFI Stations. The building programme for Merseyside started in April 2011, with first station opening in April 2012 and the last station opening July 2013.

PFI and similar contracts are agreements to receive services, where the responsibility for making available the property, plant and equipment needed to provide the services passes to the PFI contractor. As the Authority is deemed to control the services that are provided under its PFI schemes, and as ownership of the property, plant and equipment will pass to the Authority at the end of the contracts for no additional charge, the Authority carries the assets used under the contracts on its Balance Sheet as part of Property, Plant and Equipment.

The original recognition of these assets at fair value (based on the cost to purchase the property, plant and equipment) was balanced by the recognition of a liability for amounts due to the scheme operator to pay for the capital investment.

Non-current assets when recognised on the Balance Sheet are revalued and depreciated in the same way as property, plant and equipment owned by the Authority.

The amounts payable to the PFI operator each year are analysed into five elements:

- **fair value of the services received during the year** – debited to the relevant service in the Comprehensive Income and Expenditure Statement
- **finance cost** – interest is charged on the outstanding Balance Sheet liability, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- **contingent rent** – increases in the amount to be paid for the property arising during the contract, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- **payment towards liability** – applied to write down the Balance Sheet liability towards the PFI operator (the profile of write downs is calculated using the same principles as for a finance lease)
- **lifecycle replacement costs** – analysed on an annual basis and either capitalised as an addition to Property Plant and Equipment if the spend relates to capital or debited to the relevant service in the Comprehensive Income and Expenditure Statement if the spend relates to revenue maintenance.

xix. Provisions, Contingent Liabilities and Contingent Assets

Provisions

Provisions are made where an event has taken place that gives the Authority a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. For instance, the Authority may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the Authority becomes aware of the obligation, and are measured at the best estimate at the



balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the Authority settles the obligation.

Contingent Liabilities

A contingent liability arises where an event has taken place that gives the Authority a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Authority. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts.

Contingent Assets

A contingent asset arises where an event has taken place that gives the Authority a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Authority.

Contingent assets are not recognised in the Balance Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

xx. Reserves

The Authority sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against council tax for the expenditure.

Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments, retirement and employee benefits and do not represent usable resources for the Authority – these reserves are explained in the relevant policies.

xxi. Revenue Expenditure Funded from Capital under Statute

Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement in the year. Where the Authority has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses out the amounts charged so that there is no impact on the level of council tax.

xxii. VAT

VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income.

xxiii. Local Taxation

Council Tax

In their capacity as billing authorities the District Councils of Knowsley, Liverpool, Sefton, St Helens and Wirral act as agents: they collect and distribute council tax income on behalf of the major preceptors and themselves. The cash collected by the billing authorities from council tax debtors belongs proportionately to the billing authorities and the major preceptors. There will therefore be a debtor/creditor position between the billing authorities and the Fire Authority to be recognised since the net cash paid to the Fire Authority in the year will not be its share of cash collected from council tax



payers.

NNDR

From the 1st April 2013 the District Councils of Knowsley, Liverpool, Sefton, St. Helens and Wirral collect National Non Domestic Rates (NNDR) income on behalf of Central Government and the Fire Authority as well as themselves. The relevant shares of NNDR income are Central Government (50%), District Council (49%) and the Fire Authority (1%), being the shares as defined by the Business Rates Retention Regulations 2012. The NNDR income distributed to each of the three parties is the amount after deducting an allowance for the District Councils cost of collection. The NNDR cash collected by the billing authority belongs proportionately to Central Government, the District Council and the Fire Authority; there will therefore be a debtor/creditor position between these parties to be recognised since the net cash paid in the year to each party will not be their share of the cash collected from business ratepayers.

For both council tax and NNDR, the income reflected in the CIES in year is the Fire Authority's share of the income relating to that year. However the amount of council tax / NNDR income that can be credited to the General Fund for the year is determined by statute and may be different from the accrued income position shown in the CIES. An adjustment is made via the Movement in Reserves Statement for the difference between the income due under proper accounting practice and the income per statute.

Prior to the 1st April 2013 the Districts Councils collected NNDR solely on behalf of Central Government and not the Fire Authority.

2. Accounting Standards that have been Issued but Not Yet Adopted

The Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 (the Code) has introduced several changes in the accounting policies which will be required from 1st April 2019. The Code requires the disclosure of information relating to the expected impact of an accounting change required by a new standard that has been issued but not yet adopted. The Authority does not consider any changes to have a significant impact on the 2018/19 Statement of Accounts.

3. Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in Note 1, the Authority has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

- Insurance – The Authority's fleet of vehicles are insured for third party fire and theft only. Based on historical experience of incidents the decision was made to self-insure vehicles. Previously the vehicles were insured fully comprehensive, but premiums were deemed too expensive in comparison to self insurance. However, costs are closely monitored to ensure best value for money.
- No Residual Value of Assets - The Authority assumes that the residual value of all property plant and equipment will be nil when they are de-commissioned, as the assets are held to provide a service rather than for resale at the end of their useful life. The Authority has determined that the amounts received when assets are decommissioned are negligible and depend on the market demand for the assets at time of disposal.
- Property valued at Depreciated Replacement Cost – The Authority has measured its fire stations as depreciated replacement cost as there is no market based evidence of fair value because of the specialist nature of the assets.

4. Assumptions Made about the Future and Other Major Sources of Estimation Uncertainty

The Statement of Accounts contains estimated figures that are based on assumptions made by the Authority about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the Authority's Balance Sheet at 31st March 2019 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Property, Plant and Equipment	Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the Authority will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to assets.	<p>If the useful life of assets are reduced, depreciation increases and the carrying amount of the assets falls.</p> <p>It is estimated that the annual depreciation charge for buildings would increase by £580,000 for every year that useful lives have to be reduced.</p>
	The Authority operates a 5 year revaluation programme for Land and Buildings held on the Balance Sheet. The Authority in conjunction with its valuers have reviewed these assets, taking into account various factors such as building cost indices and local knowledge. As a result, land and buildings have been revalued at 31 March 2019.	Land and building revaluations increased by £17m to £70m and therefore a 1% change in valuation would result in an increase/decrease in valuation of £700,000. Also, within the year, two new fire stations became operational and were revalued under Depreciated Replacement Cost. This led to a revaluation loss within the year of £4.9m.
Pensions Liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Authority with expert advice about the assumptions to be applied. (Note 40)	The estimates and assumptions involve many variables all of which interact in complex ways and will have an impact on figures produced by professional actuaries. If pensions liability were to change by 1% this would result in a gain/loss of £11.9m.

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
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McCloud	<p>The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. On 27th June 2019 the Supreme Court denied the Government permission to appeal this decision.</p> <p>The Government Actuary's Department (GAD) has carried out some costings of the potential effect of McCloud on the FPS and LGPS as a whole, and the Authority has received updated past service liability costs from the relevant actuaries based on these costings and assumptions. The estimated cost of the McCloud case has increased past service costs for the FPS by £44.3m and LGPS by £1.8m. At this stage it is uncertain what the final compensation or remedy will be offered up by the Government to the Employment Tribunal.</p>	<p>The additional past service costs assumed for the McCloud case are very sensitive to the assumptions made by the actuaries.</p> <p>In particular judgement is expected to be highly sensitive to the gap between CPI inflation and the assumed rate of salary growth. Under the approach and remedy adopted by the actuaries:-</p> <p>FPS assumes Pay growth of +2.0% above CPI, if the long term salary growth assumptions were 1.0% pa lower, then the impact on the past service cost is expected to be a change of around -10% on the provision.</p> <p>LGPS assumes Pay growth of +1.5% above CPI, if the long term salary growth assumptions were equal to CPI the costs in relation to McCloud would be insignificant and could be assumed to be neutral.</p>
Arrears	At 31 st March 2019, the Authority had a balance of sundry debtors of £834,000. A review of significant balances suggested that a credit loss provision of 8.84% (£73,900) was appropriate.	If collection rates were to deteriorate, a doubling of the amount of the impairment of doubtful debts would require an additional £73,900 to set aside as an allowance.
Provisions	The Authority has made provision for Injury and Damage Compensation claims based on an estimate of potential payouts.	Claims are based on past experience and evaluations. If the estimate were to change by 10% this would result in a change of £34,000 in the provision.

5. Material Items of Income and Expense

The following services have been outsourced to an external provider.

	2018/19 £000	2017/18 £000
IT & Communications	1,869	1,844
Estates	1,213	1,133

6. Events After the Balance Sheet Date

There are no events after the balance sheet date to be reported.

7. Adjustments between Accounting Basis and Funding Basis under Regulations

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Authority in the year, in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Authority to meet future capital and revenue expenditure.

General Fund Balance

The General Fund is the statutory fund into which all the receipts of an authority are required to be paid and out of which all liabilities of the Authority are to be met, except to the extent that statutory rules might provide otherwise. These rules can be specifying the financial year in which the liabilities and payments should impact on the General Fund Balance, which is not necessary in accordance with proper practice. The General Fund Balance therefore summarises the resources that the Authority is statutorily empowered to spend on its services or on capital investment (or the deficit of resources that the Authority is required to recover) at the end of the financial year.

Capital Receipts Reserve

The Capital Receipts Reserve holds the proceeds from the disposal of land or other assets, which are restricted by statute from being used other than to fund new capital expenditure or to be set aside to finance historical capital expenditure. The balance on the reserve shows the resources that have yet to be applied for these purposes at the year-end.

Capital Grants Unapplied

The Capital Grants Unapplied (Reserve) holds the grants and contributions received towards capital projects for which the Authority has met the conditions that would otherwise require repayment of the monies but which have yet to be applied to meet expenditure. The balance is restricted by the grant terms as to the capital expenditure against which it can be applied and/or the financial year in which this can take place.

Adjustments between Accounting Basis and Funding Basis under Regulations 2018/19

2018/19	Usable Reserves
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	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000
Adjustments to Revenue Resources			
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:			
- Pensions costs (transferred to (or from) the Pensions Reserve)	(47,821)	-	-
- Financial instruments (transferred to the Financial Instruments Adjustments Account)	(14)	-	-
- Council Tax and NDR (transferred to the Collection Fund Adjustments Account)	(70)	-	-
- Holiday pay (transferred to the Accumulated Absences Reserve)	(58)	-	-
- Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account):	(5,810)	-	(2,100)
Total Adjustments to Revenue Resources	(53,773)	-	(2,100)
Adjustments between Revenue and Capital Resources			
Transfer of non-current asset sale proceeds from revenue to the Capital Reserve	1,673	(1,673)	-
Administrative costs of non-current asset disposals (funded by a contribution from the Capital Receipts Reserve)	(8)	8	-
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account)	8,234	-	-
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	3,439	-	-
Total Adjustments between Revenue and Capital Resources	13,338	(1,665)	-
Adjustments to Capital Resources			
Use of the Capital Receipts Reserve to finance capital expenditure	-	1,665	-
Application of capital grants to finance capital expenditure	-	-	2,289
Cash payments in relation to deferred capital receipts	-	-	-
Total Adjustments to Capital Resources	-	1,665	2,289
Total Adjustments	(40,435)	-	189

Adjustments between Accounting Basis and Funding Basis under Regulations 2017/18

2017/18 Restated	Usable Reserves		
	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000
Adjustments to Revenue Resources			
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:			
- Pensions costs (transferred to (or from) the Pensions Reserve)	(7,016)	-	-
- Financial instruments (transferred to the Financial Instruments Adjustments Account)	(15)	-	-
- Council Tax and NDR (transferred to the Collection Fund Adjustments Account)	338	-	-
- Holiday pay (transferred to the Accumulated Absences Reserve)	108	-	-
- Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account):	(5,067)	-	(700)
Total Adjustments to Revenue Resources	(11,652)		(700)
Adjustments between Revenue and Capital Resources			
Transfer of non-current asset sale proceeds from revenue to the Capital Reserve	382	(382)	-
Administrative costs of non-current asset disposals (funded by a contribution from the Capital Receipts Reserve)	-	-	-
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account)	4,513	-	-
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	4,830	-	-
Total Adjustments between Revenue and Capital Resources	9,725	(382)	-
Adjustments to Capital Resources			
Use of the Capital Receipts Reserve to finance capital expenditure	-	382	-
Application of capital grants to finance capital expenditure	-	-	236
Cash payments in relation to deferred capital receipts	-	-	-
Total Adjustments to Capital Resources	-	382	236
Total Adjustments	(1,927)	-	(464)

8. Transfers to/from Earmarked Reserves

This note sets out the amounts set aside from the General Fund balances in earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund in 2018/19.

	Balance at 31 March 2017 £000	Transfers Out 2017/18 £000	Transfers In 2017/18 £000	Balance at 31 March 2018 £000	Transfers Out 2018/19 £000	Transfers In 2018/19 £000	Balance at 31 March 2019 £000
Emergency Related Reserves:							
Bellwin Reserve	147	-	-	147	-	75	222
Insurance Reserve	700	-	159	859	(476)	-	383
Emergency Planning Reserve	75	-	-	75	(75)	-	-
Catastrophe Reserve	100	-	-	100	(100)	-	-
Modernisation Challenge:							
Smoothing Reserve	1,981	(175)	-	1,806	(1,356)	-	450
Pensions Reserve	500	(178)	-	322	(322)	-	-
Recruitment Reserve	3,100	(845)	745	3,000	-	-	3,000
Invest To Save Reserve	1,000	-	-	1,000	(364)	259	895
Capital Investment:							
Capital Investment Reserve	16,613	(5,884)	1,592	12,321	(2,770)	4,880	14,431
Emerging Technologies Reserve	60	(2)	-	58	(58)	-	-
PFI Annuity Reserve	2,169	(77)	-	2,092	(106)	-	1,986
Equality and Accessibility Reserve	285	-	-	285	(285)	-	-
Specific Projects:							
Health & Safety Reserve	2	-	4	6	-	24	30
Equipment Reserve	301	(33)	79	347	(263)	8	92
Research and Consultation Reserve	24	-	-	24	-	-	24
Clothing Reserve	166	(108)	250	308	(66)	-	242
Healthy Living / Olympic Legacy Reserve	40	(6)	1	35	-	-	35
Training Reserve	450	-	-	450	(300)	-	150
Inflation:							
Inflation Reserve	500	-	200	700	-	-	700
Total	28,213	(7,308)	3,030	23,935	(6,541)	5,246	22,640
Ringfenced Reserves							
Princes Trust Reserve	92	-	29	121	(82)	-	39
Community Risk Management Reserve	320	-	5	325	-	-	325
Energy Reserve	132	-	9	141	(162)	40	19
New Dimensions Reserve	1,101	(2)	94	1,193	(1,193)	41	41
Total	1,645	(2)	137	1,780	(1,437)	81	424
Total Earmarked Reserves	29,858	(7,310)	3,167	25,715	(7,978)	5,327	23,064

Bellwin Reserve

This reserve is set aside for expenditure in exceptional circumstances, which is below the threshold for Central Government assistance under the Bellwin scheme.

Insurance Reserve

Due to an Authority decision to increase self-insurance (particularly vehicle insurance) a reserve has been set up to hedge against the risk of unidentified future claims. A specific provision is made for claims that have already been lodged.

Emergency Planning Reserve

This reserve was created due to the increased threat of terrorism and would give the Authority an immediate budget to spend in an emergency. This reserve has been realigned with the Bellwin Reserve.

Catastrophe Reserve

This reserve was set up in light of any risk to the Authority and the need for resources to cope with any major or protracted incidents. This reserve has been realigned with the Capital Investment Reserve.

Smoothing Reserve

This reserve is used to support the significant financial challenges that the Authority faces as public spending is reduced. It is intended to smooth out expenditure patterns when savings take time to deliver and to help avoid firefighter redundancies.

Pensions Reserve

This reserve was created to contribute towards the cost of any ill health retirements the Authority may have. The Authority is required to contribute towards the pension costs when a firefighter retires on ill health over a three year period. Also due to recent changes in commutation factors for firefighters in terms of any backdated claims.

Recruitment Reserve

Over the next decade almost two thirds of firefighters are expected to retire. In addition, it takes almost a year to train a firefighter across the full range of competencies. In order to meet this challenge in a prudent and structured fashion a reserve of £3m has been created to support staff recruitment to manage effective succession planning.

Invest To Save Reserve

Some reserves were realigned in the year to create a more generic reserve for schemes to invest in up front in order to establish long-term savings.

Capital Investment Reserve

This reserve was created to contribute towards unforeseeable costs associated with large strategic capital schemes and to provide a resource for future station merger schemes and the refurbishment of the Training and Development Academy.

Emerging Technologies Reserve

This reserve has been created to invest in Information Technology within the Fire & Rescue Service. This reserve has been realigned with the Capital Investment Reserve.

PFI Annuity Reserve

This reserve was created to account for the differences in PFI credits received from the Government and actual payments to the PFI contractor.

Equality and Accessibility Reserve

Following a recent station access audit, the service needs to carry out some works to ensure all its property portfolio is compliant with current regulations. This reserve has been realigned with the Capital Investment Reserve.

Health & Safety Reserve

This reserve was created to assist the Authority's investment in health and safety issues in the workplace.

Equipment Reserve

This reserve was created to fund the purchase of equipment, furniture and small community based schemes.



Research and Consultation Reserve

This reserve has been created for investment in fire related academic research.

Clothing Reserve

This reserve has been created for investment in fire clothing/boots/helmets.

Healthy Living / Olympic Legacy Reserve

To improve community health where it links to fire & rescue service outcomes and to exploit and maximise opportunities and initiatives arising from the World Firefighter Games.

Training Reserve

This reserve has been created to allow additional resources and training for the additional costs required for emergency services collaboration.

Inflation Reserve

To cope with variations in pay and price inflation compared to the rates assumed in the financial plan. This reserve would provide short term funding for any excessive inflationary cost. It should be noted that assumptions on pay increases in the budget are low (1%).

Ringfenced Reserves

The Authority has a number of ringfenced reserves for specific initiatives for which dedicated funding / resources have been earmarked. These schemes often cover more than one financial year and therefore these reserves were created to cover the planned spend over future years.

9. Other Operating Expenditure

2017/18 Restated £000		2018/19 £000
51	(Gains)/losses on the disposal of non-current assets	(581)
(26,442)	Gain in relation to Government grant payable to Pension Fund on Authority's behalf	(31,299)
(26,391)	Total	(31,880)

10. Financing and Investment Income and Expenditure

2017/18 £000		2018/19 £000
3,730	Interest payable and similar charges	3,694
31,036	Pensions interest cost	29,938
(1,905)	Expected return on pensions assets	(2,015)
(178)	Interest receivable and similar income	(266)
-	Other investment income	-
32,683	Total	31,351

11. Taxation and Non-Specific Grant Income

2017/18 £000		2018/19 £000
(27,049)	Council tax income	(28,147)
(4,360)	National non-domestic rates (local share)	(4,173)
-	National non-domestic rates pool	-
(14,755)	National non-domestic rates top up grant	(15,273)
(13,664)	Revenue support grant	(12,050)
(1,402)	Capital grants and contributions	(2,111)
(61,230)	Total	(61,754)

12. Property, Plant and Equipment

Movements in 2018/19:

	Land & Buildings	Assets Under Construction	Vehicles & Equipment	Total Property, Plant and Equipment	PFI Assets Included in Property Plant and Equipment
	£000	£000	£000	£000	£000
Cost or Valuation					
At 1 April 2018	63,934	193	19,780	83,907	18,825
Additions	610	5,231	2,829	8,670	59
Donations	-	-	-	-	-
Revaluation increases/(decreases) recognised in the Revaluation Reserve	17,359	-	-	17,359	5,201
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(6,052)	-	-	(6,052)	-
Derecognition – disposals	-	-	-	-	-
Derecognition – other	(9,052)	-	(1,197)	(10,249)	(1,900)
Assets reclassified (to)/from held for sale	(1,709)	-	-	(1,709)	-
Other movements in cost or valuation	4,933	(4,933)	-	0	-
At 31 March 2019	70,023	491	21,412	91,926	22,185
Accumulated Depreciation and Impairment					
At 1 April 2018	(7,338)	-	(9,778)	(17,116)	(1,425)
Depreciation charge	(2,478)	-	(2,350)	(4,828)	(475)
Depreciation written out to the Revaluation Reserve	-	-	-	-	-
Depreciation written out to the Surplus/Deficit on the Provision of Services	-	-	-	-	-
Impairment losses/(reversals) recognised in the Revaluation Reserve	-	-	-	-	-
Impairment losses/(reversals) recognised in Surplus/Deficit on the Provision of Services	-	-	-	-	-
Derecognition – disposals	-	-	-	-	-
Derecognition – other	9,052	-	1,197	10,249	1,900
Assets reclassified (to)/from held for sale	764	-	-	764	-
Other movements in depreciation and impairment	-	-	-	-	-
At 31 March 2019	-	-	(10,931)	(10,931)	-
Net Book Value					
At 31 March 2019	70,023	491	10,481	80,995	22,185
At 31 March 2018	56,596	193	10,002	66,791	17,400
Nature of Asset Holding					
Owned	45,838	491	10,481	56,810	-
Finance Lease	2,000	-	-	2,000	-
PFI	22,185	-	-	22,185	22,185
Total	70,023	491	10,481	80,995	22,185

Property, Plant and Equipment

Comparative Movements in 2017/18:

	Land & Buildings £000	Assets Under Construction £000	Vehicles & Equipment £000	Total Property, Plant and Equipment £000	PFI Assets Included in Property Plant and Equipment £000
Cost or Valuation					
At 1 April 2017	57,341	2,276	19,699	79,316	18,825
Additions	704	5,317	3,106	9,127	-
Donations	-	-	-	-	-
Revaluation increases/(decreases) recognised in the Revaluation Reserve	-	-	-	-	-
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	-	-	-	-	-
Derecognition – disposals	-	-	(470)	(470)	-
Derecognition – other	-	-	(2,555)	(2,555)	-
Assets reclassified (to)/from held for sale	(1,000)	-	-	(1,000)	-
Other movements in cost or valuation	6,889	(7,400)	-	(511)	-
At 31 March 2018	63,934	193	19,780	83,907	18,825
Accumulated Depreciation and Impairment					
At 1 April 2017	(5,058)	-	(10,674)	(15,732)	(950)
Depreciation charge	(2,742)	-	(1,946)	(4,688)	(475)
Depreciation written out to the Revaluation Reserve	-	-	-	-	-
Depreciation written out to the Surplus/Deficit on the Provision of Services	-	-	-	-	-
Impairment losses/(reversals) recognised in the Revaluation Reserve	-	-	-	-	-
Impairment losses/(reversals) recognised in Surplus/Deficit on the Provision of Services	-	-	-	-	-
Derecognition – disposals	-	-	287	287	-
Derecognition – other	-	-	2,555	2,555	-
Assets reclassified (to)/from held for sale	462	-	-	462	-
Other movements in depreciation and impairment	-	-	-	-	-
At 31 March 2018	(7,338)	-	(9,778)	(17,116)	(1,425)
Net Book Value					
At 31 March 2018	56,596	193	10,002	66,791	17,400
At 31 March 2017	52,283	2,276	9,025	63,584	17,875
Nature of Asset Holding					
Owned	37,598	193	10,002	47,793	-
Finance Lease	1,598	-	-	1,598	-
PFI	17,400	-	-	17,400	17,400
Total	56,596	193	10,002	66,791	17,400

Depreciation

The following useful lives and depreciation rates have been used in the calculation of depreciation:

- Buildings – straight line allocation over the remaining life of the property as estimated by the valuer. The remaining life of the buildings range from 2 – 50 years. This is due to the station merger programme. Fire stations are being depreciated over the remaining useful life in line with the forecast openings of new fire stations.
- Vehicles, plant and equipment – straight line allocation over the remaining useful life as estimated by a suitably qualified officer. Vehicles are depreciated over 5 – 20 years and plant and equipment is depreciated over 3 – 25 years
- Land – depreciation is not applied to land
- No residual value is accounted for

Depreciation / Impairment Reconciliation 2018/19

The attached analysis gives a complete breakdown of all depreciation charges, impairments and reversal of prior year impairments and revaluation losses.

	I&E Account £000	MIRS Reversal £000	Fixed Assets £000	Intangible Assets £000	AHFS £000	Revaluation Reserve £000
Depreciation						
Fixed assets	4,828	(4,828)	(4,828)	-	-	-
Intangible assets	422	(422)	-	(422)	-	-
Total	5,250	(5,250)	(4,828)	(422)	-	-
Impairments						
(Gain)/loss on asset sales	(39)	39	-	-	39	-
General impairments (L&B)	475	(475)	(475)	-	-	-
Prescot FS Transfer to Police	650	(650)	(650)	-	-	-
Revaluation losses	4,927	(4,927)	(4,927)	-	-	-
Total	6,013	(6,013)	(6,052)	-	39	-
Reversal of Prior Year						
Impairments	(1,307)	1,307	-	-	-	1,307
Revaluation losses	(3,950)	3,950	-	-	-	3,950
Total	(5,257)	5,257	-	-	-	5,257
Grand Total	6,006	(6,006)	(10,880)	(422)	39	5,257
Revaluation Gain	-	-	17,359	-	-	(17,359)
Reversal of PY impairments	-	-	-	-	-	-
Reversal of PY revaluation gain	-	-	-	-	-	-
Net Gain	-	-	17,359	-	-	(17,359)

Capital Commitments

At 31st March 2019, the Authority had entered into a number of contracts for the construction or enhancement of Property, Plant and Equipment. The value of these commitments in 2019/20 and future years is £2.3m. Similar commitments at 31st March 2018 were £1.5m. The commitments can be analysed as follows:

• Building Schemes	£1.0m
• Equipment and ICT Schemes	£0.5m
• Vehicles	<u>£0.8m</u>
	<u>£2.3m</u>

Effects of Changes in Estimates

Two fire stations were put up for sale in 2018/19 and transferred to Assets Held For Sale.

• West Kirby Fire Station	£200,000
• Upton Fire Station	£350,000

Various properties were sold in 2018/19:-

• Allerton Fire Station	£910,000
• Whiston Fire Station	£310,000
• West Kirby LLAR House	£411,000
• Land at Brombrough Fire Station	<u>£34,000</u>
	<u>£1,665,000</u>

Revaluations

The Authority carries out a programme that ensures all Property, Plant and Equipment required to be measured at current value is revalued at least every five years. All properties were valued by an external valuer (Hardie Brack Chartered Surveyors). Valuations of land and buildings are carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. The last complete property portfolio valuation was completed in March 2019 and became effective as at 31/03/2019. Valuations of vehicles, plant, furniture and equipment are based on historical prices where there is an active second-hand market or latest list prices adjusted for the condition of the asset.

Componentisation

After consulting with the fire & rescue service valuers (Hardie Brack Chartered Surveyors) we have concluded that no material changes to depreciation would be incurred by componentisation and that all components have a similar asset life or their values are not material. All fire stations have been valued on a depreciated replacement cost basis as there is no market value and the balance of property has been valued on a current value basis. All land and buildings were revalued at 31 March 2019.

	Land and Buildings £000	Assets Under Construction £000	Vehicles & Equipment £000	Total £000
Carried at historical cost	-	491	21,412	21,903
Valued at Depreciated Replacement Cost (DRC) at:				
31 March 2019	54,371	-	-	54,371
Values at current value as at:				
31 March 2019	15,652	-	-	15,652
Total Cost or Valuation	70,023	491	21,412	91,926

13. Intangible Assets

The Authority accounts for its software as intangible assets, to the extent that the software is not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant and Equipment. The intangible assets include purchased licenses only.

The movement on intangible asset balances during the year is as follows:

	2018/19 Software Licenses £000	2017/18 Software Licenses £000
Balance at start of year:		
▪ Gross carrying amounts	374	140
▪ Accumulated amortisation	-	-
Net carrying amount at start of year	374	140
Additions:		
▪ Internal development	-	-
▪ Purchases	197	374
▪ Acquired through business combinations	-	-
Assets reclassified as held for sale	-	-
Other disposals	-	-
Revaluations increases or decreases	-	-
Impairment losses recognised or reversed directly in the Revaluation Reserve	-	-
Impairment losses recognised in the Surplus/Deficit on the Provision of Services	-	-
Reversals of past impairment losses written back to the Surplus/Deficit on the Provision of Services	-	-
Amortisation for the period	(422)	(140)
Other changes	-	-
Net carrying amount at end of year	149	374
Comprising:		
▪ Gross carrying amounts	374	374
▪ Accumulated amortisation	(225)	-
Total	149	374

14. Financial Instruments

Reclassification of Financial Instruments Due to the Adoption on IFRS 9

To meet new Code requirements, financial assets are now classified into one of three categories:

- Financial assets held at amortised cost: These represent loans and loan-type arrangements where repayments of interest and principal take place on set dates and at specified amounts. The amount presented in the Balance Sheet represents the outstanding principal received plus accrued interest. Interest credited to the CIES is the amount receivable as per the loan agreement.
- Financial assets at Fair Value through Other Comprehensive Income (FVOCI): These assets are measured and carried at fair value. All gains and losses due to changes in fair value (both realised and unrealised) are accounted for through a reserve account, with the balance debited or credited to the CIES when the asset is disposed of depreciation is not applied to land
- Fair Value through Profit and Loss (FVTPL): These assets are measured and carried at fair value. All gains and losses due to changes in fair value (both realised and unrealised) are recognised in the CIES as they occur.

The table below shows the reclassification from the previous accounting standard (IAS 39) to the newly adopted standard (IFRS 9).

Category of Assets under IAS 39	Balance March 2018 Restated £000	Reclass ification £000	Balance As at 1 April 2019/18 £000	Category of Assets under IFRS 9
Short-term investments				Short-term investments
Loans and receivables - investments	22,058	-	22,058	Investments at amortised Cost
Cash & bank	8,560	-	8,560	Cash & bank
Debtors				Debtors
Financial assets carried at contract amounts	11,671	(6,420)	5,251	Debtors at amortised cost
Non-financial instruments	-	6,420	6,420	Non-financial instruments
Short-term liabilities				Short-term liabilities
Financial liabilities at amortised cost (PWLb)	(500)	-	(500)	Financial liabilities at amortised cost (PWLb)
Financial liabilities at Fair Value through P&L	(700)	-	(700)	Financial liabilities at Fair Value through P&L
PFI liabilities	(363)	-	(363)	PFI liabilities at amortised cost
Merseyside Residual Debt	(41)	-	(41)	Merseyside Residual Debt at amortised cost
Creditors				Creditors
Financial liabilities carried at contract amount	(15,966)	12,147	(3,819)	Financial liabilities carried at amortised amount
Non-financial instruments	-	(12,147)	(12,147)	Non-financial instruments
Long-term liabilities				Long-term liabilities
Financial liabilities at amortised cost (PWLb)	(37,600)	-	(37,600)	Financial liabilities at amortised cost (PWLb)
PFI liabilities	(18,147)	-	(18,147)	PFI liabilities at amortised cost
Merseyside Residual Debt	(284)	-	(284)	Merseyside Residual Debt at amortised cost

IFRS 9 also applies to financial liabilities, which have been assessed to be categorised as amortised cost which is equivalent to the old classification of loans and receivables, under which all of the Council's financial liabilities fall (excluding PFI and leases).

All of the information that follow are based on the new standard.

Categories of Financial Instruments

The Authority's financial instruments include financial assets (investments and receivables) and financial liabilities (trade payables arising from day-to-day operations and borrowings). The main purposes of the Authority's financial instruments are to raise finance to support the Authority's day-to-day operations (by investing surplus cash balances where appropriate) and finance investment undertaken through the capital programme.

The following categories of financial instruments are carried on the Balance Sheet, were financial assets and liabilities have been identified which do not meet the financial instrument criteria they have been included in non-financial instruments for completeness.

	Non-Current		Current	
	31 March 2019	31 March 2018 Restated	31 March 2019	31 March 2018 Restated
	£000	£000	£000	£000
Financial Assets				
Investments at amortised	-	-	17,088	22,058
Cash & Bank	-	-	4,669	8,560
Total Investments	-	-	21,757	30,618

Debtors				
Debtors at amortised cost	-	-	9,667	5,251
Non-financial instruments	-	-	6,642	6,420
Total Included in Debtors	-	-	16,309	11,671

Financial Liabilities				
Financial liabilities at amortised cost (PWLB)	(37,335)	(37,600)	(265)	(500)
Financial liabilities at fair value through profit and loss	-	-	-	(700)
Total Borrowings	(37,335)	(37,600)	(265)	(1,200)
Other Long-Term Liabilities				
Finance lease liabilities at amortised cost	-	-	-	-
PFI liabilities at amortised cost	(17,753)	(18,147)	(394)	(363)
Merseyside Residual Debt at amortised cost	(243)	(284)	(41)	(41)
Total Other Long-Term Liabilities	(17,996)	(18,431)	(435)	(404)
Creditors				
Creditors at amortised cost	-	-	(4,240)	(3,819)
Non-financial instruments	-	-	(6,031)	(12,147)
PWLB interest carried at amortised cost	-	-	(384)	(392)
Total Creditors	-	-	(10,655)	(16,358)
Total Borrowing	(55,331)	(56,031)	(11,355)	(17,962)

Income, Expense, Gains and Losses

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in relation to financial instruments are made up as follows:

	2018/19		2017/18	
	Surplus or Deficit on the Provision of Services	Other Comprehensive Income and Expenditure	Surplus or Deficit on the Provision of Services	Other Comprehensive Income and Expenditure
	£000	£000	£000	£000
Net gains/losses on:				
• financial assets measured at fair value through profit or loss	-	-	-	-
• financial assets measured at amortised cost	-	-	-	-
• investments in equity instruments designated at fair value through other comprehensive income	-	-	-	-
• investments in equity instruments designated at fair value through other comprehensive income	-	-	-	-
Total net gains/losses	-	-	-	-
Interest revenue:				
• financial assets measured at amortised cost	(266)	-	(177)	-
• other financial assets measured at fair value through other comprehensive income	-	-	-	-
Total interest revenue	(266)	-	(177)	-
Interest expense:	3,694	-	3,730	-
Fee income:				
• financial assets or financial liabilities that are not at fair value through profit or loss	-	-	-	-
• trust and other fiduciary activities	-	-	-	-
Total fee income	-	-	-	-
Fee expense:				
• financial assets or financial liabilities that are not at fair value through profit or loss	-	-	-	-
• trust and other fiduciary activities	-	-	-	-
Total fee expense	-	-	-	-

Fair Values of Assets and Liabilities

Financial liabilities and financial assets represented by loans and receivables and long-term debtors and creditors are carried in the Balance Sheet at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that will take place over the remaining term of the instruments, using the following assumptions:

- actual ranges of interest rates at 31st March 2019 of 4.25% to 11.125% for loans from the Public Works Loan Board (PWLb)
- no early repayment or impairment is recognised
- where an instrument will mature in the next twelve months, carrying amount is assumed to approximate to fair value
- the fair value of trade and other receivables is taken to be the invoiced or billed amount

The fair values calculated are as follows:

	31 March 2019		31 March 2018	
	Carrying amount	Fair value	Carrying amount	Fair value
	£000	£000	£000	£000
PWLB Short & Long term loans	37,600	58,047	38,100	57,443
PFI Liability	18,147	18,945	18,510	18,855

The PWLB fair value of the liabilities is lower than the carrying amount because the Authority's portfolio of loans includes a number of fixed rate loans where the interest rate payable is higher than the prevailing rates at the Balance Sheet date. This shows a notional future loss (based on economic conditions at 31st March 2019) arising from a commitment to pay interest to lenders above current market rates.

The PFI fair value of the liability is higher than the carrying amount and is defined as the price that would be paid to transfer the liability in an orderly transaction between market participants at the measurement date.

The fair value of the Merseyside residual debt is taken to be the same as the amount of principal outstanding.

Short-term debtors and creditors are carried at cost as this is a fair approximation of their value.

Short-term investments carrying amount is assumed to approximate to fair value.

15. Inventories

	Clothing / Consumable Stores		Diesel / Maintenance Materials		Total	
	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18
	£000	£000	£000	£000	£000	£000
Balance outstanding at start of year	416	352	111	104	527	456
Purchases	128	474	787	726	915	1,200
Recognised as an expense in the year	(47)	(410)	(787)	(719)	(834)	(1,129)
Written-off balances	-	-	-	-	-	-
Reversals of write-offs in previous years	-	-	-	-	-	-
Balance outstanding at year-end	497	416	111	111	608	527

16. Debtors

	31 March 2019	31 March 2018 Restated	1 April 2017 Restated
	£000	£000	£000
Central Government bodies	11,513	7,563	9,606
Other local authorities	3,410	3,116	3,103
NHS bodies	-	-	-
Public corporations and trading funds	-	-	-
Other entities and individuals	1,386	992	765
Total	16,309	11,671	13,474

17. Cash and Cash Equivalents

The balance of Cash and Cash Equivalents is made up of the following elements:

1 April 2017 Restated	31 March 2018 Restated		31 March 2019
£000	£000		£000
11	9	Cash held by the Authority	8
(70)	(852)	Bank current accounts	(441)
12,908	9,403	Short-term deposits with building societies	5,102
12,849	8,560	Total Cash and Cash Equivalents	4,669

18. Assets Held for Sale

	Current		Non-Current	
	2018/19	2017/18	2018/19	2017/18
	£000	£000	£000	£000
Balance outstanding at start of year	650	400	-	-
Assets newly classified as held for sale:				
▪ property, plant and equipment	-	-	945	538
▪ intangible assets	-	-	-	-
▪ other assets/liabilities in disposal groups	-	-	-	-
Revaluation losses	-	-	(72)	(38)
Revaluation gains	-	-	111	-
Impairment losses	-	-	-	-
Assets declassified as held for sale:				
▪ property, plant and equipment	-	-	-	-
▪ intangible assets	-	-	-	-
▪ other assets/liabilities in disposal groups	-	-	-	-
Assets sold	(1,084)	(250)	-	-
Transfers from non-current to current	984	500	(984)	(500)
Other movements	-	-	-	-
Balance outstanding at year-end	550	650	-	-

19. Creditors

	31 March 2019	31 March 2018	1 April 2017
		Restated	Restated
	£000	£000	£000
Central Government bodies	(4,010)	(10,184)	(4,897)
Other local authorities	(2,941)	(2,873)	(3,088)
NHS bodies	-	-	-
Public corporations and trading funds	-	-	-
Other entities and individuals	(3,320)	(2,909)	(3,339)
Total	(10,271)	(15,966)	(11,324)

The accrual for Compensated Absences is included in other entities and individuals.

20. Provisions

	Outstanding Legal Cases £000	Injury and Damage Compensation Claims £000	Business Rates Appeals £000	Total £000
Balance at 1 April 2018	-	(219)	(729)	(948)
Additional provisions made in 2018/19	-	(133)	(83)	(216)
Amounts used in 2018/19	-	9	-	9
Unused amounts reversed in 2018/19	-	-	-	-
Unwinding of discounting in 2018/19	-	-	-	-
Balance at 31 March 2019	-	(343)	(812)	(1,155)

Injury Compensation Claims

All of the injury compensation claims have currently been assessed as at 31st March 2019. They relate to personal injuries sustained where the Authority is alleged to be at fault. Provision is made for those claims where it is deemed probable that the Authority will have to make a settlement, based on past experience of court decisions about liability and the amount of damages payable. All outstanding claims are expected to be settled in future years but no precise date can be estimated. The Authority will only be reimbursed by the insurers for claims above £0.5m.

Business Rates Appeals

This relates to Merseyside Fire Service's share of appeals at 31st March 2019 from the five precepting authorities.

21. Usable Reserves

31 March 2018 £000		31 March 2019 £000
-	Usable Capital Receipts Reserve	-
(5,045)	Usable Capital Grants Unapplied	(4,856)
(2,000)	General Fund Balance	(2,000)
(25,715)	Earmarked Reserves (Note 8)	(23,064)
(32,760)	Total Usable Reserves	(29,920)

22. Unusable Reserves

31 March 2018 Restated £000		31 March 2019 £000
(7,665)	Revaluation Reserve	(18,129)
4,131	Capital Adjustment Account	(5,225)
(14)	Financial Instruments Adjustment Account	-
1,108,804	Pensions Reserve	1,187,762
(344)	Collection Fund Adjustment Account	(286)
962	Accumulating Compensated Absences Adjustment Account	1,033
1,105,874	Total Unusable Reserves	1,165,155

Revaluation Reserve

The Revaluation Reserve contains the gains made by the Authority arising from increases in the value of its property, plant and equipment. The balance is reduced when assets with accumulated gains are:

- revalued downwards or impaired and the gains are lost
- used in the provision of services and the gains are consumed through depreciation, or
- disposed of and the gains are realised.

The reserve contains only revaluation gains accumulated since 1 April 2007, the date that the reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

2017/18 £000		2018/19 £000
(8,805)	Balance at 1 April	(7,665)
-	Upward revaluation of assets	(12,102)
-	Downward revaluation of assets and impairment losses not charged to the Surplus/Deficit on the Provision of Services	-
-	Surplus or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on the Provision of Services	(12,102)
975	Difference between fair value depreciation and historical cost depreciation	866
165	Accumulated gains on assets sold or scrapped	772
1,140	Amount written off to the Capital Adjustment Account	1,638
(7,665)	Balance at 31 March	(18,129)

Financial Instruments Revaluation Reserve

The Financial Instruments Revaluation Reserve contains the gains made by the Authority arising from increases in the value of its investments that have quoted market prices or otherwise do not have fixed or determinable payments. The balance is reduced when investments with accumulated gains are:

- revalued downwards or impaired and the gains are lost
- disposed of and the gains are realised.

The Authority had no available for sale financial instruments at 31st March 2019.

Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or additions to those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis). The Account is credited with the amounts set aside by the Authority as finance for the costs of acquisition, construction and subsequent costs.

The Account contains accumulated gains and losses on Investment Properties and gains recognised on donated assets that have yet to be consumed by the Authority.

The Account also contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.

Note 7 provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

2017/18 £000		2018/19 £000
9,465	Balance at 1 April	4,131
	Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:	
5,237	• Charges for depreciation and impairment of non-current assets	4,646
-	• Revaluation losses on property, plant and equipment	977
141	• Amortisation of intangible assets	422
658	• Revenue expenditure funded from capital under statute	830
433	• Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	1,045
6,469		7,920
(1,140)	Adjusting amounts written out of the Revaluation Reserve	(1,638)
5,329	Net written out amount of the cost of non-current assets consumed in the year	6,282
	Capital financing applied in the year:	
(382)	• Use of the Capital Receipts Reserve to finance new capital expenditure	(1,665)
-	• Use of the Major Repairs Reserve to finance new capital expenditure	-
(702)	• Capital grants and contributions credited to the Comprehensive Income and Expenditure Statement that have been applied to capital financing	(11)
(236)	• Application of grants to capital financing from the Capital Grants Unapplied Account	(2,289)
(4,513)	• Statutory provision for the financing of capital investment charged against the General Fund	(8,234)
(4,830)	• Capital expenditure charged against the General Fund	(3,439)
(10,663)		(15,638)
-	Movements in the market value of Investment Properties debited or credited to the Comprehensive Income and Expenditure Statement	-
-	Movement in the Donated Assets Account credited to the Comprehensive Income and Expenditure Statement	-
4,131	Balance at 31 March	(5,225)

Financial Instruments Adjustment Account

The Financial Instruments Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for income and expenses relating to certain financial instruments and for bearing losses or benefiting from gains per statutory provisions. The Authority uses the Account to manage premiums paid and discounts received on the early redemption of loans. Premiums are debited and discounts credited to the Comprehensive Income and Expenditure Statement when they are incurred, but reversed out of the General Fund to the Account in the Movement in Reserves Statement. Over time, the expense or income is posted back to the General Fund Balance in accordance with statutory arrangements for spreading the burden on council tax. In the Authority's case, this period is the unexpired term that was outstanding on the loans when they were redeemed. As a result, the balance on the Account at 31st March 2019 will be charged to the General Fund over the next 2 years.



2017/18 £000		2018/19 £000
(29)	Balance at 1 April	(14)
-	Premiums incurred in the year and charged to the Comprehensive Income and Expenditure Statement	-
15	Proportion of discounts received in previous financial years to be charged against the General Fund Balance in accordance with statutory requirements	14
15	Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	14
(14)	Balance at 31 March	-

Pensions Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Authority accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement, as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Authority makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Authority has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

2017/18 Restated £000		2018/19 £000
1,115,085	Balance at 1 April	1,108,804
(13,297)	Remeasurements of the net defined benefit liability/(asset)	31,137
43,602	Reversal of items relating to retirement benefits debited or credited to the Surplus or (Deficit) on the Provision of Services in the Comprehensive Income and Expenditure Statement	86,147
(36,586)	Employer's pensions contributions and direct payments to pensioners payable in the year	(38,326)
1,108,804	Balance at 31 March	1,187,762

Collection Fund Adjustment Account

The Collection Fund Adjustment Account manages the differences arising from the recognition of council tax and non-domestic rates income in the Comprehensive Income and Expenditure Statement as it falls due from council tax payers and business rate payers compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

2017/18 £000		2018/19 £000
(6)	Balance at 1 April	(344)
(338)	Amount by which council tax and non-domestic rates income credited to the Comprehensive Income and Expenditure Statement is different from council tax and non-domestic rates income calculated for the year in accordance with statutory requirements	58
(344)	Balance at 31 March	(286)

Unequal Pay Back Pay Account

The Unequal Pay Back Pay Account compensates for the differences between the rate at which the Authority provides for the potential costs of back pay settlements in relation to Equal Pay cases and the ability under statutory provisions to defer the impact on the General Fund Balance until such time as cash might be paid out to claimants. The Authority has no back pay claims in relation to equal pay.

Accumulating Absences Account

The Accumulating Absences Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year e.g. annual leave entitlement carried forward at 31st March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

2017/18 £000		2018/19 £000
1,070	Balance at 1 April	962
(575)	Settlement or cancellation of accrual made at the end of the preceding year	(533)
467	Amounts accrued at the end of the current year	604
(108)	Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	71
962	Balance at 31 March	1,033

23. Cash Flow Statement – The surplus or deficit on the provision of services has been adjusted for the following non-cash movements

2017/18 Restated £000		2018/19 £000
(5,237)	Depreciation and impairment of non-current assets	(4,646)
-	Revaluation losses on property plant and equipment	(977)
(141)	Amortisation of intangible assets	(422)
(658)	Revenue expenditure treated as capital under statute	(830)
-	Movement in the donated assets account	-
(7,016)	Movement in pension liability	(47,821)
(433)	Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	(1,045)
(4,643)	(Increase)/decrease in creditors	5,370
(1,798)	Increase/(decrease) in debtors	4,882
71	Increase/(decrease) in stocks	81
222	(Increase)/decrease in provisions	(122)
(19,633)		(45,530)

24. Cash Flow Statement – The surplus or deficit on the provision of services has been adjusted for the following items that are investing and financing activities

2017/18 £000		2018/19 £000
177	Proceeds from short-term (not considered to be cash equivalents) and long-term investments	266
383	Proceeds from the sale of property plant and equipment, investment property and intangible assets	1,674
(3,730)	Loan interest	(3,694)
1,402	Capital grants	2,111
(1,768)		357

25. Cash Flow Statement – Investing Activities

2017/18 £000		2018/19 £000
10,160	Purchase of property, plant and equipment, investment property and intangible assets	9,697
7,000	Purchase of short-term and long-term investments	(5,000)
(700)	Other payments for investing activities	700
(383)	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	(1,674)
-	Proceeds from short-term and long-term investments	-
(1,569)	Other receipts from investing activities	(2,351)
14,508	Net cash flows from investing activities	1,372

26. Cash Flow Statement – Financing Activities

2017/18 £000		2018/19 £000
-	Cash receipts of short-term and long-term borrowing	-
-	Other receipts from financing activities	-
335	Cash payments for the reduction of the outstanding liabilities relating to finance leases and on-Balance Sheet PFI contracts	363
1,041	Repayments of short term and long term borrowing	541
3,736	Other payments for financing activities	3,702
5,112	Net cash flows from financing activities	4,606

27. Expenditure and Funding Analysis

The “**Expenditure and Funding Analysis**” below outlines in more detail the reconciliation of the General Fund and CIES statements. The EFA shows how annual expenditure is used and funded from resources (government grants, rents, council tax and business rates) by local authorities in comparison with those resources consumed or earned by authorities in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the Authority’s services/departments. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

2017/18 Restated				Notes	2018/19		
Net Expenditure Chargeable to General Fund £000	Adjustments between the Funding and Accounting Basis £000	Net Expenditure in the Comprehensive Income and Expenditure Account £000			Net Expenditure Chargeable to General Fund £000	Adjustments between the Funding and Accounting Basis £000	Net Expenditure in the Comprehensive Income and Expenditure Account £000
63,330	(4,211)	59,119	Fire & Rescue Service Operations		62,143	42,138	104,281
480	649	1,129	Corporate and Democratic Core		475	532	1,007
-	28	28	National Resilience / International Search and Rescue		-	81	81
-	732	732	Non-Distributed Costs		-	-	-
63,810	(2,802)	61,008	Net Cost of Services		62,618	42,751	105,369
(59,667)	4,729	(54,938)	Other Income and Expenditure		(59,967)	(2,316)	(62,283)
4,143	1,927	6,070	Surplus or Deficit	27	2,651	40,435	43,086
(31,858)	-	-	Opening General Fund Balance		(27,715)	-	-
4,143	-	-	Less/Plus (Surplus) or Deficit on General Fund		2,651	-	-
(27,715)	-	-	Closing General Fund Balance at 31 March		(25,064)	-	-

Adjustments between Funding and Accounting Basis

Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statements Amounts	2017/18 Restated			
	Adjustments for Capital Purposes	Net Change for Pension Adjustments	Other Differences	Total Adjustments
	£000	£000	£000	£000
Fire & Rescue Service Operations	(7,615)	3,495	(91)	(4,211)
Corporate and Democratic Core	550	100	(1)	649
National Resilience / International Search and Rescue	28	-	-	28
Non-Distributed Costs	-	732	-	732
Exceptional Items	-	-	-	-
Net Cost Services	(7,037)	4,327	(92)	(2,802)
Other Income and Expenditure from the Expenditure and Funding Analysis	2,378	2,689	(338)	4,729
Difference between General Fund Surplus or Deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services	(4,659)	7,016	(430)	1,927

Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statements Amounts	2018/19			
	Adjustments for Capital Purposes	Net Change for Pension Adjustments	Other Differences	Total Adjustments
	£000	£000	£000	£000
Fire & Rescue Service Operations	(9,087)	51,142	83	42,138
Corporate and Democratic Core	476	55	1	532
National Resilience / International Search and Rescue	81	-	-	81
Non-Distributed Costs	-	-	-	-
Exceptional Items	-	-	-	-
Net Cost Services	(8,530)	51,197	84	42,751
Other Income and Expenditure from the Expenditure and Funding Analysis	1,002	(3,376)	58	(2,316)
Difference between General Fund Surplus or Deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services	(7,528)	47,821	142	40,435

1. Adjustments for Capital Purposes

Adjustments for capital purposes – this column adds in depreciation and impairment and revaluation gains and losses in the services line, and for:

- **Other operating expenditure** – adjusts for capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets.
- **Financing and investment income and expenditure** – the statutory charges for capital financing ie Minimum Revenue Provision and other revenue contributions are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.
- **Taxation and non-specific grant income and expenditure** – capital grants are adjusted for income not chargeable under generally accepted accounting practices. Revenue grants are adjusted from those receivable in the year to those receivable without conditions or for which conditions were satisfied throughout the year. The Taxation and Non Specific Grant Income and Expenditure line is credited with capital grants receivable in the year without conditions or for which conditions were satisfied in the year.

2. Net Change for the Pensions Adjustments

Net change for the removal of pension contributions and the addition of IAS19 Employee Benefits pension related expenditure and income:

- For **services** this represents the removal of the employer pension contributions made by the Authority as allowed by statute and the replacement with current service costs and past service costs.

3. Other Differences

- For **Financing and investment income and expenditure** the other differences column recognises adjustments to the General Fund for the timing differences for premiums and discounts.
- The charge under **Taxation and non-specific grant income and expenditure** represents the difference between what is chargeable under statutory regulations for council tax and NDR that was projected to be received at the start of the year and the income recognised under generally accepted accounting practices in the Code. This is a timing difference as any difference will be brought forward in future Surpluses or Deficits on the Collection Fund.
- The **Accumulated Absences Account** absorbs the differences that would otherwise arise on the General Fund Balance from accruing for Compensated Absences earned but not taken in the year.

Segmental Income

Income received on a segmental basis is analysed below:

Services	2018/19	2017/18
	Income from Services £000	Income from Services £000
Fire & Rescue Service Operations	(8,421)	(7,983)
Corporate and Democratic Core	-	-
National Resilience / International Search and Rescue	(9,914)	(3,802)
Non-Distributed Costs	-	-
Exceptional Items	-	-
Net Cost Services	(18,335)	(11,785)

Expenditure and Income Analysed By Nature

The Authority's expenditure and income is analysed as follows:

Expenditure/Income	2017/18 Restated £000	2018/19 £000
Expenditure		
Employee benefits expenses	51,901	50,558
Past service costs	732	46,041
Other services expenses	13,704	19,874
Support service recharges	420	394
Depreciation, amortisation, impairment.	6,036	6,837
Interest payments	34,766	33,632
(Gain)/loss on disposal/transfer of assets	51	(581)
Total Expenditure	107,610	156,755
Income		
Fees, charges and other service income	(11,785)	(18,335)
Interest and investment income	(2,083)	(2,281)
Income from council tax, non-domestic rates, district rate income	(59,828)	(59,643)
Government grants and contributions	(1,402)	(2,111)
Government grant (Pension Fund top-up grant)	(26,442)	(31,299)
Total Income	(101,540)	(113,669)
Surplus or (Deficit) on the Provision of Services	6,070	43,086

28. Agency Services

The Authority currently acts as lead Authority for a North West PFI scheme, building 16 new fire stations of which 4 relate to Lancashire Fire & Rescue and 5 relate to Cumbria Fire & Rescue. All these fire stations are completed and fully operational.

29. Members' Allowances

The Authority comprises of 18 councillors from the 5 districts of Merseyside. The total allowances paid to members within the year were:

	2018/19 £000	2017/18 £000
Allowances	201	206
Expenses	22	20
Total	223	226

30. Officers' Remuneration

The remuneration paid to the Authority's senior employees is as follows:

		Salary, Fees and Allowances £	Bonuses £	Expenses Allowances £	Compensation for Loss of Office £	Benefits in Kind (e.g. Car Allowance) £	Pension Contribution Note a £	Total
Chief Fire Officer – Dan Stephens	2018/19	68,352	-	-	-	-	5,585	73,937
Note a	2017/18	170,000	-	-	-	-	33,461	203,461
Chief Fire Officer – Phil Garrigan	2018/19	163,247	-	-	-	-	22,086	185,333
	2017/18	144,500	-	-	-	-	20,664	165,164
Deputy Chief Fire Officer	2018/19	135,194	-	-	-	-	16,500	151,694
	2017/18	93,122	-	-	-	-	13,317	106,439
Assistant Chief Fire Officer	2018/19	110,713	-	-	-	-	14,023	124,736
	2017/18	93,150	-	-	-	-	13,317	106,467
Director of Legal, Procurement, Estates & Democratic Services	2018/19	95,363	-	-	-	-	14,296	109,659
	2017/18	93,791	-	-	-	-	14,049	107,840
Director of Finance	2018/19	89,537	-	-	-	-	13,443	102,980
	2017/18	87,569	-	-	-	-	13,180	100,749

Note a

The Chief Fire Officer Dan Stephens retired from the Service in May 2018.

The numbers of Authority staff receiving more than £50,000 remuneration for the year (excluding employer's pension contributions) are shown in bands of £5,000 in the table below:

Remuneration Band	2018/19 Number of Employees	2017/18 Number of Employees
£50,000 - £54,999	21	34
£55,000 - £59,999	22	19
£60,000 - £64,999	19	8
£65,000 - £69,999	9	8
£70,000 - £74,999	2	5
£75,000 - £79,999	3	1
£80,000 - £84,999	1	1
£85,000 - £89,999	-	-
£90,000 - £94,999	-	-
£95,000 - £99,999	1	1
£135,000 - £140,999	1	-
Total	79	77

Note a – In 2018/19, 69 of the 79 staff receiving over £50,000 are firefighting staff (in 2017/18 this was 69 of the 77), who provide fire cover (many of whom are receiving additional payments for working extra time or working more flexibly and providing resilience).

Note b – The bandings only include the remuneration of employees that have not been disclosed individually in the Authority's Senior Officer Remuneration note on the previous page.

The number of exit packages with total cost per band and total cost of the compulsory and other redundancies are set out in the table below. The totals include pension strain and compromise agreement fees.

Exit Package Cost Band (including Special Payments)	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit Packages by Band		Total Cost of Exit Packages in Each Band	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
£0 - £20,000	-	-	1	1	1	1	14,689	3,810
£20,001 - £40,000	-	-	-	1	-	-	-	-
£40,001 - £60,000	-	-	-	-	-	1	-	47,010
£60,001 - £80,000	-	-	-	-	-	-	-	-
£80,001 - £100,000	-	-	-	1	-	1	-	84,894
£100,001 - £150,000	-	-	-	-	-	-	-	-
£150,001 - £200,000	-	-	-	-	-	-	-	-
£200,001 - £250,000	-	-	-	-	-	-	-	-
Total	-	-	1	3	1	3	14,689	135,714

31. External Audit Costs

The Authority has incurred the following costs in relation to the audit of the Statement of Accounts, certification of grant claims and statutory inspections and for non-audit services provided by the Authority's external auditors:

	2018/19	2017/18
	£000	£000
Fees payable to Grant Thornton UK LLP with regard to external audit services carried out by the appointed auditor for the year	25	32
Audit refund (returned earning audited bodies distribution)	-	(4)
Total	25	28

32. Grant Income

The Authority credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2018/19:

	2018/19	2017/18
	£000	£000
Credited to Taxation and Non-Specific Grant Income and Expenditure		
Council tax income/Local share non domestic rates	(32,320)	(31,409)
Non domestic rates	(15,273)	(14,755)
Non-ring fenced Government grants:		
Revenue Support Grant	(12,050)	(13,664)
Capital Grants and Contributions:		
National Resilience Grant	(2,100)	(700)
Police Collaboration Grant – Prescott	-	(650)
Other	(11)	(52)
Total	(61,754)	(61,230)
Credited to Services		
National Resilience / International Search and Rescue Grant	(9,640)	(4,022)
New Dimensions Grant (Home Office)	(877)	(878)
Fire Control Implementation Grant (Home Office)	(263)	(254)
PFI Credits (Ministry of Housing, Communities and Local Government)	(2,097)	(2,097)
Emergency Services Mobile Communications Programme Grant	(342)	(468)
Other Grants (Ministry of Housing, Communities and Local Government / Home Office)	(1,339)	(637)
Total	(14,558)	(8,356)

The Authority currently has no assets in the Donated Assets Account or Capital Grants Receipts in Advance.

33. Related Parties

The Authority is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the Authority or to be controlled or influenced by the Authority. Disclosure of these transactions allows readers to assess the extent to which the Authority might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Authority. Any amounts owed to or by the Authority to other public bodies has been identified in notes 16 and 19.

2017/18		Related Party Transactions	2018/19	
Receipts	Payments		Receipts	Payments
Central Government				
14,755	-	Redistributed National Non-Domestic Rates	15,273	-
13,664	-	Revenue Support Grant	12,050	-
236	-	Capital Grants	2,288	-
-	3,731	Employers National Insurance Contributions	-	3,568
Local Authority Precept (Council Tax & Business Rates)				
3,218	-	Knowsley	3,136	-
9,551	-	Liverpool	9,967	-
4,192	-	St Helens	4,371	-
6,839	-	Sefton	7,059	-
7,609	-	Wirral	7,787	-
Pensions				
-	1,312	Merseyside Superannuation Fund Employers Contributions	-	1,384
-	2,868	Merseyside Superannuation Fund Deficit Employers Contributions	-	-
29,173	33,597	Pension Fund (Home Office)	29,567	37,928

Central Government

Central Government has significant influence over the general operations of the Authority. It is responsible for providing the statutory framework within which the Authority operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Authority has with other parties (e.g. council tax bills). Grants received from Government departments are set out in the subjective analysis in Note 32 grant income.

Members

Members of the Authority have direct control over the Authority's financial and operating policies. The total of members' allowances paid in 2018/19 is shown in Note 29. The Authority's membership comprises of councillors from each of the five Local Authorities in Merseyside. Members of the Authority are required to declare interests in related parties on an annual basis in respect of the Financial Statements and also in the Authority's Register of Interests throughout the year. From examining existing available sources of information for 2018/19, there were no reported material transactions with related parties.

Officers

Officers of the Authority are required to declare interests in related parties on an annual basis in respect of the Financial Statements and also in the Authority's Register of Interests throughout the year. There were no reported material related party transactions in respect of 2018/19.

Entities Controlled or Significantly Influenced by the Authority

Joint Control Centre

Merseyside Fire and Rescue Authority and Merseyside Police Authorities had entered into a contract to develop and build a joint Merseyside Command and Control Centre. The proposed design solution included a new two-storey building extension attached to the rear of the current Fire & Rescue Service Headquarters and a refurbishment of the existing area of the building. Work on the project started on the 8th April 2013 and the project was completed during 2014/15.

National Resilience / International Search and Rescue

The Authority currently represents the National Fire & Rescue Service in providing support to a number of Government Departments. This involved taking the lead and managing national projects on their behalf. The list below identifies the Government Department and the area of business where the Authority provided support in 2018/19. The Government provides funding and the actual expenditure has been included within the accounts of the Authority.

Home Office

The provision and support of National Resilience Capabilities. Budget: Revenue £9.4m, Capital £2.1m.

Department for Food & Rural Affairs

The management of National Flood Response Assets. Budget: Revenue £0.1m.

Department for International Development

Emergency Deployment Teams Programme. Budget Revenue £0.9m.

34. Capital Expenditure and Capital Financing

The total amount of capital expenditure incurred in the year is shown in the table below (including the value of assets acquired under finance leases and PFI contracts), together with the resources that have been used to finance it. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Authority, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Authority that has yet to be financed. The CFR is analysed in the second part of this note.

	2018/19 £000	2017/18 £000
Opening Capital Financing Requirement	(64,280)	(64,784)
<i>Capital investment</i>		
Property, plant and equipment	(8,670)	(9,127)
Investment properties	-	-
Intangible assets	(197)	(374)
Revenue Expenditure Funded from Capital under Statute	(830)	(658)
<i>Sources of finance</i>		
Capital receipts	1,665	382
Government grants and other contributions	2,298	939
Sums set aside from revenue:		
• Direct revenue contributions	3,439	4,830
• [MRP/loans fund principal]	8,234	4,512
Closing Capital Financing Requirement	(58,341)	(64,280)
<i>Explanation of movements in year</i>		
Increase/(Decrease) in underlying need to borrowing (supported by government financial assistance)	-	-
Increase/(Decrease) in underlying need to borrowing (unsupported by government financial assistance)	(5,939)	(504)
Assets acquired under finance leases	-	-
Assets acquired under PFI contracts	-	-
Increase/(decrease) in Capital Financing Requirement	(5,939)	(504)

35. Leases

Authority as Lessee

Finance Leases

In the past the Authority had acquired a number of fire engines and breathing apparatus under finance leases, but as at 31st March 2019 the Authority has no outstanding finance leases.

The Authority built a fire station for £1.7m on land currently owned by Liverpool City Council. Although a lease is in place between the Authority and Liverpool City Council no further cash flows are envisaged. See below current values.

	31 March 2019 £000	31 March 2018 £000
Other Land and Buildings	1,564	1,598
Revaluation 31.3.19	436	-
Vehicles, Plant, Furniture and Equipment	-	-
Total	2,000	1,598

Operating Leases

The Authority has a policy on vehicle provision and as part of that a number of vehicles have been acquired through operating leases; these vehicles have typical lives of between 3 and 5 years.

The future minimum lease payments due under non-cancellable leases in future years are:

	31 March 2019 £000	31 March 2018 £000
Not later than one year	36	77
Later than one year and not later than five years	51	21
Later than five years	-	-
Total	87	98

Authority as Lessor

Finance Leases

The Authority, in conjunction with Merseyside Police, has built a Joint Command and Control Centre and a Joint Fire and Police Station at Prescot. The leases for both schemes are for a period of 40 years. The Police have invested all capital monies up front to the value of their share of the assets and no residual value is anticipated for the properties when the leases come to an end. There is therefore no long term debtor for the leases as all the liabilities have been paid up front.

36. Private Finance Initiatives and Similar Contracts

The Authority lead on a North West PFI project to replace 16 fire stations in Merseyside, Lancashire and Cumbria. Merseyside Fire & Rescue Service built 7 new fire stations. The total value of the PFI scheme is £47.886m of which £19.787m relates to Merseyside Fire and Rescue Service. The contract for building the new stations is with Balfour Beatty Fire and Rescue NW Limited and the building programme for Merseyside started in April 2011. The first station for Merseyside was completed in April 2012 and the last station was completed in July 2013.

The contract runs for 25 years from completion and hand over of the last station and includes both the service and maintenance of the stations. The stations will be recognised on the Authority's Balance Sheet from the initial handover date. The stations and any plant or equipment installed on them will be transferred to the Authority for nil consideration at the end of the contract.

Property, Plant and Equipment

The following table shows the value of assets recognised under PFI arrangements and analyses the movement in the value of assets during the year:

Movement in Value of Assets (7 Fire Stations)	Land £000	Buildings £000	Total £000
Value at 31st March 2018	1,025	16,375	17,400
Additions	-	59	59
Depreciation/Impairment	-	(475)	(475)
Revaluation 31.3.19	805	4,396	5,201
Value at 31st March 2019	1,830	20,355	22,185

Payments

The Authority makes an agreed payment each year which is increased annually by inflation and can be reduced if the contractor fails to meet availability and performance standards in any year but is otherwise fixed. Payments to be made under the PFI contract started in 2012/13 after the Authority's first station of the project was completed and handed over to the Authority. Payments to the contractor for 2018/19 and future payments will be made as follows:

	Payment for Services £000	Reimbursement of Capital Expenditure £000	Interest £000	Total £000
Payable in 2019/20	721	394	1,685	2,800
Payable within 2 to 5 years	3,084	1,950	6,437	11,471
Payable within 6 to 10 years	4,392	3,561	7,076	15,029
Payable within 11 to 15 years	5,085	5,437	5,376	15,898
Payable within 16 to 20 years	5,094	6,804	2,407	14,305
Payable within 21 to 25 years	-	-	-	-
Total	18,376	18,146	22,981	59,503
Paid in 2018/19	698	363	1,709	2,770
Grand Total	19,074	18,509	24,690	62,273

Although the payments made to the contractor are described as unitary payments, they have been calculated to compensate the contractor for the fair value of the services they provide, the capital expenditure incurred and interest payable whilst the capital expenditure remains to be reimbursed. The liability outstanding to pay the contractor for capital expenditure incurred is as follows:

	31 March 2019 £000	31 March 2018 £000
Balance outstanding at start of year	(18,510)	(18,845)
Payments during the year	363	335
Capital expenditure incurred in the year	-	-
Other movements	-	-
Total	(18,147)	(18,510)

The PFI liability represents the outstanding long term liability to the contractor for capital expenditure.

37. Impairment Losses

The Authority incurred expenditure of £475,000 in 2018/19 and £511,000 in 2017/18, which did not add value to the buildings, but maintained the upkeep of such assets (e.g. replacement boilers, yard repairs, tower repairs etc). These costs are written off in the year to the surplus or deficit on the provision of services.

38. Capitalisation of Borrowing Costs

The Authority has not capitalised any borrowing costs in 2018/19.

39. Termination Benefits

The Authority terminated the contract of 3 employees in 2018/19, incurring liabilities of £135,714 (£14,689 in 2017/18) – see note 30 for the number of exit packages and the total cost per band.

40. Defined Benefit Pension Schemes

Participation in pension schemes

As part of the terms and conditions of employment of its officers, the Authority makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, the Authority has a commitment to make the payments that needs to be disclosed at the time that employees earn their future entitlement.

The Authority participates in two post-employment schemes:

- The Local Government Pension Scheme, administered locally by Merseyside Pension Fund - this is a funded defined benefit final salary scheme, meaning that the Authority and employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets.
- The Firefighters Pension Scheme - this is an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. However, there are no investment assets built up to meet these pension liabilities, and cash has to be generated to meet actual pension's payments as they eventually fall due. The Government changed the funding mechanism for this scheme in 2006/07. This alleviated concerns about the possibility of large year on year fluctuations on local tax payers by creating a pension fund account. The primary objective is to allow the separation of the cost of providing pensions from the cost of running a fire and rescue service.

Transactions Relating to Post-employment Benefits

The cost of retirement benefits in the reported cost of services is recognised when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge we are required to make against council tax is based on the cash payable in the year, so the real cost of post-employment/retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement. The following transactions have been made in the Comprehensive Income and Expenditure Statement and the General Fund Balance via the Movement in Reserves Statement during the year:

Local Government Pension Scheme

2017/18 Restated				2018/19		
Funded Benefits £000	Unfunded Benefits £000	Total £000		Funded Benefits £000	Unfunded Benefits £000	Total £000
			Comprehensive Income and Expenditure Statement			
			<i>Cost of Services</i>			
2,846	-	2,846	• current service cost	2,828	-	2,828
-	-	-	• past service costs	1,771	-	1,771
12	-	12	• settlements and curtailments	-	-	-
43	-	43	• administration expenses	45	-	45
			<i>Financing and Investment Income and Expenditure</i>			
748	23	771	• Net interest expense	721	22	743
3,649	23	3,672	Total Post-employment Benefits Charged to the Surplus or Deficit on the Provision of Services	5,365	22	5,387
			<i>Other Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement</i>			
			<i>Remeasurement of the net defined benefit liability comprising:</i>			
(3)	-	(3)	• Return on scheme assets (excluding the amount included in the net interest expense)	(2,847)	-	(2,847)
-	-	-	• Actuarial gains and losses arising on changes in demographic assumptions	-	-	-
(4,514)	(20)	(4,534)	• Actuarial gains and losses arising on changes in financial assumptions	6,235	29	6,264
-	-	-	• Other experiences (gain)/loss on liabilities	-	-	-
(868)	3	(865)	Total Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement	8,753	51	8,804
			<i>Movement in Reserves Statement</i>			
(3,649)	(23)	(3,672)	• Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post-employment benefits in accordance with the Code	(5,365)	(22)	(5,387)
			<i>Actual amount charged against the General Fund Balance for pensions in the year:</i>			
2,273	-	2,273	• Employers' contributions payable to scheme	1,374	-	1,374
-	51	51	• Retirement benefits payable to pensioners	-	52	52
			<i>Prior year restated</i>			
(2,273)	-	(2,273)	• Employer contributions payable to scheme removed			
4,185	-	4,185	• Employer contributions payable to scheme restated			

Firefighters Pension Scheme

2017/18 Restated						2018/19				
FPS 1992 £000	Injury Awards £000	FPS 2006 £000	FPS 2015 £000	Total £000		FPS 1992 £000	Injury Awards £000	FPS 2006 £000	FPS 2015 £000	Total £000
					Comprehensive Income and Expenditure Statement					
					<i>Cost of Services</i>					
6,300	210	-	4,340	10,850	• current service cost	4,940	140	-	4,230	9,310
720	-	-	-	720	• past service costs	44,030	-	240	-	44,270
-	-	-	-	-	• settlements and curtailments	-	-	-	-	-
					<i>Financing and Investment Income and Expenditure</i>					
26,790	930	350	290	28,360	• Net interest expense	25,740	920	110	410	27,180
33,810	1,140	350	4,630	39,930	Total Post-employment Benefits Charged to the Surplus or Deficit on the Provision of Services	74,710	1,060	350	4,640	80,760
					<i>Other Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement</i>					
					<i>Remeasurement of the net defined benefit liability comprising:</i>					
-	-	-	-	-	• Return on scheme assets (excluding the amount included in the net interest expense)	-	-	-	-	-
(27,000)	(1,330)	(90)	(690)	(29,110)	• Actuarial gains and losses arising on changes in demographic assumptions	-	-	-	-	-
24,750	250	170	60	25,230	• Actuarial gains and losses arising on changes in financial assumptions	25,400	660	180	980	27,220
2,200	2,780	(9,320)	(540)	(4,880)	• Other experiences (gain)/loss on liabilities	(1,760)	1,590	(30)	700	500
33,760	2,840	(8,890)	3,460	31,170	Total Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement	98,350	3,310	500	6,320	108,480
					<i>Movement in Reserves Statement</i>					
(33,810)	(1,140)	(350)	(4,630)	(39,930)	• Reversal of net charges made to the Surplus or Deficit for the provision of Services for post-employment benefits in accordance with the Code	(74,710)	(1,060)	(350)	(4,640)	(80,760)
					<i>Actual amount charged against the General Fund Balance for pensions in the year:</i>					
32,020	-	-	(1,410)	30,610	• Employers' contributions payable to scheme	36,670	-	20	(1,540)	35,150
-	1,740	-	-	1,740	• Retirement benefits payable to pensioners	-	1,750	-	-	1,750

- The cumulative amount of actuarial gains and losses recognised in the Comprehensive Income and Expenditure Statement to the 31st March 2019 is a deficit of £31.137m and to the 31st March 2018 is a surplus of £13.297m.
- Past service costs and curtailment costs are the result of increased benefits being paid in the event of members retiring during the year. Those costs which result from redundancy/efficiency retirements are classified as curtailment costs, with any other amounts being regarded as past service costs.

Pension Assets and Liabilities Recognised in the Balance Sheet

The amount included in the Balance Sheet arising from the Authority's obligation in respect of its defined benefit schemes is as follows:

Local Government Pension Scheme

2017/18 Restated				2018/19		
Funded Benefits £000	Unfunded Benefits £000	Total £000		Funded Benefits £000	Unfunded Benefits £000	Total £000
(106,347)	(882)	(107,229)	Present value of the defined benefit obligation	(117,716)	(881)	(118,597)
75,993	-	75,993	Fair value of plan assets	81,895	-	81,895
(30,354)	(882)	(31,236)	Net liability arising from defined benefit obligation	(35,821)	(881)	(36,702)
			<i>Prior year restated</i>			
(75,993)	-	(75,993)	Fair value of scheme assets removed			
77,905	-	77,905	Fair value of scheme asset restated			
(28,442)	(882)	(29,324)	Net liability arising from defined benefit obligation			

Firefighters Pension Scheme

2017/18						2018/19				
FPS 1992 £000	Injury Awards £000	FPS 2006 £000	FPS 2015 £000	Total £000		FPS 1992 £000	Injury Awards £000	FPS 2006 £000	FPS 2015 £000	Total £000
(1,025,270)	(36,820)	(4,320)	(13,070)	(1,079,480)	Present value of the defined benefit obligation	(1,086,950)	(38,380)	(4,800)	(20,930)	(1,151,060)
-	-	-	-	-	Fair value of plan assets	-	-	-	-	-
(1,025,270)	(36,820)	(4,320)	(13,070)	(1,079,480)	Net liability arising from defined benefit obligation	(1,086,950)	(38,380)	(4,800)	(20,930)	(1,151,060)

Reconciliation of the Movements in the Fair Value of Scheme Assets

Local Government Pension Scheme

2017/18 Restated				2018/19		
Funded Benefits £000	Unfunded Benefits £000	Total £000		Funded Benefits £000	Unfunded Benefits £000	Total £000
73,455	-	73,455	Opening fair value of scheme assets	77,905	-	77,905
1,905	-	1,905	Interest income	2,015	-	2,015
			<i>Re-measurement gain/(loss):</i>			
3	-	3	▪ Return on scheme assets (excluding the amount included in the net interest expense)	2,847	-	2,847
(43)	-	(43)	▪ Administration expenses	(45)	-	(45)
2,273	51	2,324	Contributions from employer	1,374	52	1,426
574	-	574	Contributions from employees into the scheme	600	-	600
(2,174)	(51)	(2,225)	Benefits paid	(2,801)	(52)	(2,853)
75,993	-	75,993	Net liability arising from defined benefit obligation	81,895	-	81,895
			<i>Prior year restated</i>			
(2,273)	(51)	(2,324)	Contribution from employer removed			
4,185	51	4,236	Contribution from employer restated			
77,905	-	77,905	Net liability arising from defined benefit obligation			

Firefighters Pension Scheme

2017/18						2018/19				
FPS 1992 £000	Injury Awards £000	FPS 2006 £000	FPS 2015 £000	Total £000		FPS 1992 £000	Injury Awards £000	FPS 2006 £000	FPS 2015 £000	Total £000
-	-	-	-	-	Opening fair value of scheme assets	-	-	-	-	-
					<i>Re-measurement gain/(loss):</i>					
29,332	-	(1)	(2,889)	26,442	Employers contribution from Government (top-up grant)	34,624	-	19	(3,344)	31,299
2,688	1,740	1	1,479	5,908	Contributions from employer	2,046	1,750	1	1,804	5,601
1,570	-	-	1,420	2,990	Contributions from employees into the scheme	1,090	-	-	1,560	2,650
(33,590)	(1,740)	-	(10)	(35,340)	Benefits paid	(37,760)	(1,750)	(20)	(20)	(39,550)
-	-	-	-	-	Net liability arising from defined benefit obligation	-	-	-	-	-

Return on scheme assets is effectively a balancing figure because we know that there is no opening or closing assets in the Firefighters Pension Scheme. Although this statement is not provided by the actuary it is required in order to show the funds required by government to balance the fund. This is known as the top-up grant and effectively is the employers' contribution.

Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation):

Local Government Pension Scheme

2017/18				2018/19		
Funded Benefits £000	Unfunded Benefits £000	Total £000		Funded Benefits £000	Unfunded Benefits £000	Total £000
(106,950)	(930)	(107,880)	Opening balance at 1 April	(106,347)	(882)	(107,229)
(2,846)	-	(2,846)	Current service cost	(2,828)	-	(2,828)
(2,653)	(23)	(2,676)	Interest cost	(2,736)	(22)	(2,758)
(574)	-	(574)	Contributions by scheme participants	(600)	-	(600)
-	-	-	Re-measurement (gains) and losses:	-	-	-
4,514	20	4,534	• Actuarial gains/losses arising from changes in demographic assumptions	(6,235)	(29)	(6,264)
-	-	-	• Actuarial gains/losses arising from changes in financial assumptions	-	-	-
-	-	-	• Other experience gains and losses	(1,771)	-	(1,771)
(12)	-	(12)	Past service cost	-	-	-
2,174	51	2,225	Settlements and curtailments	2,801	52	2,853
(106,347)	(882)	(107,229)	Benefits paid	(117,716)	(881)	(118,597)
			Closing balance at 31 March			

Firefighters Pension Scheme

2017/18						2018/19				
FPS 1992 £000	Injury Awards £000	FPS 2006 £000	FPS 2015 £000	Total £000		FPS 1992 £000	Injury Awards £000	FPS 2006 £000	FPS 2015 £000	Total £000
(1,023,530)	(35,720)	(13,210)	(8,200)	(1,080,660)	Opening balance at 1 April	(1,025,270)	(36,820)	(4,320)	(13,070)	(1,079,480)
(6,300)	(210)	-	(4,340)	(10,850)	Current service cost	(4,940)	(140)	-	(4,230)	(9,310)
(26,790)	(930)	(350)	(290)	(28,360)	Interest cost	(25,740)	(920)	(110)	(410)	(27,180)
(1,570)	-	-	(1,420)	(2,990)	Contributions by scheme participants	(1,090)	-	-	(1,560)	(2,650)
27,000	1,330	90	690	29,110	Re-measurement (gains) and losses:	-	-	-	-	-
(24,750)	(250)	(170)	(60)	(25,230)	• Actuarial gains/losses arising from changes in demographic assumptions	(25,400)	(660)	(180)	(980)	(27,220)
(2,200)	(2,780)	9,320	540	4,880	• Actuarial gains/losses arising from changes in financial assumptions	1,760	(1,590)	30	(700)	(500)
(720)	-	-	-	(720)	• Other experience gains and losses	(44,030)	-	(240)	-	(44,270)
-	-	-	-	-	Past service cost	-	-	-	-	-
33,590	1,740	-	10	35,340	Settlements and curtailments	37,760	1,750	20	20	39,550
(1,025,270)	(36,820)	(4,320)	(13,070)	(1,079,480)	Benefits paid	(1,086,950)	(38,380)	(4,800)	(20,930)	(1,151,060)
					Closing balance at 31 March					

Local Government Pension Scheme assets comprised:

2017/18 Restated				2018/19		
Quoted Prices in Active Markets	Quoted Prices not in Active Markets	Total		Quoted Prices in Active Markets	Quoted Prices not in Active Markets	Total
£000	£000	£000		£000	£000	£000
2,080	-	2,080	Cash & Cash Equivalents	2,386	-	2,386
			Equity Instruments:			
16,415	-	16,415	• UK	12,573	2,163	14,736
24,657	-	24,657	• Overseas	17,103	8,379	25,482
41,072	-	41,072	Sub-total equity instruments	29,676	10,542	40,218
			Bonds:			
2,797	-	2,797	• UK Corporate	2,969	-	2,969
3,373	-	3,373	• UK Government	3,529	-	3,529
6,318	-	6,318	• UK Index Linked	6,491	-	6,491
12,488	-	12,488	Sub-total bonds	12,989	-	12,989
			Property:			
-	4,526	4,526	• UK Direct Property	-	4,999	4,999
148	1,176	1,324	• UK Property Managed	162	1,492	1,654
-	1,091	1,091	• Overseas Property Managed	-	1,165	1,165
148	6,793	6,941	Sub-total property	162	7,656	7,818
			Private Equity:			
8	2,563	2,571	• UK	-	2,601	2,601
-	2,438	2,438	• Overseas	-	2,904	2,904
8	5,001	5,009	Sub-total private equity	-	5,505	5,505
			Other Investment Funds:			
-	397	397	• Hedge Funds UK	71	335	406
-	2,041	2,041	• Hedge Funds Overseas	-	2,071	2,071
86	1,839	1,925	• Infrastructure UK	142	3,020	3,162
-	1,535	1,535	• Infrastructure Overseas	-	1,997	1,997
1,044	1,979	3,023	• Opportunities UK	754	2,512	3,266
444	950	1,394	• Opportunities Overseas	712	1,365	2,077
1,574	8,741	10,315	Sub-total other investment funds	1,679	11,300	12,979
57,370	20,535	77,905	Total assets	46,892	35,003	81,895

Basis for Estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc. The Firefighters Pension Fund liabilities have been assessed by the Governments Actuary Department (GAD). The Local Government Pension Scheme has been assessed by the William M Mercer fund actuaries on behalf of the Metropolitan Borough of Wirral, based on the latest full valuation of the scheme as at 31st March 2016.

The significant assumptions used by the actuary have been:

	Local Government Pension Scheme		Firefighters Pension Scheme	
	2018/19	2017/18	2018/19	2017/18
Interest on Plan	2.5%	2.5%	-	-
Mortality assumptions:				
Longevity at 65 current pensioners:				
Men	22.2	22.0	22.0	21.9
Women	25.0	24.8	22.0	21.9
Longevity at 65 for future pensioners:				
Men	25.2	25.0	23.9	23.9
Women	27.9	27.8	23.9	23.9
Rate of CPI inflation	2.2%	2.1%	2.4%	2.3%
Rate of increase in salaries	3.7%	3.6%	4.3%	4.3%
Rate of increase in pensions	2.3%	2.2%	2.3%	2.3%
Rate for discounting scheme liabilities	2.4%	2.6%	2.5%	2.6%
Take-up of option to convert annual pension into retirement lump sum	25%	25%	25%	25%-

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analysis overleaf have been determined based on reasonable possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumption remain the constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies of the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

Impact on the Defined Benefit Obligation in the Local Government Pension Scheme

	Increase in Assumption £000	Decrease in Assumption £000
Longevity (increase or decrease in 1 year)	2,284	(2,284)
Rate of inflation (increase or decrease by 0.1%)	2,187	(2,187)
Rate of increase in salaries (increase or decrease by 0.1%)	372	(372)
Rate for discounting scheme liabilities (increase or decrease by 0.1%)	(2,147)	2,147

Impact on the Authority's Cash Flows

The objectives of the scheme are to keep employers' contributions at as constant a rate as possible. The Authority has agreed a strategy with the scheme's actuary to achieve a funding level of 85% over the next 3 years. Funding levels are monitored on an annual basis. The next triennial valuation will be completed on 31st March 2019.

The scheme will need to take account of the national changes to the scheme under the Public Pension Services Act 2013. Under the Act, the Local Government Pension Scheme in England and Wales and other main existing public service schemes may not provide benefits in relation to service after 31st March 2014 (or service after 31 March 2015 for other main existing public service pension schemes in England and Wales). The Act provides for scheme regulations to be made within a common framework, to establish new career average revalued earnings schemes to pay pensions and other benefits.

The Authority anticipates paying £1.494m contributions to the scheme in 2019/20. This forecast excludes the £2,869m fixed payment element of the deficit to be paid in 2017/18 for the 3 years 2017/18 – 2019/20. The Authority was able to secure a discount by paying the 3 year period upfront rather than on a monthly basis. As a result a payment of £2,869m was made in April 2017 in relation to the pension fund historic deficit, all of which was chargeable to the General Fund in 2017/18 in accordance with statutory provisions.

Impact on the Defined Benefit Obligation in the Firefighters Pension Scheme

	Increase in Assumption £000	Decrease in Assumption £000
Longevity (increase or decrease in 1 year)	29,000	(29,000)
Rate of increase in salaries (increase or decrease by 0.1%)	1,400	(1,400)
Rate of increase in pensions (increase or decrease by 0.1%)	15,600	(15,600)
Rate for discounting scheme liabilities (increase or decrease by 0.1%)	(19,200)	19,200

In addition, the past service cost in respect to the McCloud judgement is expected to be highly sensitive to the gap between CPI inflation and the assumed rate of salary growth. Under the approach and remedy adopted, if the long-term salary growth assumptions were 1% pa lower, then the impact on past service costs is expected to be a change of around 10% on the provision. Alternative forms of remedy may have different levels of sensitivity to these assumptions.

Impact on the Authority's Cash Flows

The Authority anticipates paying £3,897m contributions to the scheme in 2019/20.

41. Nature and Extent of Risks Arising from Financial Instruments

The Authority's activities expose it to a variety of financial risks, including:

- credit risk – the possibility that other parties might fail to pay amounts due to the Authority
- liquidity risk – the possibility that the Authority might not have funds available to meet its commitments to make payments
- market risk – the possibility that financial loss might arise for the Authority as a result of changes in such measures as interest rates and stock market movements.

The Authority's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the resources available to fund services. Risk management is carried out by a central treasury team, under policies approved by the Authority in the annual Treasury Management Strategy. The Authority provides written principles for overall risk management, as well as written policies covering specific areas, such as interest rate risk, credit risk and the investment of surplus cash.

Credit Risk

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Authority's customers.

This risk is minimised through the Annual Investment Strategy, which requires that deposits are not made with financial institutions unless they meet identified minimum credit criteria, as laid down by one of the following rating services Fitch, Moody's and Standard & Poors. The Annual Investment Strategy also imposes a maximum sum to be invested with a financial institution located within each category.

The credit criteria in respect of financial assets held by the Authority are as detailed below:

The Authority's investment priorities are (a) the security of capital and (b) liquidity of its investments. The Authority aims to achieve the optimum return on its investments commensurate with the proper levels of security and liquidity. All investments are in sterling and all cash balances are invested in accordance with the Code of Practice and with regard to the statutory guidance.

A counterparty list of institutions with which the Authority invests is maintained by reference to the criteria set out below for these different categories of institution and their credit rating. Regardless of these criteria, the money market is closely monitored and any institution is suspended from the counterparty lending list should any doubts arise concerning its financial standing. Under the guidance, investments fall into two separate categories, either specified or non-specified investments.

Specified investments offer high security and high liquidity and satisfy the conditions set out below:-

- The investment is denominated in sterling and any payments or repayments in respect of the investment are payable in sterling only
- The investment is not a long-term investment (has a maturity of less than one year)
- The investment does not involve the acquisition of share capital or loan capital in any corporate body
- The investment is made with a body or in an investment scheme which has been awarded a high credit rating by a credit rating agency, or the UK government, a local authority, a parish or community authority.

Specified investments will comprise of the following institutions:-

- The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or a gilt with less than one year to maturity)
- Supranational bonds of less than one year's duration.
- UK Local Authorities
- Money Market Funds

- Enhanced Money Market (Cash) Funds.
- UK Banks
- Foreign banks registered in the UK
- Building Societies

The Authority will invest in UK institutions or non-UK and domiciled in a country which has a minimum Sovereign long term rating “AA”. The institutions must have a high credit rating assigned by any of the three credit ratings agencies (Fitch, Moody’s and Standard & Poors). To be deemed highly rated the institution must satisfy at least the minimum of the following Fitch (or equivalent) criteria:

- Long-term credit rating A-

If any of the agencies assigns a rating lower than the Fitch minimum (or equivalent) to an institution then the Authority will not invest with that institution.

In addition, the Authority will use institutions that are part nationalised UK banks.

Regardless of the credit rating assigned to an institution or whether it is covered by a guarantee, if any doubt over its financial standing exist then that institution is removed immediately from the counterparty lending list.

Investment Limits

The credit ratings and individual limits for each institution within the categories of investments used by the Authority in 2018/19 were as follows:

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

No limits on investments with the UK Government and Local Authorities were set because they are considered to be of the highest credit quality and are essentially risk free. The limits placed on the other categories reflected some uncertainty and marginally higher risk profile of the institutions within those categories.

Non Specified Investments

Non-specified investments do not, by definition, meet the requirements of a specified investment. The Ministry of Housing, Communities and Local Government (MHCLG) guidance requires that greater detail is provided of the intended use of non-specified investments due to greater potential risk. However, circumstances may have dictated that the following types of non-specified investments may have been used:

- Deposits with the Authority’s own banker were unlimited for transactional purposes and to allow for unusual cash flow circumstances.
- Deposits with maturity of greater than one year (including forward deals in excess of one year from inception to repayment) with any bank or building society that meets the credit rating criteria above.
- Building Societies which do not meet the normal credit criteria but are one of the top ten building societies, determined by asset size. Those societies that are within the top ten but do not have an agency determined credit rating shall have an individual limit of £1m. Building Society rankings are checked annually with the Building Societies Association.

Bank and Money Market Fund ratings were checked daily. The Authority is alerted by e-mail when there is an amendment by any of the agencies to the credit rating of an institution. If an amendment means an institution no longer meets the

Authority's minimum requirement or any doubt over its financial standing exists then that institution is removed immediately from the counterparty lending list. Conversely, an institution may be added to the list should it achieve the minimum rating.

Credit ratings are only the starting point when considering credit risk. The Code of Practice requires the Authority to supplement credit rating information with additional operational market information which will be applied before making any specific investment decision from the agreed pool of counterparties. Credit Default Swaps and negative rating watches/outlooks are examined and the financial press, internet and financial information systems are monitored for market information regarding its counterparties. It also receives daily e-mails from various market participants that could identify potential problems. Any information that casts doubt on an institution's creditworthiness is acted on by suspending investment with that institution.

Customers for goods and services are assessed, taking into account their financial position, past experience and other factors, with individual credit limits being set in accordance with internal ratings and in accordance with parameters set by the Authority.

The Authority's maximum exposure to credit risk in relation to its investments in banks and building societies of £17m cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution. Recent experience has shown that it is rare for such entities to be unable to meet their commitments. A risk of irrecoverability applies to all of the Authority's deposits, but there was no evidence at the 31st March 2019 that this was likely to crystallise.

The following analysis summarises the Authority's potential maximum exposure to credit risk on other financial assets, based on experience of default and uncollectability over the last five financial years, adjusted to reflect current market conditions.

Exposure to Credit Risk

	Average Lifetime				
	Amount at 31 March	Expected Loss Rate	Lifetime Expected	Lifetime Expected	Lifetime Expected
	2019	default	Loss 31 March 2019	Loss 31 March 2019	Loss 31 March 2018
	£000	%	%	£000	£000
	A	B	C	(A X C)	
Investments	17,088	-	-	-	-
Customers	834	5.67	8.84	74	201
				74	201

No credit limits were exceeded during the reporting period and the Authority does not expect any losses from non-performance by any of its counterparties in relation to deposits and investments.

The Authority uses a provision matrix to calculate its credit loss provision on trade receivables. This takes account of many factors including historical credit loss experience and expectations about the future, including the economy and market conditions.

Aged Debtor Analysis	31 March 2019	Lifetime Expected Loss	31 March 2018
	£000	Rate (B)	£000
Less than 30 days (normal terms)	553	3%	17
31-60 days	74	8%	6
61-90 days	10	20%	2
Over 90 days	197	25%	49
	834	8.84%	74

Liquidity Risk

The Authority has a comprehensive cash flow management system that seeks to ensure that cash is available as needed. The Authority seeks to maintain liquid short term deposits of at least £1 million available daily. If unexpected movements happen, the Authority has ready access to borrowings from the money markets and the Public Works Loans Board. There is no significant risk that it will be unable to raise finance to meet its commitments under financial instruments. Instead, the risk is that the Authority will be bound to replenish a significant proportion of its borrowings at a time of unfavourable interest rates. The Authority sets limits on the proportion of its fixed rate borrowing during specified periods. The strategy is to ensure that loans will mature at different intervals through a combination of careful planning of new loans taken out and (*where it is economically viable to do so*) making early repayments. The maturity analysis of financial liabilities is as follows:

Number of Years	Public Works Loan Board (PWLB)		Merseyside Residual Debt (MRD)	
	31 March	31 March	31 March	31 March
	2019	2018	2019	2018
	£000	£000	£000	£000
Less than one	265	500	41	41
Between one and two	450	265	41	41
Between two and five	3,165	3,615	123	123
Between five and ten	-	-	79	120
Between ten and fifteen	-	-	-	-
Between fifteen and twenty	2,000	2,000	-	-
Between twenty and twenty five	-	-	-	-
Between twenty five and thirty	4,500	3,500	-	-
Between thirty and thirty five	12,360	9,860	-	-
Between thirty five and forty	14,860	16,860	-	-
Between forty and forty five	-	1,500	-	-
More than forty five	-	-	-	-
Total	37,600	38,100	284	325

All trade and other payables are due to be paid in less than one year.

Market Risk

Interest Rate Risk

The Authority is exposed to risk in terms of its exposure to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the Authority. For instance, a rise in interest rates would have the following effects:

- borrowings at variable rates – the interest expense charged to the Surplus or Deficit on the Provision of Services will rise
- borrowings at fixed rates – the fair value of the liabilities borrowings will fall
- investments at variable rates – the interest income credited to the Surplus or Deficit on the Provision of Services will rise
- investments at fixed rates – the fair value of the assets will fall.

Borrowings are not carried at fair value, so nominal gains and losses on fixed rate borrowings would not impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the Surplus or Deficit on the Provision of Services and affect the General Fund Balance. Movements in the fair value of fixed rate investments that have a quoted market price will be reflected in Other Comprehensive Income and Expenditure.

The Authority has a number of strategies for managing interest rate risk. The policy is to aim to keep a maximum of 50% of its borrowings in variable rate loans. During periods of falling interest rates, and where economic circumstances make it favourable, fixed rate loans will be repaid early to limit exposure to losses. The risk of loss is ameliorated by the fact that a proportion of government grant payable on financing costs will normally move with prevailing interest rates or the Authority's cost of borrowing and provide compensation for a proportion of any higher costs. (The Authority currently has no variable rate loans with PWLB).

The Treasury Management Team has an active strategy for assessing interest rate exposure that feeds into the setting of the annual budget and which is used to update the budget quarterly during the year. This allows any adverse changes to be accommodated. The analysis will also advise whether new borrowing taken out is fixed or variable.

According to this assessment strategy, at 31st March 2019, if interest rates had been 1% higher with all other variables held constant, the financial effect would be:

	£000
Increase in interest payable on variable rate borrowings	3
Increase in interest receivable on variable rate investments	(324)
Increase in Government grant receivable for financing costs	-
Impact on Surplus or Deficit on the Provision of Services	(321)
Decrease in fair value of fixed rate investment assets	-
Impact on Other Comprehensive Income and Expenditure	(321)
Increase in fair value of fixed rate borrowings liabilities (no impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure) (See Note 14)	604

The impact of a 1% fall in interest rates would be as above but with the movements being reversed.

Price Risk

The Authority does not invest in equity shares or have shareholdings in joint ventures or local industry. The Authority is consequently not exposed to losses arising from movements in the prices of the shares.

Foreign Exchange Risk

The Authority has no financial assets or liabilities denominated in foreign currencies and thus has no exposure to loss arising from movements in exchange rates.

42. Contingent Liabilities

Municipal Mutual Insurance Limited

Municipal Mutual Insurance Limited issued a levy notice on 1st January 2014 by the Scheme Administrator at a rate of 15% on Established Scheme Liabilities which exceeded £50,000 in aggregate. This equated to £250,000 which was paid in January 2014 with Municipal Mutual Insurance Limited covering the balance. In March 2016 we were informed by Municipal Mutual Insurance Limited the 15% will need to be increased to 25%. This payment of £180,000 was paid in May 2016. The Authority maintains an insurance reserve to cover any further fluctuations in the levy.

Firefighters Pension Fund Accounts

Fund Account

2017/18 £000		2018/19 £000
	Contributions receivable:	
	Fire Authority:	
(3,816)	• Contributions in relation to pensionable pay	(3,537)
(352)	• Early retirements	(314)
-	• Pension Holiday grant	-
(2,868)	Firefighters contributions	(2,773)
(7,036)		(6,624)
(141)	Transfers in from other authorities	(118)
	Benefits payable:	
28,694	• Pensions	30,117
4,903	• Commutation and lump sum retirement benefits	7,811
-	• Lump sum death benefits	-
33,597		37,928
	Payments to and on account of leavers:	
-	• Transfers out to other authorities	-
-	• Refunds of contributions	-
-		-
26,420	Net amount payable for the year	31,186
(26,420)	Top – up grant payable by the Government	(31,186)
-		-

Net Assets Statement

1 April 2017 Restated £000	2017/18 Restated £000		2018/19 £000
		Current assets	
9,112	6,876	Debtors (Pension Fund Home Office)	10,944
		Current liabilities	
(490)	(302)	Creditors (HMRC)	(318)
(8,622)	(6,574)	Creditors (Merseyside Fire and Rescue Service)	(10,626)
-	-		-

Notes to Pension Fund Account

Contribution Rates

Under the firefighters pension regulations the contribution rates for employers were as follows:

Pensionable Pay Deductions	1992 Scheme	2006 Scheme	Pensionable Pay Deductions	2015 Scheme
Employer's Contributions	21.7%	11.9%	Employer's Contributions	14.3%
Employee Contributions:			Employee Contributions:	
£0 - £15,609	11.0%	8.5%	£0 - £27,818	11.0%
£15,610 - £21,852	12.2%	9.4%	£27,819 - £51,515	12.9%
£21,853 - £31,218	14.2%	10.4%	£51,516 - £142,500	13.5%
£31,219 - £41,624	14.7%	10.9%	£142,501 >	14.5%
£41,625 - £52,030	15.2%	11.2%		
£52,031 - £62,436	15.5%	11.3%		
£62,437 - £104,060	16.0%	11.7%		
£104,061 - £124,872	16.5%	12.1%		
£124,873 >	17.0%	12.5%		

III Health Contributions

Ill health contributions for firefighters who retire early due to ill health are also paid into the fund. This is based on their average pensionable pay at the time of retirement and the severity of illness classed into two tiers. (Upper Tier and Lower Tier - Upper Tier being the more severe). The payments by the Authority are based as follows:

- Upper Tier – 4*Pensionable Pay
- Lower Tier – 2*Pensionable Pay

Benefits Paid

Pensions are paid to retired officers, their survivors and others who are eligible for benefits under new and existing pension schemes.

Home Office Grant

There are no investment assets and the fund is balanced to zero each year by receipt of a top up grant from the Home Office, if contributions are insufficient to meet the cost of pension payments, or by paying over any surplus grant.

Accruals

The fund has been prepared on an accruals basis in accordance with the rest of the accounts.

Future Liabilities

The fund statement does not take account of liabilities to pay, pensions and other benefits after year end. However note 40 in the main set of Accounts does take account of this and its long term pension obligation under IAS19.

Debtors

	31 March 2019	31 March 2018 Restated	1 April 2017 Restated
	£000	£000	£000
Central Government bodies	10,944	6,876	9,112
Total	10,944	6,876	9,112

Creditors

	31 March 2019	31 March 2018 Restated	1 April 2017 Restated
	£000	£000	£000
Central Government bodies (HMRC)	(318)	(302)	(490)
Other local authorities	(10,626)	(6,574)	(8,622)
Total	(10,944)	(6,876)	(9,112)

Statement of Responsibilities for the Statement of Accounts

The Director of Finance's responsibilities

The Director of Finance is responsible for the preparation of the Authority's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

In preparing this Statement of Accounts, the Director of Finance has:

- selected suitable accounting policies and applied them consistently
- made judgements and estimates that were reasonable and prudent
- complied with the local authority code.

The Director of Finance has also:

- kept proper accounting records which were up to date
- taken reasonable steps for the prevention and detection of fraud and other irregularities.

This Statement of Accounts gives a true and fair view of the financial position of the Authority as at the 31st March 2019 and of its expenditure and income for the year ended 31st March 2019.

Ian Cummins
Director of Finance
19th December 2019

The Authority's responsibilities

The Authority is required to:

- Make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this Authority that officer is the Director of Finance.
- Manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- Approve the Statement of Accounts.

Statement of Approval for the Statement of Accounts

The statement of accounts for the year 1st April 2018 to 31st March 2019, were approved for issue on 19th December 2019 by Merseyside Fire and Rescue Policy and Resources Committee.

Chair of the Policy and Resources Committee Meeting Approving the Accounts
19th December 2019

Independent auditor's report to the members of Merseyside Fire and Rescue Authority

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Merseyside Fire & Rescue Authority (the 'Authority') for the year ended 31 March 2019 which comprise the Comprehensive Income and Expenditure Statement, the Movement in Reserves Statement, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies, and include the firefighters' pension fund accounts comprising the Fund Account, the Net Assets Statement and notes to the pension fund account. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC code of practice on local authority accounting in the United Kingdom 2018/19.

In our opinion the financial statements:

- give a true and fair review of the financial position of the Authority as at 31 March 2019 and of its expenditure and income for the year then ended;
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on local authority accounting in the United Kingdom 2018/19; and
- have been prepared in accordance with the requirements of the Local Audit and Accountability Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Director of Finance's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Director of Finance has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Authority's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Director of Finance is responsible for the other information. The other information comprises the information included in the Statement of Accounts set out on pages 3 to 17, and the Annual Governance Statement, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge of the Authority obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is



a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other information we are required to report on by exception under the Code of Audit Practice

Under the Code of Audit Practice published by the National Audit Office on behalf of the Comptroller and Auditor General (the Code of Audit Practice) we are required to consider whether the Annual Governance Statement does not comply with the 'Delivering Good Governance in Local Government: Framework (2016)' published by CIPFA and SOLACE or is misleading or inconsistent with the information of which we are aware from our audit. We are not required to consider whether the Annual Governance Statement addresses all risks and controls or that risks are satisfactorily addressed by internal controls.

We have nothing to report in this regard.

Opinion on other matter required by the Code of Audit Practice

In our opinion, based on the work undertaken in the course of the audit of the financial statements and our knowledge of the Authority gained through our work in relation to the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources, the other information published together with the financial statements in the Statement of Accounts, the Narrative Report by the Director of Finance and the Annual Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

Under the Code of Audit Practice, we are required to report to you if:

- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make a written recommendation to the Authority under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014, in the course of, or at the conclusion of the audit.

We have nothing to report in respect of the above matters.

Responsibilities of the Authority, the Director of Finance and Those Charged with Governance for the financial statements

As explained more fully in the Statement of Responsibilities for the Statement of Accounts set out on page 96, the Authority is required to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this authority, that officer is the Director of Finance. The Director of Finance is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC code of practice on local authority accounting in the United Kingdom 2018/19, for being satisfied that they give a true and fair view, and for such internal control as the Director of Finance determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Director of Finance is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is an intention by government that the services provided by the Authority will no longer be provided.

The Policy and Resources Committee is Those Charged with Governance. Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Report on other legal and regulatory requirements - Conclusion on the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources

Conclusion

On the basis of our work, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in November 2017, we are satisfied that the Authority put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2019.

Responsibilities of the Authority

The Authority is responsible for putting in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

Auditor's responsibilities for the review of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources

We are required under Section 20(1)(c) of the Local Audit and Accountability Act 2014 to be satisfied that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in November 2017, as to whether in all significant respects the Authority had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the Authority put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2019.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to be satisfied that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

Report on other legal and regulatory requirements - Certificate

We certify that we have completed the audit of the financial statements of the Authority in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice.

Use of our report

This report is made solely to the members of the Authority, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014 and as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. Our audit work has been undertaken so that we might state to the Authority's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Green

Michael Green

for and on behalf of Grant Thornton UK LLP, Appointed Auditor

Royal Liver Building
Liverpool
L3 1PS

19th December 2019

Glossary of terms used in the Statement of Accounts

This Glossary of Terms is designed to aid interpretation of the Authority's Statement of Accounts.

ACCOUNTING POLICIES

These specify policies and procedures used by the Authority to prepare its Financial Statements. These include any methods, measurement systems and procedures for presenting disclosures.

ACCRUALS

Accruals are amounts that are recognised in the accounts as they are earned or incurred not as money is received or paid. The accruals basis of accounting requires the non-cash effects of transactions to be reflected in the financial statements for the accounting period in which those effects are experienced and not in the period in which any cash is received or paid.

BALANCE SHEET

The Balance Sheet is fundamental to the understanding of the Authority's financial position at the year-end. The Balance Sheet shows the values as at the Balance Sheet date of the assets and liabilities recognised by the Authority. The net assets of the Authority (assets less liabilities) are matched by reserves held by the Authority.

BUDGET

A statement of the Authority's spending plans for revenue and capital expenditure over a specified period of time.

CAPITAL EXPENDITURE

Capital expenditure is expenditure on the acquisition, construction or enhancement of fixed assets such as land, buildings, vehicles and equipment or expenditure which adds to and not merely maintains the value of the existing asset.

CAPITAL RECEIPTS

Income received from the sales of land or other capital assets, a proportion of which may be used to finance new capital expenditure, subject to the provisions contained within the Local Government Act 2003.

CARRYING AMOUNT

The balance sheet value recorded of either an asset or a liability.

COLLECTION FUND ADJUSTMENT ACCOUNT

The collection fund adjustment account provides a mechanism for recognising the Authority's share of the Collection Fund surplus/deficits at year end.

CORPORATE AND DEMOCRATIC CORE

The corporate and democratic core comprises all activities that the Authority engages in specifically because it is an elected multi-purpose Authority. The cost of these activities are thus over and above those which would be incurred by a series of independent, single-purpose, nominated bodies managing the same services. There is therefore no logical basis for apportioning these costs to services.

CREDITORS

Creditors are amounts owed by the Authority for work done, goods received or services rendered but for which payment has not been made by the balance sheet date.

CURRENT ASSETS

Current assets are assets which can be reasonably expected to be consumed or realised within the next 12 months e.g. stocks, debtors, cash.

CURRENT LIABILITIES

Current liabilities are amounts owed by the Authority and due for payment during the next 12 months e.g. short term borrowing, short term creditors and cash overdrawn.

DEBTORS

Debtors are entities who owe amounts to the Authority for work done, goods sold or services rendered for which income has not been received by the balance sheet date.

DEFINED BENEFIT SCHEME

A pension or other retirement benefit scheme where the scheme rules define the benefits independently of the contributions payable, and the benefits are not directly related to the investments of the scheme. The scheme may be funded or unfunded.

DEPRECIATION

Depreciation is a measure of the wearing out, consumption or other reduction in the useful economic life of a fixed asset, whether arising from use, passage of time or obsolescence through either changes in technology or demand for the goods and services produced by the asset.

earmarked RESERVES

The Authority holds a number of reserves earmarked to be used to meet specific, known or predicted future expenditure.

FAIR VALUE

The fair value of an asset is the price at which it could be exchanged in an arm's-length transaction less, where applicable, any grants receivable towards the purchase or use of the asset.

FINANCIAL INSTRUMENTS

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. The term financial instrument covers both financial assets and financial liabilities and includes both the most straightforward financial assets and liabilities such as trade receivables and trade payables and the most complex ones such as derivatives and embedded derivatives.

FIXED ASSETS

Assets that yield benefits to the Authority and the services it provides for a period of more than one year. Examples include land, buildings and vehicles.

GENERAL FUND

This is the main revenue fund of the Authority and includes the net cost of all services financed by local taxpayers and government grants.

IMPAIRMENT

Impairment is a reduction in the value of a fixed asset, below its carrying amount on the balance sheet.

INTANGIBLE FIXED ASSETS

These are fixed assets that do not have physical substance but are identifiable and controlled by the Authority. Examples include software, licenses and patents.

INVENTORIES

Inventories are the amount of unused or unconsumed goods held in expectation for future use. When use will not arise until a later period, it is appropriate to carry forward the amount to be matched to the use or consumption when it arises.

LIABILITIES

These are amounts due to individuals or organisations which will have to be paid at some time in the future. Current liabilities are usually payable within one year of the Balance Sheet date.

LONG TERM ASSETS

Long term assets are assets that yield benefits to the Authority and the services it provides for a period of more than 12 months.

LONG TERM LIABILITIES

Long term liabilities are amounts owed by the Authority and due for payment at a time greater than 12 months e.g. Long Term Borrowing.

MHCLG

Ministry of Housing, Communities and Local Government is the Government Department responsible for the national policy on local government.

MINIMUM REVENUE PROVISION

The minimum revenue provision is the minimum amount that must be set aside from revenue towards the repayment of loan debt.

NET BOOK VALUE (NBV)

The net book value is the amount at which fixed assets are included in the Balance Sheet, i.e. their historical cost or current value less the cumulative amounts provided for depreciation.

NET REALISABLE VALUE (NRV)

Net realisable value is the open market value of the asset in its existing use (or open market value in the case of non-operational assets) less the expenses to be incurred in realising the asset.

POST BALANCE SHEET EVENTS

Post balance sheet events are those events which occur between the balance sheet date and the date on which the Statement of Accounts is signed by the responsible financial officer.

PRIOR PERIOD ADJUSTMENTS

Prior period adjustments are those material adjustments applicable to prior years, arising from changes in accounting policies or from the correction of fundamental errors. A fundamental error is one that is of such significance as to destroy the validity of the financial statements. They do not include normal recurring corrections or adjustments of accounting estimates made in prior years.

PROVISION

A provision is an amount set aside to meet potential future liability but the exact amount and date on which the liability is due is uncertain.

REMUNERATION

Remuneration is all sums paid to or received by an employee and sums due by way of expenses allowances (as far as those sums are chargeable to UK income tax) and the money value of any other benefits received other than in cash. Pension contributions payable by the employer are excluded.

RESERVES

Reserves are amounts set aside to meet future contingencies but whose use does not affect the Authority's net expenditure in a given year. Appropriations to and from reserves may not be made directly from the revenue account. This is a crucial distinction between provisions and reserves.

RETIREMENT BENEFITS

Retirement benefits are all forms of consideration given by the Authority in exchange for services rendered by employees that are payable after the completion of employment. Retirement benefits do not include termination benefits payable as a result of either 1) the Authority's decision to terminate an employee's employment before the normal retirement date or 2) an employee's decision to accept voluntary redundancy in exchange for those benefits, because these are not given in exchange for services rendered by employees.

REVENUE EXPENDITURE

Revenue expenditure is money spent on the day-to-day running costs of providing services. It is usually of a constantly recurring nature and produces no permanent asset.

REVENUE EXPENDITURE FUNDED FROM CAPITAL UNDER STATUTE (REFCUS)

Expenditure incurred during the year that may be capitalised under statutory provision but that does not result in the creation of a non-current asset that has been charged as expenditure to the CIES.

2018-2019 MERSEYSIDE FIRE AND RESCUE AUTHORITY

ANNUAL GOVERNANCE STATEMENT

1.0 SCOPE OF RESPONSIBILITY

- 1.1** Merseyside Fire and Rescue Authority (the Authority) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Authority also has a duty to make arrangements to secure continuous improvements in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2** In discharging this overall responsibility, the Authority is responsible for putting in place proper arrangements for the governance of its affairs, delivering its functions, and arrangements for the management of risk.
- 1.3** Corporate Governance is a phrase used to describe how organisations direct and control what they do. For Fire and Rescue Authorities this also includes how an Authority relates to the communities that it serves. The Authority has approved and adopted a code of corporate governance which is consistent with the principles of the CIPFA/SOLACE framework *"Delivering Good Governance in Local Government"* (2016). A copy of the code is available on our website at www.merseyfire.gov.uk. The key principles of the Authority's Code of Corporate Governance are outlined below;
1. Three high level principles underpin Corporate Governance:-
 - Openness and inclusivity
 - Accountability
 - Integrity
 2. These high level principles are supported by seven detailed principles of good governance which are:
 - Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
 - Ensuring openness and comprehensive stakeholder engagement
 - Defining outcomes in terms of sustainable economic, social, and environmental benefits
 - Determining the interventions necessary to optimise the achievement of the intended outcomes
 - Developing MFRA capacity, including the capability of its leadership and the individuals within it
 - Managing risks and performance through robust internal control and strong public financial management
 - Implementing good practices in transparency, reporting, and audit to deliver effective accountability
- 1.4** This statement fulfils the Authority's statutory requirement to prepare a statement of internal control in accordance with proper practices, and to present an annual review of the effectiveness of the current system.

2.0 THE PURPOSE OF THE GOVERNANCE FRAMEWORK

- 2.1** The governance framework comprises the systems and processes, culture and values, for the direction and control of the Authority and its activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost-effective services.

- 2.2** The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.
- 2.3** The governance framework has been in place at the Authority for a number of years and in particular for the year ended 31st March 2019.

3.0 THE GOVERNANCE FRAMEWORK

- 3.1** Summarised below are some of the key elements of the systems and processes that underpin the Authority's governance arrangements:

3.2 Identifying and Communicating the Authority's Mission and outcomes for citizens and service users:

- 3.2.1** After consulting with the citizens of Merseyside and service users, assessing current risks and service priorities, the Authority prepares an Integrated Risk Management Plan (IRMP) that sets out the mission, aims and service objectives for the organisation. The Authority approved a new IRMP, 2017/20, on 23rd February 2017. The IRMP established the service priorities for 2017/20. The Authority is currently consulting on a draft supplement to the Integrated Risk Managed Plan (IRMP) 2017-20. If approved, the alternative proposals contained within the supplement will extend the current plan to 2021, aligning it to our medium term financial plans.

- 3.2.2** The Authority's Mission reflects a clear focus on the core duties and functions in relation to Operational Preparedness, Operational Response and Prevention and Protection. The Authority's mission is to *achieve; Safer Stronger Communities – Safe Effective Firefighters*. To deliver this the Authority has established four key corporate aims:

- **Excellent Operational Preparedness**
We will provide our firefighters with the training, information, procedures and equipment to ensure they can safely and effectively resolve all emergency incidents.
- **Excellent Operational Response**
To maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core.
- **Excellent Prevention and Protection**
We will work with partners and our community to protect the most vulnerable.
- **Excellent People**
We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all.

- 3.2.3** The Mission statement is focused upon outcomes around operational preparedness, response and prevention and protection. It is very important that the organisation's priorities are unambiguous and easily understood by members, staff, communities and other stakeholders. In particular, it is essential that the safety and effectiveness of firefighters is seen as a fundamental factor in the achievement of safer, stronger communities.

- 3.3 Monitoring the achievement of the Authority's objectives through a comprehensive performance management framework:**

3.3.1 IRMP and other service projects are incorporated into one document – the Service Delivery Plan. There is an ongoing system of monitoring and reporting on the achievement of projects in the Service Delivery Plan via regular reports to the Community Safety and Protection Committee (or any other committee if applicable) and the Strategic Leadership Team. Station Community Safety Plans have also been developed to give details of the activities taking place throughout Merseyside. The reporting process applies traffic light status to for each performance indicator in the Service Delivery Plan and attention is drawn to progress achieved and matters to be addressed. Copies of the Service Delivery Plan can be found on the Authority's website.

3.4 The Internal Control Environment:

3.4.1 The Authority's internal control mechanism comprises many systems, policies, procedures and operations, however the system can not eliminate all risks of failure to achieve the Authority's aims and objectives. Once a risk has been identified the Authority where possible eliminates the risk. If this is not possible then procedures are established to manage the risk effectively, efficiently and economically. Some of the significant control processes are outlined below:

3.4.2 Policy and decision making process

The Authority has meaningful democratic control over its activities via an **approved committee structure** with agreed Terms of Reference that are reviewed once a year by the Authority at its Annual General Meeting. The Authority has a **written Constitution** that was reviewed in 2018/19 and approved by the Authority at its meeting on 14th June 2018 (CFO/037/18), which is published and sets out how the Authority operates, how decisions are made, and the procedures which are followed to ensure these are efficient, transparent and accountable to local citizens. The Constitution is reviewed every year by the Authority at its AGM.

The Authority meet with Strategic Managers and other stakeholders as required to consider the strategic vision and instigate future plans/targets for the Authority.

The Authority also runs member away-days and "learning lunches" to help Members discuss issues in more detail and in an informal environment.

3.4.3 Management Structure

Management Structure - The Authority has a **clear management structure** with defined roles and responsibilities. A Strategic Leadership Team (SLT), meet on a fortnightly basis to review and agree on issues that arise during the year. SLT have established five strategic boards to feed into SLT, the role of each board is to consider any issues associated with that board's remit and if necessary make a recommendation on the matter for SLT to consider. The Authority has an **approved scheme of delegation within its Constitution** that is reviewed by members on an annual basis.

3.4.4 Established Policies, Procedures & Regulations

The Authority ensures compliance with established policies, procedures, laws and regulations. Information regarding policies and procedures is held on the intranet, and these are continually enhanced and developed through the introduction of new policies and procedures as and when required. The Authority has established policies on anti-fraud, fraud response and confidential reporting. The Authority carries out an annual review of standing orders, financial instructions and the scheme of delegation which clearly define how decisions are taken and the processes and controls required to manage risks. The list below outlines some of the **key policies and process in place to enhance the internal control system** that are reviewed as and when required:

- Treasury Management Strategy
- Procurement Strategy
- Financial Regulations, Procedural & Contract Standing Orders, Scheme of Delegation
- Anti-Fraud & Corruption Policy & Strategy
- Fraud Response Plan
- Confidential Reporting Policy
- Complaints Procedure

- Code of Corporate Governance
- Constitution
- Code of Conduct
- Full range of Equality and Diversity Policies and Procedures
- Staffing Model
- Full range of robust policies and procedures to underpin the conduct of staff from operational procedure, discipline process, through to performance development reviews
- Information Governance and Security – Policies and Service Instructions to Protect the Authority's information, data, and assets

3.4.5 SLT carries out a continuous assessment of the implementation of policies and procedures throughout the organisation, including following up on progress against the action plans

3.4.6 Internal Audit Function

The Authority has a strong Internal Audit function arrangement with Liverpool City Council, and has well-established protocols for working with External Audit.

3.4.7 Risk Management Strategy

The Authority has a well-established and embedded risk management strategy. The Audit Sub-Committee has corporate ownership of the risk register and receive regular updates on any new risks or changes to risks. As all Authority and service reports to SLT have a standing section on risk this allows SLT an opportunity to regularly consider new and updated risks facing the Service at their fortnightly meetings.

3.4.8 Financial Management

The Authority produces a five year financial plan that takes into account Revenue, Capital, Reserves and Prudential Borrowing forecasts. The Authority has a history of strong and effective financial management, as confirmed in the Grant Thornton 2017/18 Annual Audit Letter and Audit Findings Report;

“We were satisfied that the Authority put in place proper arrangements to ensure economy, efficiency and effectiveness in its use of resources”

Financial management in the Authority and the reporting of financial standing is undertaken through a comprehensive Finance system including a general ledger, accountancy and budgeting. Monthly budget statements are sent out to all cost centre managers and the Authority receives regular comprehensive financial review reports to update members on the current and anticipated year-end financial performance.

4.0 REVIEW OF EFFECTIVENESS

4.1 The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the SLT and other senior managers within the Authority who have responsibility for the development and maintenance of the governance environment, the Internal Audit annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

4.2 Maintaining and reviewing the effectiveness of the governance framework throughout the financial year has been carried out by the following:

- The Authority and its Committees
- Management Review
- Internal Audit
- External bodies

4.3 The Authority and Its Committees

4.3.1 The Authority

The Authority considered at its Annual General meeting on 14th June 2018 the format and structure of its democratic decision process by approving the powers and make-up of the approved committees. The full and detailed list of committee responsibilities can be found in the Constitution document on the Authority's web site, but are summarised as follows;

- The Authority – approves the Authority's budget and precept, considers variations to standing orders & financial regulations; the revenue budget and capital plan; issuing of a precept; adopting a members' allowance scheme; appointment to committees; scheme of delegation to officers; any matters which by law must be reserved to the Authority itself; maintain a Constitution.
- The Policy and Resources Committee – to determine new strategies, policies or changes in strategy relating to the development and delivery of services. Exercise financial control over expenditure within the approved revenue budgets and capital programme of the Authority. Establish and direct procedures for the implementation, monitoring and amendment of the revenue budget and capital programme and all other financial matters that impact on the Authority's financial position. Consider all matters related to the management of the Authority's assets including buildings, land, ICT and other assets.
- The Community Safety and Protection Committee – consider all matters related to the development and delivery of services appropriate to this Committee. This includes matters relating to: Operational Preparedness; Operational Response; and Prevention and Protection. Considers all matters related to the delivery of services to the diverse communities of Merseyside, and the development, promotion and delivery of a coordinated strategy for developing and maintaining safer communities.
- The Scrutiny Committee – to view and/or scrutinise the objectives of the Authority's Integrated Risk Management Plan (IRMP) and performance against these objectives. To carry out joint member/officer pre and post-implementation scrutiny of any major project, scheme, or key decision taken by the Authority or its standing committees.
- The Joint Police & Fire Collaboration Committee – to act as a Strategic Board to oversee collaboration between Merseyside Police (MP) and the Authority. To consider any reports on proposals for collaboration and potential budget savings or working arrangements.
- The Audit Committee – to consider the internal audit's annual report and opinion, and a summary of internal audit activity and the level of assurance it can give the Authority's corporate governance arrangements. To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance. To monitor the risk register and effective development and operation of risk management. To determine allegations made under the Members Code of Conduct Procedure and refer sanctions proposed and any complaint allegation requiring further investigation to the full Authority. To act as Investigating and Disciplinary Committee where an allegation which could constitute misconduct or gross misconduct is made against the Chief Fire Officer, Deputy Chief Fire Officer or the Monitoring Officer.

Receive reports on the effectiveness of internal control processes, including probity and to receive Internal Audit reports in this respect. Liaise with the external audit function over the appointment of the external auditor. Comment on the scope and depth of external audit work and consider in detail the recommendations of the external auditor's annual audit's letter. Consider all matters relating to internal and external audit activity and all matters relating to the regulatory framework.

To appoint Task and finish Groups to undertake detailed work, involving relevant Scrutiny Members, key reference holders and relevant officers.

- The Appeals Committee – to consider whether to assent to applications for specific licences as may be referred to the Committee by the Health and Safety Executive or the Chief Fire Officer.

4.4 Management Review

4.4.1 Included in the day to day management of the organisation are a number of key officers, systems and procedures designed to provide core elements of the internal control mechanism, with a nominated lead officer responsible for reviewing the effectiveness of these systems.

4.4.2 There a comprehensive system of performance management and review embedded within the Authority management structure and processes. The 2018/19 Service Delivery Plan broke down the Authority's key objectives for the year and identified a lead officer for each project. A "traffic light" system identified the actual progress against performance indicators throughout the year and any areas of concern with options to bring the project back on track were reported to management and the Community Safety and Protection Committee. SLT received regular updates from managers on the delivery of services against targets throughout the year and this allowed senior management an opportunity to scrutinise progress. Performance against Local Performance Indicators is considered in depth each month by the Performance Management Group.

4.4.3 The Risk Register was updated for new risks and the status of existing risks was re-assessed during the year. The Register considers the Authority's tolerance for risk and any mitigating actions that can reduce the likelihood/severity of the perceived risk. Risk management continued to be an integral part of the project management process and was a fundamental aspect of the business of the Authority.

4.4.4 The Authority employed appropriate professional staff:

- A Statutory Monitoring Officer (Section 5 LGHA) responsible for ensuring the legality of Authority actions and supporting the Committee decision making process. The Director of Legal Services fulfils this role and is a qualified and experienced lawyer. The Director of Legal Services is supported by a suitably robust and fit for purpose legal team. No actions of the Authority were deemed ultra vires in the year and all relevant laws and regulations have been complied with so far as is known by the Monitoring Officer.
- A Responsible Finance Officer (Section 73 LGA 1985) to ensure the proper and effective administration of the financial affairs of the Authority. The Director of Finance fulfils this role and is a qualified and experienced accountant. The Director of Finance is supported in this role by a Head of Finance and finance team that includes a number of professionally qualified and experienced finance staff. The Director of Finance ensures the Authority has an approved, realistic and affordable five year financial plan for revenue and capital expenditure which links to the IRMP and the Service Delivery Plan. The financial planning process is well embedded and understood across the Authority by staff and members. Details of the approved budget are available to all stakeholders in a simple and summarised statement on the Authority's website

The above statutory posts are key members of SLT.

4.4.5 Budget monitoring remained robust at strategic and service levels via the production of monthly financial monitors for cost centre managers. The "funds management" system prevents orders being raised against accounts with insufficient budget and provides an effective enhancement to the budget control process.

4.4.6 Grant Thornton approved an unqualified Statement of Accounts for 2017/18 and it is anticipated this will be repeated in 2018/19. A detailed year-end report is presented to the Authority in a clear and understandable format. A simplified summary statement of accounts is available on the Authority's Website to ensure the outturn position is communicated effectively to all stakeholders.

4.5 Internal Audit

4.5.1 The Authority procured its internal audit service under a service level agreement from Liverpool City Council and the arrangement and service was in accordance with the CIPFA Code of Practice for Internal

Audit in Local Government 2006. The internal audit plan for 2018/19, prioritised by a combination of the key internal controls, assessment and review on the basis of risk, was approved by the Authority during the year. All internal audit reports included an assessment of the internal controls and prioritised action plans, if relevant, to address any areas needing improvement. These reports were submitted to the relevant managers as appropriate and the Director of Finance. An interim and year-end Internal Audit Plan reports are submitted to the Audit sub Committee that included summary findings of all completed audit reports and implementation of any agreed recommendations. The Annual Review of Internal Audit Report concluded that:

"it is our opinion that we can provide Substantial Assurance that the system of internal control in place at Merseyside Fire & Rescue Service for the year ended 31st March 2019 accords with proper practice. The 2018/19 fundamental systems audits have shown a substantial level of compliance and none of the audits have identified weaknesses that have required a corporate impact assessment of Major or Moderate. Based on the audit work carried out in 2018/19 we are not aware of any significant control weaknesses within the Service which impact on the Annual Governance Statement"

The service has in place a system of policies, procedures and processes to enable it to support the seven core CIPFA/SOLACE Principles of good governance.

4.6 External Review

4.6.1 External audit services are carried out by Grant Thornton. The scope of the work undertaken by External Audit is;

- The audit of the financial statements
- To reach a conclusion on the economy, efficiency and effectiveness in the use of resources (the value for money (VFM) conclusion
- To work on the whole of government accounts return.

4.6.2 External Audit will comment upon the Authority's 2018/19 statutory financial statements and make a VFM conclusion during the 2019/20 financial year in the Annual Audit Findings report and Annual Audit and Inspection Letter. These documents reflect the Auditor's findings and conclusions from auditing the Statement of Accounts. During 2018/19 the Auditor's Annual Audit Findings Report and Audit Annual Letter covering 2017/18 confirmed the Authority's overall performance continues to be strong and the Authority received an unqualified opinion on the 2017/18 financial statements.

4.7 Year-end Review

4.7.1 The current governance and internal control arrangements continue to be reviewed and refined on an ongoing basis and that they continue to be regarded as fit for purpose in accordance with the governance framework. This review provides an acceptable overall assurance of the effectiveness of the Authority's system of internal control.

SIGNIFICANT GOVERNANCE ISSUES

4.8 The CIPFA guidance suggests that the following criteria should be applied when judging what may constitute a significant control issue:

- The issue has seriously prejudiced or prevented achievement of a principal objective.
- The issue has resulted in a need to seek additional funding to allow it to be resolved, or has resulted in significant diversion of resources from another aspect of the business.
- The issue has led to a material impact on the accounts.
- The issue, or its impact, has attracted significant public interest or has seriously damaged the reputation of the organisation.
- The issue has resulted in formal action being taken by the Chief Financial Officer and/or the Monitoring Officer.

4.9 Following the announcement of the 2016/17 - 2019/20 Local Government Finance Settlement the Authority faced a significant reduction in the level of government grant support over this period. The reduction in Government support over this period has meant the Authority faced at least an £11m financial challenge, assuming all budget assumptions remain valid. The Authority approved a financial plan to meet this challenge at the 2016/17, Budget Authority meeting, and updated and ratified the plan at the 2017/18 & 2018/19 Budget Authority meetings.

4.10 In light of increased operational and protection risks (following a number of national and international incidents), and expected findings from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), the Authority approved a £1m investment back into frontline service in the 2019/20 five year medium term financial plan. The Chief Fire Officer and Director of Finance have been challenged with delivering the required saving to fund the £1m from expected savings on servicing historic capital debt and the annual deficit payment relating to historic accrued benefits in the Local Government Pension Scheme.

4.11 Whilst no significant weaknesses have been identified in control systems at present, the following have been identified as critical internal control issues for the forthcoming year which the Authority will continue to monitor and action as appropriate:

- The Authority's proposals to deliver the approved £1m savings required in the current financial plan to fund the £1m re-investment in frontline services. The issue has resulted in a need to seek additional funding to allow it to be resolved, or has resulted in significant diversion of resources from another aspect of the business.
- The assumptions made in the medium term financial plan, particularly around inflation, pay awards, firefighter pension contributions and future government grants (whilst based on the best information available) are subject to potential change in such volatile times.
- The recruitment of sufficient firefighters to maintain the required response staffing levels in light of the fact the Authority may lose approximately half of its current firefighters through natural retirements over the next five years or so. The Authority has established a recruitment reserve so it can fund the required recruitment in advance of the expected retirements over the period.

Taken together these factors result in a significant potential risk to the Authority's medium term financial plan. Reliable monitoring and forecasting processes are in place and the Director of Finance will ensure any variation to assumptions made in the medium term financial plan are identified at the earliest possible time. The Financial Review reports will keep Members informed on the impact of any variation to the assumptions in the financial plan and recommended corrective action.

4.12 The 2017 Policing and Crime Act places a statutory duty on the three emergency services (Ambulance, Fire and Police) to keep collaboration opportunities under review and to collaborate where this would improve efficiency and effectiveness. The Authority continues to maintain ongoing discussions with Merseyside Police and North West Ambulance Service on developing opportunities for greater collaboration.

4.13 Under the Cities and Local Government Devolution Act (2016), in November 2015, the Government agreed to devolve a range of powers and responsibility to the Liverpool City Region Combined Authority. The model includes a directly elected City Region Mayor over the Combined Authority Area, who was elected in May 2017. The Mayor may seek to take over the future governance of the Merseyside OPCC and Merseyside Fire and Rescue Authority at some future point, subject to the relevant support from the Government. The Authority will work with the Merseyside Police, the Office of the Police and Crime Commissioner and the Liverpool City Region Mayor, if asked, to establish the future governance arrangement for Merseyside Fire and Rescue Service.

CERTIFICATION

- 5.0** To the best of our knowledge, the governance arrangements, as defined above, have been operating during the year and up to the date of the approval of the Annual Accounts, providing an effective framework for identifying governance issues and taking mitigating action. Over the coming year the Authority will continue the operation of its governance framework and take steps to carry out the actions for managing any governance issues identified above or that materialise in the year.

Signed.....
JAMES ROBERTS
CHAIR OF THE AUDIT COMMITTEE

Signed.....
P. GARRIGAN
CHIEF FIRE OFFICER

Signed
I. CUMMINS
DIRECTOR OF FINANCE

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	25TH JULY 2019	REPORT NO:	CFO/043/19
PRESENTING OFFICER	AUTHORITY TREASURER: IAN CUMMINS		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS DIRECTOR OF FINANCE
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	STATEMENT OF ACCOUNTS 2018/19 - APPROVAL OF AUDITED STATEMENTS		
APPENDICES:	APPENDIX A:	STATEMENT OF ACCOUNTS 2018/19	
	APPENDIX B:	LETTER OF REPRESENTATION (DRAFT)	

Purpose of Report

1. To present to members the audited 2018/19 Statement of Accounts for approval and request that they be authorised for issue.

Recommendation

2. That Members
 - a. approve that the unaudited Statement of Accounts 2018/19 attached as Appendix A to this report may be authorised for issue, and
 - b. note that the audit opinion will follow once the updated asset valuation has been completed and shared with the External Auditor,
 - c. note the draft letter of representation in relation to the unaudited 2018/19 accounts, attached as Appendix B.
 - d. once Audit have finalised their work an audited statement of accounts and letter of representation will come back to Members for approval.

Introduction and Background

3. The Authority has a statutory duty to approve and sign-off for publication the Statement of Accounts for the previous year before 31st July of the following year.
4. Members have already considered the 2018/19 year-end outturn position and movement on reserves within report CFO/037/19. That report identified net revenue expenditure in the year of £58.784m against a budget of £59.701, resulting in a favourable variance of £0.917m before any adjustments for year-end reserves. The report identified that of this variance £0.091m was required to be carried forward as earmarked reserves, leaving an actual saving in 2018/19 of £0.826m. At the Budget Authority meeting in February 2019, Members approved the utilisation of savings to

increase the minimum revenue provision (MRP) to allow the early repayment of debt. By repaying debt off early it is hoped that future debt servicing budget can be freed-up and re-invested back into front line services. The £0.826m has been used in 2018/19 to increase MRP. Therefore after taking these adjustments into account net expenditure in the year was consistent with the budget.

5. Following recent reviews of audit suppliers' audits the Finance Reporting Council (FRC) has made it clear that the auditor is expected to sufficiently and robustly challenge management's (and their expert's) assumptions and judgements used to support property, plant and equipment figures in organisations accounts. The Authority's current approach to verify property valuations is to carry out a full revaluation once every five years unless the appointed independent property valuer believes a material valuation change has occurred. For 2018/19 the Authority's valuer has, in his professional opinion, stated that he believes no material change in property valuations has arisen since the last full property valuation in 2014/15). Given Grant Thornton (GT) must ensure they reflect on the FRC directions to auditors, they have sought from the Authority's valuer detailed calculations and documented rationale from him to enable them to confirm the conclusion that the valuer has arrived at is based on reasonable assumptions. Unfortunately GT are of the opinion that based on the information presented to them there is not sufficient evidence to confirm there has not been a residual material movement in un-valued assets. The Authority's valuer believes the level of evidence required will only come about from a full property revaluation exercise.
6. If the Authority doesn't take action to carry out a full revaluation of its property, GT will have no choice but to issue a qualified opinion on the 2018/19 Statement of Accounts, due to the potential that the property values set out in the accounts are materially incorrect. GT can defer the issuing of their audit opinion until after the Authority has carried out a full property valuation that meets GT's information requirements. Therefore the Director of Finance has agreed to commission a full revaluation of the Authority's property valuations (as at 31.03.19) in order to provide the audit evidence required under the International Standards on Auditing, to GT.
7. As the statutory requirement is only that the Authority publishes its approved accounts by 31st July (2019) on its website, by approving this report Members will meet this requirement. However, if an audit opinion has not been obtained by this date the Authority must reference why that is in the form of a note on its website. The note will explain that the Authority is collating additional valuation information to support the valuation of property plant and equipment to allow the Auditor to complete the audit.
8. Once GT are content with the property valuation figures and any required amendments are input into the financial statements, GT will be in a position to issue an unqualified opinion at a later date.
9. Although the above would mean the Authority did not receive an audit opinion by 31st July it is the view of GT that what is of paramount importance is the quality of the accounts, which the proposed approach would seek to safeguard. Moreover, as the audit regime has now moved away from the previous Audit Commission contracts into the new framework operated by the Public Sector Audit Appointments Limited

(PSAA) on behalf of the sector, PSAA are committed to ensuring the quality of local authority accounts.

10. The issuing of an unqualified opinion by a later date carries minimal (potentially no) consequences, as the Authority can meet all legislative requirements by publishing the accounts by 31 July with a note in respect of the audit opinion which will be issued at a later date, and is a far better position to be in than a qualified opinion being issued. It is the view of GT and the Director of Finance that the quality of the audited accounts is far more important than the date on which the opinion is issued.
11. **The outturn position on the revenue account, capital programme, and movement on reserves reported in CFO/037/19 as outlined in paragraph 4, will not change as a result of the property revaluation.**

Statement of Accounts;

12. The Statement of Accounts is a record of the Authority's financial activities for 2018/19 with comparative figures for 2017/18. They have been prepared in accordance with the accounting practices set out in the *Code of Practice on Local Authority Accounting* (The Code) as published by the Chartered Institute of Public Finance and Accountancy (CIPFA) together with guidance notes issued by them.
13. On 1st April 2010 the Authority, along with all other Local Authorities, adopted International Financial Reporting Standards (IFRS). The accounts for 2018/19 have therefore been prepared under these regulations. The move to an IFRS-based system of accounting has resulted in a significant increase in disclosure requirements and the formats of the principal financial statements. The Statement of Accounts Narrative Report provides a brief description of each of the four core statements;
 - **The Comprehensive Income and Expenditure Statement (CIES)**
 - **Movement in Reserves Statement (MiRS)**
 - **The Balance Sheet, and**
 - **The Cash Flow Statement**
14. The Statement of Accounts must be prepared in accordance with the Code and as such the statements include a number of adjustments that are significant in value but do not alter the 'council tax' bottom line. They effectively convert the statements into a format that is consistent with commercial accounts. For example the financial position shown in the Consolidated Income and Expenditure Account shows the true accounting position for the year as if the Authority was a commercial entity. It therefore includes such expenses as depreciation and amounts to reflect pension costs.
15. The Authority sets its budget and monitors expenditure during the year in terms of its General Fund account, which is a statutory account that records only those expenses that regulations allow to be charged against the amount to be collected from council tax payers. (*Paragraph 4 of this report outlined the 2018/19 General Fund position for the service*).

16. The analysis below identifies and briefly explains some of the largest movements between the figures in the formal statement of accounts for 2018/19:-

17. The Comprehensive Income and Expenditure Statement (CIES)

This statement shows the “accounting cost” in the year of providing services in accordance with generally accepted accounting practices rather than the amount to be funded from General Fund Account (taxation). Whilst there is a neutral net General Fund Account position in 2018/19 (after taking into account the creation of reserves) this becomes net expenditure of £79.642m on the CIES because of additional accounting transactions relating mainly to pensions but also depreciation and some other technical adjustments. The table below outlines the reconciliation between the General Fund position and that in the CIES:

		Detailed Adjustments	Total Adjustments per Expenditure and Funding Analysis	Total Adjustments per Comprehensive Income and Expenditure Statement
		£'000	£'000	£'000
Net General Fund 2018/19 year-end position:	Note	0	0	0
1 Net Creation of Earmarked Reserves	(a)	-		2,651
2 Asset Valuation / Charges and Capital Funding Adjustments				
Depreciation, Impairment and Revaluation adjustment	(b)	10,614	-	-
Revenue Expenditure Funded from Capital Under Statute (REFCUS)	(c)	830	-	-
Asset Disposal / Write-offs / Revaluation losses		69	-	-
MRP / Interest adjustment	(f)	(8,234)	-	-
Capital Expenditure Funded from the Revenue Account (CERA)		(3,439)	-	-
Capital Grants Income		(2,111)	(2,271)	-
3 Pension related adjustments	(d)			
Pension Contributions payable to pension fund		(7,027)		
Pension Current Service Costs		12,183		
Pension Past Service Costs		46,041		
Net Interest on the Defined Benefit Liability Scheme		27,923	79,120	
4 Other technical accounting adjustments	(e)			
Timing Differences for Premiums and Discounts		14		
Timing Differences for Council Tax / NNDR		58		
Timing Differences for Compensated Absences		70	142	
Total Adjustments				76,991
Surplus or Deficit on Provision of Services				79,642

Notes to the table:

- a) Although the creation of earmarked reserves does not form part of the CIES they are included to ensure that the General Fund expenditure reconciles back to the CIES.
- b) The depreciation and impairment charge reflects the notional consumption of assets during the year and the reduction in the valuation of new fire stations (Prescot and Saughall Massie).
- c) REFCUS relates to the installation of free smoke alarms to households in Merseyside that under proper accounting practice should be defined as revenue but which statute allows the Authority to fund from capital.

- d) *Pension costs in the CIES reflect IAS 19 and therefore include movements in the pension fund valuations and pension contributions received in the year. The McCloud ruling has added £46.041m to Past Service Costs. Note 40 in the Financial Statements provides further details of movements in the pension funds during the year.*
- e) *The other technical accounting adjustment incorporates the adjustments made in relation to council tax indebtedness between the billing authorities and the Authority, and, the value of employee benefits accrued in the year but not taken (leave carried forward).*
- f) *Statute requires that certain expenses are charged to the General Fund that are not considered to be proper accounting charges in accordance with the Code. These are therefore not shown in the CIES. The unitary charge payments associated with the PFI contract are shown as fully charged to revenue in the General Fund but in the CIES they are broken up into the relevant revenue, capital and interest notional elements. The removal of capital financing charges relates to costs associated with; interest payments on loans and the Minimum Revenue Provision (which is the amount set aside from revenue to repay debt); the direct revenue financing of capital expenditure (CERA).*

Whilst the CIES shows the true accounting position for the year, it is the General Fund position which more directly reflects the impact on Merseyside residents as it records only those expenses which statute allows to be charged against the Authority's annual budget, the amounts to be set aside as reserves and the amounts to be collected from local council tax payers.

18. Movement in Reserves Statement (MiRS):

This statement shows the movement in the year on the different reserves held by the Authority, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and unusable reserves (those that have been created to reconcile the technical aspects of accounting which are not generally available to spend).

The year-end report, CFO/037/19, identified an overall net reduction in reserves of £2.651m in 2018/19 from £27.715m to £25.064m. This includes the General Fund balance that remained unchanged at £2.000m and reflects the perceived levels of risk within the current financial plan. The MiRS figures are consistent with these figures but also include £4.856m of capital grants received from Government towards the station merger initiative and the replacement of national resilience assets that remain unapplied until the schemes are complete. If these capital grants are not applied the grant must be paid back to Government and are therefore excluded from the available reserves reported in the general fund outturn report. The total useable reserves as at 31st March 2019, reported within the MiRS is £29.920m (£25.064m + £4.856m).

An increase in unusable reserves of £76.640m - unusable reserves are not available to fund spend and in reality simply reflect technical adjustments required in the accounting statements to adhere to the Code. The main entries relate to charges for notional depreciation and changes to pension liabilities and assets. Most of the increase is down to changes in the liability of the pension schemes in 2018/19, (£78.958m).

19. The Balance Sheet

The Balance Sheet shows the value of the assets and liabilities recognised by the Authority, at 31st March each year. The net assets of the Authority (assets less liabilities) are matched by the reserves held by the Authority. Reserves are reported in two categories, usable and unusable (see MiRS paragraph for explanation).

The Balance Sheet statement refers to detailed notes within the Statement of Accounts that provide a full analysis of what makes up each line, but some new or significant changes have been outlined below:

- **Long Term Assets** – reduced by £3.380m. This was mainly due to the revaluation of the new Prescott and Saughall Massie fire stations (£4.927m) as they are required to be valued on a depreciated replacement cost basis, as are all fire stations, rather than the actual cost of the build. Other additions less depreciation and transfers in year of £1.547m resulted in a net decrease of £3.380m. Long term asset values may change once the new property valuation review has been completed.
- **Current Assets** – reduced by £4.242m. The current treasury management strategy reflects the expectation that the overall structure of interest rates whereby short term rates are lower than long term rates means it is more sensible to reduce investments and borrow for short periods and possibly at variable rates when required, rather than seek new long term borrowing. This has resulted in a reduction in Short Term Investments, £4.970m, and a reduction in Cash & Cash Equivalents, £3.891mm. Short-term debtors have increased by £4.638m due to increase in the Home Office firefighter pension debtor of £3.936m. The remaining changes reflect a small changes in inventory values, and assets held for sale.
- **Current Liabilities** – reduced by £6.607m. A reduction in short-term creditors of £5.695m due to the Home Office, unlike in 2017/18, not pre-paying the National Resilience Assurance Team grant for 2019/20 in 2018/19 (£6.091m). A reduction in short-term borrowing of £0.912m due to a reduction in loans being repaid in the following year relative to the 2017/18 statement.
- **Long Term Liabilities** – increased by £78.465m;
 - Other long-term liabilities – Increased by £78.917m. £78.958m relates to the Defined Benefit Pension Scheme and Pension Account movements in the year. This reflects the movement in liability and funds in Firefighter and Local Government pension schemes. This change is offset by an increase in the Pensions Reserve (Unusable Reserves) of £78.958m. These accounts balance each other out and allow the inclusion of the pension liability in the balance sheet and Unusable Reserves (see Note 22 in the Statement of Accounts).
 - Long-term creditors – reduced by £0.394m. This reduction relates to PFI contract payments to be paid in the coming year and moved to short term borrowing.
 - Provisions – A net increase of £0.207m. The injury compensation provision (personal injuries sustained where the Authority is alleged to be at fault) is re-assessed at the end of each financial year. The provision for new or

amended claims received in the year was increased reduced by £0.124m. The Business Rates Appeals provision was increased by £0.083m (see note 20 in Statement of Accounts).

- Long-term borrowing relates to Public Works Loan Board (PWLb) and has reduced by £0.265m reflecting the fact that a loan of £0.265m will be repaid in the coming year and moved to short-term borrowing.
- **Usable Reserve** reduction of £2.840m – this is the net movement in reserves in the year; A reduction in earmarked reserves of £2.651m as a consequence of reserves utilised in the year, and £0.189m in the capital grant unapplied reserve (grant received in advance of expenditure) as grant is applied to fund capital expenditure in the year. The general fund balance has remained the same at £2.000m.
- **Unusable Reserves** increase of £76.640m. As mentioned previously unusable reserves have been created to allow the technical aspects of accounting required by the Code to be reflected in the Statement of Accounts. Unusable reserves are not generally available to fund spend. The increase in the Pension Reserve of £78.958m to reflect changes in the liability of the pension schemes accounts for most of this increase. The other movements relate to the Capital Adjustment Account, £(£4.099m), (used to show various notional costs associated with capital expenditure to allow the accounts to be prepared on an IFRS basis, such as depreciation, gains and losses on the sale of properties and gains recognised on donated assets). The Revaluation Reserve has reduced by £1.638m due to the Land and Building revaluation and difference between fair value depreciation and historical cost depreciation. The balance relates to small movements on other accounts of £0.143m.

20. The Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the Authority during the reporting period. The statement shows how the Authority generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the Authority are funded by way of taxation and grant income or from the recipients of services provided by the Authority. Notes 23 to 26 in the Statement of Accounts provide more for detail of specific movements in the year.

Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Authority's future service delivery (for an analysis of investing activities see note 25 in the Statement of Accounts). Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing, see note 26 in the Statement for details) to the Authority.

Overall total cash and cash equivalents (cash equivalents are highly liquid investments that mature within a period of no more than three months and are readily convertible to known amounts of cash) have decreased from £8.560m to £4.669m. This in part is due to the current treasury management strategy that the overall

structure of interest rates whereby short term rates are lower than long term rates means it is more sensible to reduce investments and borrow for short periods rather than seek new long term borrowing.

21. Members are requested to approve the Statement of Accounts, attached as Appendix A, and authorise them for issue. If the Statement of Accounts have been authorised for issue the public will have access to the document via the Authority's website, and an note will be included on the site explaining why the Audit work is still ongoing. A summary plain English statement of accounts is also available on the website.
22. International Audit Standards require a letter of representation from the Authority to the Auditors confirming that the information in the financial statements is accurate and that all material information has been disclosed. The signature of the Chair of this Committee (which is approving the Statement of Accounts) and the Director of Finance are required on the letter. However, the letter remains in draft form until the audit has been completed by GT. The proposed draft letter of representation is attached to this report as Appendix B, for Members information only at this point.

Equality and Diversity Implications

23. None directly related to this report.

Staff Implications

24. None directly related to this report.

Legal Implications

25. The Authority has a statutory duty pursuant to regulation 10 of the Accounts and Audit (England) Regulations 2015 to approve and sign-off for publication the Statement of Accounts for the previous year before the regulation deadline of 31st July in the current year with effect from the 2018/19 Statement of Accounts.

Financial Implications & Value for Money

26. The report confirms the 2018/19 outturn position is consistent with that previously reported.

Risk Management, Health & Safety, and Environmental Implications

27. None directly related to this report.

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

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

BACKGROUND PAPERS

CFO/037/19 “Revenue and Capital Outturn 2018-2019” Policy & Resources 25th July 2019.

GLOSSARY OF TERMS

CIES	The Comprehensive Income and Expenditure Statement
THE CODE	Code of Practice on Local Authority Accounting
MIRS	Movement in Reserves Statement
IFRS	International Financial Reporting Standards
PFI	Private Finance Initiative
FRC	Financial Reporting Council – direct statutory powers in relation to audit regulations and responsible for the UK’s Corporate Governance and Stewardship Codes

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APPENDIX B

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19 December 2019

Dear Sirs

Merseyside Fire and Rescue Authority - Financial Statements for the year ended 31 March 2019

This representation letter is provided in connection with the audit of the financial statements of Merseyside Fire and Rescue Authority for the year ended 31 March 2019 for the purpose of expressing an opinion as to whether the Authority's financial statements are presented fairly, in all material respects in accordance with International Financial Reporting Standards and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 and applicable law.

We confirm that to the best of our knowledge and belief having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Financial Statements

- i We have fulfilled our responsibilities for the preparation of the Authority's financial statements in accordance with International Financial Reporting Standards and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 ("the Code"); in particular the financial statements are fairly presented in accordance therewith.
- ii We have complied with the requirements of all statutory directions affecting the Authority and these matters have been appropriately reflected and disclosed in the financial statements.
- iii The Authority has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance. There has been no non-compliance with requirements of any regulatory authorities that could have a material effect on the financial statements in the event of non-compliance.
- iv We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud.
- v Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.

- vi We have reviewed and considered the assumptions used by the independent valuer engaged to value land and buildings as at 31 March 2019 and consider them to be reasonable. As part of the engagement, the valuer has provided the Authority with updated floor area information for each asset. This data has been reviewed by the Estates team and we are assured that it is accurate and forms an appropriate basis for future asset valuation. We are satisfied that the material judgements used in the preparation of the financial statements are soundly based, in accordance with the Code and adequately disclosed in the financial statements. There are no other material judgements that need to be disclosed.
- vii Except as disclosed in the financial statements:
 - a there are no unrecorded liabilities, actual or contingent
 - b none of the assets of the Authority has been assigned, pledged or mortgaged
 - c there are no material prior year charges or credits, nor exceptional or non-recurring items requiring separate disclosure.
- viii We confirm that we are satisfied that the actuarial assumptions underlying the valuation of pension scheme assets and liabilities for IAS19 Employee Benefits disclosures are consistent with our knowledge. We confirm that all settlements and curtailments have been identified and properly accounted for. We also confirm that all significant post-employment benefits have been identified and properly accounted for.
- ix Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of International Financial Reporting Standards and the Code.
- x All events subsequent to the date of the financial statements and for which International Financial Reporting Standards and the Code require adjustment or disclosure have been adjusted or disclosed.
- xi We have considered the adjusted misstatements, and misclassification and disclosures changes schedules included in your Audit Findings Report. The Authority financial statements have been amended for these misstatements, misclassifications and disclosure changes and are free of material misstatements, including omissions.

The financial statements are free of material misstatements, including omissions.
- xii Actual or possible litigation and claims have been accounted for and disclosed in accordance with the requirements of International Financial Reporting Standards.
- xiii Following the completion of the property asset revaluation exercise, we have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.
- xiv We believe that the Authority's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the Authority's needs. We believe that no further disclosures relating to the Authority's ability to continue as a going concern need to be made in the financial statements.
- xv The financial statements for the year ended 31 March 2019 include prior period adjustments. We confirm that the restatements made to correct material misstatements in the prior period financial statements have been considered and are appropriate.

Information Provided

- xvi We have provided you with:
 - a. access to all information of which we are aware that is relevant to the preparation of the Authority's financial statements such as records, documentation and other matters;

- b. additional information that you have requested from us for the purpose of your audit; and
- c. unrestricted access to persons within the Authority from whom you determined it necessary to obtain audit evidence.

xvii We have communicated to you all deficiencies in internal control of which management is aware.

xviii All transactions have been recorded in the accounting records and are reflected in the financial statements.

xix We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

xx We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the Authority and involves:

- a. management;
- b. employees who have significant roles in internal control; or
- c. others where the fraud could have a material effect on the financial statements.

xxi We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements communicated by employees, former employees, analysts, regulators or others.

xxii We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.

xxiii We have disclosed to you the identity of the Authority's related parties and all the related party relationships and transactions of which we are aware.

xxiv We have disclosed to you all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

Annual Governance Statement

xxv We are satisfied that the Annual Governance Statement (AGS) fairly reflects the Authority's risk assurance and governance framework and we confirm that we are not aware of any significant risks that are not disclosed within the AGS.

Narrative Report

xxvi The disclosures within the Narrative Report fairly reflect our understanding of the Authority's financial and operating performance over the period covered by the Authority's financial statements.

Approval

The approval of this letter of representation was minuted by the Authority's Policy and Resources Committee at its meeting on 19 December 2019.

Yours faithfully

Name.....

Position – Director of Finance

Date 19th December 2019

Name.....

Position - Chair of Policy & Resources Committee

Date 19th December 2019

Signed on behalf of Merseyside Fire and Rescue Authority

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	19 DECEMBER 2019	REPORT NO:	CFO/056/19
PRESENTING OFFICER	DIRECTOR OF FINANCE, IAN CUMMINS		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	FINANCIAL REVIEW 2019/20 - APRIL TO SEPTEMBER		

APPENDICES:	APPENDIX A1:	REVENUE BUDGET MOVEMENTS SUMMARY
	APPENDIX A2:	FIRE AND RESCUE SERVICE REVENUE BUDGET MOVEMENTS
	APPENDIX A3:	CORPORATE SERVICE REVENUE BUDGET MOVEMENTS
	APPENDIX A4:	BUDGET MOVEMENTS ON RESERVES
	APPENDIX B:	CAPITAL PROGRAMME 2019/20
	APPENDIX C:	APPROVED AUTHORITY CAPITAL PROGRAMME 2019/20 – 2023/24

Purpose of Report

1. To review the financial position, revenue and capital, for the Authority for 2019/20. The Authority receives regular comprehensive financial reviews during the year which provide a full health check on the Authority's finances. This report covers the period April to September 2019.

Recommendation

2. That Members;
 - Approve an increase in the Minimum Revenue Provision (MRP) payment of £0.653m funded from the forecast revenue savings identified in this report.
 - Approve the proposed revenue and capital budget changes outlined in the report.
 - Approve the realignment of reserves as outlined in the report including the increase in the General Reserve from £2m to £3m.
 - Instruct the Director of Finance to continue to work with budget managers to maximise savings in 2019/20.

Executive Summary

Revenue:

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

- To control Council Tax
- To continue with its modernisation programme and deliver the Authority's Mission of achieving Safer Stronger Communities – Safe Effective Firefighters
- To deliver the required savings through efficiencies, most of which are employee related, whilst minimising the impact of the cuts.
- To release revenue savings through prudent debt management to protect/enhance frontline services

The Authority is on target to deliver the approved 2019/20 budget savings and is progressing well with the required structural changes in its workforce in order to maintain the required savings on a permanent basis.

The Authority has a strategy of maximising and delivering its savings plan as early as possible in order to fund increases in reserves or other initiatives that would act as a hedge against future financial challenges. As a result of one-off savings this report has identified a saving of £0.653m. Members are asked to approve utilising this saving to fund an increase in the minimum revenue provision, MRP, in order to pay historic debt commitments early. By increasing the MRP payment the intention is to free-up future debt servicing revenue budget and re-invest it in frontline services or use it to meet any future financial challenges.

The total budget requirement remains at the original budget level of £60.282m. Appendix A1 – A4 outline in detail the revenue budget and reserve movements between April and September 2019.

Capital:

The capital programme planned spend has increased by £0.718m, of which £0.470m relates to the new St Helens fire station build. The revised Capital Programme is outlined in Appendix B and C.

Reserves & Balances:

The report proposes increasing the general reserve by £1.000m to £3.000m, the equivalent of 5% of the revenue budget. A 5% general reserve is deemed reasonable by Audit and the Fire and Rescue National Framework. The increase will be funded through a realignment of all reserves. All movements in committed reserves are outlined in Appendix A4.

Treasury Management:

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

Introduction and Background

3. The purpose of this report is to enable the Authority to monitor its income and expenditure levels against its budget on a regular basis throughout the year to ensure effective financial management.
4. This report is the review of the Authority's position up to the end of September of the financial year 2019/20 (April – September 2019).
5. In order to ensure that the financial reviews provide a regular and effective financial health check on all aspects of the Authority's finances the following structure has been adopted.

Financial Review Structure

<u>Section</u>	<u>Content</u>
A	Current Financial Year Review:- <ul style="list-style-type: none">• Revenue Budget,• Capital Programme, and• Movement on Reserves
B	Treasury Management Review

(A) Current Financial Year – 2019/20

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

Revenue Position:

7. Budget Movements: The attached Appendix A1 – A4 to this report summarises the movements in the revenue budget, but the following paragraphs outline the most material adjustments in the second quarter.
8. There have been a number of budget adjustments with no net impact because they are either self-balancing virements within department budgets or budget increases financed by the inflation provision or reserves in line with previously agreed Authority decisions. The budget adjustments in quarter 2 included:-
 - a virement from the inflation provision of £0.623m to cover the 2% firefighter annual pay increase and other price inflation on premises and other costs.
 - A net contribution from reserves of £1.426m to cover planned spend on projects. £0.300m related to the new St Helens fire station (CFO/047/19), and £1.000m was used to facilitate the early repayment of debt as part of the approved strategy of freeing up future debt servicing budget to reinvest

in frontline services. The breakdown of the reserve movements are outlined in Appendix A4.

9. **The net budget requirement remains at £60.282m which is consistent with the original budget.**

10. Update on Budget Savings Implementation:

All approved saving options remain consistent with the approved MTFP.

The operational response savings are being delivered as expected, however the structural establishment changes required as part of the station merger initiative will not be formally implemented until the new fire station at St Helens has been built. The required firefighter saving is being delivered in cash terms as the reduction in the number of firefighters has been achieved.

11. Actual expenditure in comparison to Revenue Budget: The Authority is concerned that any future Government may continue to reduce the level of Government support in real terms post 2019/20. It therefore has directed the Chief Fire Officer to maximise savings in the year to accommodate options to assist with any future challenge. In recent years this meant using these savings to contribute towards the building up of reserves as a hedge against the future financial challenges or to meet one-off expenditure such as capital infrastructure investment. The current strategy is to use any additional savings to increase the planned minimum revenue provision (MRP) payment so that future debt servicing budget may be freed-up to fund additional investment in frontline services.
12. After reviewing spend and income up to the end of September 2019 officers have identified the following savings:

Employee Costs;

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

Firefighter retirement numbers are slightly ahead of the expected forecast profile adopted for the financial strategy resulting in a forecast £0.250m or 0.7% favourable variance against the £33.734m budget.

Non-firefighter employee vacancies arising from staff turnover in the year has resulted in a forecast £0.200m or 1.8% saving on the £10.852m budget.

The Government introduced changes to all public pensions in 2014 and 2015. These changes were challenged in the courts by the Fire Brigades Union (FBU) and Judges representatives as the transitional protections given to some scheme members as part of public service pensions reform was deemed discriminatory. This challenge is often referred to as the "McCloud" case. On 20th December 2018 the Court of Appeal found that these protections were unlawful on the grounds of age discrimination and could not be justified. On the 27th June 2019 the

Supreme Court refused the Government the right to appeal against this decision and therefore an employee tribunal will now decide on the compensation and remedy required to redress the situation. At this point in time the Authority has had no indication of what the agreement will be. It has been reported that the potential national cost may be as high as £4b per year if all the public pension changes introduced were reversed.

In 2015 the employer rate for FPS 1992 was 21.7% and the new FPS 2015 14.3%. This reduction in the employer rate has been built into the approved MTFP and current budget. Any amendments to the FPS rates or compensation payments as a result of McCloud that is not funded by the Government may create a significant budget challenge for the Authority. It is unlikely any details of the proposed compensation agreement will come out before the end of the financial year, and at this point no provision has been built into the budget or MTFP to cover this issue. This matter will be considered further as part of the 2020/21 Budget setting exercise.

Other Employee Costs – Merseyside Pension Fund offered an advanced payment discount in 2017/18 for the outstanding deficit payment. The level of saving achieved over the 2017/18 – 2019/20 period has resulted in an additional saving above that anticipated of £0.103m.

Other Non-Employee Revenue Costs;

The Director of Finance is continuing to work with budget holders to maximise savings in 2019/20. At this point in time a small saving of £0.100m has been identified on the supplies and services £3.476m budget, most of which is as a result of savings on professional services costs.

The Director of Finance will continue to monitor the position during the year to ensure the Service continues to deliver the required savings target and report back as the year progresses.

13. Debtor accounts under £5,000 may be written off by the Director of Finance. One account was written-off under delegated powers in the second quarter following advice from litigation services totalling £23.85.
14. Summary of Revenue Forecast Position: The Authority has made good progress in implementing the approved budget saving options and required organisational structure changes.

As expected the implementation of all of the approved station merger proposals have yet to be formally concluded, therefore the required budgetary structural changes remain outstanding. However, as Firefighter retirements remain as expected the Service continues to deliver in “cash” terms the required savings target.

Overall the latest forecast has identified a revenue saving of £0.653m. Members are asked to approve the utilisation of this saving to fund an increase in the

minimum revenue provision (MRP) so that future debt servicing budget may be freed-up to fund additional investment in frontline services or contribute to any future financial saving challenge. Table B summarises the revenue year-end forecast position based on spend to the end of September 2019:

Table B: Anticipated Year-End Revenue Position							
	FIRE SERVICE BUDGET	Fire Authority	NRAT	TOTAL BUDGET	ACTUAL as at 30.09.19	FORE- CAST	VARI- ANCE
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure							
Employee Costs	48,677	399	1,882	50,958	24,613	50,405	-553
Premises Costs	2,699			2,699	1,291	2,699	0
Transport Costs	1,302		6,015	7,317	3,503	7,317	0
Supplies and Services	3,476	101	1,638	5,215	1,684	5,115	-100
Agency Services	6,083	0	530	6,613	3,157	6,613	0
Central Support Services	435	40	179	654	249	654	0
Capital Financing	13,364	0	3	13,367	0	13,367	0
Income	-10,841	0	-10,247	-21,088	-13,482	-21,088	0
Net Expenditure	65,195	540	0	65,735	21,015	65,082	-653
Contingency Pay&Prices	449			449	0	449	0
Cost of Services	65,644	540	0	66,184	21,015	65,531	-653
Interest on Balances	-172			-172	-76	-172	0
Movement on Reserves	-5,730			-5,730	0	-5,730	0
Total Operating Cost	59,742	540	0	60,282	20,939	59,629	-653

The Director of Finance is continuing to work with budget holders to maximise savings in 2019/20 and will report in more detail in future financial reviews.

Capital Programme Position:

15. The last financial review report (CFO/050/19) approved a 5 year capital programme worth £40.303m. This has now been updated for scheme additions and changes during quarter 2 of +£0.718m, as outlined below:-
 - Increase in the cost of the new St Helens fire station build costs of £0.470m, of which £0.300m was approved by Members of the Community Safety and Protection Committee in September 2019, CFO/047. The balance £0.170m is required to build a double garage at the site to future proof the development for additional storage and appliance parking requirements.
 - The 5 year vehicle programme includes the replacement of 12 fire appliances. Over the period the unit price of appliances will increase requiring an additional £0.170m.

- Increase in schemes funded by revenue, £0.078m, of which £0.073m relates to energy conservation schemes that will be funded by future revenue savings.
16. Following the successful sale of Upton and West Kirby old fire stations the actual level of capital receipts to that assumed has resulted in an expectation that £1.750m additional funds will be received above that anticipated in the current financial plan. Therefore the level of borrowing will reduce by £1.750m.
 17. Re-phasing of £0.205m of approved schemes from 2020/21 and 2021/22 into 2019/20.
 18. The capital programme changes are summarised in Table below. The revised detailed capital programme is attached as Appendix B (2019/20 Capital Programme) and Appendix C (2019/20–2023/24 Capital Programme) to this report.

Movement in the 5 Year Capital Programme						
	Total Cost	2019/20	2020/21	2021/22	2022/23	2023/24
Expenditure	£'000	£'000	£'000	£'000	£'000	£'000
Amendments to Approved Schemes;						
Increase in St Helens Fire Station New Build	470.0	470.0				
New Energy Saving Schemes	73.0	73.0				
New ICT hardware	4.5	4.5				
Re-phasing of schemes	0.0	205.0	-190.0	-15.0		
Fire Appliance - increase in cost / change in phasing	170.0	-242.8	52.8	360.0		
	717.5	509.7	-137.2	345.0	0.0	0.0
Funding						
Revenue Contribution to Capital Outlay(RCCO)						
New Energy Saving Schemes	73.0	73.0				
New ICT hardware	4.5	4.5				
Capital Receipts						
Increase in receipts for Upton/West Kirby	1,750.0	1,750.0				
Capital Reserve						
Increase in St Helens Fire Station New Build	300.0	300.0				
Borrowing						
Impact of additional capital receipt yield.	-1,750.0	-1,750.0				
Increase in St Helens Fire Station New Build	170.0	170.0				
Re-phasing of schemes		205.0	-190.0	-15.0		
Fire Appliance - increase in cost / change in phasing	170.0	-242.8	52.8	360.0		
	717.5	509.7	-137.2	345.0	0.0	0.0

Use of Reserves:

19. The analysis in Appendix A4 outlines a £1.426m drawdown from reserves during the second quarter of 2019/20, as a result of:-
 - The Budget Authority created a “Capital, Debt Repayment and LGPS Reserve” of £14.4m as part of the approved 2019/20 Budget. Of this approximately £6m was earmarked towards paying off the LGPS historic deficit (expected to be £10m based on the 2016 actuarial revaluation) in order to free up the current annual deficit budget (£0.8m) to contribute

towards the £1m planned reinvestment in frontline services. The LGPS 2019 actuarial review has provisionally announced that due to an increase in the Fund's asset values mainly, the position has moved from an 85% funding position in 2016 to 100% in 2019. This means the Fund's deficit has been resolved without the need to use the reserve. However, as part of the strategy to deliver the £1m investment for frontline services the Service still needs to pay debt off early, and therefore £1m of the £6m has been used to repay debt in Qtr 2. Proposals for the remaining £5m are outlined further on in this report.

- Members of the Community Safety and Protection Committee in September 2019 approved report CFO/047 that approved a further £0.300m drawdown from the capital reserve to fund a planned increase in spend on the new St Helens Fire Station.
- A net drawdown of £0.126m in Qtr 2 to fund specific projects such as energy conservation schemes (£0.073m) and the Princes Trust initiatives (£0.039m).

20. New potential risks and one off funding requirements have been identified by officers since the last financial review report. The Chief Fire Officer and Director of Finance have reviewed the existing reserves to consider how to mitigate these risks, at least over the short term, outlined below are the issues that have been identified:-

- New Firefighter kit – the issue of PPE is being amended from the current “pooled” issue to individual issue for operational and health and safety reasons. This will mean an increase in PPE from 1.6 to 2 for each firefighter. The current Clothing reserve, £0.242m will need to be increased to £0.592m to fund the initial issue of kit, after which replacement issue can be contained within the existing revenue budget.
- Firefighter employer pension costs:-
 - As a result of the 2016 actuarial review from 2019/20 the employer rate rose significantly, the FPS 2015 went from 14.3% to 28.8% and FPS 1992 from 21.7% to 37.3%. The Government agreed to fund 90% of the increase in 2019/20 in the form of a grant and consider any future funding as part of the spending review process. The Authority received a grant of just over £3m in 2019/20. While the Government have indicated the national funding level for this grant will be frozen for 2020/1 (individual allocations will be announced with the 2020/21 financial settlement) the Treasury has yet to state if any funding will be available from 2021/22.
 - As previously stated the Government introduced changes to all public pensions in 2014 and 2015 and these changes were challenged in the courts by the FBU and Judges representatives, the McCloud case. The remedy may mean some firefighters revert back to the FPS 1992 and for the Authority this would mean paying a higher employer rate in comparison to the FPS 2015 (37.3% compared to 28.8%). In addition compensation would have to be made to all eligible members of the scheme. At this point in time the Government have given no indication of what the remedy or compensation payments will be, or, if they will fund these costs.

Depending on the numbers of firefighters involved the annual cost of firefighter reverting back onto the FPS 1992 scheme may be in the order of hundreds of thousands of pounds.

- The likelihood is that the Government is unlikely to withdraw its full contribution it provides towards the cost of the 2016 FPS actuarial review, £3m, in a single year, if it does withdraw any support it would probably be over a phased basis. The Government is also likely to consider some form of “temporary support” towards the McCloud issue as a minimum. Therefore the recommendation would be for the creation of a reserve to afford the Authority time to deal with any long term financial costs associated with these issues. The recommendation is to increase the current smoothing reserve from £0.450m to £2.000m to facilitate the Authority the time to determine any longer term funding solutions for these issues.
- As a general rule an appropriate level for a general reserve is deemed to be 5% of the forecast Net Operating Expenditure unless the organisation had a financial risk management process operating which justified a lower level of reserves. The Fire and Rescue National Framework requires a statement within the reserves strategy outlining the justification for a general reserve larger than 5%. For this Authority, a 5% forecast Net Operating Expenditure equates to approximately £3m. Currently the Authority has managed with a £2m reserve as it was felt this was adequate given the level of specific reserves it held and the degree of certainty over medium term financial settlements (2 to 4 year Government settlements). The Authority’s committed reserves stood at £29.858m at the end of 2016/17, by the end of this financial year they are forecast to be approximately £16m, a reduction of just under 50%. In addition significant uncertainty exists over future Government settlements as the fair funding review and review of the current funding system are due to implemented from 2021/22. In addition the view from the Home Office appears to be that fire would do well if it maintains the equivalent of a cash freeze from the Government over the coming spending reviews. Therefore, officers would recommend increasing the General Reserve to 5% of the net operation budget, an increase of £1m from £2m to £3m.
- The Service is currently planning to refurbish the existing TDA at a cost of £5m (funded by £1m borrowing and £4m capital reserve). Officers believe it is right to look at all options before committing to this scheme. One option may be to build a new TDA on a bigger site and include it as part of a fire station review. It is likely this alternative option will require additional funding and therefore any of the £6m LGPS deficit repayment reserve not required, should be committed to fund any alternative TDA scheme if this is what Members support when the future proposals come back for consideration.

21. The net impact of the above proposals is neutral as outlined in the table overleaf:-

	Qtr 2 Balance	Qtr 2 Re- alignment	Closing Balance
	£'000	£'000	£'000
Committed Reserves			
Emergency Related Reserves			
Bellwin / Emergency Planning Reserve	222		222
Insurance Reserve	383		383
Modernisation Challenge			
Smoothing/FPS Reserve	450	1,550	2,000
Pensions Reserve	0		0
Recruitment Reserve	3,000		3,000
Invest to Save / Collaboration Reserve	558		558
Capital Investment Reserve	9,201	-2,900	6,301
PFI Annuity Reserve	1,895		1,895
Specific Projects			
Health & Safety	30		30
Equipment Reserve	77		77
Community Engagement	7		7
Training Reserve	150		150
Health & Wellbeing	35		35
Inflation Reserve	700		700
Clothing Reserve	242	350	592
Ringfenced Reserves			
Community Risk Management /Princes Trust	325		325
Energy Reserve	18		18
New Dimensions Reserve	41		41
Total Committed Reserves	17,334	-1,000	16,334
General Revenue Reserve	2,000	1,000	3,000
Total Reserves	19,334	0	19,334

22. Members are asked to approve the reserve adjustments.

(B) Treasury Management

23. The Authority continues to “buy in” Treasury Management from Liverpool City Council. The following paragraphs reflect Treasury Management activities in the period April to September 2019.
24. **Prospects for Interest Rates;**
 After the August 2018 increase in Bank Rate to 0.75%, the Bank of England monetary Policy Committee (MPC) has put any further action on hold. This year, 2019, has been one of significant upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on 31 October 2019, with or without a deal. However, MPs blocked leaving on that date and the EU has agreed an extension to 31 January 2020. In addition, a general election has been called for 12 December 2019. Given the uncertainty about the result of the general election and what MPs could afterwards decide, any interest rate forecasts are subject to material change as this situation evolves. If Parliament agrees to a deal on 31 January 2020 then it

is possible that growth could recover relatively quickly. The MPC could then need to address the issue of whether to raise Bank Rate at some point in the coming year when there is little slack left in the labour market that could cause wage inflation to accelerate; this would then feed through into general inflation. On the other hand, if there was a no deal Brexit and there was a significant level of disruption to the economy, then growth could weaken even further than currently: the MPC would then be likely to cut Bank Rate in order to support growth. However, with the Bank Rate still only at 0.75%, the MPC has relatively little room to make a big impact and it would probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in the annual expenditure budgets of government departments and services and expenditure on infrastructure projects, to boost the economy

PWLB rates and gilt yields have continued to experience levels of volatility linked to geo-political and emerging market developments. PWLB rates fell for longer term loans by 0.5% during the second quarter of the financial year.

Shortly after the end of the financial quarter on the 9th October 2019 HM Treasury suddenly announced that with immediate effect the PWLB margin above UK gilts would be increased from 80 bps to 180 bps. This announcement increased the borrowing costs on newly arranged loans from PWLB by 1%. At the same time the Treasury increased the lending limit of the PWLB from £85bn to £95bn. There has been speculation that the increase in rate was designed to halt the pace at which the new limit would be reached following record levels of new loan issuance by the PWLB in the months of August and September.

This policy change should have no immediate impact on MFRS as the current expectation is that new borrowing will not be required for a number of years during which the policy and the market could change. The current environment is consistent with the strategy that indicated that the overall structure of interest rates whereby short term rates would be lower than long term rates was expected to remain throughout 2019/20. In this scenario, the strategy was to reduce investments and borrow for short periods and possibly at variable rates when required.

25. Capital Borrowings and the Portfolio Strategy;

The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority does not envisage that any new long term borrowing will be required in 2019/20. Current market conditions continue to be unfavourable for any debt rescheduling.

26. Annual Investment Strategy;

The investment strategy for 2019/20 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with DCLG Guidance and CIPFA Code of Practice. Investments are made in sterling with an institution on the counterparty list.

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

nationalised banks and AAA rated money market funds has enabled reasonable returns in a low interest rate environment. In the period 1st July to 30 Sept 2019 the average rate of return achieved on average principal available was 0.79%. This compares with an average seven day deposit (7 day libid) rate of 0.57%.

The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2019/20 are as follows:

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

No limits on investments with the UK Government and Local Authorities have been set because they are considered to be of the highest credit quality and are essentially risk free. The limits placed on other categories reflect some uncertainty and marginally higher risk profile of the institutions within those categories.

The Authority had investments of £43.8m as at 30th September 2019, (this included a £30.1m firefighters' pension grant received in July that will be utilised in the year):

ANALYSIS OF INVESTMENTS END OF QUARTER 2 2019/20						
Institution	Credit Rating	MM Fund*	Bank / Other	Building Society	Local Authority	Average Interest
		£	£	£	£	%
Aberdeen Global	AAA	3,000,000				0.75
Blackrock	AAA	2,400,000				0.70
Federated Investors	AAA	2,800,000				0.75
JP Morgan Sterling Liquidity Fund	AAA	3,000,000				0.64
LGIM (Legal & General)	AAA	3,000,000				0.72
Morgan Stanley	AAA	3,000,000				0.67
Bank of Scotland (HBOS)	A		2,000,000			1.25
Close Brothers	A		2,000,000			1.25
Goldman Sachs	A		2,000,000			0.66
HSBC (MFRS Deposit Account)	A		2,000,000			0.50
Snatander	A		2,000,000			0.75
Sumitomo	A		2,000,000			0.79
Coventry BS				2,000,000		0.91
Cumberland BS				1,000,000		1.00
Leeds BS				2,000,000		0.69
Newcastle BS				1,000,000		1.25
Nottingham BS				1,000,000		1.15
Skipton BS				1,000,000		0.92
West Bromwich BS				1,000,000		1.10
Cherwell DC					2,000,000	0.83
Lancashire CC					2,000,000	1.05
Salford CC					1,600,000	0.63
						0.86
Totals		17,200,000	12,000,000	9,000,000	5,600,000	
Total Current Investments					43,800,000	

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

27. External Debt Prudential Indicators;

The external debt indicators of prudence for 2019/20 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt:	£70 million
Operational boundary for external debt:	£59 million

Against these limits, the maximum amount of debt reached at any time in the period 1 April to 30 September 2019 was £37.6 million.

28. Treasury Management Prudential Indicators;

The treasury management indicators of prudence for 2019/20 required by the Prudential Code were set in the strategy as follows:

a) Interest Rate Exposures

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

The maximum that was reached in the period 1 April to 30 September 2019 was as follows:

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

b) Maturity Structure of Borrowing

Upper and lower limits for the maturity structure of borrowing were set and the maximum and minimum that was reached for each limit in the period 1st June to 30 September 2019 was as follows:

Maturity Period	Upper Limit	Lower Limit	Maximum	Minimum
Under 12 months	50%	0%	1%	1%
12 months and within 24 months	50%	0%	1%	1%
24 months and within 5 years	50%	0%	8%	8%
5 years and within 10 years	50%	0%	0%	0%
10 years and above	90%	0%	90%	90%

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

The limit for investments of longer than 364 days was set at £2 million for 2019/20. One investment of £1m for 365 days was placed during the second quarter 2019/20.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

32. See Executive Summary.

Risk Management, Health & Safety, and Environmental Implications

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

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

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

BACKGROUND PAPERS

CFO/009/19 "MFRA Budget and Financial Plan 2019/2020-2023/2024" Authority 28th February 2019.

CFO/050/19 "Financial Review 2019/20 – April to June" Audit Committee 26th September 2019.

GLOSSARY OF TERMS

2019/20 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2018/19	SERVICE REQUIREMENTS	Base Budget 2019/20	Qtr 1 Budget 2019/20	Reserve Draw- down	Virements	Qtr 2 Budget 2019/20
£'000		£'000	£'000	£'000	£'000	£'000
62,142	Fire Service	62,711	63,146	1,426	623	65,195
475	Corporate Management	486	540	0	0	540
0	NRAT MFRS Lead Authority (Budget Neutral)	0	0	0	0	0
0	2017 - 18 Dynamic Savings	0	0	0	0	0
62,617		63,197	63,686	1,426	623	65,735
0	Contingency for Pay/Price Changes	1,534	1,072	0	-623	449
62,617	TOTAL SERVICE EXPENDITURE	64,731	64,758	1,426	0	66,184
-266	Interest on Balances	-172	-172	0	0	-172
62,351	NET OPERATING EXPENDITURE	64,559	64,586	1,426	0	66,012
	<u>Contribution to/(from) Reserves:</u>					
	Emergency Related Reserves					
0	Bellwin / Emergency Planning Reserve	0	0	0	0	0
-476	Insurance Reserve	0	0	0	0	0
	Modernisation Challenge					
-1,356	Smoothing Reserve	0	0	0	0	0
-322	Pensions Reserve	0	0	0	0	0
0	Recruitment Reserve	0	0	0	0	0
-105	Invest to Save Reserve	-233	-337	0	0	-337
	Capital Investment Reserve					
1,667	Capital Investment Reserve	-3,993	-3,930	-1,300	0	-5,230
-106	PFI Annuity Reserve	-91	-91	0	0	-91
	Specific Projects					
24	Health & Safety Reserve	0	0	0	0	0
-255	Equipment Reserve	0	-1	-14	0	-15
0	Community Engagement	0	-17	0	0	-17
0	Health & Wellbeing	0	0	0	0	0
-300	Training Reserve	0	0	0	0	0
-66	Clothing Reserve	0	0	0	0	0
	Ringfenced Reserves					
-82	Princes Trust Reserve	0	0	-39	0	-39
0	Community Risk Management Reserve	0	0	0	0	0
-122	Energy Reserve	40	72	-73	0	-1
-1,151	New Dimensions Reserve	0	0	0	0	0
-2,650	Movement in Reserves	-4,277	-4,304	-1,426	0	-5,730
59,701	BUDGET REQUIREMENT	60,282	60,282	0	0	60,282
-31,502	Settlement Funding Assessment	-30,813	-30,813	0	0	-30,813
-253	Collection Fund Deficit	-245	-245	0	0	-245
0	Transitional Funding Pension	0	0	0	0	0
-27,946	Precept Income	-29,224	-29,224	0	0	-29,224
-59,701	BUDGET FUNDING	-60,282	-60,282	0	0	-60,282

2019/20 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2018/19	SERVICE REQUIREMENTS	Base Budget 2019/20	Qtr 1 Budget 2019/20	Reserve Draw- down	Virements	Qtr 2 Budget 2019/20
£'000		£'000	£'000	£'000	£'000	£'000
	EMPLOYEES					
	Uniformed					
27,548	Firefighters	31,447	31,892		548	32,440
1,217	Control	1,337	1,337		20	1,357
1,849	Additional Hours	1,285	1,282		12	1,294
30,614	TOTAL UNIFORMED	34,069	34,511	0	580	35,091
	APT&C and Manual					
9,301	APT&C	9,447	9,708		177	9,885
138	Tender Drivers	118	123			123
140	Catering	175	183		3	186
582	Transport Maintenance	589	602			602
48	Hydrant Technicians	55	56			56
53	Casuals		0			0
10,262	TOTAL APT&C/MANUAL	10,384	10,672	0	180	10,852
	Other Employee Expenses					
83	Allowances	60	62	1	6	69
1	Removal Expenses	1	1			1
508	Training Expenses	454	463	14	36	513
139	Other Expenses	22	24		13	37
4	Staff Advertising	7	6		-1	5
56	Development Expenses	80	80		-3	77
298	Employee Insurance	138	170			170
0	MPF Pen Fixed Rate	74	103			103
68	Enhanced Pensions	52	52			52
9	SSP & SMP Reimbursements	0	0			0
129	Catering Expenditure	118	118			118
-441	HFRA Capitalisation Payroll	-375	-375			-375
854	TOTAL OTHER EMPLOYEE EXPENSES	631	704	15	51	770
	Pensions					
1,751	Injury Pension	1,755	1,790			1,790
314	Ill Health Retirement Charges	174	174			174
2,065	TOTAL PENSIONS	1,929	1,964	0	0	1,964
43,795	TOTAL EMPLOYEES	47,013	47,851	15	811	48,677
	PREMISES					
56	Building Maintenance Repairs	29	33		-1	32
11	Site Maintenance Costs	14	14			14
862	Energy	761	729			729
49	Rent	42	51			51
1,544	Rates	1,563	1,563		28	1,591
273	Water	214	214			214
18	Fixtures	15	15		2	17
49	Insurance	53	51			51
2,862	TOTAL PREMISES	2,691	2,670	0	29	2,699
	TRANSPORT					
359	Direct Transport	391	389		-7	382
8	Tunnel & Toll Fees	11	11			11
102	Operating Lease	133	133		1	134
435	Other Transport Costs	470	470		1	471
68	Car Allowances	94	93		-2	91
282	Insurance	229	213			213
1,254	TOTAL TRANSPORT	1,328	1,309	0	-7	1,302

2019/20 FIRE SERVICE REVENUE BUDGET MOVEMENT (continued)

Actual 2018/19	SERVICE REQUIREMENTS	Base Budget 2019/20	Qtr 1 Budget 2019/20	Reserve Draw- down	Virements	Qtr 2 Budget 2019/20
£'000		£'000	£'000	£'000	£'000	£'000
	SUPPLIES & SERVICES					
13	Administrative Supplies	14	17	3	-1	19
308	Operational Supplies	258	279		4	283
11	Hydrants	11	11			11
32	Consumables	43	43			43
98	Training Supplies	112	101		-1	100
89	Fire Prevention Supplies	64	63		-2	61
38	Catering Supplies	30	29	4	1	34
385	Uniforms	306	307	5	9	321
84	Printing & Stationery	92	92	5		97
1	Operating Leases	1	1			1
354	Professional Fees/Service	710	678	15	146	839
747	Communications	749	767		5	772
13	Postage	14	14		2	16
8	Command/Control	8	8			8
290	Computing	204	245	1	4	250
188	Medicals	196	195		2	197
78	Travel & Subsistence	72	91		4	95
96	Grants/Subscriptions	96	100		-4	96
3	Advertising	2	2	5		7
36	Insurances	38	23			23
23	Furniture	13	15			15
73	Laundry	82	82			82
8	Hospitality	4	4		3	7
54	Seconded Officers In	0	28		71	99
3,030	TOTAL SUPPLIES & SERVICES	3,119	3,195	38	243	3,476
	AGENCY SERVICES					
119	Super Fund Admin	119	126			126
1,454	ICT Service Provider	1,456	1,482		-8	1,474
416	ICT Managed Suppliers	432	436		8	444
2,752	PFI Unitary Charges ((Int/Principal/Op Costs)	2,746	2,800			2,800
1,213	Estates Service Provider	1,219	1,239			1,239
5,954	TOTAL AGENCY SERVICES	5,972	6,083	0	0	6,083
	CENTRAL EXPENSES					
396	Finance & Computing	432	435			435
-2	Central Expenses	0				0
394	TOTAL CENTRAL EXPENSES	432	435	0	0	435
	CAPITAL FINANCING					
9,787	PWLB Debt Charges	6,656	6,656	1,000	-5	7,651
55	MRB Debt Charges	60	60			60
3,432	Revenue Contribution to Capital	5,289	5,279	373	1	5,653
13,274	TOTAL CAPITAL FINANCING	12,005	11,995	1,373	-4	13,364
70,563	TOTAL EXPENDITURE	72,560	73,538	1,426	1,072	76,036
	INCOME					
4,968	Specific Grants	6,938	7,407		128	7,535
1,359	Fees & Charges	1,193	1,230		148	1,378
8	Reinforcing Moves	5	5			5
949	Rents etc	868	868		1	869
438	Recharges Secondments	456	503		107	610
326	Contributions	166	156		4	160
360	Recharges Internal	213	213		61	274
13	Other Income	10	10			10
8,421	TOTAL INCOME	9,849	10,392	0	449	10,841
62,142	NET EXPENDITURE	62,711	63,146	1,426	623	65,195

2019/20 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT

Actual 2018/19	SERVICE REQUIREMENTS	Base Budget 2019/20	Qtr 1 Budget 2019/20	Reserve Draw- down	Virements	Qtr 2 Budget 2019/20
£'000		£'000	£'000	£'000	£'000	£'000
	EXPENDITURE					
	Finance & Legal costs					
79	Finance Officer	79	79			79
103	Legal Officer	107	112			112
	Democratic Rep (1020)					
18	- Travel & Subsistence	17	17			17
1	- Conference Fees	2	2			2
201	- Members Allowances	208	208			208
0	- Telephones	1	1			1
3	- Training	1	1			1
0	- Hospitality	1	1			1
	Central Expenses (1030)					
14	Bank Charges	15	15			15
26	District Audit Fees	25	25			25
30	Subscriptions	30	79			79
475	TOTAL EXPENDITURE	486	540	0	0	540

2019/20 NATIONAL RESILIENCE ASSURANCE REVENUE BUDGET MOVEMENT

Actual 2018/19	SERVICE REQUIREMENTS	Base Budget 2019/20	Qtr 1 Budget 2019/20	Reserve Draw- down	Virements	Qtr 2 Budget 2019/20
£'000		£'000	£'000	£'000	£'000	£'000
	EXPENDITURE					
1,537	Employee Costs		1,830		52	1,882
5,846	Transport Costs		6,008		7	6,015
1,522	Supplies and Services Costs		1,617		21	1,638
752	Agency Costs		530			530
250	Central Expenditure		179			179
7	Capital Financing Costs		0		3	3
9,914	TOTAL EXPENDITURE	0	10,164	0	83	10,247
	INCOME					
9,914	Income		10,164		83	10,247
0	NET EXPENDITURE	0	0	0	0	0

Budgeted Movement on Reserves 2019/20

	Opening Balance	Original Planned Budget Use	Qtr 1 Drawdown & changes	Qtr 2 Drawdown & changes	Closing Balance
Committed Reserves	£'000	£'000	£'000	£'000	£'000
<u>Emergency Related Reserves</u>					
Bellwin / Emergency Planning Reserve	222				222
Insurance Reserve	383				383
<u>Modernisation Challenge</u>					
Smoothing Reserve	450		0		450
Pensions Reserve	0		0		0
Recruitment Reserve	3,000		0		3,000
Invest to Save / Collaboration Reserve	895	-233	-104		558
<u>Capital Investment Reserve</u>	14,431	-3,993	63	-1,300	9,201
<u>PFI Annuity Reserve</u>	1,986	-91			1,895
<u>Specific Projects</u>					
Health & Safety Reserve	30				30
Equipment Reserve	92		-1	-14	77
Community Engagement	24		-17		7
Training Reserve	150				150
Health and Wellbeing	35				35
Inflation Reserve	700				700
Clothing Reserve	242				242
<u>Ringfenced Reserves</u>					
Princes Trust Reserve	39			-39	0
Community Risk Management Reserve	325				325
Energy Reserve	19	40	32	-73	18
New Dimensions Reserve	41				41
Total Committed Reserves	23,064	-4,277	-27	-1,426	17,334
General Revenue Reserve	2,000	0	0	0	2,000
Total Reserves	25,064	-4,277	-27	-1,426	19,334

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APPENDIX B

Capital Programme 2019/20

EXPENDITURE		Approved Budget	Q1 Budget	Q2 Re-Phasings	Q2 Virements / Amendments	Q2 Budget	Actual to 27.09.19
		£	£	£	£	£	£
BUILDING & LAND PROGRAMME							
BLD001	Roofs & Canopy Replacements	70,000	88,000			88,000	
BLD004	Concrete Yard Repairs	20,000	36,000			36,000	2,263
BLD005	Tower Improvements	10,000	10,000			10,000	8,000
BLD007	L.E.V. Sys In App Rooms	5,000	19,000			19,000	
BLD013	Appliance Room Floors	30,000	58,000			58,000	3,188
BLD014	Boiler Replacements	15,000	48,000			48,000	6,137
BLD016	Community Station Investment	25,000	46,000			46,000	9,987
BLD018	Conference Facilities H/Q	5,000	25,000			25,000	66
BLD020	5 Year Electrical Test	95,000	135,000			135,000	
BLD026	Corporate Signage	5,000	19,000			19,000	1,015
BLD031	Diesel Tanks		75,000			75,000	29,200
BLD032	Power Strategy (Generators)	10,000	44,000			44,000	5,926
BLD033	Sanitary Accommodation Refurb	50,000	57,000			57,000	
BLD034	Office Accommodation	15,000	38,000			38,000	
BLD036	L.L.A.R. Accommodation Formby		487,000		17,000	504,000	276,305
BLD039	F.S. Refurbishment Heswall	290,000	300,000			300,000	
BLD042	St Helens Conversion	102,700	102,700			102,700	
BLD044	Asbestos Surveys	50,000	65,000		-12,000	53,000	
BLD050	LLAR Accommodation Belle Vale	25,000	50,000			50,000	
BLD053	Lighting Replacement		0			0	
BLD055	F.S. Refurbishment Bromborough		0	60,000		60,000	
BLD056	F.S. Refurbishment Eccleston	50,000	50,000			50,000	
BLD057	F.S. Refurbishment Crosby		0			0	
BLD058	H.V.A.C. Heating, Vent & Air Con	75,000	102,000			102,000	3,299
BLD060	D.D.A. Compliance Work	195,000	242,000			242,000	20,421
BLD061	Lighting Conductors Surge Protectors	10,000	38,000			38,000	
BLD062	Emergency Lighting	5,000	30,000			30,000	
BLD063	F.S. Refurbishment Kirby		25,000			25,000	
BLD067	Gym Equipment Replacement	20,000	58,000			58,000	
BLD070	Workshop Enhancement	60,000	88,000			88,000	2,780
BLD071	Station Refresh	25,000	65,000			65,000	13,648
BLD073	SHQ Museum	191,000	191,000			191,000	
BLD075	Llar Accommodation Newton Le Willows	251,400	278,400			278,400	
BLD083	St Helens Fire Station Build	7,245,000	7,391,000		470,000	7,861,000	921,921
BLD084	F.S. Refurbishment Croxteth	293,500	293,500			293,500	
BLD085	F.S. Refurbishment Speke/Garston	150,000	150,000			150,000	
BLD086	F.S. Refurbishment Old Swan	150,000	150,000			150,000	
BLD088	F.S. Refurbishment Kensington	40,000	40,000			40,000	
BLD090	F.S. Refurbishment Wallasey		50,000			50,000	
BLD091	Refurbishment TDA	1,000,000	1,009,000			1,009,000	
BLD092	Service HQ. Offices	50,600	50,600			50,600	
BLD094	Security Enhancement Works	25,000	34,000			34,000	18,102
CON001	Energy Conservation Non-Salix	143,000	146,000		-17,000	129,000	
CON002	Energy Conservation Salix		3,000		73,000	76,000	385
EQU002	Fridge/Freezer Rep Prog	10,000	19,000		12,000	31,000	8,362
EQU003	Furniture Replacement Prog	10,500	40,500			40,500	
Total		10,822,700	12,246,700	60,000	543,000	12,849,700	1,331,004
FIRE SAFETY							
FIR002	Smoke Alarms (H.F.R.A.)	235,000	235,000			235,000	101,979
FIR005	Installation Costs (H.F.R.A.)	375,000	375,000			375,000	
FIR006	Deaf Alarms (H.F.R.A.)	25,000	25,000			25,000	6,000
FIR009	Risk Management Residential Blocks		101,000			101,000	-65,931
Total		635,000	736,000	0	0	736,000	42,048

APPENDIX B

Capital Programme 2019/20

EXPENDITURE		Approved Budget	Q1 Budget	Q2 Re-Phasings	Q2 Virements / Amendments	Q2 Budget	Actual to 27.09.19
		£	£	£	£	£	£
ICT							
FIN001	F.M.I.S. Replacement		4,000	70,000		74,000	550
IT002	I.C.T. Software	194,000	265,000			265,000	207,280
IT003	I.C.T. Hardware	297,100	308,100		4,500	312,600	18,940
IT005	I.C.T. Servers	79,000	87,000			87,000	3,626
IT018	I.C.T. Network	117,000	332,000			332,000	1,842
IT019	Website Development		34,000			34,000	11,772
IT026	I.C.T. Operational Equipment	60,000	70,000			70,000	19,173
IT027	I.C.T. Security	2,000	2,000			2,000	
IT028	System Development Portal		14,000			14,000	
IT030	I.C.T. Projects / Upgrades	5,000	0			0	
IT055	C3i C&C Comms and Info system	5,000	0			0	
IT056	PFI Access Door System		9,000			9,000	
IT057	Fleet Management System		5,000			5,000	
IT058	New Emergency Services Network		77,000			77,000	17,308
IT059	ESMCP Project Control Room Integration		92,000			92,000	
IT060	ICT Station Change	20,000	16,000			16,000	
IT062	Capita Vision 3 Update	950,000	950,000			950,000	
	Total	1,729,100	2,265,100	70,000	4,500	2,339,600	280,491
OPERATIONAL EQUIP. & HYDRANTS							
OPS001	Gas Tight Suits Other Ppe	10,000	10,000			10,000	
OPS003	Hydraulic Rescue Equipment		22,000	60,000		82,000	79,958
OPS005	Resuscitation Equipment	57,500	57,500			57,500	
OPS009	Pod Equipment	112,500	112,500			112,500	
OPS011	Thermal Imaging Cameras		12,000			12,000	
OPS016	Gas Detection Equipment		7,000			7,000	
OPS022	Improvements To Fleet	45,000	50,000		-1,500	48,500	11,322
OPS023	Water Rescue Equipment	10,000	10,000		1,500	11,500	11,420
OPS024	BA equipment / Comms	40,000	84,000			84,000	20,071
OPS026	Rope Replacement	15,000	32,000			32,000	
OPS031	Cctv Equipment/Drone	10,000	21,000			21,000	
OPS034	Operational Ladders	160,000	160,000			160,000	
OPS038	Water Delivery System	30,000	30,000			30,000	
OPS039	Water Delivery Hoses	15,000	15,000			15,000	14,580
OPS049	Bulk Foam Attack Equipment	143,000	143,000			143,000	
OPS052	DEFRA FRNE Water Rescue Grant		16,000			16,000	
OPS054	Light Portable Pumps	35,000	35,000			35,000	504
OPS055	NRAT National Asset Refresh	1,250,000	1,680,600			1,680,600	
OPS056	PV Solar Panels	16,000	16,000			16,000	
HYD001	Hydrants (New Installations)	18,500	18,500			18,500	1,895
HYD002	Hydrants (Rep Installations)	18,500	18,500			18,500	
	Total	1,986,000	2,550,600	60,000	0	2,610,600	139,749
VEHICLES							
VEH001	Wtl'S Purchased	1,060,000	1,747,000	-242,800		1,504,200	648,539
VEH002	Ancillary Vehicles	426,950	851,950		-21,000	830,950	131,831
VEH004	Special Vehicles	985,050	1,039,050		21,000	1,060,050	879
VEH005	Vehicles water Strategy	16,400	16,400			16,400	
VEH010	Marine Rescue Vessels		21,000	15,000		36,000	22,512
WOR001	Workshop Equipment	19,000	29,000			29,000	
	Total	2,507,400	3,704,400	-227,800	0	3,476,600	803,760
	Grand Total	17,680,200	21,502,800	-37,800	547,500	22,012,500	2,597,052

APPENDIX B

Capital Programme 2019/20

EXPENDITURE		Approved Budget	Q1 Budget	Q2 Re-Phasings	Q2 Virements / Amendments	Q2 Budget	Actual to 27.09.19
		£	£	£	£	£	£
Capital Receipts							
	Sale of Upton FS	350,000	350,000		750,000	1,100,000	1,100,000
	Sale of West Kirby FS	200,000	200,000		1,000,000	1,200,000	
	Sale of St Helens FS	100,000	100,000			100,000	
	Sale of Eccleston FS	600,000	600,000			600,000	
	Sale of Formby LLAR House	350,000	350,000			350,000	
	Sale of Newton 2 LLAR House	275,000	275,000			275,000	
R.C.C.O. / Capital Reserve							
	Capitalisation of Sals HFRA (FIR005)	375,000	375,000			375,000	
	ICT Equipment (IT003)		0		4,500	4,500	3,900
	MRSP Educational Van (VEH004)		-11,000			-11,000	-11,000
	SALIX LED Lighting Schemes (CON002)		0		73,000	73,000	
	St Helens FS New Build (BLD083) Cap Res	4,914,000	4,914,000		300,000	5,214,000	
Grant							
	St Helens FS Capital Transformation Grant	1,631,000	1,777,000			1,777,000	921,921
	NRAT National Resilience Grant	1,250,000	1,680,600			1,680,600	
Total Non Borrowing		10,045,000	10,610,600	0	2,127,500	12,738,100	2,014,821
Borrowing Requirement							
	Unsupported Borrowing	7,635,200	10,892,200	-37,800	-1,580,000	9,274,400	582,231
Borrowing		7,635,200	10,892,200	-37,800	-1,580,000	9,274,400	582,231
Total Funding		17,680,200	21,502,800	-37,800	547,500	22,012,500	2,597,052

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Capital Programme for 2019/2020 - 2023/2024

Capital Expenditure	Total Cost £	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Building/Land	19,612,500	12,849,700	4,812,900	939,900	705,000	305,000
Fire Safety	3,276,000	736,000	635,000	635,000	635,000	635,000
ICT	5,206,000	2,339,600	844,100	584,100	724,100	714,100
Operational Equipment & Hydrants	3,731,100	2,610,600	257,500	189,000	222,000	452,000
Vehicles	9,195,200	3,476,600	1,258,600	2,068,600	1,913,300	478,100
Expenditure	41,020,800	22,012,500	7,808,100	4,416,600	4,199,400	2,584,200
2019/20 - 2023/24 Q1	40,303,300	21,502,800	7,945,300	4,071,600	4,199,400	2,584,200
Q2 Current to Q1 Change	717,500	509,700	(137,200)	345,000	0	0
Q2 Movements Explained by:						
St Helens FS New Build (CFO/047/19)	300,000	300,000	0	0	0	0
RCCOs	77,500	77,500				
Net increase in approved schemes	340,000	132,200	(137,200)	345,000	0	0
Q2 Movement	717,500	509,700	(137,200)	345,000	0	0
Financing Available	Total £	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Capital Receipts	3,625,000	3,625,000	0	0	0	0
RCCO	1,941,500	441,500	375,000	375,000	375,000	375,000
Capital Reserves	8,714,000	5,214,000	3,500,000	0	0	0
Grants	3,457,600	3,457,600	0	0	0	0
Total Non Borrowing	17,738,100	12,738,100	3,875,000	375,000	375,000	375,000
Unsupported Borrowing	23,282,700	9,274,400	3,933,100	4,041,600	3,824,400	2,209,200
Total Funding	41,020,800	22,012,500	7,808,100	4,416,600	4,199,400	2,584,200
Q1 Funding Level	40,303,300	21,502,800	7,945,300	4,071,600	4,199,400	2,584,200
Q2 to Q1 Change	717,500	509,700	(137,200)	345,000	0	0
Funding Change Explained by:						
RCCO	77,500	77,500	0	0	0	0
Capital Reserve	300,000	300,000				
Increase in Capital Receipts	1,750,000	1,750,000				
Unsupported Borrowing	(1,410,000)	(1,617,800)	(137,200)	345,000	0	0
Q2 Movements	717,500	509,700	(137,200)	345,000	0	0

Building / Land - Approved Budget 2019/20 to 2023/24

Type of Capital Expenditure	Total Cost £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
Major Site Refurbishments					
BLD016 Community Station Investment	96,000	46,000	25,000	25,000	
BLD039 FS Refurbishment Heswall	325,000	300,000	25,000		
BLD041 FS Refurbishment Aintree	159,900			159,900	
BLD042 FS Refurbishment St Helens	102,700	102,700			
BLD055 FS Refurbishment Bromborough	350,000	60,000	290,000		
BLD056 FS Refurbishment Eccleston	50,000	50,000			
BLD057 FS Refurbishment Crosby	150,000		150,000		
BLD063 FS Refurbishment Kirkby	375,000	25,000	350,000		
BLD070 Workshop Enhancement	88,000	88,000			
BLD071 Station Refresh	142,400	65,000	52,400	25,000	
BLD084 FS Refurbishment Croxteth	293,500	293,500			
BLD085 FS Refurbishment Speke/Garston	300,000	150,000			150,000
BLD086 FS Refurbishment Old Swan	300,000	150,000			150,000
BLD087 FS Refurbishment City Centre					
BLD088 FS Refurbishment Kensington	140,000	40,000			100,000
BLD089 FS Refurbishment Toxteth	200,000			200,000	
BLD090 FS Refurbishment Wallasey	125,000	50,000		75,000	
BLD091 TDA Refurbishment	4,509,000	1,009,000	3,500,000		
BLD093 Marine Fire 1 Refurbishment	150,000			150,000	
	7,856,500	2,429,200	4,392,400	634,900	400,000
Station Mergers					
BLD082 Saughall Massie FS New Build (CFO/058/15)					
BLD083 St Helens FS New Build (CFO/059/15)	7,861,000	7,861,000			
	7,861,000	7,861,000			
Other					
BLD073 SHQ Museum	191,000	191,000			
	191,000	191,000			
LLAR Accommodation Works					
BLD036 LLAR Accommodation Formby	504,000	504,000			
BLD050 LLAR Accommodation Belle Vale	50,000	50,000			
BLD075 LLAR Accommodation Newton-le-Willows	278,400	278,400			
	832,400	832,400			
General Station Upgrade Works					
BLD001 Roofs & Canopy Replacements	248,000	88,000	40,000	40,000	40,000
BLD004 Concrete Yard Repairs	116,000	36,000	20,000	20,000	20,000
BLD005 Tower Improvements	50,000	10,000	10,000	10,000	10,000
BLD013 Non Slip Coating to Appliance Room Floors	178,000	58,000	30,000	30,000	30,000
BLD014 Boiler Replacements	108,000	48,000	15,000	15,000	15,000
BLD020 Electrical Testing	215,000	135,000	20,000	20,000	20,000
BLD031 Diesel Tanks	75,000	75,000			
BLD033 Sanitary Accommodation Refurbishment	137,000	57,000	20,000	20,000	20,000
BLD044 Asbestos Surveys	93,000	53,000	10,000	10,000	10,000
BLD060 DDA Compliance	292,000	242,000	20,000	10,000	10,000
	1,512,000	802,000	185,000	175,000	175,000
Other Works					
BLD007 L.E.V. System in Appliance Rooms	39,000	19,000	5,000	5,000	5,000
BLD018 Conference Facilities SHQ	45,000	25,000	5,000	5,000	5,000
BLD026 Corporate Signage	39,000	19,000	5,000	5,000	5,000
BLD032 Power Strategy	69,000	44,000	10,000	5,000	5,000
BLD034 Office Accommodation	98,000	38,000	15,000	15,000	15,000
BLD053 Headquarters Lighting	25,000		25,000		
BLD058 HVAC - Heating, Ventilation & Air Con	102,000	102,000			
BLD061 Lightning Conductors & Surge Protection	63,000	38,000	10,000	5,000	5,000
BLD062 Emergency Lighting	50,000	30,000	5,000	5,000	5,000
BLD067 Gym Equipment Replacement	138,000	58,000	20,000	20,000	20,000
BLD092 Service Headquarters Offices	115,600	50,600	65,000		
BLD094 Security Enhancement Works	134,000	34,000	25,000	25,000	25,000
CON001 Energy Conservation Non-Salix	214,000	129,000	25,000	20,000	20,000
CON002 Energy Conservation Salix	76,000	76,000			
EQU002 Replacement programme for Fridge Freezers	71,000	31,000	10,000	10,000	10,000
EQU003 Furniture Replacement Programme	81,000	40,500	10,500	10,000	10,000
	1,359,600	734,100	235,500	130,000	130,000
	19,612,500	12,849,700	4,812,900	939,900	705,000

Fire Safety - Approved Budget 2019/20 to 2023/24

Type of Capital Expenditure		Total Cost £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
FIR002	Smoke Alarms (100,000 HFRA target)	1,175,000	235,000	235,000	235,000	235,000
FIR005	Installation costs (HFRA)	1,875,000	375,000	375,000	375,000	375,000
FIR006	Deaf Alarms (HFRA)	125,000	25,000	25,000	25,000	25,000
FIR009	Fire Risk Management in Residential Blocks (CFO/135/13)	101,000	101,000			
		3,276,000	736,000	635,000	635,000	635,000

ICT - Approved Budget 2019/20 to 2023/24

Type of Capital Expenditure	Total Cost £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
IT002 ICT Software					
Software Licences	10,000	2,000	2,000	2,000	2,000
New Virtualisation Infrastructure	146,000	71,000			
3 Year Licences Antivirus & Filtering					
5 Year Antivirus & Filtering Software	200,000				200,000
MDT Software Solution Refresh	100,000				100,000
Microsoft SQL Upgrade	50,000				
Logpoint Security Information and Event Mgmt (SIEM) Refresh	80,000				
Microsoft EA Agreement (Servers & Security)	240,000	48,000	48,000	48,000	48,000
Microsoft EA Agreement (Windows & Office)	695,000	139,000	139,000	139,000	139,000
Microsoft EA Agreement (Application Development)	25,000	5,000	5,000	5,000	5,000
	1,546,000	265,000	194,000	194,000	494,000
IT003 ICT Hardware					
Desktops (target 20%)	211,500	51,100	40,100	40,100	40,100
Laptops/Tablets & Docking Stations (target 20%)	312,400	64,400	62,000	62,000	62,000
Monitors & Monitor Arms (target 20%)	70,700	14,700	14,000	14,000	14,000
Peripherals replacement (target 20%)	15,200	3,200	3,000	3,000	3,000
Mobile device replacement (target 20%)	16,200	4,200	3,000	3,000	3,000
Replacement Backup Tape Drive	25,000			25,000	
IP TV Asset Refresh	50,000	25,000		25,000	
Landline Handset Refresh	10,000				
Audio Visual Conference Facility	120,000		120,000		
Audio Visual Refresh Stations	75,000	75,000			
Audio Visual Refresh TDA	75,000	75,000			
	981,000	312,600	242,100	172,100	122,100
IT005 ICT Servers					
Server/storage replacement (target 20%)	333,000	73,000	65,000	65,000	65,000
Server/storage growth	70,000	14,000	14,000	14,000	14,000
	403,000	87,000	79,000	79,000	79,000
IT018 ICT Network					
Local Area Network replacement (discrete)	215,000	215,000			
Network Switches/Router replacement	80,000	72,000	2,000	2,000	2,000
Network Switches/Routers Growth	25,000	5,000	5,000	5,000	5,000
Vesty Road Network Link Refresh	40,000	40,000			
	360,000	332,000	7,000	7,000	7,000
IT026 ICT Operational Equipment					
Pagers/Alerters					
Station Equipment Replacement	50,000	10,000	10,000	10,000	10,000
Incident Ground Management System	60,000	60,000			
MDT Replacement (Not incl. in ESMCP)	195,000		120,000		
	305,000	70,000	130,000	10,000	10,000
IT058 New Emergency Services Network (ESN)					
ESN Radios / Infrastructure - Estimate	77,000	77,000			
	77,000	77,000			
IT060 ICT Station Change					
St Helens Station End Mobilising Equipment	16,000	16,000			
	16,000	16,000			
Other IT Schemes					
IT019 Website Development	34,000	34,000			
IT027 ICT Security - Remote Access Security FOBS	10,000	2,000	2,000	2,000	2,000
IT028 System Development (Portal)	124,000	14,000		110,000	
IT030 ICT Projects/Upgrades	20,000		5,000	5,000	5,000
IT055 C.3.I. C.&C Communication & Information System	20,000		5,000	5,000	5,000
IT056 Door Access System	9,000	9,000			
IT057 Fleet Management System	5,000	5,000			
IT059 ESMCP Project Control Room Integration	92,000	92,000			
IT061 ESMCP ITHC Remedial Works					
IT062 Capita Vision 3 Update (CFO/058/17)	950,000	950,000			
FIN001 FMIS/Eproc/Payroll/HR Replacement	254,000	74,000	180,000		
	1,518,000	1,180,000	192,000	122,000	12,000
	5,206,000	2,339,600	844,100	584,100	724,100

Operational Equipment - Approved Budget 2019/20 to 2023/24

Type of Capital Expenditure	Total Cost £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
OPS003 Hydraulic Rescue Equipment					
Hydraulic Rescue Equipment - Replacement Programme	312,000	82,000		60,000	85,000
	312,000	82,000		60,000	85,000
OPS005 Resuscitation Equipment					
Resuscitation Rescue Equipment	30,000		30,000		
Defibrillator Batteries	12,000	12,000			
Appliance Resuscitation Equipment & Cylinders	45,500	45,500			
	87,500	57,500	30,000		
OPS024 BA Equipment/Communications					
BA Cylinder Replacement	42,000	42,000			
BA Test Rig	14,500		14,500		
BA Set Batteries	42,000	42,000			
	98,500	84,000	14,500		
OPS036 Radiation/Gas Detection Equipment					
Radiation Detection Equipment	45,000		45,000		
Single Gas Detection Equipment	20,000		20,000		
	65,000		65,000		
OPS049 Bulk Foam Equipment					
Bulk Foam Attack Equipment	49,000	49,000			
Bulk Foam Stock	94,000	94,000			
	143,000	143,000			
Other					
OPS001 Gas Tight Suits Other PPE	37,000	10,000	10,000	5,000	6,000
OPS009 POD Equipment (Demountable Unit Refurb 2013/14 IRMP)	112,500	112,500			
OPS011 Thermal imaging cameras	187,000	12,000			
OPS016 Improvements to Fleet	7,000	7,000			
OPS022 Water Rescue Equipment	168,500	48,500	30,000	30,000	30,000
OPS023 Gas Detection Equipment (MYRA DS)	66,500	11,500	10,000	15,000	15,000
OPS026 Rope Replacement	72,000	32,000	10,000	10,000	10,000
OPS027 Light Portable Pumps	20,000		20,000		
OPS031 CCTV Equipment	21,000	21,000			
OPS034 Operational Ladders	224,000	160,000	16,000	17,000	14,000
OPS038 Water Delivery System	30,000	30,000			
OPS039 Water Delivery Hoses	79,000	15,000	15,000	15,000	17,000
OPS052 DEFRA FRNE	16,000	16,000			
OPS054 Electrical Equipment	103,000	35,000			8,000
OPS055 NRAT Asset Refresh	1,680,600	1,680,600			
OPS056 PV Stop (Solar Panels)	16,000	16,000			
	2,840,100	2,207,100	111,000	92,000	100,000
Hydrants					
HYD001 Hydrants (New Installations)	92,500	18,500	18,500	18,500	18,500
HYD002 Hydrants (Replacements)	92,500	18,500	18,500	18,500	18,500
	185,000	37,000	37,000	37,000	37,000
	3,731,100	2,610,600	257,500	189,000	222,000

Vehicles - Approved Budget 2019/20 to 2023/24

Type of Capital Expenditure	Price Per Unit	Total		2019/20		2020/21		2021/22		2022/23		2023/24	
		Unit	Cost £	Unit	£	Unit	£	Unit	£	Unit	£	Unit	£
VEH002 Ancillary Vehicles													
Cars													
Pool Cars - Skoda Fabia	11,400	27	307,800	12	136,800	6	68,400	9	102,600				
Officer Response Cars- Vauxhall Insignia	22,650	8	181,200	2	45,300					6	135,900		
Officer Response Cars- Octavia 4x4 Estate	20,857	7	146,000									7	146,000
7 Seater Galaxy	24,000	2	48,000	2	48,000								
Automatic	25,000	1	25,000	1	25,000								
4x4s													
Izusu/Hilux	27,000	8	216,000	8	216,000								
Climbing Wall Vehicle	25,500	1	25,500	1	25,500								
Vans													
Master/Transit Panel 1	22,250	4	89,000	4	89,000								
Master/Transit Panel 2	25,800	6	154,800			3	77,400			3	77,400		
Jumbo Panel Van	25,000	1	25,000	1	25,000								
Ford Connect	11,500	2	23,000	2	23,000								
Dog Van Mercedes Vito	49,750	1	49,750	1	49,750								
Mini Buses													
PCVs													
Fire Service	24,600	3	73,800	3	73,800								
Princes Trust	24,600	3	73,800	3	73,800								
			1,438,650		830,950		145,800		102,600		213,300		146,000
VEH004 Special Vehicles													
CPL - Aerial Appliance	730,000	2	1,535,000		75,000					2	1,460,000		
Prime Movers 3	156,050	3	468,150	1	156,050							2	312,100
IMU	650,000	1	650,000	1	650,000								
BA Support Unit (POD)	125,000	1	125,000	1	125,000								
Mercedes IMU	105,000	1	105,000					1	105,000				
Curtain Sided Truck (Driving School)	86,000	1	86,000					1	86,000				
Water Rescue Unit	54,000	1	54,000	1	54,000								
Crane Lorry	200,000	1	200,000							1	200,000		
			3,223,150		1,060,050				191,000		1,660,000		312,100
VEH010 Marine Rescue Vessels													
Docking System					36,000								
RNLI Class 75 Rib Boats			355,000						355,000				
			391,000		36,000				355,000				
Other Vehicles													
VEH001 - Fire Appliances													
Slippage b/f	229,000		687,000	3	687,000								
	272,400	3	817,200	3	817,200								
Realigned Q2 (CFO/046/19)	278,200	4	1,112,800			4	1,112,800						
	284,000	5	1,420,000					5	1,420,000				
VEH005 - Vehicles Water Strategy			16,400		16,400								
			4,053,400		1,520,600		1,112,800		1,420,000				
WOR001 Workshop Equipment													
Equipment			30,000		10,000								20,000
Workshop Equip Somers vehicle Lift.		3	59,000	1	19,000					2	40,000		
			89,000		29,000						40,000		20,000
			9,195,200		3,476,600		1,258,600		2,068,600		1,913,300		478,100

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	19 DECEMBER 2019	REPORT NO:	CFO/057/19
PRESENTING OFFICER	DIRECTOR OF FINANCE, IAN CUMMINS		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	TREASURY MANAGEMENT INTERIM REPORT 2019/20		
APPENDICES:	APPENDIX A:	TREASURY MANAGEMENT INTERIM REPORT 2019/20	

Purpose of Report

1. This report ensures that the Authority meets the requirements of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Codes require the Authority to review its Treasury Management activities during the year to ensure they are consistent with its approved Treasury Management Strategy and have remained within the approved Prudential Indicators. This report meets that requirement and outlines the Treasury Management activities and performance for the first half of the financial year 2019/20.

Recommendation

2. That Members note the contents of the report.

Introduction and Background

3. The CIPFA Code of Practice for Treasury Management in Local Authorities has been adopted by the Authority and a Treasury Policy Statement incorporated into Financial Regulations, which are contained within the Authority's Constitution, in accordance with the requirements of the Code. The arrangements for reporting treasury management activities to members are that the Director of Finance will present a minimum of three reports:-
 - An Annual Treasury Strategy Report before the start of a financial year.
 - An interim report during the second half of a financial year, (other interim reports will be prepared if necessary).
 - An annual outturn report by 30th September following the financial year to which it relates.

4. The original 2019/20 Treasury Management Strategy Statement was contained within the Budget and Financial Plan report CFO/009/19 approved by the Authority at its meeting on 28th February, 2019. The strategy covered the following areas:
- (a) prospects for interest rates;
 - (b) capital borrowing and debt rescheduling;
 - (c) annual investment strategy;
 - (d) external debt prudential indicators;
 - (e) treasury management prudential indicators.
 - (f) performance indicators;
 - (g) treasury management advisers
5. The Interim Treasury Management Report, attached as Appendix A, constitutes the interim report for 2019/20. In summary the treasury management activity has been carried out in compliance with the relevant Codes and Statutes and within the borrowing and treasury management limits set by the Authority under the prudential code. Performance indicators are consistent with the Authority's approved Treasury Management Strategy.

Equality and Diversity Implications

6. There are no equality and diversity implications in this report.

Staff Implications

7. None directly related to this report.

Legal Implications

8. This report meets the requirements of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 paragraph 24 issued under the Local Government Act 2003 and the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities.

Financial Implications & Value for Money

9. Borrowing and financing costs at £6.656m make up a significant proportion of Authority budgets (approximately 11%). It is vital that this is proactively managed alongside the investment portfolio to minimise risk.

Risk Management, Health & Safety, and Environmental Implications

10. None directly related to this report.

11. Sound budgetary management and the delivery of services within the approved budget contribute to the core value of providing an excellent and affordable response.

BACKGROUND PAPERS

CFO/009/19 “MFRA Budget and Financial Plan 2019/2020 – 2023/24” Authority 28th February 2019.

GLOSSARY OF TERMS

CIPFA The Chartered Institute for Public Finance & Accountancy.

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TREASURY MANAGEMENT INTERIM REPORT 2019/20

INTRODUCTION

1. The CIPFA Code of Practice for Treasury Management in Local Authorities has been adopted by the Authority. The Code requires that Treasury Management activities are subject to reports to Members. This report represents the interim report for 2019/20.
2. For each financial year the Authority sets a balanced budget so that cash income raised during the year is sufficient to meet all of its cash expenditure commitments. One of the key functions of the Authority's treasury management activity is to ensure that these cash flows are effectively managed, so that cash is available when it is needed. Surplus cash is invested having regard to risk, liquidity and yield.
3. A further key function of the treasury management activity is to ensure that the Authority has sufficient funds to pay for its capital and other investment plans. These capital plans, which are set out in the Capital Programme, identify the borrowing needs of the Authority over a longer time horizon than the current year. In managing its longer term cash flow requirements for capital expenditure the Authority will take out loans or alternatively use its cash flow surpluses in lieu of external borrowing. This latter practice is referred to as "internal borrowing". In managing its loans, it may at times be advantageous for the Authority to repay or restructure its borrowings to optimise interest payments or achieve a balanced debt portfolio.
4. Having regard to these activities, the Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as:

"The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
5. As treasury management decisions involve borrowing and investing substantial sums of money, the Authority is exposed to potentially large financial risks, including the loss of invested funds and the revenue effect of changing interest rates. The identification, control and monitoring of risk are therefore integral elements of treasury management activity.
6. The strategy for the year was identified in the Treasury Management Strategy Statement 2019/20 and was contained within the Budget and Financial Plan report CFO/009/19 approved by the Authority at its meeting on 28th February 2019. The strategy covered the following areas:
 - (a) prospects for interest rates;
 - (b) capital borrowing and debt rescheduling;
 - (c) annual investment strategy;
 - (d) external debt prudential indicators;
 - (e) treasury management prudential indicators.
 - (f) performance indicators;
 - (g) treasury management advisers

7. The Treasury Management Interim Report considers actual treasury management performance up to September 2019.
8. **Executive Summary** of the key points on performance so far include:
- No new borrowing has been arranged in the year or is expected to be arranged.
 - Borrowing of £0.265m has been repaid in the year, no further debt is due to be repaid in 2019/20.
 - Financial Investments at 30 September 2019 stood at £43.8m, with associated income of £0.076m compared to an annual budget target of £0.172m for the year.
 - The Bank of England (BOE) base rate has remained at 0.75% throughout the period.
 - Longer term Public Works Loan Board (PWLB) rates fell during the first half of the year by 0.57% from 2.44% at the start of the year to 1.87 % at 30 September 2019.
 - On the 9th October HM Treasury announced that with immediate effect the PWLB margin over UK gilts would be increased from 80 bps to 180 bps, thereby increasing the cost of new loans by 1%.
 - Treasury Management activity for 2019/20 has been carried out in compliance with the relevant codes and statutes and within the borrowing and treasury management limits approved by the Authority as part of the budget setting process in February 2019.

PROSPECTS FOR INTEREST RATES

9. After the August 2018 increase in Bank Rate to 0.75%, the Bank of England monetary Policy Committee (MPC) has put any further action on hold. This year, 2019, has been one of significant upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on 31 October 2019, with or without a deal. However, MPs blocked leaving on that date and the EU has agreed an extension to 31 January 2020. In addition, a general election has been called for 12 December. Given the uncertainty about the result of the general election and what MPs could afterwards decide, any interest rate forecasts are subject to material change as this situation evolves. If Parliament agrees to a deal on 31 January then it is possible that growth could recover relatively quickly. The MPC could then need to address the issue of whether to raise the Bank Rate at some point in the coming year when there is little slack left in the labour market that could cause wage inflation to accelerate; this would then feed through into general inflation. On the other hand, if there was a no deal Brexit and there was a significant level of disruption to the economy, then growth could weaken even further than currently: the MPC would then be likely to cut Bank Rate in order to support growth. However, with the Bank Rate still only at 0.75%, the MPC has relatively little room to make a big impact and it would probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in the annual expenditure budgets of government departments and services and expenditure on infrastructure projects, to boost the economy
10. PWLB rates and gilt yields have continued to experience levels of volatility linked to geo-political and emerging market developments. PWLB rates fell for longer term loans by

0.57% during the first half of the financial year. The table below shows the spread of interest rates during the first six months of the year.

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	1.37%	1.21%	1.33%	1.93%	1.77%
Date	03/09/19	03/9/19	03/9/19	03/9/19	03/9/19
High	1.78%	1.93%	2.27%	2.78%	2.61%
Date	17/4/19	17/4/18	17/4/19	17/4/19	03/5/19
30/9/19	1.48%	1.27%	1.47%	2.03%	1.87%
Average	1.60%	1.57%	1.83%	2.41%	2.27%

(figures do not include 20bps certainty rate discount)

11. However, shortly after the end of the financial quarter on the 9th October 2019 HM Treasury suddenly announced that with immediate affect the PWLB margin above UK gilts would be increased from 80 bps to 180 bps. This announcement increased the borrowing costs on newly arranged loans from PWLB by 1%. At the same time the Treasury increased the lending limit of the PWLB from £85bn to £95bn. There has been speculation that the increase in rate was designed to halt the pace at which the new limit would be reached following record levels of new loan issuance by the PWLB in the months of August and September.

CAPITAL BORROWINGS AND DEBT RESCHEDULING

12. The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority does not envisage that any new long term borrowing will be required in 2019/20.
13. Current PWLB lending terms have severely constrained the option to generate savings via debt rescheduling. A significant rise in long term interest rates is required before rescheduling of debt is viable. However, interest rate structures are continually monitored for opportunities to generate savings from debt rescheduling. Any rescheduling that takes place will be reported to Members in monitoring reports.

ANNUAL INVESTMENT STRATEGY

14. The investment strategy for 2019/20 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with DCLG Guidance and CIPFA Code of Practice. Investments are made in sterling with an institution on the counterparty list and for a maximum of one-year duration.
15. Investments have been made with various counterparties including UK and foreign banks with higher credit ratings, the larger Building Societies, “nationalised” banks and AAA rated money market funds. This diversity has enabled reasonable returns in a low interest rate environment. In the period 1st April to 30 September 2019 the average rate

of return achieved on average principal available was 0.79 %. This compares with an average seven day deposit (7 day libid) rate of 0.57 %.

16. The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2019/20 are as follows:
- | | |
|--|-----------|
| UK Government (including gilts and the DMADF) | Unlimited |
| UK Local Authorities (each) | Unlimited |
| Part Nationalised UK banks | £4m |
| Money Market Funds (AAA rated) | £3m |
| Enhanced Money Market (Cash) Funds (AAA rated) | £3m |
| Ultra-Short Duration Bond Funds (AAA rated) | £3m |
| UK Banks and Building Societies (A- or higher rated) | £2m |
| Foreign banks registered in the UK (A or higher rated) | £2m |
17. No limits on investments with the UK Government and Local Authorities have been set because they are considered to be of the highest credit quality and are essentially risk free. The limits placed on other categories reflect some uncertainty and marginally higher risk profile of the institutions within those categories.
18. The Authority had investments of £43.8m as at 30th September 2019, (this included a £30.1m firefighters' pension grant received in July that will be utilised in the year):

ANALYSIS OF INVESTMENTS END OF QUARTER 2 2019/20						
Institution	Credit Rating	MM Fund*	Bank / Other	Building Society	Local Authority	Average Interest
		£	£	£	£	%
Aberdeen Global	AAA	3,000,000				0.75
Blackrock	AAA	2,400,000				0.70
Federated Investors	AAA	2,800,000				0.75
JP Morgan Sterling Liquidity Fund	AAA	3,000,000				0.64
LGIM (Legal & General)	AAA	3,000,000				0.72
Morgan Stanley	AAA	3,000,000				0.67
Bank of Scotland (HBOS)	A		2,000,000			1.25
Close Brothers	A		2,000,000			1.25
Goldman Sachs	A		2,000,000			0.66
HSBC (MFRS Deposit Account)	A		2,000,000			0.50
Santander	A		2,000,000			0.75
Sumitomo	A		2,000,000			0.79
Coventry BS				2,000,000		0.91
Cumberland BS				1,000,000		1.00
Leeds BS				2,000,000		0.69
Newcastle BS				1,000,000		1.25
Nottingham BS				1,000,000		1.15
Skipton BS				1,000,000		0.92
West Bromwich BS				1,000,000		1.10
Cherwell DC					2,000,000	0.83
Lancashire CC					2,000,000	1.05
Salford CC					1,600,000	0.63
						0.86
Totals		17,200,000	12,000,000	9,000,000	5,600,000	
Total Current Investments					43,800,000	
*MM Fund - Money Market Funds -these are funds that spread the risk associated with investments over a wide range of credit worthy institutions.						

EXTERNAL DEBT PRUDENTIAL INDICATORS

19. The external debt indicators of prudence for 2019/20 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt:	£70 million
Operational boundary for external debt:	£59 million

Against these limits, the maximum amount of debt that was reached in the period April to September 2019 was £37.6 million.

TREASURY MANAGEMENT PRUDENTIAL INDICATORS

20. The treasury management indicators of prudence for 2019/20 required by the Prudential Code were set in the strategy as follows:

a) Interest Rate Exposures

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

The maximum that was reached in the period April to September 2019 was as follows:

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

b) Maturity Structure of Borrowing

Upper and lower limits for the maturity structure of borrowing were set and the maximum and minimum that was reached for each limit in the period April to September 2019 was as follows: -

Maturity Period	Upper Limit	Lower Limit	Maximum Actual	Minimum Actual
Under 12 months	50%	0%	1%	0%
12 months and within 24 months	50%	0%	1%	1%
24 months and within 5 years	50%	0%	9%	8%
5 years and within 10 years	50%	0%	0%	0%
10 years and above	90%	0%	90%	90%

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

The limit for investments of longer than 364 days was set at £2 million for 2019/20. One investment of £1m for 365 days was placed in the first half of 2019/20.

21. PERFORMANCE INDICATORS

The Code of Practice on Treasury Management requires the Authority to set performance indicators to assess the adequacy of the treasury function over the year.

These are distinct historic indicators, as opposed to the prudential indicators, which are predominantly forward looking.

22. The indicators for the treasury function are:

Borrowing – the indicator is the average rate of actual borrowing compared to the average available for the period of borrowing. However, there has been no borrowing in the period April to September 2019.

Investments – Internal returns compared to the 7 day LIBID rate. The return in the period April to September 2019 was 0.22 % above the benchmark.

TREASURY MANAGEMENT ADVISORS

23. The treasury management service is provided to the Authority by Liverpool City Council. The terms of the service are set out in an agreed Service Level Agreement. The Council employs treasury management advisors appointed under a competitive procurement exercise who provide a range of services which include: -
- Technical support on treasury matters, capital finance issues.
 - Economic and interest rate analysis.
 - Debt services which includes advice on the timing of borrowing.
 - Debt rescheduling advice surrounding the existing portfolio.
 - Generic investment advice on interest rates, timing and investment instruments.
 - Credit ratings/market information service comprising the three main credit rating agencies.
24. Whilst Liverpool City Council and its advisors provide the treasury function, ultimate responsibility for any decision on treasury matters remains with the Authority.

CONCLUSION

25. Treasury Management activity in 2019/20 has been carried out in compliance with the relevant Codes and Statutes and within the borrowing and treasury management limits set by the Authority under the prudential code.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	19 TH DECEMBER 2019	REPORT NUMBER	CFO/063/19
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	ACFO MOTTRAM	REPORT AUTHOR:	SM LAUREN WOODWARD
OFFICERS CONSULTED:	AM GUY KEEN COMMUNITY SAFETY COORDINATOR MIKE BURATTI		
TITLE OF REPORT:	POST BONFIRE STRATEGY 2019		

APPENDICES:	APPENDIX A:	BONFIRE PRESENTATION
	APPENDIX B:	BONFIRE SUMMARY REPORT

Purpose of Report

1. To inform Merseyside Fire and Rescue Authority (MFRA) of the outcomes of the 2019 Bonfire period.

Recommendation

2. That members note the reduction and organisational gains outlined in the presentation

Introduction and Background

3. The Bonfire period (2019) ran from 19/10/2019 to 7/11/2019 however members should be aware that the planning process commenced in June with regular meetings being convened with partner agencies throughout the year.
4. Appendix A and B as well as Tables 1 and 2 below indicate a 33.61% reduction over the same period when compared to 2018.
5. A significant contribution was made from a number of members of MFRA staff, from a range of departments.
6. Table 1 outlines the reduction for each district whilst Table 2 shows the violence at work incidents that MFRA crews faced. There is a reduction compared to 2018 and no serious injuries or significant damage was experienced. Violence at work attacks will always be one of the priorities to reduce in order to protect our staff and the communities of Merseyside.
7. Table 3 displays the Firework related incidents experienced during 2019 Bonfire. A significant increase with a serious concern for the type of incident occurring. Whilst the attacks on properties was significantly fewer than previous years, the

number of injuries sustained by members of the public saw a rise. A large percentage of these were due to members of the public tampering with the firework and suffering from a serious discharge of the explosive unexpectedly. We have and will continue to work closely with colleagues from Merseyside Police and our Corporate Communications team to share safety messages and strive to prevent these types of incidents.

8. The pan Merseyside data. Appendix A contains slides which outline the evaluation of the significant decreases and increase in St Helens.

Table 1

Deliberate Secondary Fires			
District	2018	2019	Difference
Wirral	63	30	-52.38%
Liverpool	162	116	-28.40%
<i>Liverpool North</i>	<i>100</i>	<i>77</i>	<i>-23.00%</i>
<i>Liverpool South</i>	<i>62</i>	<i>39</i>	<i>-37.10%</i>
Sefton	56	19	-66.07%
Knowsley	56	43	-23.21%
St Helens	29	35	20.69%
Merseyside Total	366	243	-33.61%

Table 2

Violence at Work Incidents			
District	2018	2019	Difference
Wirral	1	1	0%
Liverpool	3	3	0%
<i>Liverpool North</i>	<i>2</i>	<i>3</i>	<i>50%</i>
<i>Liverpool South</i>	<i>1</i>	<i>0</i>	<i>-100%</i>
Sefton	0	0	0%
Knowsley	5	3	-40%
St Helens	0	0	0%
Merseyside Total	9	7	22.2%

Table 3

Firework Incidents			
District	2018	2019	Difference
Wirral	1	5	400%
Liverpool	5	5	0%
<i>Liverpool North</i>	<i>4</i>	<i>3</i>	<i>-25%</i>
<i>Liverpool South</i>	<i>1</i>	<i>2</i>	<i>100%</i>
Sefton	1	3	200%
Knowsley	2	2	0%
St Helens	0	1	100%
Merseyside Total	9	16	77.8%

Equality and Diversity Implications

- EIA was completed and available on the E&D page of the portal

Staff Implications

- Arson Officers worked into the evening on the 7 key nights supported by Home Safety Advocates and Youth Engagement Staff. There was 1 Arson Officer in each district per night plus 1 Advocate from Home Safety or Youth Engagement making up teams of 2. MFRA staff supported the Trojan Fire Appliance which ran on 1st and 2nd November 2019. This consisted of 2 Station Managers per evening (Driver and OIC).
- The Liverpool, Knowsley and Sefton Street Intervention Teams worked additional evenings in high demand areas.
- The OSR was staffed from 4pm until midnight on the 7 key nights by the Arson Team Community Safety Coordinator and a designated Station Manager.
- Additional cover for the Incident Investigation Team was implemented with the team members to ensure suitable cover was provided during the anticipated periods of peak activity. An additional IIT officer was available at times of high demand on the key nights.

Legal Implications

- School presentations have previously been viewed by the Legal team to verify that the content is acceptable. Recommendations to include a warning and to show content to responsible persons for youth groups prior to presenting to schools have been implemented within the package.

15. Regulatory Investigatory Powers Act (RIPA) training has previously been given to key staff prior to the bonfire period. A RIPA was completed and submitted to the legal team in respect of the Trojan Fire Appliance.
16. All Arson Officers staff are trained in Safeguarding and reporting processes are established.
17. All staff during the tipper tucks have received a driver validation by the Driving School and all staff on the tipper trucks are manual handling trained.
18. Community Protection Officers will be available to visit retailers storing fireworks for sale to ensure compliance with legislation.

Financial Implications & Value for Money

19. All additional costs for delivering the bonfire plan were met from existing budget and supported by external partners.
20. A bid for £3500 of funding has been submitted to Liverpool City Safe Board and was successful to fund Facebook and Twitter advertising, a tipper truck and some staff costs.

Risk Management, Health & Safety, and Environmental Implications

21. In considering the risk management implications for staff operating within Merseyside during key nights, a decision was made to operate the Operational Support Room. This allowed for a robust monitoring and management of staff across Merseyside who are not riding fire appliances
22. In order to reduce risk of attacks to Firefighters and Fire Appliances, the Trojan fire appliance was ready from 15th October and was available to be dynamically deployed if required to hotspot areas of attacks against crews or appliances. This was supported by Merseyside Police.
23. In order to reduce the impact of fly tipping, firecalls and smoke on the environment tipper trucks operated pre bonfire to remove hazardous waste or combustible materials.
24. A post Bonfire night sweep took place on the morning of Wednesday 6th November. This involved fire crews patrolling their station areas in order to extinguish smouldering bonfires in known fire locations. Appliances remained available for redirection by Fire Control. This enabled tipper trucks to remove remain debris from bonfires.
During the sweep, 101 bonfires were attended and assessed by Fire Crews.

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

25. The delivery of the Bonfire plan aims to limit and reduce the threat of the number of Anti-Social Behaviour incidents and deliberate fires across Merseyside.

26. It also promotes key safety messages to allow the public to have a safe Halloween and bonfire period free from harm and injury.
27. Its aim is to reduce the risk of attacks on firefighters through education and engagement.
28. The plan will prepare for the anticipated increase in calls for service by working with partners and key stakeholders; prevent crime and fires which will impact on MFRA response to incidents; protect the most vulnerable who may be victims of fire or firework incidents plus educating young persons; and pursue those who attack firefighters or staff of MFRA.

BACKGROUND PAPERS

Nil

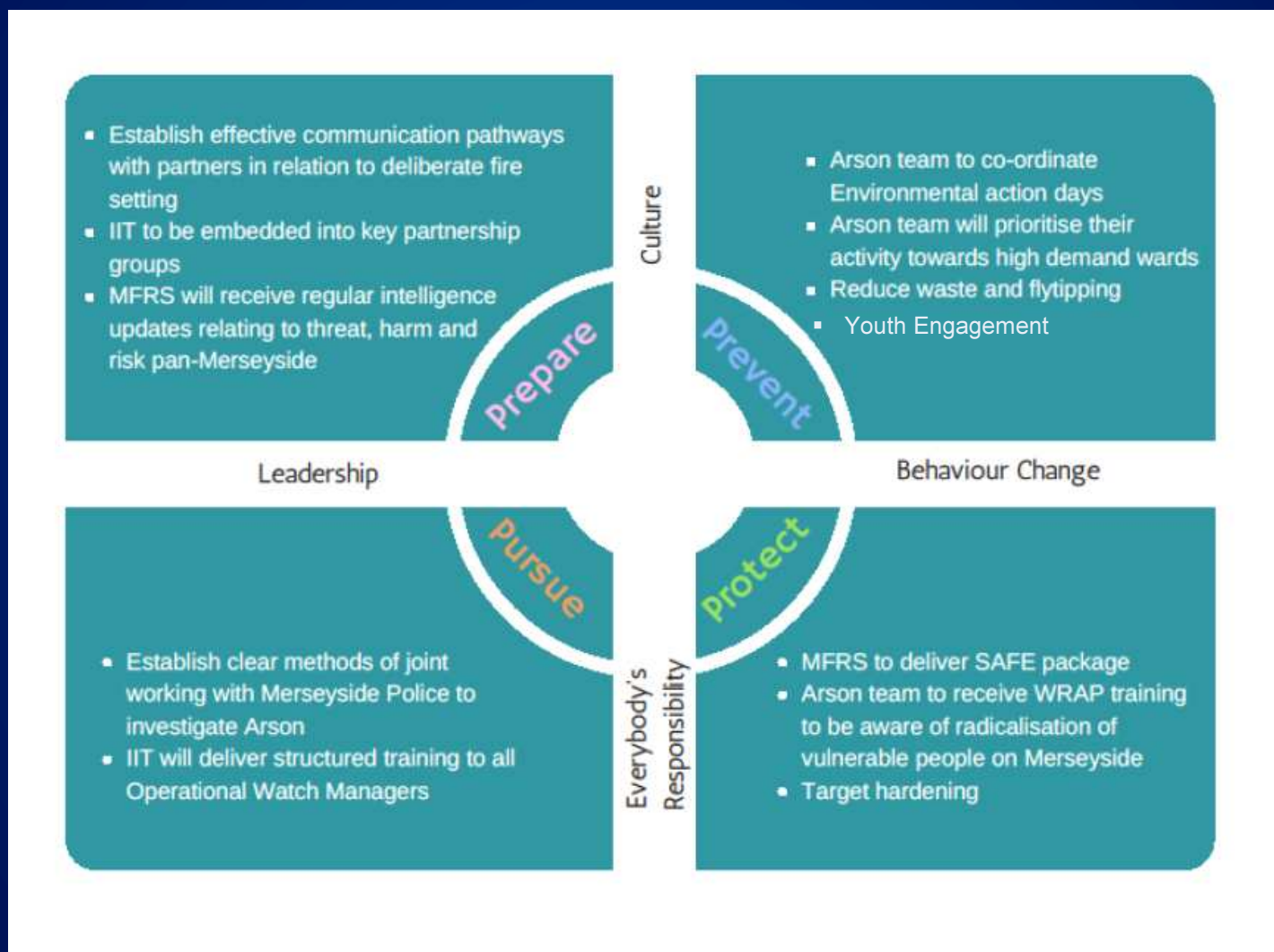
GLOSSARY OF TERMS

DPM -	District Prevention Managers
FIRST -	Firework Incident Research & Safety Team
IIT -	Incident Investigation Team
JCC -	Joint Control Centre (Bridle Road)
MFRA -	Merseyside Fire and Rescue Authority
MFRA -	Merseyside Fire and Rescue Service
OIC -	Officer in Charge
OSR -	Operational Support Room
RIPA -	Regulatory Investigative Powers Act
S&P -	Strategy and Performance
SHQ -	Service Headquarters
SPOC -	Single Point of Contact

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Bonfire 2019

Arson Strategy 2017-20



BONFIRE PERIOD 2019

MERSEYSIDE



www.merseyfire.gov.uk

33.61%
REDUCTION
IN ASB FIRES



7 VIOLENCE
AT WORK
INCIDENTS



16

**FIREWORK
INCIDENTS**



105

**TARGET HARDENING
VISITS COMPLETED
BY THE ARSON TEAM**

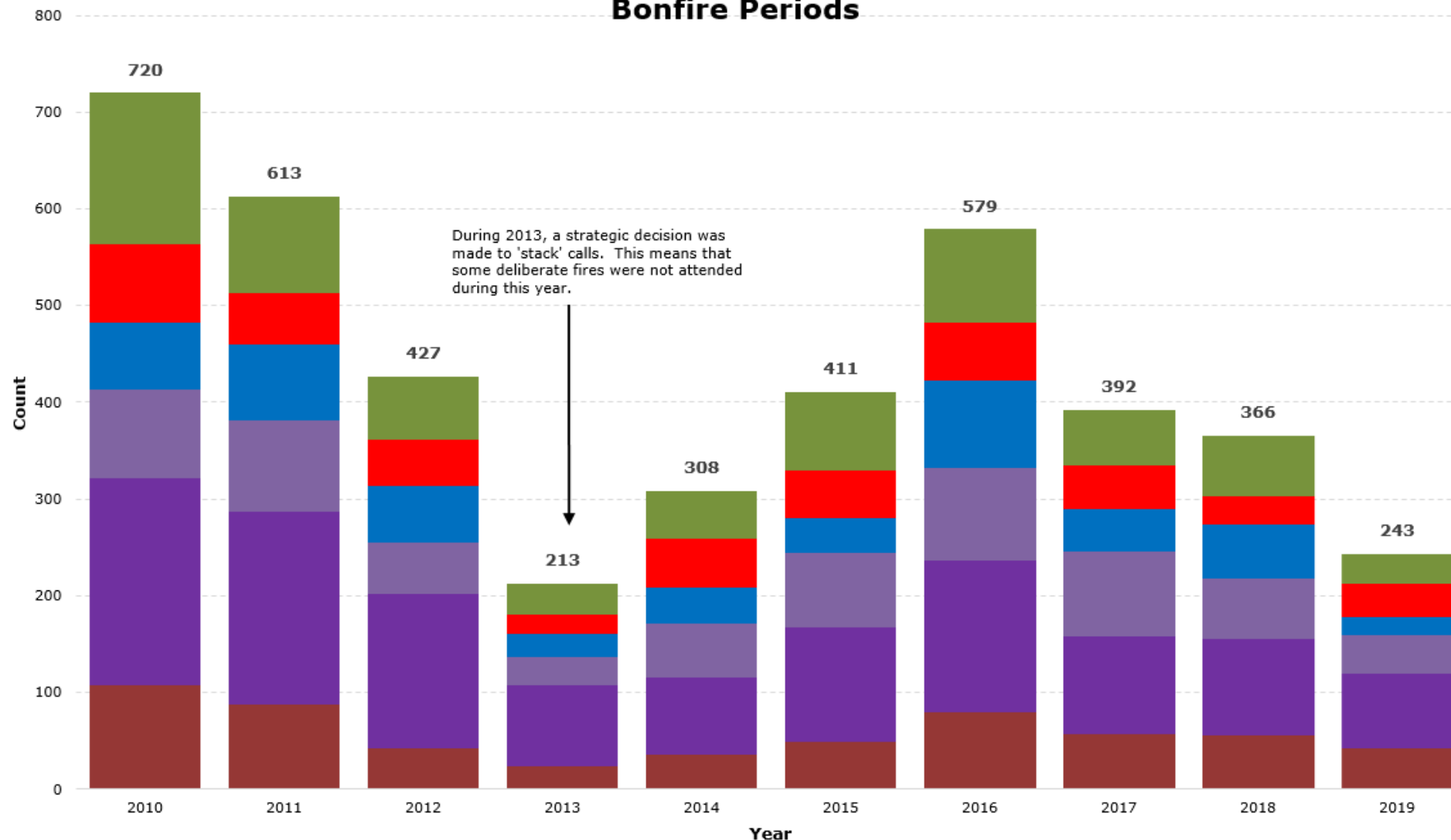
47.5
TONNES

**OF BONFIRE
MATERIAL
REMOVED**

The last 10 years



Retrospective for Deliberate Secondary Fires, Merseyside Wide, during Bonfire Periods



Why?

Knowsley

- Street Intervention Team Deployed into high demand areas
- Collaboration with the new £500K Crime & Communities Team.
- 2 youths identified setting deliberate fires at a hotspot location ABC's issued.
- Dispersal Zones were enforced in Whiston and Prescot.



Liverpool

- Street Intervention Team Deployed into high demand areas
- £3,500 of funding received from Liverpool City Safe
- River of Light – large scale public event
- LCC dedicated to assisting in the removal of bonfire material
- 22 ABC's issued.

Sefton

- Street Intervention Team Deployed into high demand areas.
- Environmental agenda.
- Large scale firework display on bonfire night at the NAC.
- Dispersal Zones in Crosby – South Road, Maghull – Majority of the area and Formby – Dukes Park
- Correspondence to known nominal.

St Helens

- No CSP in St Helens
- Town Centre industrial bins accounted for 9 incidents
- Incident hotspots for 2019 differed from previous years.
- Spark in the Park on 5th Nov

Wirral

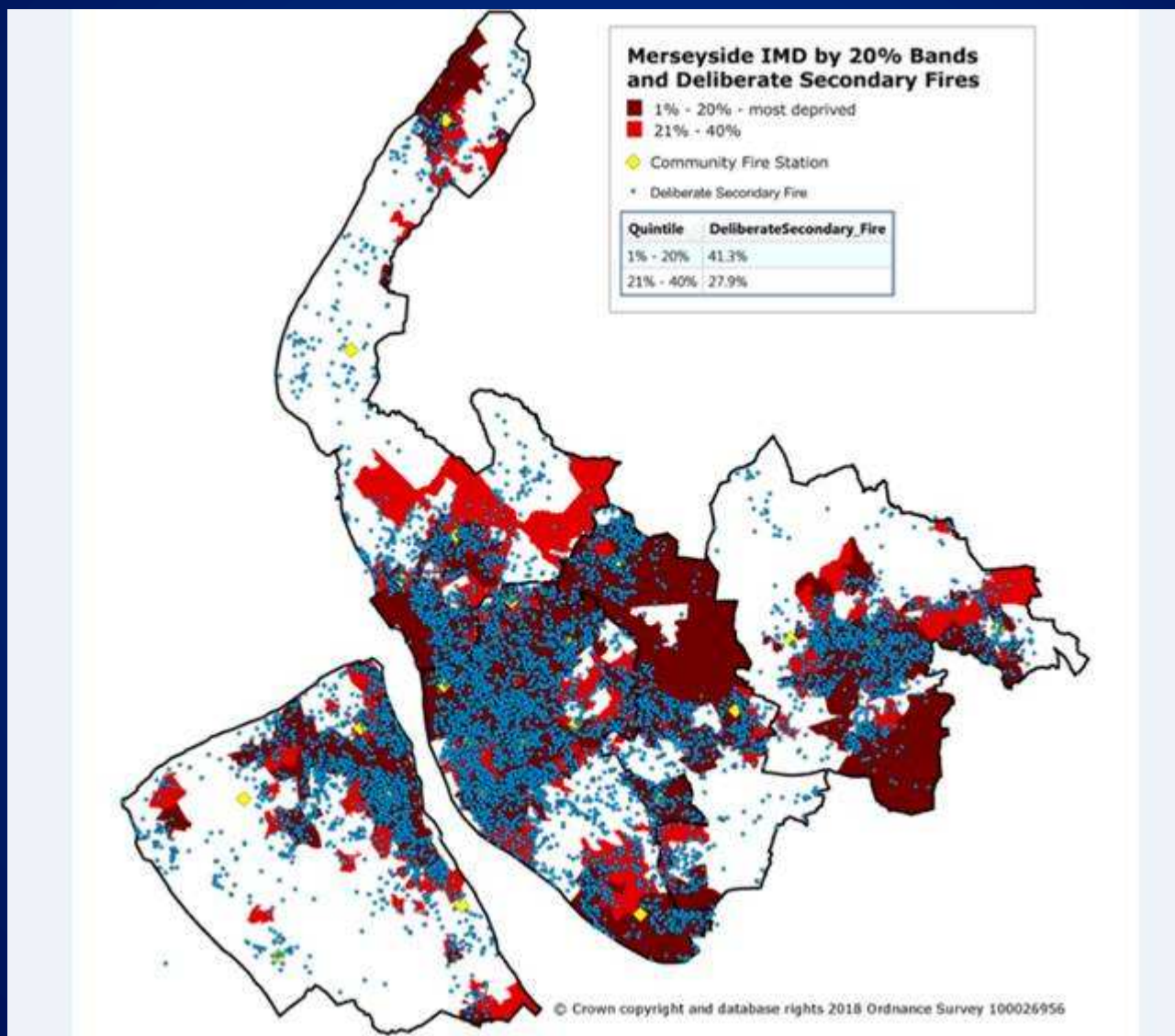
- 21 tonnes of bonfire material removed
- Probation Service – Community Payback Team.
- The Environment is high on the agenda for Wirral Council
- Planning meetings joint chaired by MFRS and Police.

Table 2: Comparison of incidents attended by district, between 2018 and 2019 bonfire periods (with incidents per 10,000 population)⁴

District	2018	2019	Difference	% Difference
Knowsley	56 (3.8)	43 (2.9)	-13 (-0.9)	-23.2%
Liverpool	162 (3.3)	116 (2.3)	-46 (-1)	-28.4%
Liverpool North	100	77	-23	-23.0%
Liverpool South	62	39	-23	-37.1%
Sefton	56 (2)	19 (0.7)	-37 (-1.3)	-66.1%
St Helens	29 (1.6)	35 (1.9)	6 (0.3)	20.7%
Wirral	63 (2)	30 (0.9)	-33 (-1)	-52.4%
Grand Total	366 (2.6)	243 (1.7)	-123 (-0.9)	-33.6%

- OSR staffed for 7 Key nights
- Trojan – proactive approach
- Tipper trucks pan Merseyside
- Social Media Campaign

Deliberate Secondary Fires

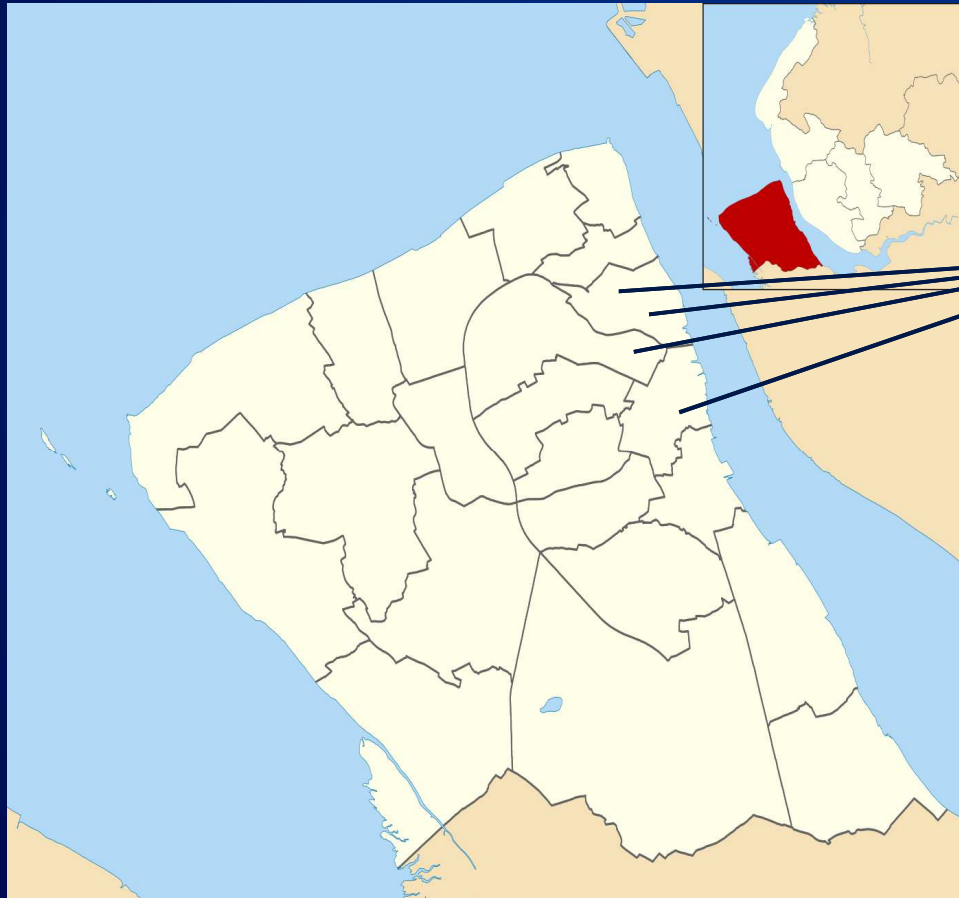


Campaigns 2017-October 2019



District	HFSC's	Businesses Spoken To	Target Hardening/High Risk	Fly Tipping	Leaflets Home	Leaflets Business
Liverpool North	997	88	21	11	5420	90
Liverpool South	1151	154	148	5	10313	137
St Helens	1073	25	39	30	5146	16
Knowsley	1275	14	19	36	3461	31
Wirral	827	92	14	30	3461	70
Sefton	1039	79	9	40	3610	69
Total	6362	452	250	152	31411	413

Poor Recycling and Deliberate ASB Fires

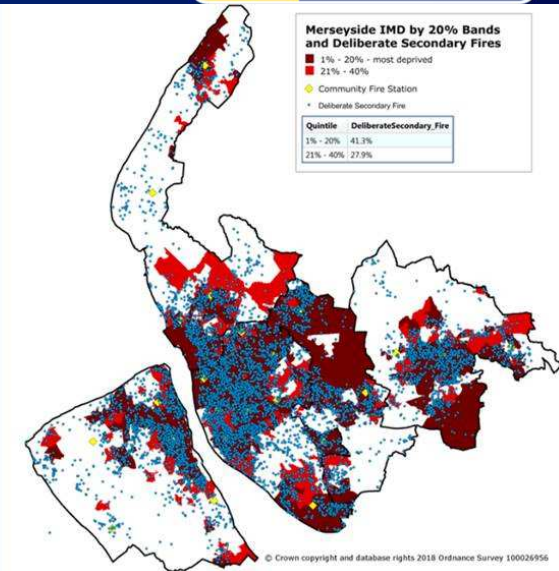
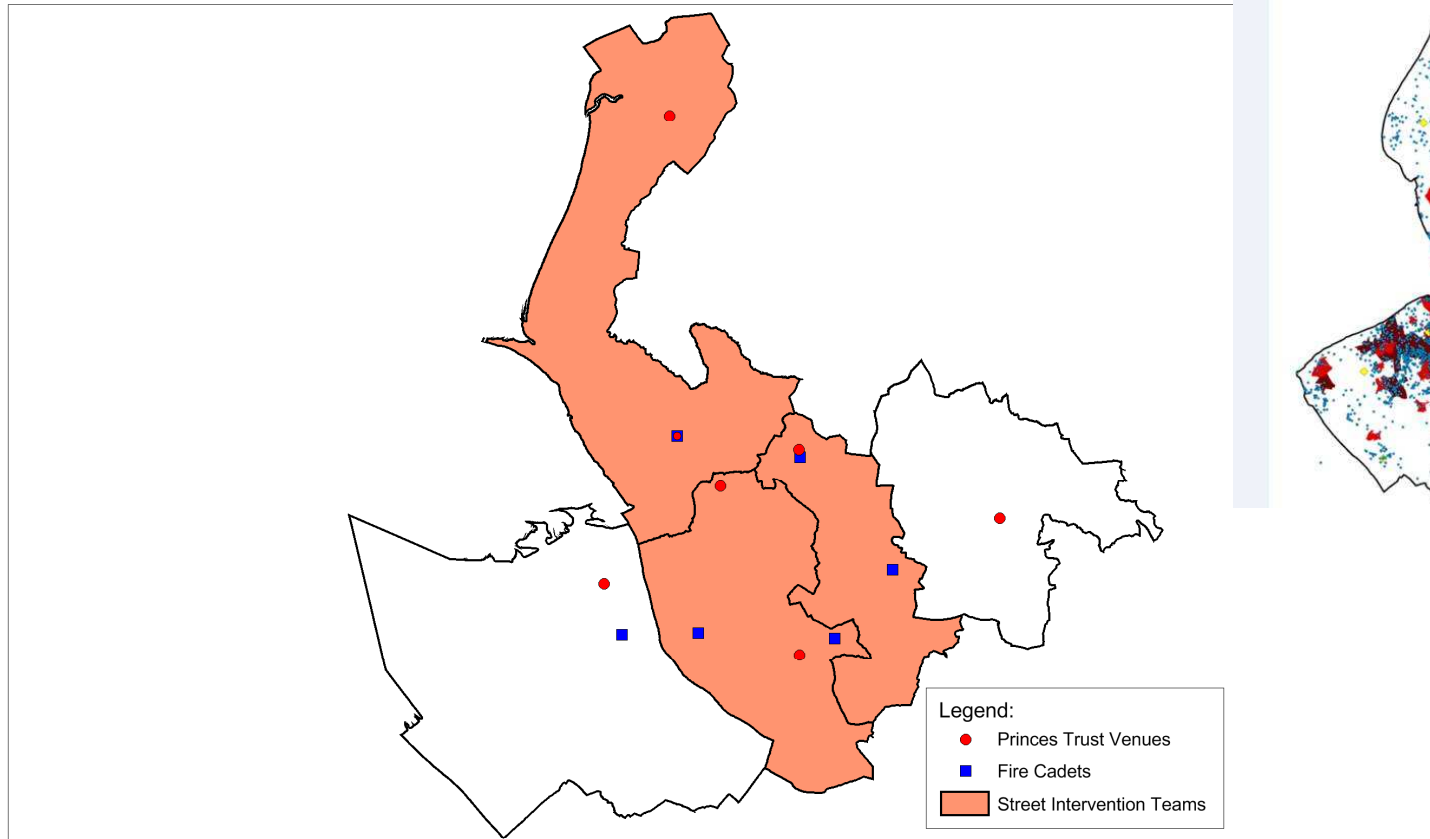


Top 4 Wards for Deliberate ASB Fires in 2018/19

Bidston and St James
Birkenhead and Tranmere
Seacombe
Rock Ferry

Top 4 wards for deliberate ASB fires are also within the top 10 list of wards with the lowest recycling

Youth Engagement Provision



Locations of Princes Trust, Fire Cadets Teams and Districts where Street Intervention Team Operate

Author: J Fielding, Strategy & Performance Date: 05/12/2019 Produced Using MapInfo
Map Reference:
© Crown copyright and database rights 2019 Ordnance Survey 100026956



Beacon Course will commence in January 2020

Princes Trust Students on Tipper Trucks



Princes Trust Students assisted on the tipper trucks over the bonfire period and over 10 days, dedicated **240 hours**. These hours would have equated to **£3,888** in staff costs if a Grade 6 Advocate would have been on the tipper truck in place of the Princes Trust Student.

Separate Tipper
Trucks for Knowsley
and St Helens

Involve British
Transport Police in
relation to youths using
public transport to
travel and commit ASB

New educational
video

Bonfire De-brief Comments

Increased social
media relating to
risk of injury from
fireworks

Instagram

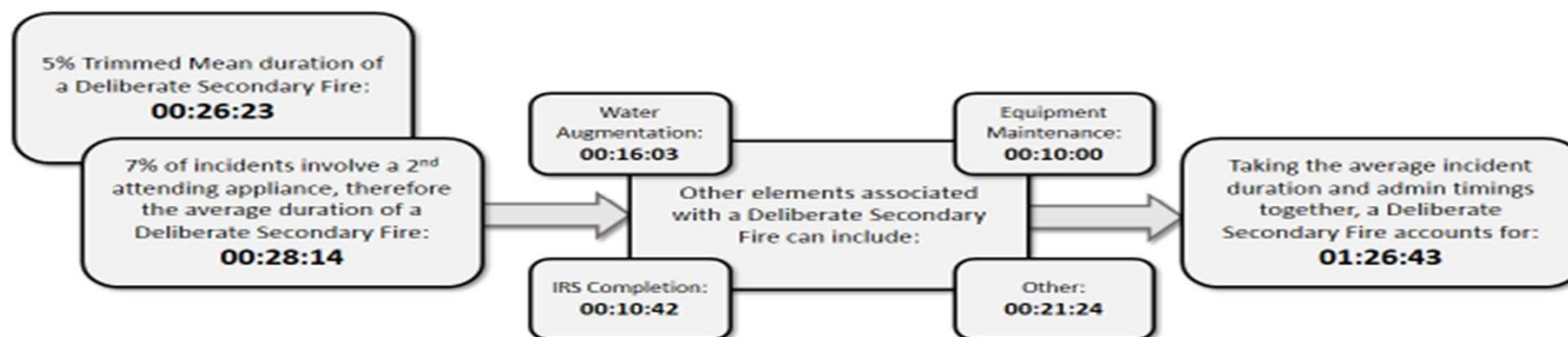
New MFRS website

Time Back to Operational Response



Fire Type	Target April – October 2019	Actual 1 st April – 31 st October 2019	Difference	Time Back Into Response (Days)	HFSC's	SOFSA	SSRI	Training	Hydrant Walk
Deliberate Secondary	2966	1927	1039	62.5 (1501 hours)	4503	1501	375	546	750

Deliberate Secondary Fires in Time



The figures in the above scenario are based on educated estimates of times for completion. There are other elements that cannot be calculated that affect productivity including standby movements in key station areas.

1185 under target based on actual 237 target 382 for November as per Vision BOSS

Economic Cost of Deliberate Fires



	Fire Fatality	Dwelling	I&C	Vehicle	Secondary	Primary
Year						
2017/18	£2,068,934	£37617	£65905	£5116	£3009	£27837

N.B. These figures have been supplied as part of the NFCC Community Risk Project

Between April and November 2019, we are 1185 deliberate secondary fires under target. Based on the above costings, this would be a saving of:

£3,565,665

Between April and November 2019

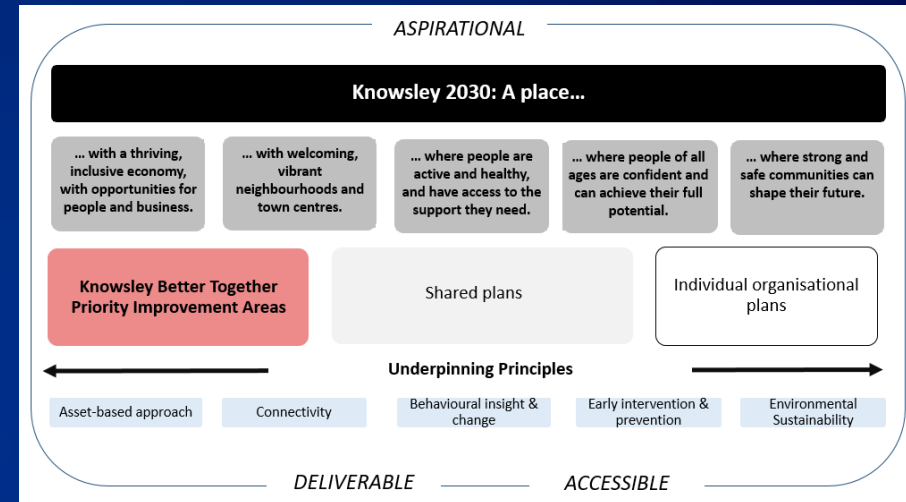
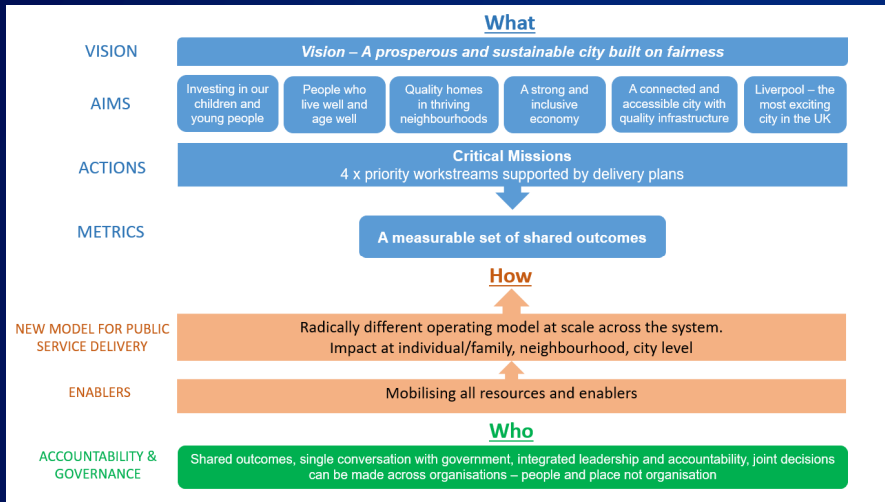
This equates to:

75.93 Firefighter Posts

120.63 Grade 6 Advocate Posts

108.84 Arson Officer Posts

Behavioural Change In Communities



MFRA's – Place Based Leadership

Strategy Implementation

A Different Conversation - Monthly Arson Campaigns in high demand wards

A Different Relationship - Youth Engagement Provision

Change in behaviour of residents communities

Leadership

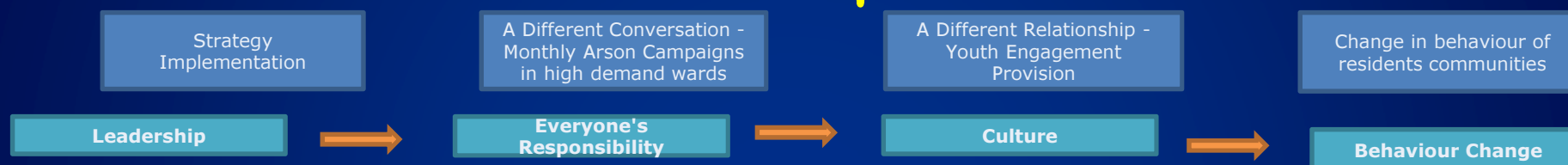
Everyone's Responsibility

Culture

Behaviour Change

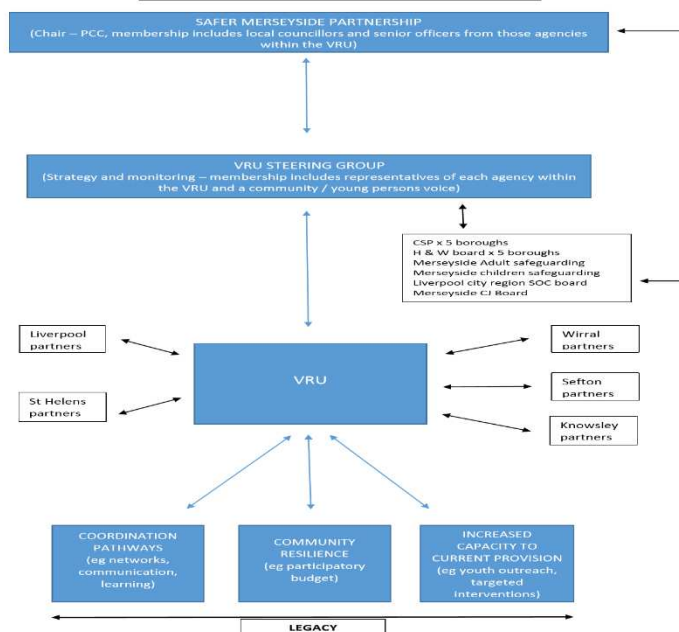


MFRA's – Place Based Leadership

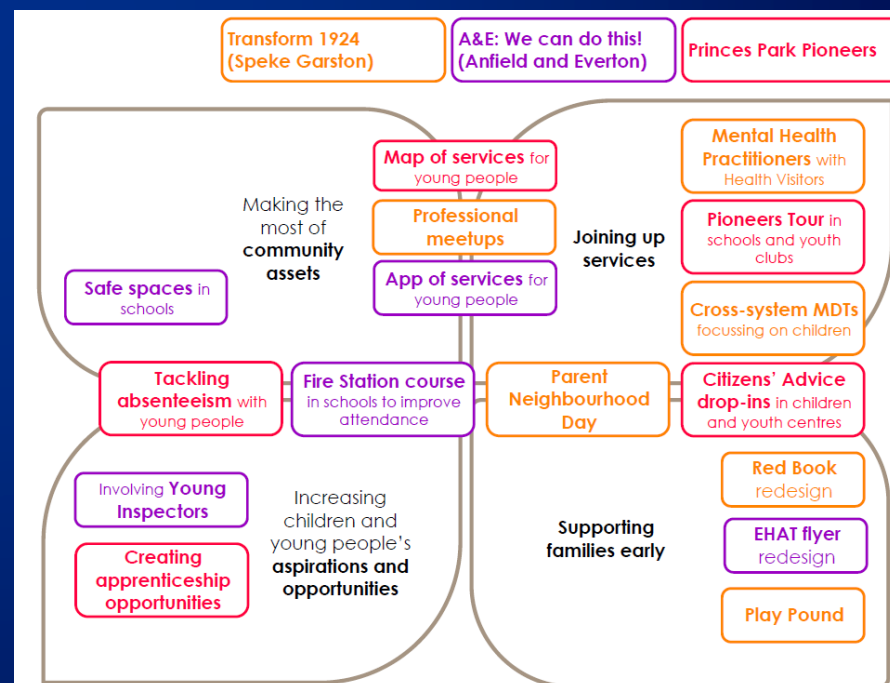


VRU

GOVERNANCE AND REPORTING



100 Day Nesta Challenge



Arson Strategy and Deliberate Secondary Fires



Year	Deliberate Secondary Fires
2016/17 (October)	497
2017/18 (October)	358
2018/19 (October)	197

Year	Deliberate Secondary Fires
2016/17 (April - October)	2707
2017/18 (April - October)	3020**
2018/19 (April - October)	1891

**This figure does not factor in inaccurate recording of secondary fires during spate conditions

Arson Strategy Implemented

2016

District	October				
	Total Fires	Accidental Dwelling Fire (E&D 1&2)	Non Domestic Property Fire	Deliberate Vehicle Fire	Deliberate Secondary Fire (E&D 3)
Liverpool	●	●	●	●	●
Wirral	●	●	●	●	●
Sefton	●	●	●	●	●
Knowsley	●	●	●	●	●
St Helens	●	●	●	●	●
Merseyside Wide	●	●	●	●	●

2019

		October				
District	Total Fires	Accidental Dwelling Fire	Deliberate Dwelling Fire	Non Domestic Property Fire	Deliberate Vehicle Fire	Deliberate Secondary Fire
Liverpool	●	●	●	●	●	●
Wirral	●	●	●	●	●	●
Sefton	●	●	●	●	●	●
Knowsley	●	●	●	●	●	●
St Helens	●	●	●	●	●	●
Merseyside Wide	●	●	●	●	●	●



Summary Report for Incident Activity during 2019 Bonfire Period

AUDIENCE

AUTHORITY STRATEGIC LEADERSHIP TEAM TEAMS INVOLVED IN BONFIRE PLAN

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COMMUNITY RISK MANAGEMENT DIRECTORATE STRATEGY & PERFORMANCE DIRECTORATE

Date work received: 11th November 2019

Date work completed: 10th December 2019

Page 1 of 24

Y:\Data & Projects\Projects\Bonfire Reports\Bonfire Reports 2019\Bonfire Report v1.3.docx

Document Control

Amendment History

Version / Issue No.	Date	Author(s)	Remarks / Reason for Change
1.0	13/11/2019	R Hanson	
1.1	20/11/2019	R Hanson	As per SM Woodward's comments
1.2	22/11/2019	R Hanson	As per SM Woodward's comments
1.3	10/12/2019	R Hanson	As per D Appleton's comments

Sign-Off List

Name	Position
ACFO Mottram	Assistant Chief Fire Officer
AM Keen	Director of Community Risk Management
Deb Appleton	Director of Strategy & Performance
GM Ryder	Group Manager – Prevention
SM Woodward	Station Manager – Arson Reduction / Incident Investigation
Mike Buratti	Community Safety Co-ordinator
John Fielding	Business Intelligence Manager

Distribution List

Name	Position	I / R
Authority		
Senior Leadership Team		
Bonfire Planning Team		

Related Documents

Reference No.	Title	Author	Version & Date
1.0	Bonfire Report v1.1	R Hanson	16/11/2018

Ownership

Has it been agreed with the client that this is a publicly owned document?

Yes/No

If Yes please state URL: <http://www.merseyfire.gov.uk>

If No please state reason why:

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7. APPENDICES	11

1. Agreement

For the purpose of this report the following agreement was made between the client and the Strategy & Performance Directorate.

This work was requested by Area Manager Guy Keen and received 8th November 2019.

The Manager¹ has approved this report/ piece of work can be undertaken by the Strategy & Performance Directorate.

If the scope of the work changes, authorisation must be again obtained and would be noted within the version control document sheet.

It was agreed that this report would be produced in draft format by December 2019, and would be sent electronically to the Director of Strategy & Performance and Client for comment.

The Manager / Client agreed that their comments would be received back by December 2019. The final report, which will always be in PDF format, would be produced by December 2019, subject to receiving comments.

¹ Deb Appleton

2. Glossary

Abbreviation	Description
FRS	Fire & Rescue Service
FS	Fire Service
HR	Hose Reel
MF&RS	Merseyside Fire & Rescue Service
VAW	Violence at Work

3. Summary

This report provides a summary analysis of deliberate secondary fires and incidents of violence at work across Merseyside during the 2019 Bonfire Period, with a comparison against previous years. For the purpose of this report, the Bonfire Period is defined as the 19th October – 7th November.

The headlines from this report can be summarised as follows:

- Between the 2018 (**366** incidents) and 2019 bonfire periods (**243**) there has been a reduction of **123** incidents or **-33.6%**.
- Districts to see reductions were: Knowsley **-13 (-23.2%)**, Liverpool North **-23 (-23.0%)**, Liverpool South **-23 (-37.1%)**, Sefton **-37 (-66.1%)**, and Wirral **-33 (-52.4%)**. Overall Liverpool saw a reduction of **-46 (-28.4%)**.
- St Helens saw an increase of **6** incidents (**20.7%**)
- When aggregated proportionally to incidents per 10,000 population – Sefton had the fewest incidents with **0.7**. Knowsley had the highest proportion of **2.9** incidents per 10,000 population.
- The top wards for incidents attended were: Kirkdale in Liverpool North (**11**), Shevington in Knowsley (**10**) and Tuebrook and Stoneycroft in Liverpool North (**10**). Linacre in Sefton saw the largest reduction, going from **15** to **0**.
- Concerning incidents attended by station area: Stations 42-Kirkby and 19-Croxteth had the greatest number of incidents attended with **24**. Station 22-Heswall saw **0** incidents.
- Concerning increases and decreases, 52-Eccleston had the greatest increase of incidents during 2019 with **4**, followed by 17-Belle Vale and 32 Formby with **2**. 31-Crosby saw the largest decrease with **16** fewer incidents and 20-Birkenhead **-15**.
- There were **7** incidents of violence at work during the 2019 bonfire period, 2 fewer than 2018.

4. **Introduction**

Traditionally the bonfire period leads to heightened numbers of incidents, specifically deliberate secondary fires and violence at work. This report presents an analysis of incidents during the 2019 Bonfire Period in Merseyside, contrasted with the 2018 period as well as historical retrospectives.

For the purpose of this report the bonfire period covers the following time frame: 19th October to 7th November, allowing for a direct date-to-date comparison.

5. **Methodology**

To identify and analyse any trends in incidents during the 2019 Bonfire Period the following methodologies were followed:

- The period of analysis covered from 00:00:00hrs on 19th October to 23:59:59hrs on 7th November.
- Fire related incidents analysed within this report are all deliberate secondary fires² as recorded by MF&RS mobilisation system “Vision”. Instances of Violence at Work have been collected from the OSHENS Health and Safety reporting system.
- Deprivation data used within this report is based on Indices of Deprivation 2019 (obtained from Department for Communities and Local Government).
- Population figures are based on mid-2017 and mid-2018 population estimates published by Office for National Statistics
- The analytical tools adopted in this report include:
 - MapInfo 11 Mapping software – used to identify hotspot areas for incidents and used to filter data according to district and ward level.
 - Crystal Reports – utilised to extract raw data and information from the Vision mobilising system.
 - Excel 2013 – used to analyse raw data.

It should be noted that the majority of the analysis contained within this report will be presented at the Merseyside level. Six additional local authority appendices³ supplement this main report, (section 7).

² Deliberate secondary fires are based on FSEC (Fire Service Emergency Cover). Incident codes include: 04 01 – Derelict Building, 04 02 – Grassland, 04 03 – Bonfires, 04 04 – Outdoor Structure, 04 05 – Refuse, 04 06 – Derelict Vehicle.

³ Liverpool is divided into Liverpool North and Liverpool South.

Liverpool North is comprised of the following wards: Anfield, Central, Clubmoor, County, Croxteth, Everton, Fazakerley, Kensington and Fairfield, Kirkdale, Knotty Ash, Norris Green, Old Swan, Tuebrook and Stonecroft, Warbreck, West Derby and Yew Tree

Liverpool South is comprised of the following wards: Allerton and Hunts Cross, Belle Vale, Childwall, Church, Cressington, Greenbank, Mossley Hill, Picton, Princes Park, Riverside, Speke-Garston, St Michaels, Wavertree, Woolton

6. Results

6.1 Retrospective Analysis

Chart 1: 10 Year retrospective analysis of deliberate secondary fires between 2010 and 2019 bonfire periods

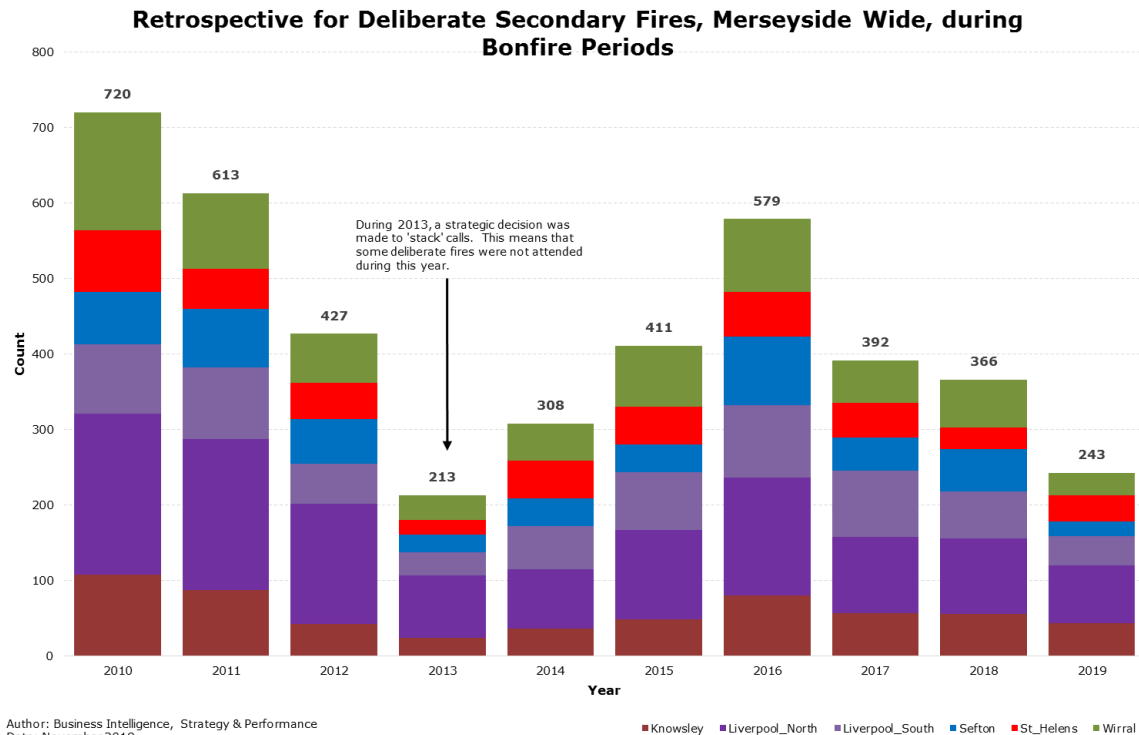


Chart 1 identifies that during the 2019 bonfire period the number of deliberate secondary fire incidents attended by Merseyside Fire and Rescue Service was 243. This is a reduction of 123 incidents (-33.6%) from 2018.

When compared historically to the 2010 period there has been an overall reduction of 477 incidents (-66.3%).

6.2 Incident Breakdown

Table 1: Breakdown of incident types attended during 2018 and 2019 bonfire period

Incident Type	2018	2019	Difference	% Difference
04 01 Derelict Building	12	3	-9	-75.0%
04 02 Grassland	25	8	-17	-68.0%
04 03 Intentional Burning / Bonfire	100	67	-33	-33.0%
04 04 Outdoor Structure	12	13	1	8.3%
04 05 Refuse Fire	217	151	-66	-30.4%
04 06 Derelict Vehicle	0	1	1	100% ⁴
Grand Total	366	243	-123	-33.6%

Table 1 identifies that the vast majority of deliberate secondary fires attended during the 2019 bonfire period were “04 05 Refuse Fires” with 151 incidents – accounting for 62.1% of total incidents. This is slightly higher than 2018, where the proportion was 59.3%.

⁴ This proportional increase is due to there being 0 Derelict Vehicle fires during 2018 bonfire period

“04 05 Refuse Fires” saw a reduction of 66 incidents (-30.4%) followed by “04 03 Intentional Burning/Bonfire” with a reduction of 33 (-33.0%).

“04 04 Outdoor Structures” and 04 06 Derelict Vehicles” both saw an increase of 1 incident on 2018 totals.

6.3 Location Analysis

Table 2: Comparison of incidents attended by district, between 2018 and 2019 bonfire periods (with incidents per 10,000 population)⁵

District	2018	2019	Difference	% Difference
Knowsley	56 (3.8)	43 (2.9)	-13 (-0.9)	-23.2%
Liverpool	162 (3.3)	116 (2.3)	-46 (-1)	-28.4%
Liverpool North	100	77	-23	-23.0%
Liverpool South	62	39	-23	-37.1%
Sefton	56 (2)	19 (0.7)	-37 (-1.3)	-66.1%
St Helens	29 (1.6)	35 (1.9)	6 (0.3)	20.7%
Wirral	63 (2)	30 (0.9)	-33 (-1)	-52.4%
Grand Total	366 (2.6)	243 (1.7)	-123 (-0.9)	-33.6%

Table 2 provides a breakdown of incidents attended by district. The table identifies that the majority of districts saw reductions; with only St Helens seeing an increase.

In summary, the reductions are as follows:

- Knowsley - a reduction of 13 (-23.2%)
- Liverpool North - a reduction of 23 (-23%)
- Liverpool South - a reduction of 23 (-37.1%)
- Sefton – a reduction of 37 (-66.1%), and
- Wirral - a reduction of 33 (-52.4%)

The increase was:

- St Helens - an increase of 6 (20.7%)

When aggregated to incidents per 10,000 population; Sefton had the fewest incidents during 2019 with 0.7 incidents per 10,000 population closely followed by Wirral with 0.9 incidents per 10,000 population. By contrast Knowsley had the greatest amount with 2.9 per 10,000 population.

Table 3: Top wards for deliberate secondary fires during 2019 bonfire period⁶

Rank	Ward	District	2018	2019	Difference	% Difference
1st	Kirkdale	Liverpool North	9	11	2	22.2%
=2nd	Shevington	Knowsley	6	10	4	66.7%
=2nd	Tuebrook and Stoneycroft	Liverpool North	6	10	4	66.7%
=4th	Town Centre	St Helens	5	9	4	80.0%
=4th	Clubmoor	Liverpool North	8	9	1	12.5%
=6th	Knotty Ash	Liverpool North	2	8	6	300.0%
=6th	Riverside	Liverpool South	10	8	-2	-20.0%
=6th	Northwood	Knowsley	10	8	-2	-20.0%
=9th	Croxteth	Liverpool North	5	7	2	40.0%
=9th	County	Liverpool North	9	7	-2	-22.2%

⁵ The proportion has been rounded to the one decimal place

⁶ Table 4 is ordered by the number of incidents seen and the largest difference

Table 3 provides the top 10 wards for deliberate secondary fires during the 2019 bonfire period when compared against 2018. The table identifies that Kirkdale had the largest number of incidents (11) followed by: Shevington and Tuebrook and Stoneycroft both with 10.

The table identifies that Liverpool North had 6 wards in the top ward list; followed by Knowsley with 2, Liverpool South and St Helens have 1 each. No wards from Sefton or Wirral appear within the top ward list.

When compared against the previous year; Knotty Ash had a 6 incident increase (300%) while: Shevington, Tuebrook and Stoneycroft, Town Centre and Upton all saw an increase of 4 incidents. Linacre has seen the largest reduction with 15 fewer incidents compared to last year followed by Everton (-12) and Ford (-9).

Chart 2: Comparison of incidents attended by station area

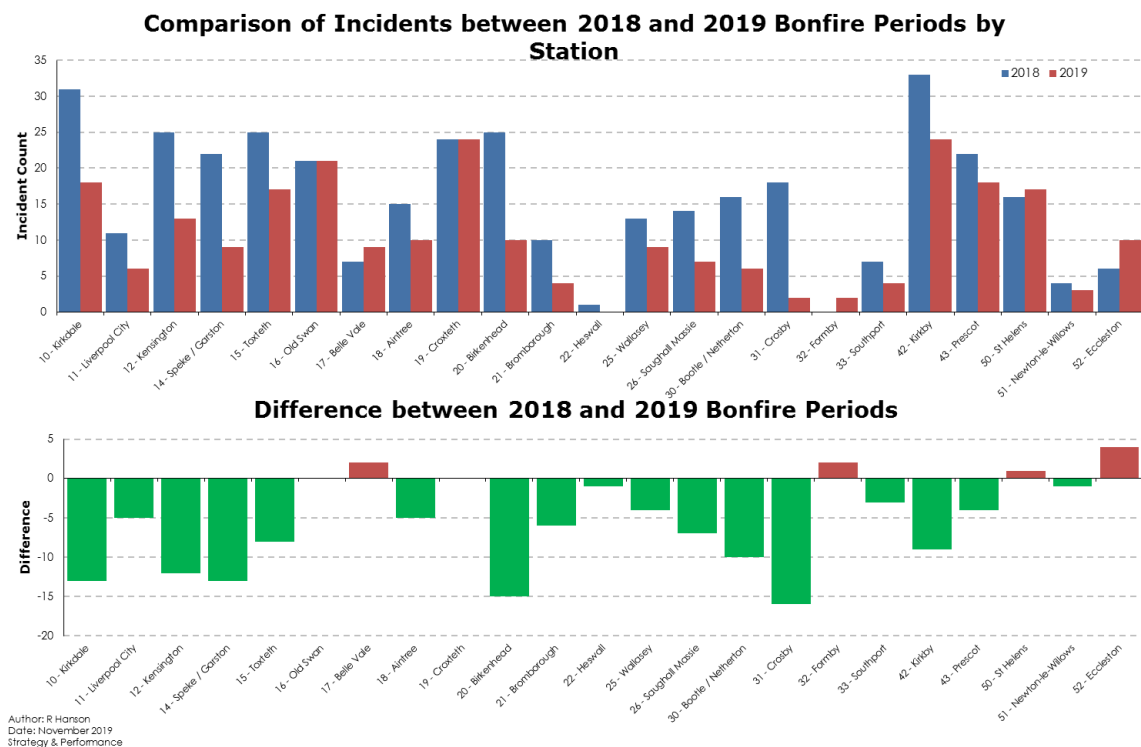


Chart 2 identifies that 4 station areas had increases in activity during the 2019 bonfire period. The stations to see increase are: 52-Eccleston (+4), 17-Belle Vale (+2), 32-Formby (+2), and 50-St Helens (+1).

Concerning reductions; the stations to see the largest reductions in incidents (10 or more) were: 31-Crosby (-16), 20-Birkenhead (-15), 10-Kirkdale (-13), 14-Speke/Garston (-13), 12-Kensington (-12) and 30-Bootle/Netherton (-10).

6.4 Violence at Work

Table 4: Overall counts of Violence at Work by district since 2015

District	2015	2016	2017	2018	2019
Knowsley	0	3	4	5	3
Liverpool	3	3	4	3	3
Liverpool North	2	3	1	2	3
Liverpool South	1	0	3	1	0
Sefton	0	2	1	0	0
St Helens	0	0	0	0	0
Wirral	3	2	0	1	1
Grand Total	6	10	9	9	7

During the 2019 bonfire period there were 7 incidents of violence at work; 2 fewer than 2018 and 2017. When taking the full five year date range into consideration; the count of violence at work incidents does fluctuate and therefore is difficult to reach a conclusion as there is little consistency.

It should be noted that though violence at work incidents are an unwanted aspect of the fire fighter role / arson officer role, it is imperative that all occurrences are reported as this intelligence allows partner organisations to target areas of risk as well as feeds into risk assessing areas where crews and arson officer teams could be working in future.

Table 5: Details of Violence at Work during 2019 bonfire period

Address	Call Date	Station	Details
Hartley Grove, Headbolt Lane, Kirkby,	29/10/2019 16:52:35	42-Kirkby	Youths Have Been Verbally Aggressive To Operational Personnel And Thrown Objects Including Bricks At Fire Appliance
168 Lower Breck Road, Anfield, Liverpool	30/10/2019 14:25:37	12-Kensington	Youths Firing Rockets At Appliance
Haswell Drive, Stockbridge Village,	30/10/2019 19:22:20	43-Prescot	Eggs Thrown At FRS Mini Bus By Group Of Youths. Vehicle With Drew From Area, No Damage, No Injuries.
Dovecot Park, Pilch Lane, Dovecot,	04/11/2019 19:42:16	16-Old Swan	Fire Work - Maliciously Thrown At MFRS Crew
Nr/Myrtle Court, Crown Street, Toxteth,	05/11/2019 20:38:58	11-Liverpool City	In The Park Area, Fireworks Being Set Off Into The Fire
Ilchester Road, Alwyn Street, Birkenhead Tc,	06/11/2019 10:27:45	20-Birkenhead	Fireworks Fired And Thrown At Appliance By Youth
Shaw Lane, Brookside Road, Prescot	06/11/2019 18:25:56	43-Prescot	Shaw Lane In Prescot When A Group Of Youths Threw A Stone At The Vehicle Hitting Front Windscreen

6.5 Deprivation Analysis

Chart 3: Deprivation Analysis during the 2019 Bonfire Period⁷

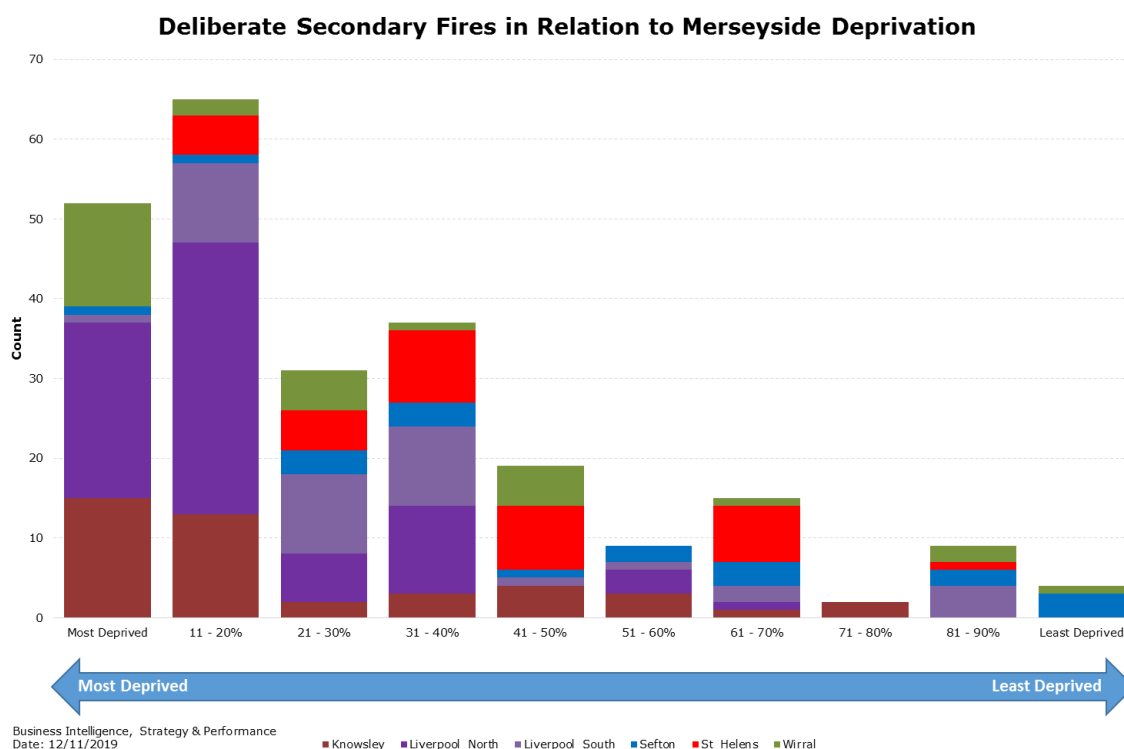


Chart 3 graphically illustrates the link between deliberate secondary fire incidents and levels of deprivation. The chart clearly identifies that more deliberate fire incidents occur in areas of high deprivation as opposed to areas of least deprivation.

6.6 Historical Metropolitan Analysis⁸

Table 6: Deliberate Secondary Fires across Metropolitan FRS in the Period⁹

Year	2015	Rank	2016	Rank	2017	Rank	2018	Rank	2019	Rank
Greater Manchester	627	7	700	7	640	7	625	7	414	6
London	144	1	187	1	142	1	163	1	90	1
Merseyside	422	6	580	6	384	4	361	4	243	4
South Yorkshire	144	1	260	2	263	3	259	3	119	3
Tyne and Wear	344	4	407	4	587	6	508	5	373	5
West Midlands	204	3	347	3	254	2	210	2	100	2
West Yorkshire	404	5	566	5	527	5	514	6	No data	No data

Table 6 shows the number of deliberate secondary fires attended by Metropolitan FRS between 2015 and 2019. This shows that Greater Manchester have seen the most incidents each year compared to other Metropolitan FRS.

⁷ The chart axis runs from 1-10% which represents the most deprived areas of Merseyside and 91-100% which represents the least deprived

⁸ Data is sourced from Fire Statistics datasets published by the Home Office, are based on IRS returns and will be slightly different to the FSEC count: <https://www.gov.uk/government/statistical-data-sets/fire-statistics-incident-level-datasets>

⁹ Please note that data for 2019 has sourced directly from Metropolitan FRS and may differ slightly from what is published by the Home Office following Quality Assurance checks

Since 2015, Merseyside have moved from seeing the 6th most incidents to the 4th most incidents during 2018.

Table 7: Deliberate Secondary Fires across Metropolitan FRS on 30th October¹⁰

Year	2015	Rank	2016	Rank	2017	Rank	2018	Rank
Greater Manchester	13	5	28	4	24	4	13	4
London	8	3	8	1	4	1	4	1
Merseyside	21	7	66	7	43	7	21	6
South Yorkshire	2	1	9	2	20	2	17	5
Tyne and Wear	8	3	31	5	30	5	6	2
West Midlands	7	2	23	3	21	3	7	3
West Yorkshire	16	6	41	6	30	5	21	6

Table 7 compares the number of deliberate secondary fires attended by Metropolitan FRS between 2015 and 2018 on 30th October (Mischief Night).

This shows that Merseyside have seen the most incidents each year compared to other Metropolitan FRS, with the exception of 2018 when they saw the same number as West Yorkshire (21).

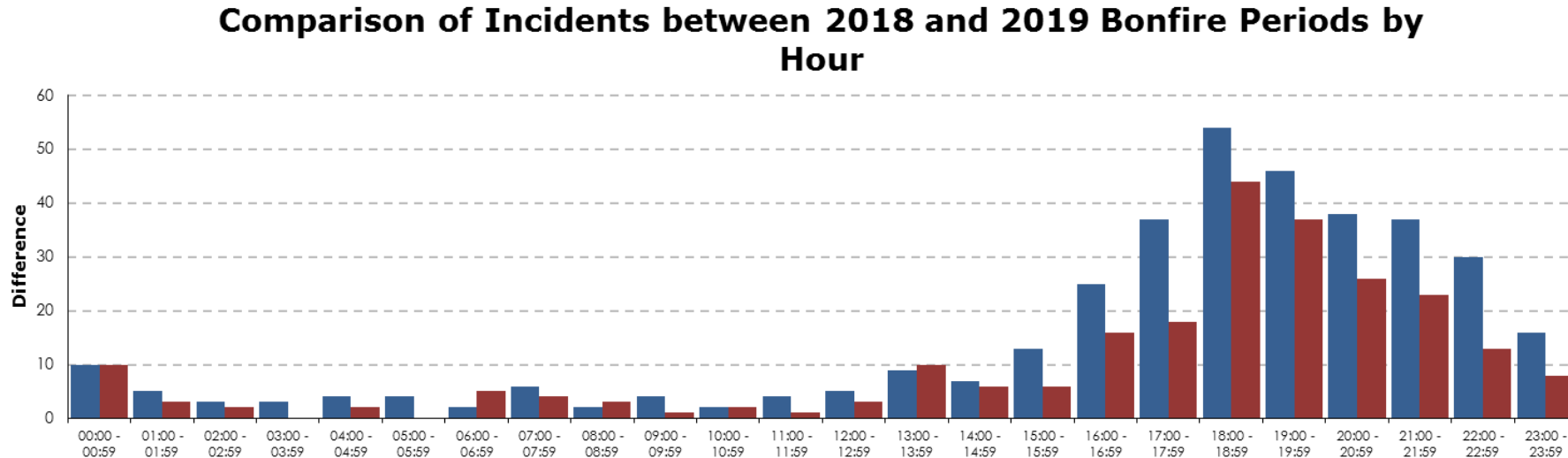
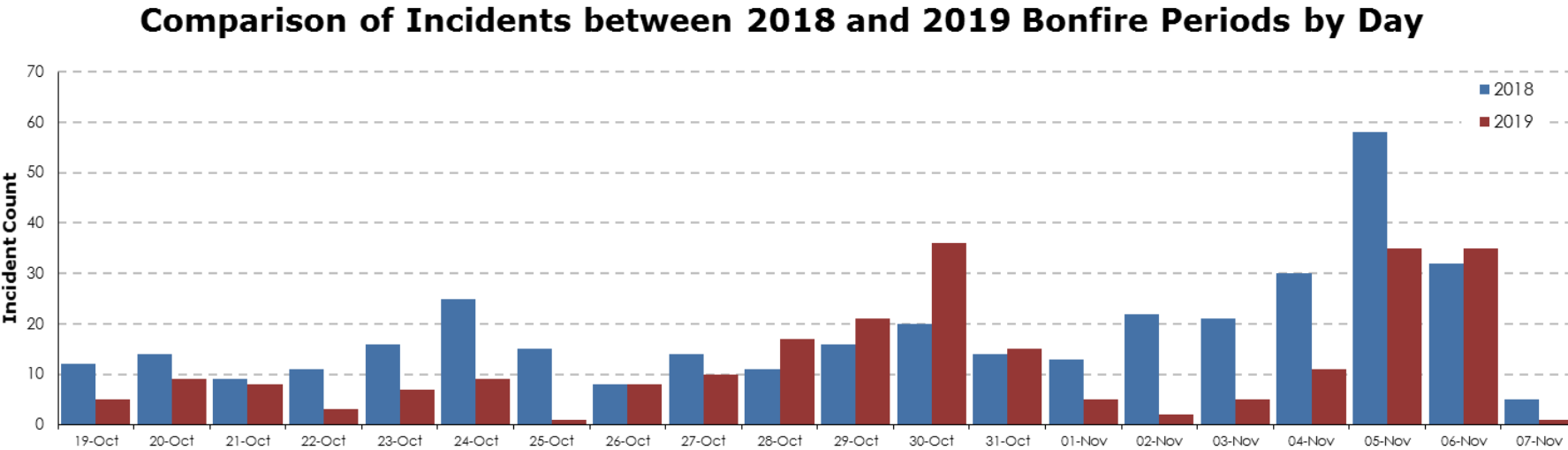
This analysis suggests that locally the 30th October is a significant area of concern for MFRS and partners.

7. *Appendices*

The following appendices include: a temporal analysis by day and hour with mapping including brief breakdowns of incidents attended by district, identifying hotspot areas and incidents of note.

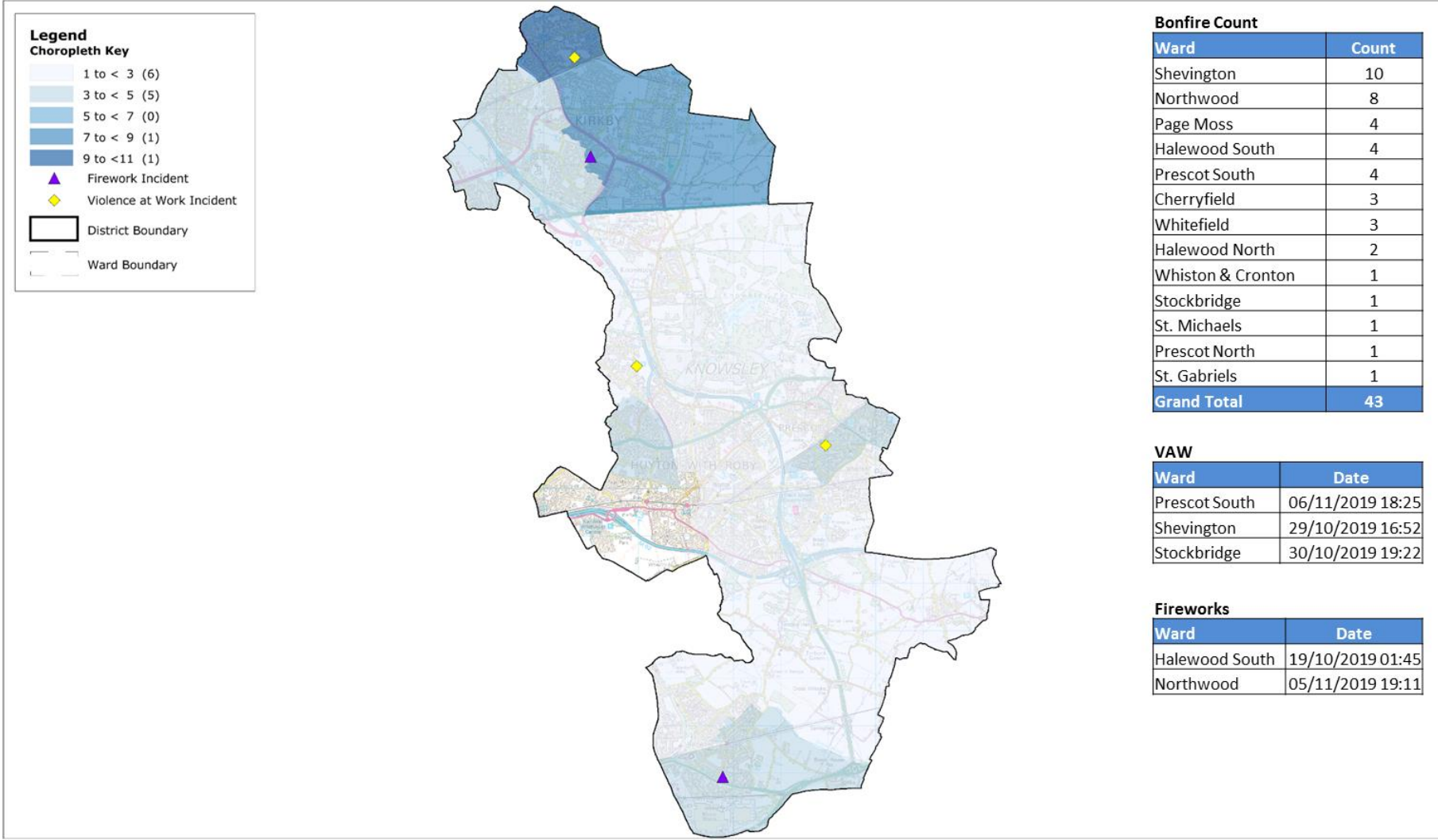
¹⁰ Data is sourced from Fire Statistics datasets published by the Home Office, are based on IRS returns and will be slightly different to the FSEC count: <https://www.gov.uk/government/statistical-data-sets/fire-statistics-incident-level-datasets>

Chart 4: Temporal Breakdown of Incidents across Merseyside



Author: R Hanson
Date: November 2019
Strategy & Performance

Map 1: Geographical Breakdown of Incidents in Knowsley



Author: Business Intelligence
Date: 11/11/2019
Produced using MapInfo
Strategy & Performance

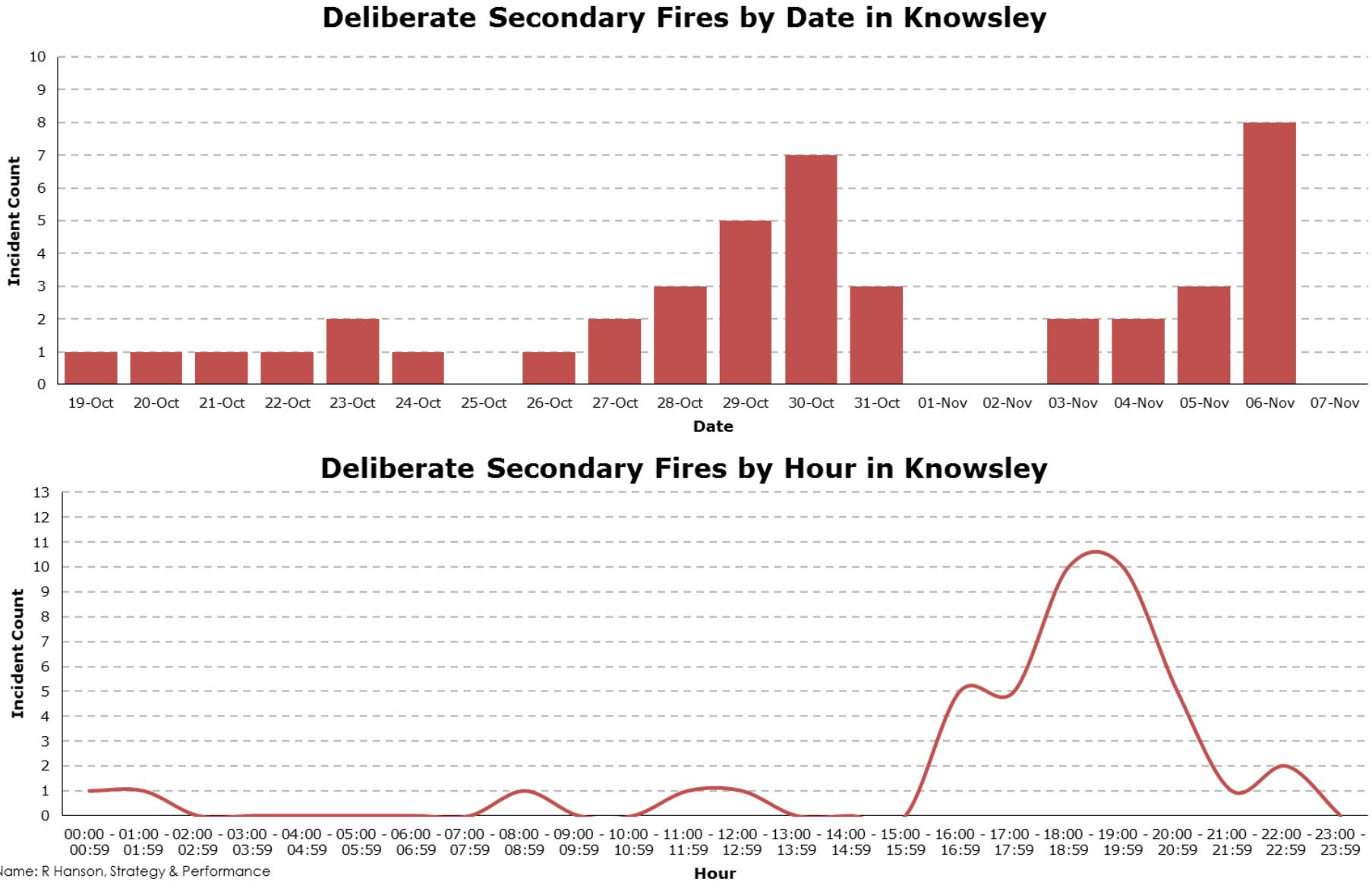
Map Reference:

Deliberate Secondary Fires in Knowsley
during 2019 Bonfire Period between 19th October - 7 November 2019

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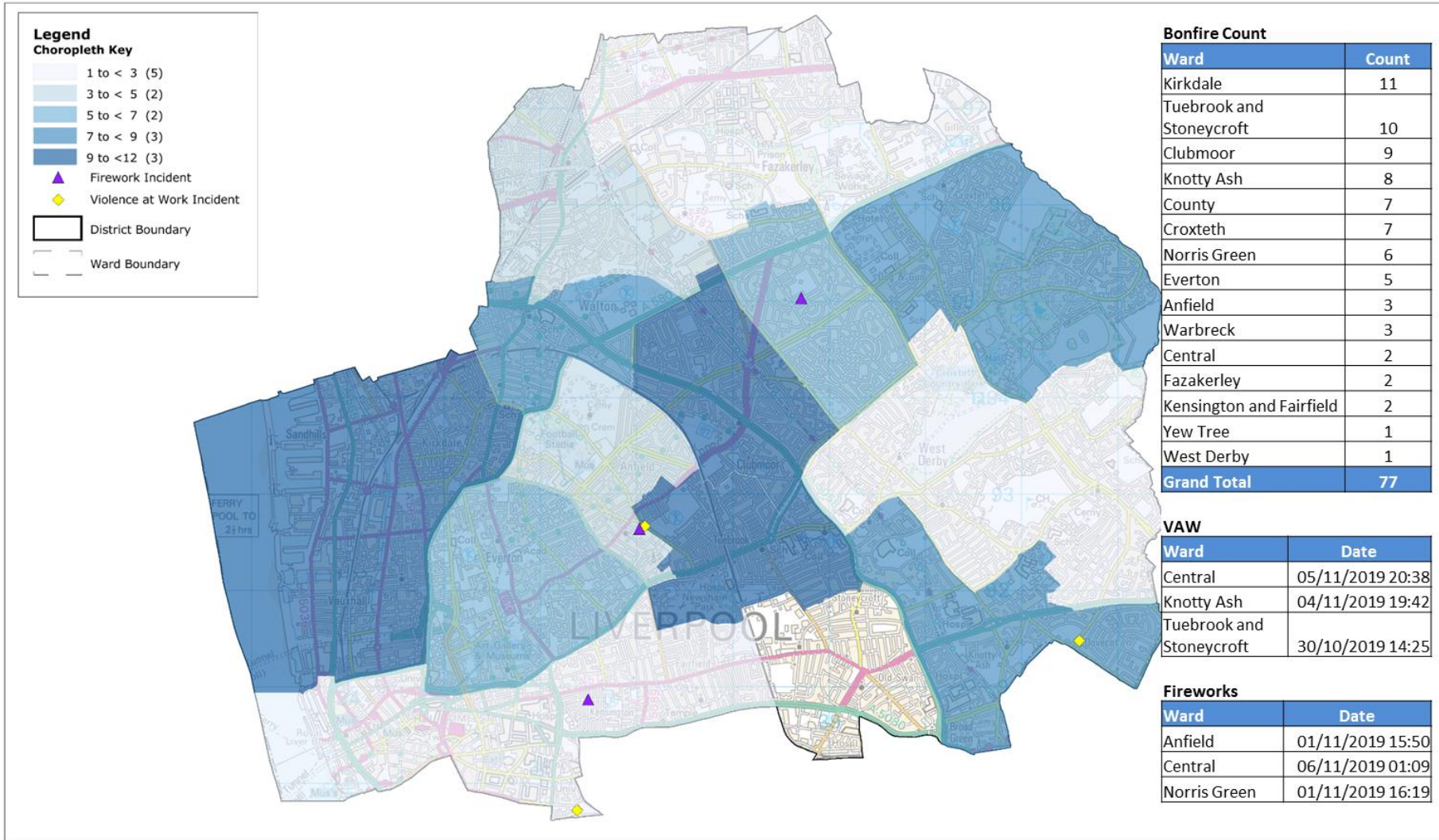


Chart 5: Temporal Breakdown of Incidents in Knowsley



Name: R Hanson, Strategy & Performance
Date: November 2019

Map 2: Geographical Breakdown of Incidents in Liverpool North



Author: R Hanson
Date: 12/11/2019
Produced using MapInfo
Strategy & Performance

Deliberate Secondary Fires in Liverpool North
during 2019 Bonfire Period between 19th October - 7th November 2019

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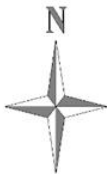
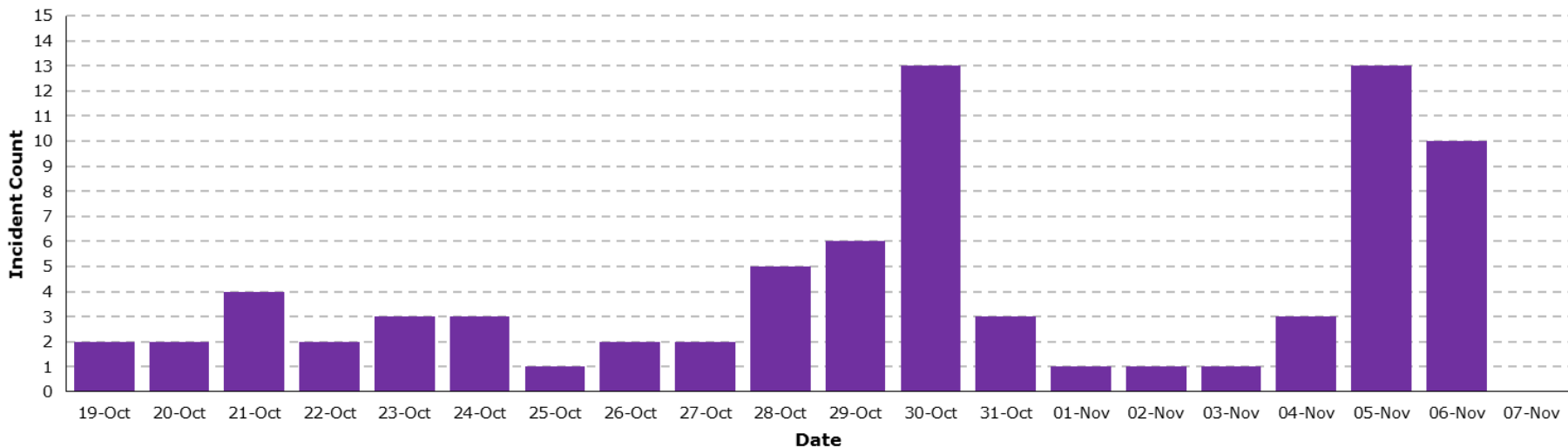
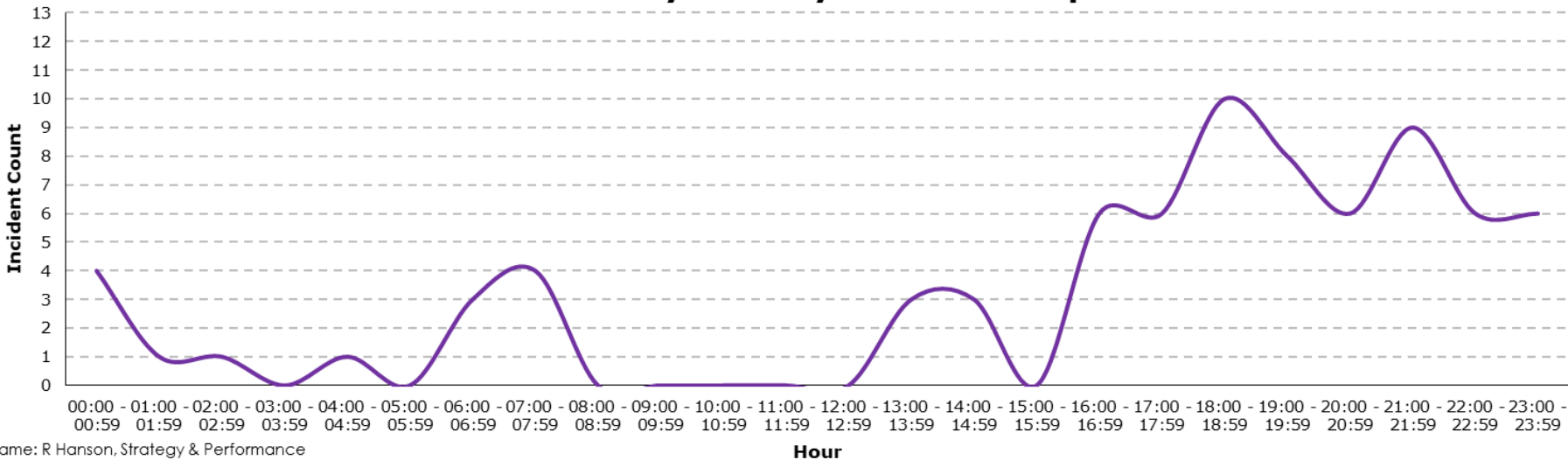


Chart 6: Temporal Breakdown of Incidents in Liverpool North

Deliberate Secondary Fires by Date in Liverpool North

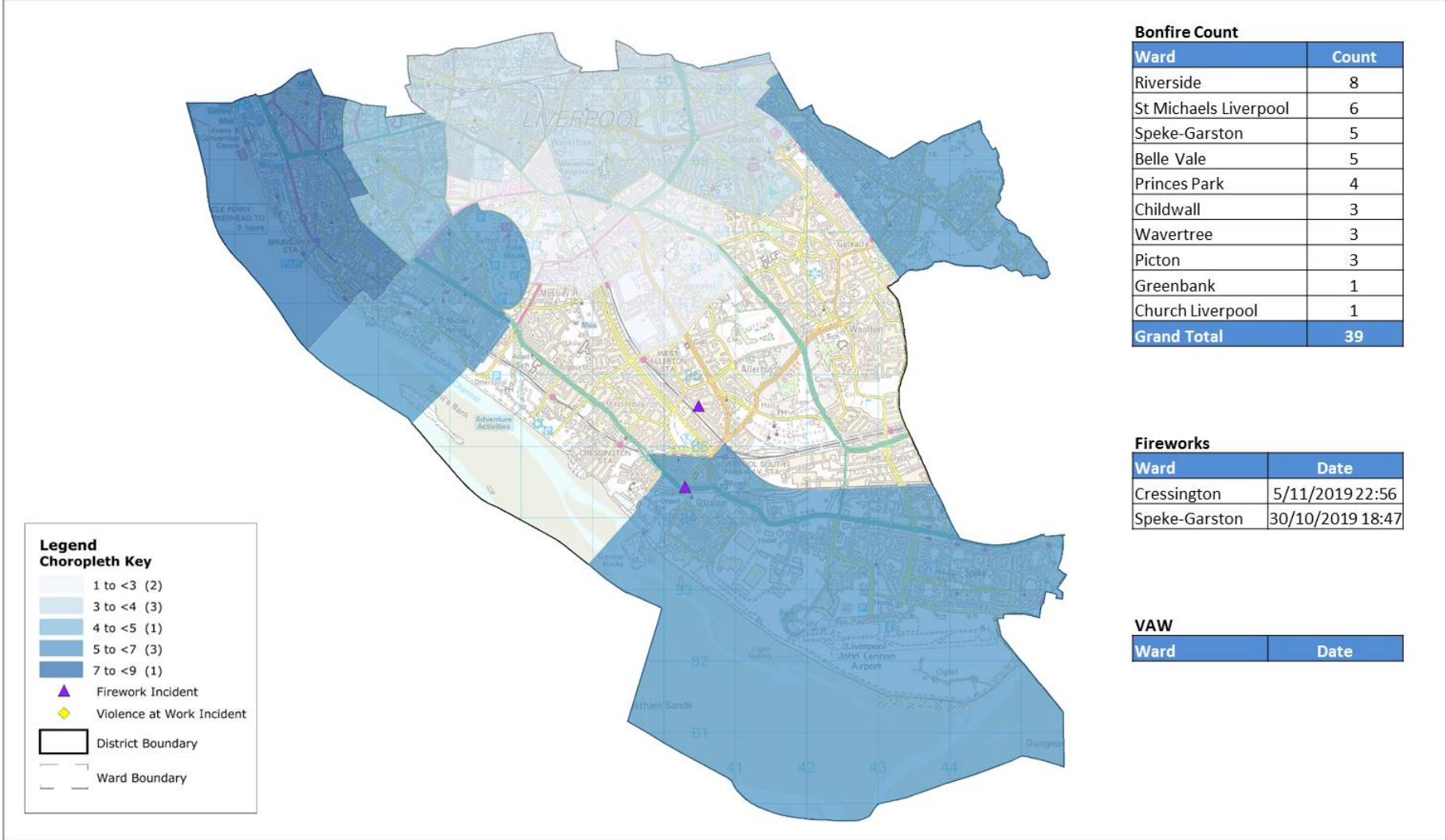


Deliberate Secondary Fires by Hour in Liverpool North



Name: R Hanson, Strategy & Performance
Date: November 2019

Map 3: Geographical Breakdown of Incidents in Liverpool South



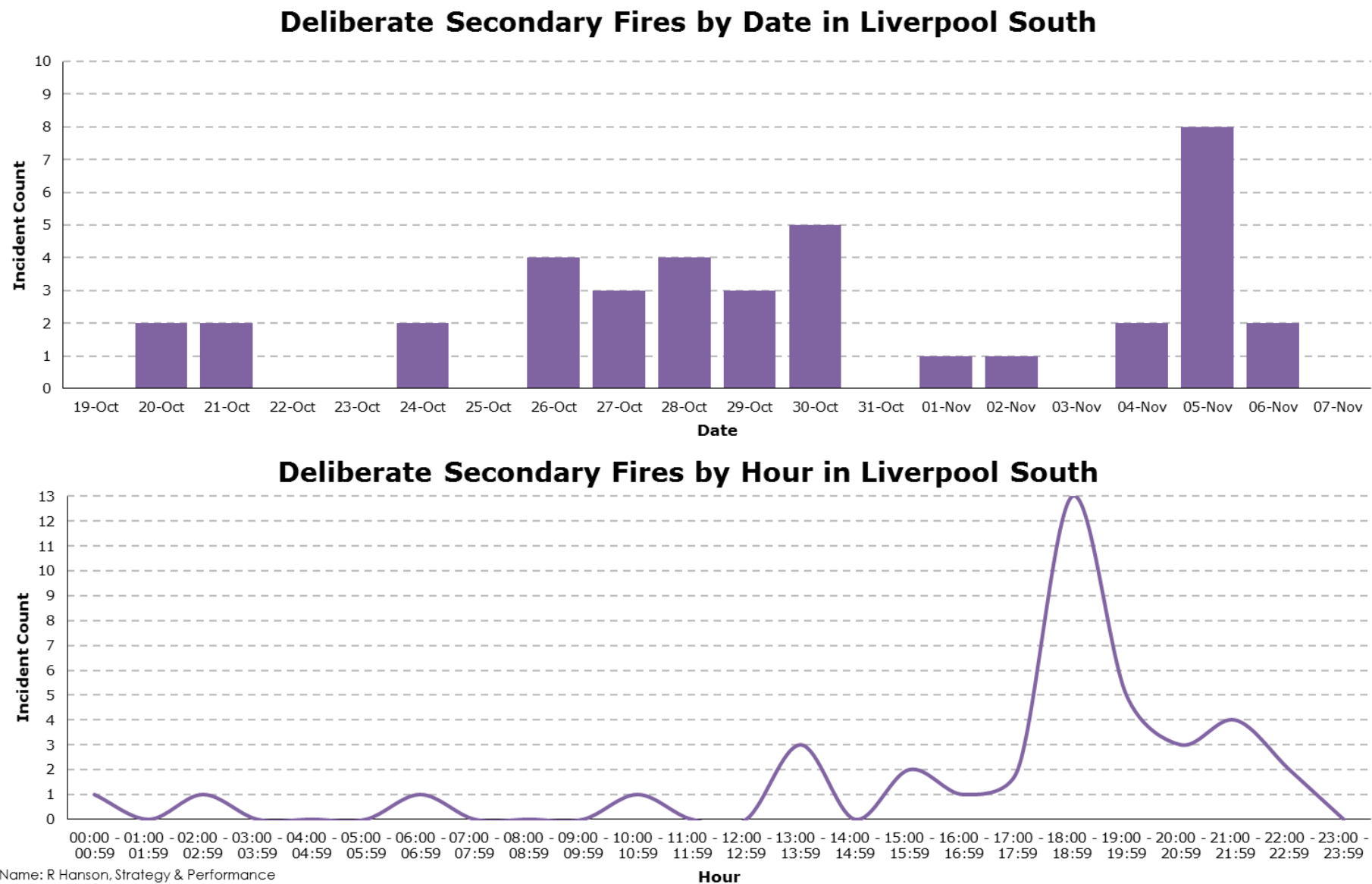
Author: R Hanson
Date: 12/11/2019
Produced using MapInfo
Strategy & Performance

Deliberate Secondary Fires in Liverpool South
during 2019 Bonfire Period between 19th October - 7th November 2019

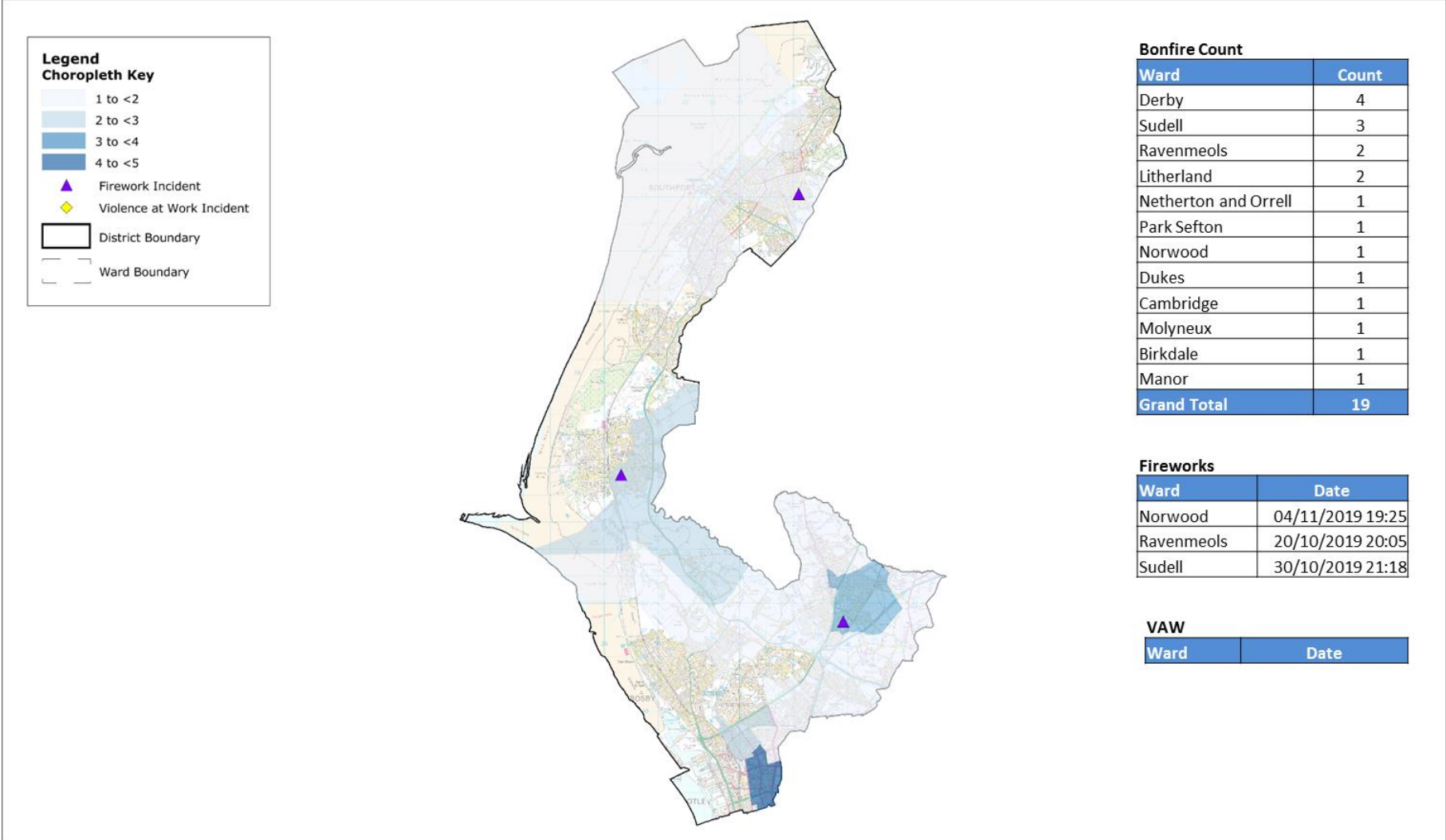
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Chart 7: Temporal Breakdown of Incidents in Liverpool South



Map 4: Geographical Breakdown of Incidents in Sefton



Author: R Hanson
Date: 12/11/2019
Produced using MapInfo
Strategy & Performance

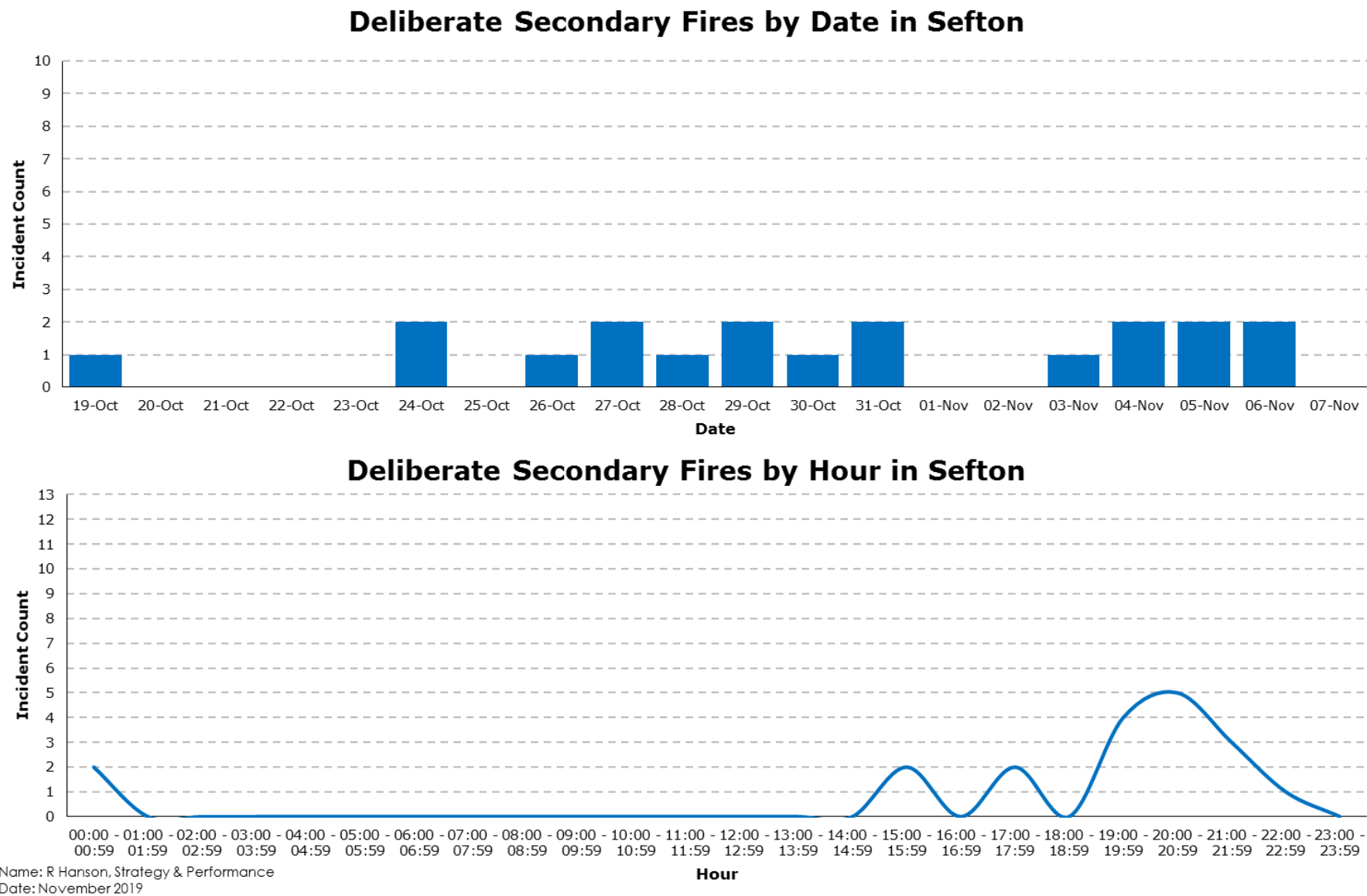
Map Reference:

Deliberate Secondary Fires in Sefton
during 2019 Bonfire Period between 19th October - 7th November 2019

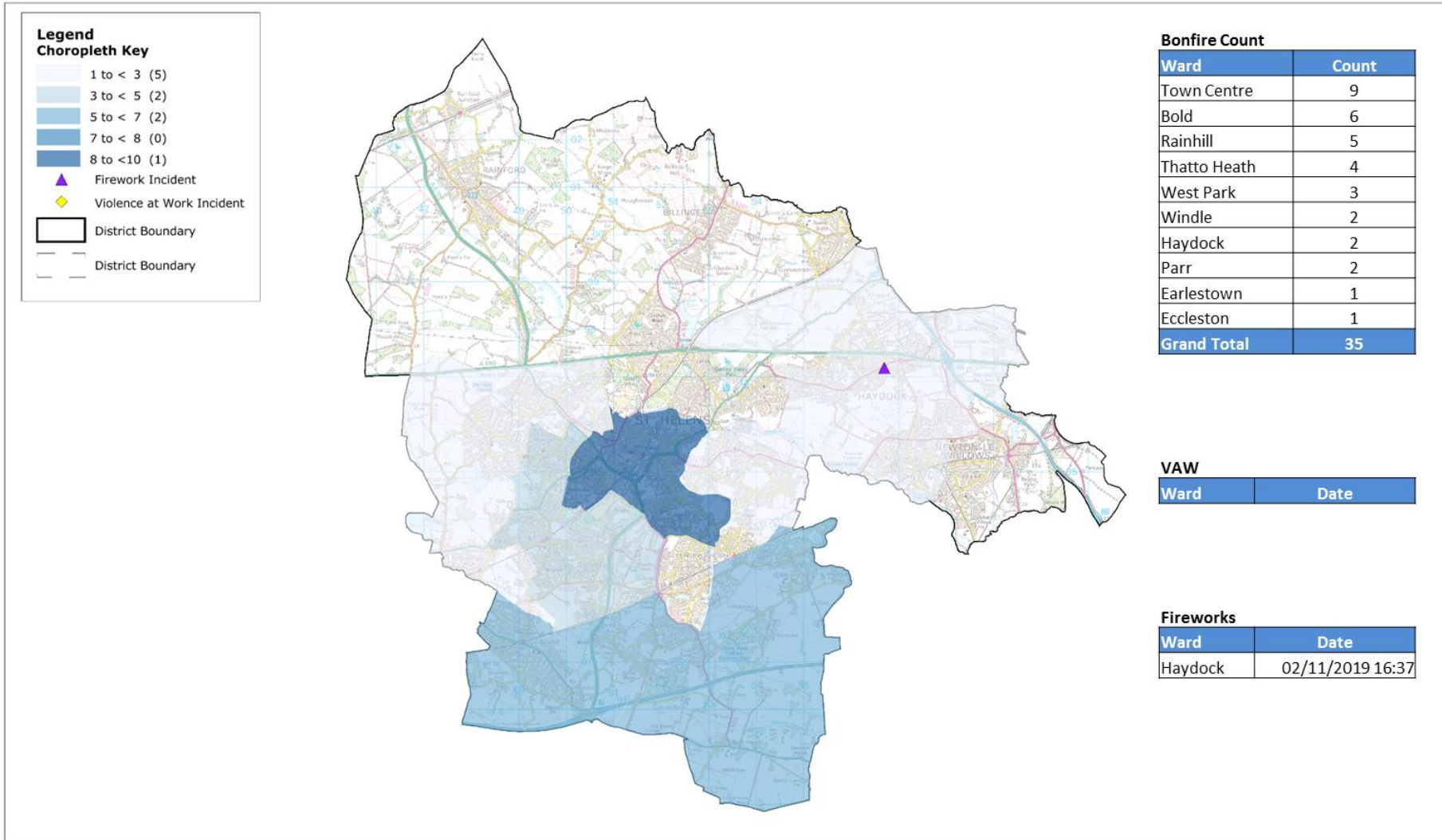
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Chart 8: Temporal Breakdown of Incidents in Sefton



Map 5: Geographical Breakdown of Incidents in St Helens



Author: R Hanson
Date: 12/11/2019
Produced using MapInfo
Strategy & Performance

Deliberate Secondary Fires in St Helens
during 2019 Bonfire Period between 19th October - 7th November 2019

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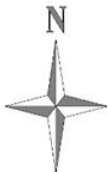
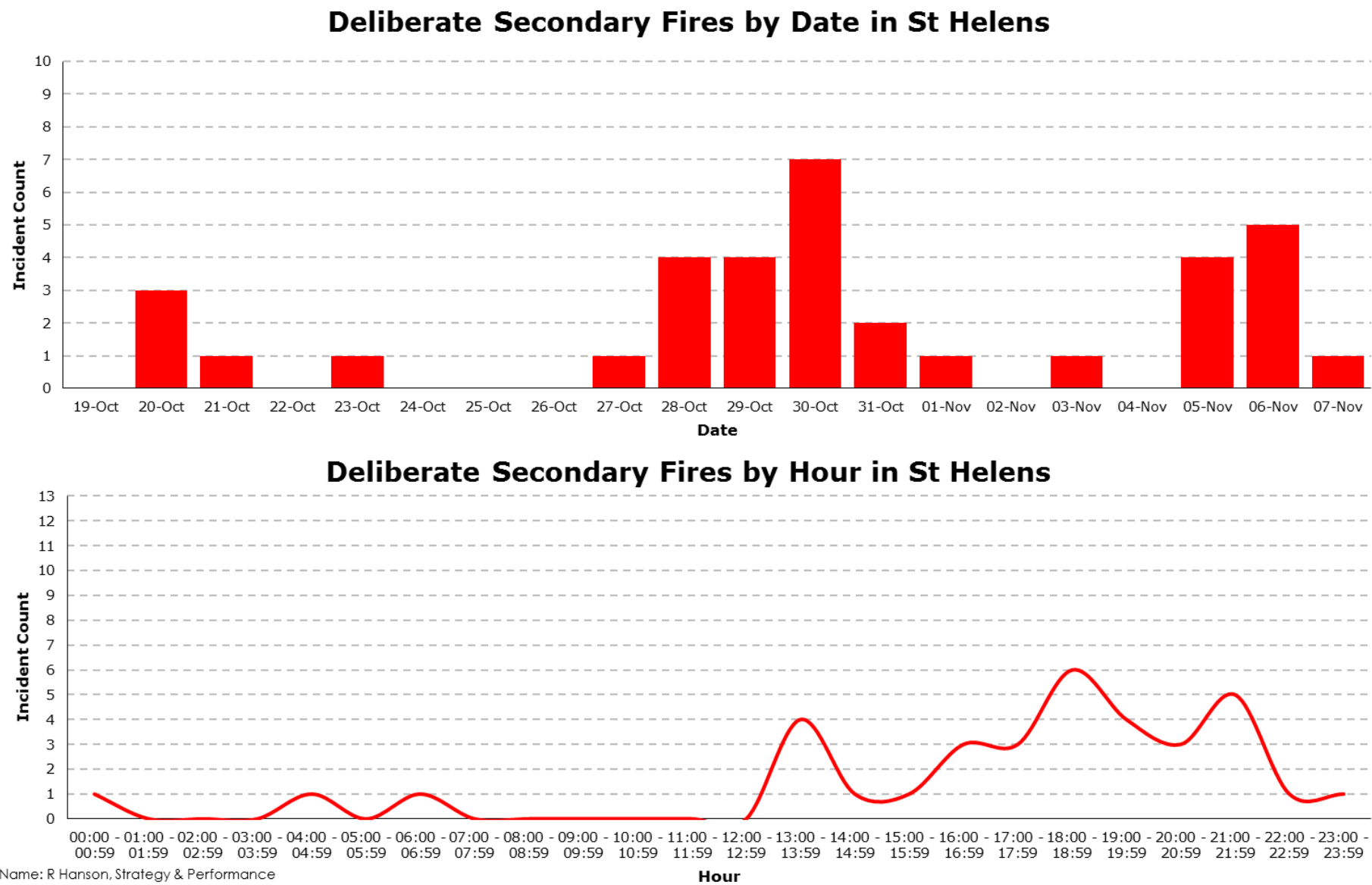
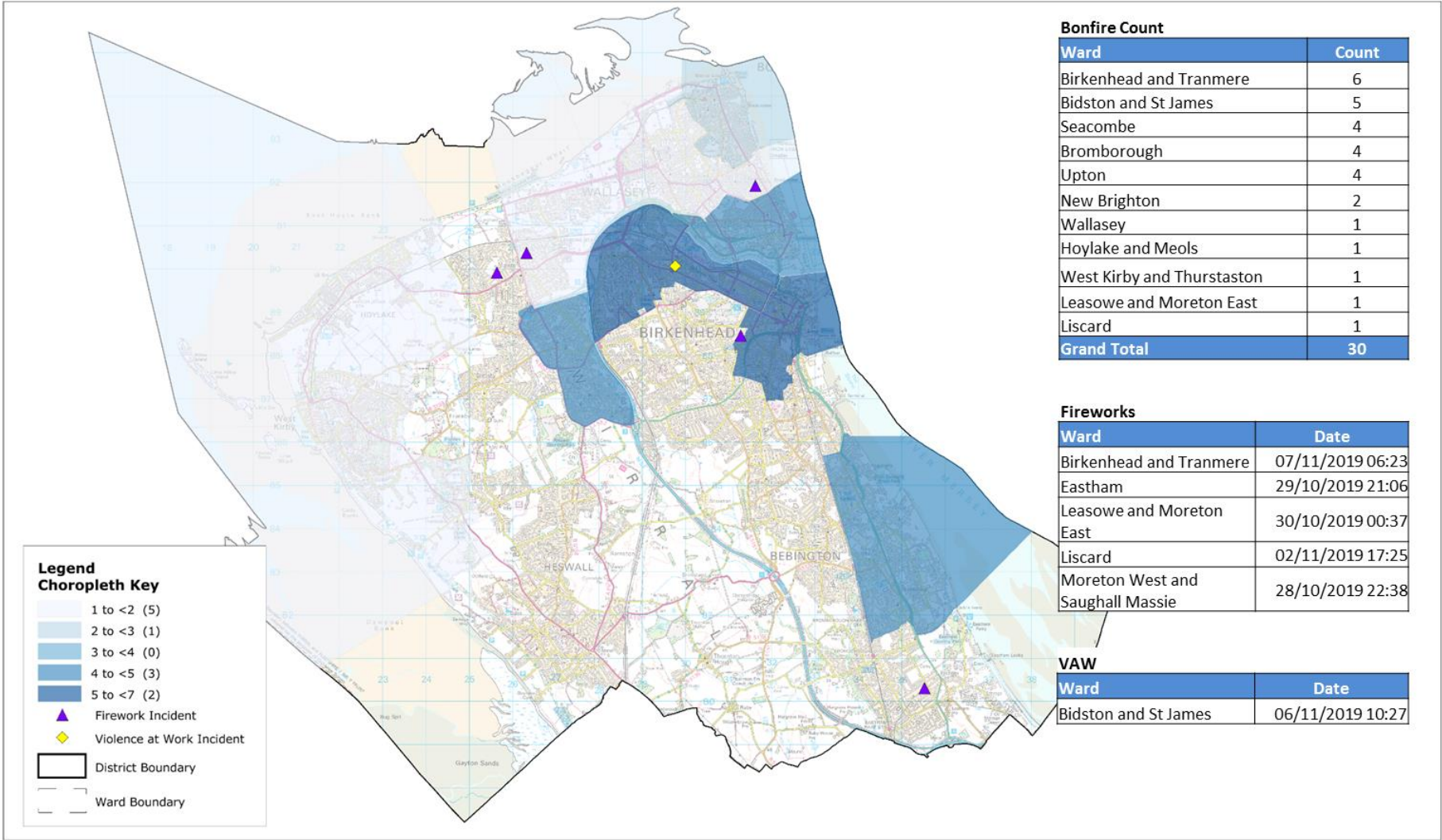


Chart 9: Temporal Breakdown of Incidents in St Helens



Map 6: Geographical Breakdown of Incidents in Wirral



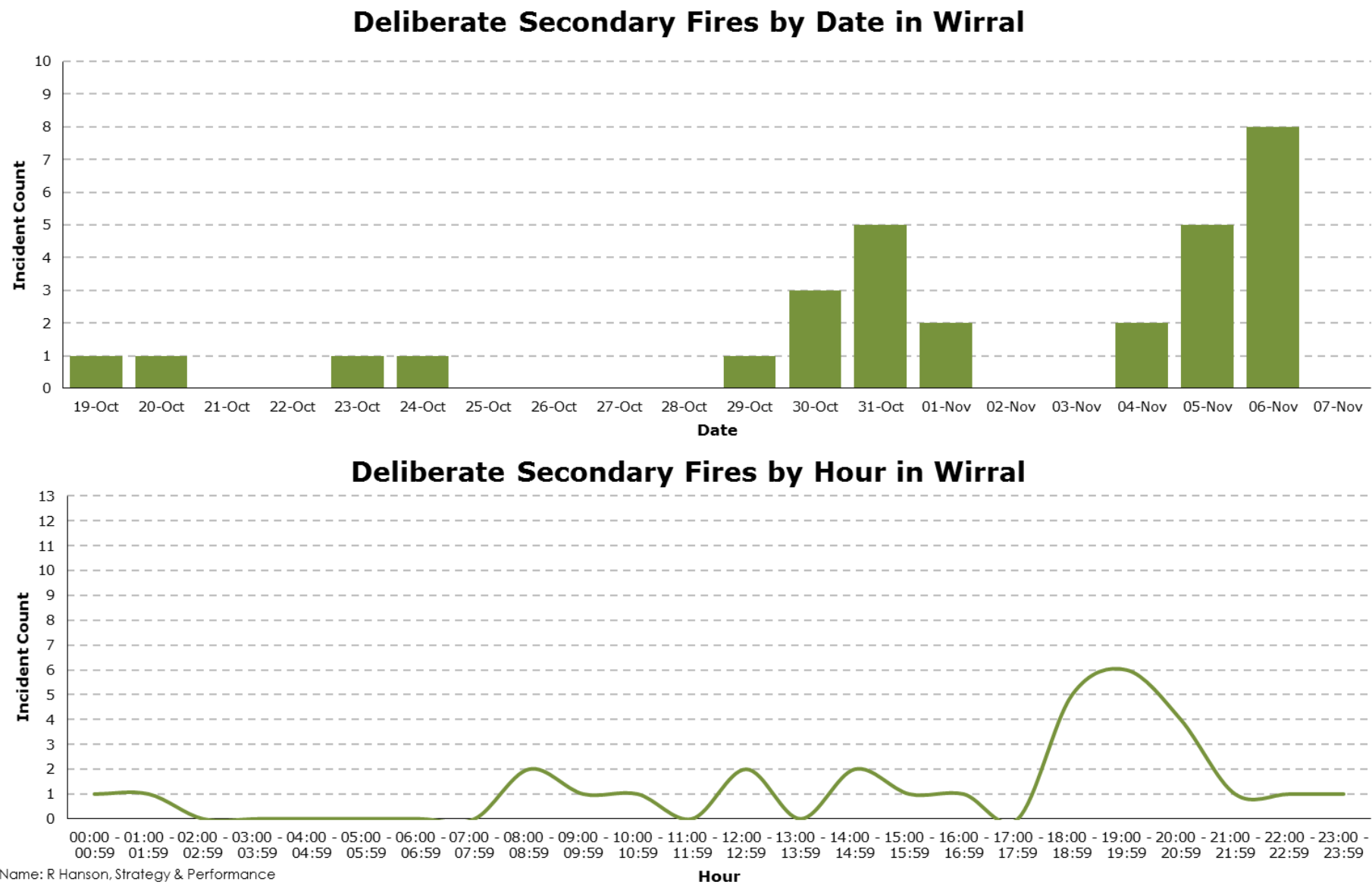
Author: R Hanson
Date: 12/11/2019
Produced using MapInfo
Strategy & Performance

Deliberate Secondary Fires in Wirral
during 2019 Bonfire Period between 19th October - 7th November 2019

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Chart 10: Temporal Breakdown of Incidents in Wirral



Name: R Hanson, Strategy & Performance
Date: November 2019

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY & RESOURCES COMMITTEE		
DATE:	19 DECEMBER 2019	REPORT NO:	CFO/058/19
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	STATEMENT OF ASSURANCE 2018-19		

APPENDICES:	APPENDIX A: DRAFT STATEMENT OF ASSURANCE 2018-19
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Purpose of Report

1. To request that Members consider and approve the Authority's Statement of Assurance 2018-19 for publication on the Authority website.

Recommendation

2. a) That Members consider the information contained within this report and approve the Authority's draft Statement of Assurance 2018-19.

b) If approved, the Statement of Assurance 2018-19, be signed by the Chair of Merseyside Fire and Rescue Authority and the Chief Fire Officer.

Introduction and Background

3. The Fire and Rescue Service National Framework published in 2012 and revised in 2018 sets out a requirement for fire and rescue authorities to publish an annual Statement of Assurance. It says:

'Fire and rescue authorities must provide annual assurance to their community and to Government on financial, governance and operational matters.'

4. The National Framework goes on to say that the statement should outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document (April 2018 to March 2019) – to the National Framework, the Integrated Risk Management Plan and to any strategic plans prepared by the authority for that period.

5. Where fire and rescue authorities have already set out relevant information that is clear, accessible and user-friendly within existing documents, they may wish to include extracts, or links to these documents within their statement of assurance.
6. With this in mind, the Authority's Statement of Assurance April 2018 to March 2019 has been prepared in a way that does not substantially duplicate existing plans, reports and other documents, but instead includes links to existing documents held on the MFRA website, or in some cases to documents held by other organisations or within Governmental Departments.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

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

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

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

BACKGROUND PAPERS

CFO/074/18 STATEMENT OF ASSURANCE 2017/18

GLOSSARY OF TERMS

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Statement of Assurance

2018-19

Merseyside Fire & Rescue Authority

ANNUAL STATEMENT OF ASSURANCE 2018/19

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MERSEYSIDE FIRE & RESCUE AUTHORITY

ANNUAL STATEMENT OF ASSURANCE 2018/19

1. Foreword

Fire and Rescue Authorities are accountable for their performance and as such, information regarding effectiveness and value for money should be accessible, transparent and accurately reported to the communities they serve. Along with legislation which governs how FRA's provide their services, the revised [Fire and Rescue Service National Framework for England 2018](#) requires Merseyside Fire and Rescue Authority (MFRA) to produce this Annual Statement of Assurance. The Statement of Assurance focuses on Authority governance, performance and activity that took place between 1st April 2018 and 31st March 2019.

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

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

As a result of cuts in Government grant funding since 2010/11 Merseyside FRA has faced unprecedented financial challenges over the last eight years. These cuts have had a significant impact on organisational capacity and have resulted in a reduction in the number of immediately available fire engines from 42 in 2011 to 24 (immediately available during the day) plus 2 retained and 18 at night (with 8 appliances available on 30 minute strategic recall) at present. The number of firefighters has reduced over the same period from 1,000 to 620. This has had an impact on the speed and weight of attack when responding to incidents and in the ability of the Service to maintain the levels of community safety intervention delivered over the last decade. Despite the cuts, the Authority has experienced, the Fire and Rescue Service has continued to deliver high levels of service to our communities and received very positive outcomes from the first fire and rescue service inspection for many years in 2018.

During 2018/19, the Authority continued to work towards the planned merger* of fire stations in St Helens and Wirral with the new station in Saughall Massie becoming operational in March 2019. The reduction in Government funding between 2016/17 and 2019/20 required savings of approximately £11m to be delivered, but during 2018/19 a new [Integrated Risk Management Plan Supplement 2019/21](#) (IRMP) was created which put resources back into operational response and fire safety largely through innovative thinking, good financial management the prudent use of reserves to pay off debt, thus freeing up revenue budget which allowed for the reinvestment. The Authority on the recommendations of the Chief Fire Officer have subsequently approved plans to utilise the improved revenue position to increase the number of fire engines from 24 + 2 retained to 27 + 3 retained of a daytime (this includes a specialist rescue

vehicle) and 20 of a night time with a further 10 retained from 18 + 8. These changes will be implemented over the lifetime of the new IRMP 2019/21.

Details of future budget settlements beyond 2019/20 and any potential impacts on resources are unclear at the time of writing this statement and any future plans will need to reflect the financial position faced by the Authority. These positive changes and our affirmative inspection outcomes should provide reassurance to the public that the Service continues to deliver good and outstanding outcomes.

It is however an unfortunate reality that the speed of response to emergency calls (especially the speed of the second and third responding fire engine) will not be at the levels delivered prior to the cuts, however the changes detailed within the IRMP Supplement should help us to improve our current levels of response.

We hope that you find this Statement of Assurance useful and that it explains the context and scale of the challenges faced by the Authority now and in the future. It is intended to direct readers to other published reports, rather than repeating existing material and as a result it contains several hyperlinks. If you require copies of any documents or have any comments or questions please contact Jackie Sutton – Integrated Risk Management Planning Officer on 0151 296 4563 or by email on consultation2@merseyfire.gov.uk

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

2. Introduction

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

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

- Mid 2017 estimated figures showed that Merseyside has a population total of 1,416,800. This is a 2.6% increase on 2011 census figures. The population is split 48.9% male and 51.1% female. Merseyside has a lower proportion of children (17.9%) and higher proportions of working age residents (63.4%) and older people (18.7%) than North West averages.

- Of the total population of over 65's in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic

Our Profile of Merseyside Demography, Equality and Diversity report outlines the communities we serve. There are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. There remain large pockets of deprivation with high levels of social exclusion and crime.

Whilst outside of the timeframe for this Statement of Assurance it was felt as this up to date information was available it should be incorporated. On the 26th September 2019 Central and Local Government

released the Indices of Deprivation 2019. The picture across Merseyside is not positive, with the data suggesting that the area has become more deprived (when compared with other areas) than the previous 2015 Indices of Multiple Deprivation release.

The following table compares – by council area - the count of Lower Super Output Areas (LSOA) in the 10% most deprived areas of England:

District	IMD Position 2015	IMD Position2019	Difference	% Difference
Knowsley	45	46	1	2.2%
Liverpool	134	145	11	8.2%
Sefton	38	38	0	0.0%
St. Helens	28	29	1	3.6%
Wirral	44	52	8	18.2%
Grand Total	289	310	21	Overall Change 7.3%

The table identifies that with the exception of Sefton, each district saw an increase in the number of LSOA's which are in the 10% most deprived LSOA's in England.

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

We have worked hard over the last few years to anticipate the impact of the cuts and reduce the effect they will have on our communities. By using natural retirement rates and reserves it has not been necessary to make any staff compulsorily redundant. However the Authority is still affected by earlier budget cuts and future budget settlements are as yet, unknown, so redundancy may not be avoidable in the future.

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

We will continue to fit smoke alarms free of charge to people aged over 65 and those referred to us by other agencies who understand fire risk, or by our staff as part of specific campaigns following fatal fires.

Other Merseyside residents can access free fire safety advice on request. This can include the installation of smoke alarms if necessary and the person requesting the service is asked to cover the unit cost of the alarm.

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

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

MFRA published the [Service Delivery Plan 2019-20](#) in April 2019 and, following 12 weeks consultation with the public, partners, staff and stakeholders, the [Integrated Risk Management Plan 2017-20](#) was published in April 2017 to respond to the changing risks and needs within our communities. Following a further 12 week consultation period in April 2019 the [IRMP Supplement 2019/21](#) was published to update on proposals included in the IRMP 2017-20.

The Service Delivery Plan establishes the standards of performance expected and reported on the 2018/19 outcomes. The IRMP, Annual Station Plans and Functional Plans set the Service Delivery Plan objectives for the year. Following an inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), in December 2018, areas identified for improvement have also been incorporated into Functional Plans and the Service Delivery Plan 2019/20.

HMICFRS made the following comments about Merseyside Fire and Rescue Service:

"We are very pleased with the performance of Merseyside Fire and Rescue Service in keeping people safe and secure, and in particular with its effectiveness.

We found it to be outstanding at:

- preventing fires and other risks; and
- responding to national risks.

Merseyside FRS is good at:

- understanding the risk of fire and other emergencies;
- protecting the public through fire regulation; and
- responding to fires and other emergencies.

It is good at providing an efficient service. And it is good at using resources and at making the service affordable now and in future.

The service is good at looking after its people. We judge it to be good at:

- promoting the right values and culture;
- getting the right people with the right skills; and
- managing performance and developing leaders.

But we judge that it requires improvement at ensuring fairness and promoting diversity.

Overall, we commend Merseyside Fire and Rescue Service for its performance. We are confident it is well equipped for this to continue."

The Integrated Risk Management Plan and Supplement set out how we will continue to deliver our services to meet local risks. It describes a fire and rescue service that is leaner than in past years, but one where imaginative use of resources is helping reverse that trend and services are delivered in the most effective and efficient way. Anyone who needs us in an emergency will still receive one of the fastest responses in the country.

3. Governance arrangements

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

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

The Authority

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

The Authority has ultimate responsibility for decision making but has delegated some decisions to committees as part of their Terms of Reference (available to view in the Constitution) and officers. Elected Members work closely with officers (the staff employed by the Authority) to develop policies, plans and strategies to give direction to the Service and to ensure that services are delivered in line with the Authority's objectives.

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

- Association of Metropolitan Fire & Rescue Authorities
- Local Government Association
- National Joint Council
- North West Employers' Organisation
- North West Fire and Rescue Forum

Our legal responsibilities

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

- Members code of conduct
- [Authority Constitution 2018-19](#) and allowances
- Meetings, agendas and decisions
- [Complaints Procedure](#)

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

Three high level principles underpin Corporate Governance:-

- Openness and inclusivity
- Accountability
- Integrity

The Fire and Rescue Service National Framework

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

The [Fire and Rescue Service National Framework for England 2018](#) sets out the Government's priorities and objectives for FRA's in England. It recognises that operational matters are best determined locally by FRA's in partnership with their communities.

The priorities are:

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

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

4. Overview of Merseyside Fire and Rescue Service

Our Mission, Aims and Values

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

Our Aims

Excellent Operational Preparedness

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

Excellent Operational Response

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

Excellent Prevention and Protection

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

Excellent People

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

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

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

Responsibility & accountability of the Chief Fire Officer

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

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

The Chief Fire Officer is accountable to the Authority. Details of the powers delegated to the Chief Fire Officer (and in their absence the Deputy Chief Fire Officer,) who may further delegate to any member of either the Executive Team or the Strategic Leadership Team as appropriate, can be found on page 45 of the MFRA [Constitution 2018-19](#).

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

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

Staffing levels, including the number of officers, can be found on the [DCLG 2019](#) (Department for Communities and Local Government) and [CIPFA 2019](#) (Chartered Institute of Public Finance and Accountancy) websites. A log in is required.

Organisational Development

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

In September 2018 the People Strategy and Implementation Plan were published. These documents can be found on the [website](#) under Authority meetings - Community Safety and Protection Committee 4th September 2018.

Leadership Development

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

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

Staff consultation - Representative Bodies

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

Staff Survey

In June 2018 Merseyside Fire and Rescue Authority conducted a 3rd staff survey, facilitated by an independent organisation (People Insight). 56% of staff (548) took part this was a 5% increase in responses when compared to the staff survey in 2016. However the MFRA overall engagement score was 75% which is a 1% point increase on the 2016 score.

- 76% of respondents said they enjoyed their work
- 87% said they understood how the work they do helps MFRA achieve its mission and aims.

As a result of the Staff Surveys MFRA developed a set of engagement principles which are embedded across the service. When staff were asked to name one thing which has changed since the last survey in 2016 which has had a positive impact on you, comments included:

- Autonomy – Watch managers feel less micromanaged which is important for well-being.
- Learning and development – increased progression and training opportunities, less strict assessment, better integration of new recruits.
- Team work – being part of a professional, enthusiastic, committed and supportive team
- Resources and IT – the portal was popular and systems being automated was welcome resulting in less paperwork

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

Equality, Diversity and Inclusion

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

We published an [Equality and Diversity Annual Report 2018/19](#) which set out how we have met our legal obligations and improved outcomes for our communities. *This can be found in Authority reports submitted on 17th October 2019.*

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

The [Fire and Rescue Services Act 2004](#) requires every fire and rescue authority to produce an [Integrated Risk Management Plan 2017-20](#) and [IRMP Supplement 2019/21](#) to develop services to respond to those risks and help prevent incidents occurring. [The Civil Contingencies Act 2004](#) also places a legal duty on local emergency responders to carry out assessments on the risks to their area and publish them. The [Merseyside Community Risk Register](#) identifies the areas of potential risk to the population and infrastructure of Merseyside and the nature of that risk. The likelihood of an event occurring has been assessed using historical evidence and projected occurrence data relating to the risk occurring over a five year period at the magnitude reflected within the outcome description. The potential impact of such an emergency has been assessed with regard to health, social, economic and environmental effects in accordance with national guidance.

Social Risk

We know that deprivation and environment can increase risk from fire and other emergencies. In Merseyside there are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. On the 26th September 2019

Central and Local Government released the Indices of Deprivation 2019. The picture across Merseyside is not positive with evidence that the area has become more deprived than the previous 2015 Indices of Multiple Deprivation release.

The Indices of Multiple Deprivation 2015 indicate that 34 per cent of the super output areas (SOA's) in Merseyside are ranked in the top 10 per cent of the most deprived SOA's in England with high levels of social exclusion and crime. In addition, all the local authorities in Merseyside are within the top 20 percent of the most income deprived in England. We consider this when we plan our services and target those services at people we identify as most at risk. We are particularly targeting the increasing number of older people who are now remaining in their own homes.

Environmental & Economic Risks

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

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

6. Risks beyond our borders

National & Local Resilience

Over recent years the risk of large scale emergency incidents has increased in the UK. This can be attributed to climate change and increased incidence of terrorist activities. As a direct result and to mitigate this risk the Government introduced the 'National Resilience' programme.

MFRA is the lead authority for the delivery of National Resilience on behalf of Home Office. These arrangements include the management and assurance of National Resilience Capabilities, mobilisation and coordination of national assets at major incidents, the coordination of all National Resilience training and the management of the servicing and maintenance contract for all National Resilience vehicles and equipment. MFRA also provides a substantial commitment by hosting an Urban Search and Rescue (USAR) team, a USAR canine team, USAR Tactical Advisors (Tac Ads), a High Volume Pump (HVP), a Detection, Identification and Monitoring (DIM) vehicle with a cadre of DIM advisors and Mass Decontamination Unit

(MDU). We also have 2 type B flood rescue teams and two Flood Tactical Advisor declared on the DEFRA national flood rescue asset register. All of these assets are available at all times for national deployment.

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

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

Management of Risk

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

- [Service Delivery Plan 2019-20](#) for 2018/19 outcomes
- [Integrated Risk Management Plan 2017-20](#)
- [IRMP Supplement 2019/21](#)
- [Budget and Financial Plan 2015/16-2019/20](#)
- Corporate Risk Register 2018/19 can be found in Authority papers (23rd May 2019) on the

[Website](#)

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

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

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

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

7. Our Services to the Community

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

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

- [Regulatory Reform \(Fire Safety\) Order 2005](#)
- [Fire and Rescue Service National Framework for England 2018](#)
- [Local Government Acts 1972 to date](#)
- The [Service Delivery Plan 2019-20](#) highlights MFRA's commitment to delivering an excellent service to the communities of Merseyside. This document brings together actions from the [Integrated Risk Management Plan 2017-20](#), [IRMP Supplement 2019/21](#), Station Community Safety Delivery Plans, Functional Plans, [Equality and Diversity](#) planning and details of outcomes from 2018/19. All these plans are available to view through the MFRA Portal.

Excellent Operational Response

The Authority's priorities clearly stated in the [Service Delivery Plan 2019-20](#) are:

- To maintain an effective emergency response to meet risk across Merseyside with safety and effectiveness at its core
- The [Operational Response](#) function ensures that the Authority, on behalf of the public, is assured with regard to the readiness of its operational workforce, appliances, stations and equipment to respond appropriately and in a timely manner to emergencies, and that when we do respond our firefighters, procedures and equipment are safe and effective.
- The Operational Response function is led by an Area Manager who is responsible for the operational element of the MFRA workforce. This equates to approximately 599 operational staff across the 23 crewed Fire Stations, Marine Rescue, Fire Control and Officer Group.

Community Risk Management

The Community Risk Management (CRM) function incorporates Prevention and Protection. The activities undertaken by CRM have been an integral part of the Service's Integrated Risk Management Plan since its introduction in 2005 reducing fires, deaths and injuries in domestic and commercial premises whilst making Merseyside safer and stronger. The work of CRM has expanded to cover extensive and wide ranging activities to actively target and reduce risks in the interests of protecting our communities and our firefighters. In order to manage these activities we have structured the function to align under the 3 P's:

- **PEOPLE** (Community Fire Prevention Department)
 - Home Safety
- **PLACE** (Community Safety Department)
 - Community Safety
 - Arson reduction
 - Road safety
 - Water Safety
 - Youth Engagement
- **PREMISES** (Community Fire Protection Department)
 - Business Safety

Our Priorities:

PEOPLE – Community Fire Prevention department aim to:

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

PLACE – Community Safety department aim to:

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

PREMISES – Community Fire Protection department aim to:

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

YOUTH ENGAGEMENT aim to:

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

8. Our Performance

The MFRA [Service Delivery Plan 2019-20](#) reports on performance for 2018/19 and establishes the Key (KPI) and Local Performance Indicators (LPI's) and service delivery standards for 2019/20. Performance against the KPI's is reported to Authority in the [Service Delivery Plan reports](#) and to the Strategic Leadership Team and Performance Management Group (PMG) on a monthly basis.

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

The risk profile of Merseyside is changing. The population is now increasing after decades of decline however it is also ageing. The link between old age and vulnerability to fire is well recognised within MFRA. Our Safe and Well visits enhance our Home Fire Safety Checks which are delivered by operational and community safety teams to specifically targeted people identified as being in need of our intervention.

All fire stations produced and reported on a Community Safety Delivery Plan (bespoke to their particular risk, demand and vulnerability profile), in consultation with partners and stakeholders, to agree local targets for priorities within in each station area. These plans are available to view in community fire stations and in the [Service Delivery Plan 2019-20](#).

Performance is managed and reported on at all levels and in all functions, with staff working hard to reduce the number of emergency incidents that occur in Merseyside. The table below illustrates the number of incidents attended by type, for an average day between 2009/10 and 2018/19. The table identifies that during 2018/19 44.1 incidents were attended on a daily basis against 63.1 during 2009/10. Although the number of incidents attended daily have increased slightly over the last 3 years the reduction over the longer period provides evidence that working with local partners and MFRA's own initiatives and campaigns has had a beneficial impact on the people and communities of Merseyside.

Average Count of Incidents attended per day

Incident Type	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Accidental Fires in the Home	3.6	3.3	3.3	3.1	3.2	2.9	3.0	2.7	2.5	2.5
<i>Accidental deaths as a result of fire in the home (annual count)</i>	8	5	5	6	8	10	16	7	4	4
Other Building and Property Fires	3.9	3.3	3.2	2.5	2.3	2.1	2.2	2.2	2.0	1.8
Vehicle Fires	3.3	2.6	2.2	2.0	1.8	1.9	2.0	2.3	2.3	1.9
All Antisocial Behaviour Fires	21.9	20.7	18.5	11.8	15.8	12.0	12.5	13.0	13.2	14.5
False Automatic Fire Alarms	16.3	16.2	15.2	12.5	7.5	7.7	7.9	8.6	9.3	9.0

Other False Alarms	6.8	5.7	5.0	4.7	4.5	4.4	4.8	5.2	5.8	5.6
Road Traffic Collisions	1.8	1.5	1.4	1.3	1.4	1.6	1.5	1.7	1.5	1.7
Other Special Services	5.5	5.9	5.3	5.3	5.6	5.6	6.0	6.8	7.1	7.3
Grand Total	63.1	59.2	54.0	43.0	42.0	38.2	39.9	42.4	43.8	44.1

What others have said about our performance?

"We are very pleased with the performance of Merseyside Fire and Rescue Service in keeping people safe and secure, and in particular with its effectiveness... It is good at providing an efficient service. And it is good at using resources and at making the service affordable now and in future...The service is good at looking after its people.

Overall, we commend Merseyside Fire and Rescue Service for its performance. We are confident it is well equipped for this to continue."

Dr. Sara Waring, Research Coordinator of the Critical and Major Incident Psychology research group at the University of Liverpool said:

"We are delighted to have such a longstanding, successful research partnership with Merseyside Fire and Rescue Service. This is a well-respected and trusted service that demonstrates forward thinking in their approach to seeking evidence bases to inform professional practice, training and delivery. This demonstrates their dedication to providing an excellent service to their local community, and to ensuring that their firefighters are equipped with the skills needed to manage the variety of incidents they may encounter. For example, our collaborative work on incident command decision making has resulted in substantial investments to training, reflective practice, and guidance, which has further enhanced the effectiveness of the service."

David Steer QC DL High Sheriff of Merseyside

I had a most enjoyable morning at The Firefighter Recruit Development Academy. I found the whole event informative and I was greatly impressed with the achievements and backgrounds of the nineteen successful recruits. Please would you convey my thanks and very best wishes to all concerned.

Airport Fire Service (@HeathrowFire) tweeted at 9:01 pm on Fri, Mar 22, 2019:

Great presentation today to Heathrow senior managers, @HeathrowFire and @LondonFire officers from @MerseyFire, lots of thought provoking information and great learning from the Kings Dock multi-storey car park fire on New Year's Eve 2017

Chris Blacksell (@CFOBlacksell) tweeted at 0:07 pm on Tue, Apr 23, 2019:

Huge thanks to @MerseyFire for coming to @HumbersideFire to present info on the Kings Dock car park fire from Dec 2017. Really honest and thought provoking. It's vital that UK Fire continue to be this open to #SharedLearning
Thanks a lot @PhilGarrigan

9. Financial Performance

External Audit

External audit services are carried out by the Grant Thornton.

Grant Thornton's 2018/19 Audit Findings Report gave an unqualified opinion on the Authority's financial statements and concluded that the Authority has put in place proper arrangement for securing economy, efficiency and effectiveness in its use of resources for the year ended 31st March 2019.

The Statement of Accounts 2018-19 and Annual Governance Statement 2018/19 can be found on the Authority's Finance webpage at <http://www.merseyfire.gov.uk/aspx/pages/finance/finance5.aspx>

Our Budget for 2018/19 and Medium Term Financial Plan (2018/19 – 2022/23).

Over the 2010/11 to 2019/20 period the Authority faces a 50% real term reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget will reduce from £73.6m to £60.3m or £13.3m which represents an 18% cash or 40% real reduction. This presents the Authority with significant challenges as it seeks to minimise the impact on the levels of service provided to the public.

To deal with the financial challenge the Authority approves a rolling 5 year medium term financial plan (MTFP) on an annual basis at the Authority's Budget meeting. The MTFP takes into account Revenue, Capital, Reserves and Prudential Borrowing forecasts. The current MTFP incorporates the approved savings required to offset the Government's funding reductions. Savings options have included significant reductions in the number of firefighters and support staff; the number of available fire appliances; reductions in fire stations; and other non-employee expenditure. Operational savings have been delivered by merging fire stations and changes to firefighter work patterns/shifts to match resources to demand. However, the Authority has managed maintain its response attendance standard of an appliance at a life risk incident within 10 minutes on at least 90% of occasions.

The current MTFP was approved at the Authority Budget meeting in February, 2018, and covers the period 2019/20 to 2022/23, but until the Authority receives notification of its Government funding beyond 2019/20 a significant level of uncertainty exists within the MTFP from 2020/21. The MTFP and other financial statements can be found on the Authority's Finance website at <http://www.merseyfire.gov.uk/aspx/pages/finance/finance5.aspx>

The Authority is concerned that future Government funding from 2020/21 onwards will not meet the Service's requirements and additional frontline savings will be required.

10.Our Future Plans

Our future plans are detailed in the [Integrated Risk Management Plan 2017-20](#), [IRMP Supplement 2019/21](#), and [Service Delivery Plan 2019-20](#). We will be focused on continuing to deliver an excellent service to the residents and businesses of Merseyside with fewer resources, making more efficient use of resources we have. The annual planning process for the Service Delivery Plan and Community Safety Plans begins in November, approved by Authority and published on 1st April.

Our future plans are detailed in the [Integrated Risk Management Plan 2017-20](#), [IRMP Supplement 2019/21](#), and [Service Delivery Plan 2019-20](#). We will be focused on continuing to deliver an excellent service to the residents and businesses of Merseyside with fewer resources, making more efficient use of resources we have. The annual planning process for the Service Delivery Plan and Community Safety Plans begins in November, approved by Authority and published on 1st April.

The impact of the 2015 Comprehensive Spending Review meant the Authority had to find over £11m of savings from the forecast planned spend for 2016/17 to 2019/20. The Authority has planned prudently to minimise the impact on frontline services and identified significant efficiency savings by reducing management, support services costs and other technical amendments. Despite these efficiencies unfortunately the Authority had no choice but to approve an unavoidable reduction of £1.9m from the operational front line.

As part of the 2019/20 Budget report the Chief Fire Officer, (CFO), received Members' support to increase the frontline firefighter response and protection establishment from 620 Full Time Equivalent (FTE) to 642 FTE, plus a new fire engineer post in protection, and an increase in the available fire appliances from 26 to 30. The proposals would enhance the resilience and protection capabilities of the Service in light of some recent significant incidents. The CFO has identified additional savings from future pension deficit and debt payments to fund the circa £1m required to implement the proposals during 2019/20.

Station mergers were approved by the Authority in three Districts. Two mergers are now complete with Prescott (merging Huyton and Whiston fire stations) and at Saughall Massie on Wirral (Upton and West Kirby) and work has commenced on a site in St Helens (St Helens and Eccleston).

Collaboration

The Policing and Crime Act 2017 introduced a duty on all three emergency services, to collaborate on the basis of improved efficiency and/or effectiveness in taking forward the Government's commitment to enable fire and police services to work more closely together and develop the role of PCC's.

In Merseyside we are working closely with our blue light partners. Merseyside Police share our Joint Control Centre at Service Headquarters and the new fire station at Prescott. We have plans to share a number of fire stations including Formby and Heswall. We are also delivering a number of collaborative projects and sharing information to improve services.

North West Ambulance Service (NWAS) share a number of our fire stations (Formby, Southport, Bootle and Netherton, Birkenhead and Newton le Willows) and the trial response to Emergency Medical (Cardiac Arrest) incidents alongside the Ambulance Service, this is currently suspended while in dispute with the

FBU. NWAS Hazardous Response Team (HART) are based at Croxteth Fire Station with the Merseyside Fire and Rescue Service Urban Search and Rescue (USAR) Team.

Community Engagement & Communication

MFRA undertakes extensive consultation on all aspects of planning including the IRMP and changes to how we provide our services. All relevant [Integrated Risk Management Plan 2017-20](#), [IRMP Supplement 2019/21](#) documentation is available in the Authority section of the website. Planning for the IRMP Supplement 2019/21 started during 2018/19 with full reports available at Authority Budget Committee on 28th February 2019 and Authority on 3rd July 2019.

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

[Consultation](#) with stakeholders within the community is embedded within all aspects of planning in MFRA with all relevant documentation available on the MFRA website and in the [Integrated Risk Management Plan 2017-20](#) and [IRMP Supplement 2019/21](#). During the planning process we host a wide variety of consultation and engagement forums including:

- Public consultation facilitated by an independent partner organisation – ORS Consultation Report can be found in the Authority section of the MFRA website under the Authority Budget Committee on 28th February 2019 and Authority on 3rd July 2019.
- Staff consultation
- Local authority and strategic partner consultations
- Staff representative bodies (trade unions)

For the IRMP 2019/21 Supplement consultation lasting 12 weeks was conducted to review the IRMP 2017/20 actions and to seek approval for proposals for 2019/21 onwards. Results of this can also be found on the Fire Authority page on the MFRA website.

Merseyside Fire and Rescue Authority wishes to continue to be provided with assurance in relation to its fire and rescue service including financial health, governance arrangements and service delivery performance. It will be necessary in 2019/20 to consult further with all interested parties when planning the Integrated Risk Management Plan 2021-24. The communities of Merseyside can be assured of the Authority's absolute commitment to continuing to deliver the best service it possibly can.

Access to Information held by Merseyside Fire & Rescue Authority

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

- General Data Protection Regulation (GDPR) 2016 and Data Protection Act 2018 which require organisations to protect personal data and privacy of EU citizens including processing of personal and sensitive information.
- The Freedom of Information Act 2000, which broadens people's access to information that is held by public authorities, for example: reports, minutes of meetings etc.

- The Environmental Information Regulations which gives the public increased access to environmental information held by public authorities, for example: reports, readings, research findings etc.
- The Local Government Transparency Regulations 2014.

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

Privacy Notice

We process information securely and follow the principles of the Data Protection Act 2018. We use secure methods when transferring the data and also apply appropriate retention periods. We also ensure that the data is disposed of securely when it is no longer required. The [Privacy Policy](#) and [Privacy Notices](#) can be found on the MFRA website.

Assurance Declaration

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

This Statement of Assurance is signed on behalf of Merseyside Fire and Rescue Authority as approved at the Authority's Policy and Resources committee on Thursday 12th December 2019.

Councillor Les Byrom
Chair of Merseyside Fire and Rescue Authority

Phil Garrigan
Chief Fire Officer

Glossary of Terms

CFP	Community Fire Protection or Prevention
CIPFA	Chartered Institute of Public Finance and Accountancy
CMI	Chartered Management Institute
COMAH	Control of Major Accident Hazard
DCLG	Department for Communities and Local Government
DEFRA	Department for Environmental, Food and Rural Affairs
DIM	Detection, Identification and Monitoring
FBU	Fire Brigades Union
FOA	Fire Officers Association
FRA	Fire and Rescue Authority
GDPR	General Data Protection Regulations
HVP	High Volume Pump
INSARAG	International Search and Rescue Advisory Group
IOSH	Institute of Occupational Safety and Health
IRMP	Integrated Risk Management Plan
LEP	Local Enterprise Partnership
MACC	Mobilising and Communication Centre

MDD	Mass Decontamination Disrobe
MFRA	Merseyside Fire and Rescue Authority
MTFP	Medium Term Financial Plan
NEBOSH	National Examination Board of Safety
NOL	National Operational Learning
ORS	Opinion Research Services
PSIAS	Public Sector Internal Audit Standards
SMA	Subject Matter Adviser
SOFSA	Simple Operational Fire Safety Assessment
SOLACE	Society of Local Authority Chief Executives
UKISAR	UK International Search and Rescue Team
USAR	Urban Search and Rescue

STATEMENT OF ASSURANCE 2018/19



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

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FOREWORD

Fire and Rescue Authorities are accountable for their performance and as such, information regarding effectiveness and value for money should be accessible, transparent and accurately reported to the communities they serve. Along with legislation which governs how FRA's provide their services, the revised [Fire and Rescue Service National Framework for England 2018](#) requires Merseyside Fire & Rescue Authority (MFRA) to produce this Annual Statement of Assurance. The Statement of Assurance focuses on Authority governance, performance and activity that took place between 1st April 2018 and 31st March 2019.

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

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

As a result of cuts in Government grant funding since 2010/11 Merseyside FRA has faced unprecedented financial challenges over the last eight years. These cuts have had a significant impact on organisational

capacity and have resulted in a reduction in the number of immediately available fire engines from 42 in 2011 to 24 (immediately available during the day) plus 2 retained and 18 at night (with 8 appliances available on 30 minute strategic recall) at present.

The number of firefighters has reduced over the same period from 1,000 to 620. This has had an impact on the speed and weight of attack when responding to incidents and in the ability of the Service to maintain the levels of community safety intervention delivered over the last decade.

Despite the cuts, the Authority has experienced, the Fire and Rescue Service has continued to deliver high levels of service to our communities and received very positive outcomes from the first fire and rescue service inspection for many years in 2018.

During 2018/19, the Authority continued to work towards the planned merger* of fire stations in St Helens and Wirral with the new station in Saughall Massie becoming operational in March 2019.

The reduction in Government funding between 2016/17 and 2019/20 required savings of approximately £11m to be delivered, but during 2018/19 a new [Integrated Risk Management Plan Supplement 2019/21 \(IRMP\)](#) was created which put resources back into operational response and fire safety largely through innovative thinking,

good financial management the prudent use of reserves to pay off debt, thus freeing up revenue budget which allowed for the reinvestment.

The Authority on the recommendations of the Chief Fire Officer have subsequently approved plans to utilise the improved revenue position to increase the number of fire engines from 24 + 2 retained to 27 + 3 retained of a daytime (this includes a specialist rescue vehicle) and 20 of a night time with a further 10 retained from 18 + 8. These changes will be implemented over the lifetime of the new IRMP 2019/21.

Details of future budget settlements beyond 2019/20 and any potential impacts on resources are unclear at the time of writing this statement and any future plans will need to reflect the financial position faced by the Authority. These positive changes and our affirmative inspection outcomes should provide reassurance to the public that the Service continues to deliver good and outstanding

outcomes.

It is however an unfortunate reality that the speed of response to emergency calls (especially the speed of the second and third responding fire engine) will not be at the levels delivered prior to the cuts, however the changes detailed within the IRMP Supplement should help us to improve our current levels of response.

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

If you require copies of any documents or have any comments or questions please contact Jackie Sutton – Integrated Risk Management Planning Officer on 0151 296 4563 or by email on consultation2@merseyfire.gov.uk



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

INTRODUCTION

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

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

- Mid 2017 estimated figures showed that Merseyside has a population total of 1,416,800. This is a 2.6% increase on 2011 census figures. The population is split 48.9% male and 51.1% female. Merseyside has a lower proportion of children (17.9%) and higher proportions of working age residents (63.4%) and older people (18.7%) than North West averages.
- Of the total population of over 65s in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic .

Our Profile of Merseyside Demography, Equality and Diversity report outlines the communities we serve. There are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. There remain large pockets of deprivation with high levels of social exclusion and crime.

Whilst outside of the timeframe for this Statement of Assurance it was felt as this up to date information was available it should be incorporated. On the 26th September 2019 Central and Local Government released the Indices of Deprivation 2019. The picture across Merseyside is not positive, with the data suggesting that the area has become more deprived (when compared with other areas) than the previous 2015 Indices of Multiple Deprivation release.

The following table compares – by council area - the count of Lower Super Output Areas (LSOA) in the 10% most deprived areas of England:

District	IMD Position 2015	IMD Position 2019	Difference	% Difference
Knowsley	45	46	1	2.2%
Liverpool	134	145	11	8.2%
Sefton	38	38	0	0.0%
St Helens	28	29	1	3.6%
Wirral	44	52	8	18.2%
Grand Total	289	310	21	Overall Change 7.3%

The table identifies that with the exception of Sefton, each district saw an increase in the number of LSOA's which are in the 10% most deprived LSOA's in England.

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

We have worked hard over the last few years to anticipate the impact of the cuts and reduce the effect they will have on our communities. By using natural retirement rates and reserves it has not been necessary to make any staff compulsorily redundant. However the Authority is still affected by earlier budget cuts and future budget settlements are as yet, unknown, so redundancy may not be avoidable in the future.

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

We will continue to fit smoke alarms free of charge to people aged over 65 and those referred to us by other agencies who understand fire risk, or by our staff as part of specific campaigns following fatal fires.

Other Merseyside residents can access free fire safety advice on request. This can include the installation of smoke alarms if necessary and the person requesting the service is asked to cover the unit cost of the alarm.

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

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

MFRA published the [Service Delivery Plan 2019-20](#) in April 2019 and, following 12 weeks consultation with the public, partners, staff and stakeholders, the [Integrated Risk Management Plan 2017-20](#) was published in April 2017 to respond to the changing risks and needs within our communities. Following a further 12 week consultation period in April 2019 the [IRMP Supplement 2019/21](#) was published to update on proposals included in the IRMP 2017-20.

CONTINUED...

The Service Delivery Plan establishes the standards of performance expected and reported on the 2018/19 outcomes. The IRMP, Annual Station Plans and Functional Plans set the Service Delivery Plan objectives for the year. Following an inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), in December 2018, areas identified for improvement have also been incorporated into Functional Plans and the Service Delivery Plan 2019/20.

HMICFRS made the following comments about Merseyside Fire & Rescue Service:

"We are very pleased with the performance of Merseyside Fire and Rescue Service in keeping people safe and secure, and in particular with its effectiveness.

We found it to be outstanding at:

- preventing fires and other risks; and
- responding to national risks.

Merseyside FRS is good at:

- understanding the risk of fire and other emergencies;
- protecting the public through fire regulation; and
- responding to fires and other emergencies.

It is good at providing an efficient service. And it is good at using resources and at making the service affordable now and in future.

The service is good at looking after its people. We judge it to be good at:

- promoting the right values and culture;
- getting the right people with the right skills; and
- managing performance and developing leaders.

But we judge that it requires improvement at ensuring fairness and promoting diversity.

Overall, we commend Merseyside Fire and Rescue Service for its performance. We are confident it is well equipped for this to continue."

The Integrated Risk Management Plan and Supplement set out how we will continue to deliver our services to meet local risks. It describes a fire and rescue service that is leaner than in past years, but one where imaginative use of resources is helping reverse that trend and services are delivered in the most effective and efficient way. Anyone who needs us in an emergency will still receive one of the fastest responses in the country.



GOVERNANCE ARRANGEMENTS

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

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

The Authority

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

The Authority has ultimate responsibility for decision making but has delegated some decisions to committees as part of their Terms of Reference (available to view in the Constitution) and officers. Elected Members work closely with officers (the staff employed by the Authority) to develop policies, plans and strategies to give direction to the Service and to ensure that services are delivered in line with the Authority's objectives.

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

- Association of Metropolitan Fire & Rescue Authorities
- Local Government Association
- National Joint Council
- North West Employers' Organisation
- North West Fire and Rescue Forum

Our Legal Responsibilities

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

- Members code of conduct
- [Authority Constitution 2018-19](#) and allowances
- Meetings, agendas and decisions
- [Complaints Procedure](#)

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

Three high level principles underpin Corporate Governance:-

- Openness and inclusivity
- Accountability
- Integrity

The Fire and Rescue Service National Framework

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

The [Fire and Rescue Service National Framework for England 2018](#) sets out the Government's priorities and objectives for FRA's in England. It recognises that operational matters are best determined locally by FRA's in partnership with their communities.

The priorities are:

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

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

OVERVIEW OF MERSEYSIDE FIRE & RESCUE SERVICE

OUR MISSION IS TO ACHIEVE:

Safer, Stronger Communities - Safe, Effective Firefighters

OUR AIMS ARE:

Excellent Operational Preparedness

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

Excellent Operational Response

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

Excellent Prevention and Protection

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

Excellent People

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



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

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

Responsibility & Accountability of the Chief Fire Officer

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

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

The Chief Fire Officer is accountable to the Authority. Details of the powers delegated to the Chief Fire Officer (and in their absence the Deputy Chief Fire Officer,) who may further delegate to any member of either the Executive Team or the Strategic Leadership Team as appropriate, can be found on page 45 of the MFRA [Constitution 2018-19](#).

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

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

Staffing levels, including the number of officers, can be found on the [DCLG 2019](#) (Department for Communities and Local Government) and [CIPFA 2019](#) (Chartered Institute of Public Finance and Accountancy) websites. A log in is required.

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Organisational Development

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

In September 2018 the People Strategy and Implementation Plan were published. These documents can be found on the [website](#) under Authority meetings - Community Safety and Protection Committee 4th September 2018.

Leadership Development

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

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

Staff Consultation - Representative Bodies

Uniformed staff are represented by the Fire Brigades Union (FBU) and the Fire Officers Association (FOA), non-uniformed staff by UNISON and UNITE. All are invited to take part in consultation around changes to staffing levels or conditions of service, the IRMP and any changes to the service MFRA provide.

All are active members of Joint Secretaries, which is a meeting which brings together the representative bodies with the Authority's Consultation Manager and our Director of People and Organisational Development.

Staff Survey

In June 2018 Merseyside Fire and Rescue Authority conducted a 3rd staff survey, facilitated by an independent organisation (People Insight). 56% of staff (548) took part this was a 5% increase in responses when compared to the staff survey in 2016. However the MFRA overall engagement score was 75% which is a 1% point increase on the 2016 score.

- 76% of respondents said they enjoyed their work
- 87% said they understood how the work they do helps MFRA achieve its mission and aims.

As a result of the Staff Surveys MFRA developed a set of engagement principles which are embedded across the service. When staff were asked to name one thing which has changed since the last survey in 2016 which has had a positive impact on you, comments included:

- Autonomy – Watch managers feel less micromanaged which is important for well-being
- Learning and development – increased progression and training opportunities, less strict assessment, better integration of new recruits
- Team work – being part of a professional, enthusiastic, committed and supportive team
- Resources and IT – the portal was popular and systems being automated was welcome resulting in less paperwork

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

Equality, Diversity and Inclusion

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

We published an [Equality and Diversity Annual Report 2018/19](#) which set out how we have met our legal obligations and improved outcomes for our communities. This can be found in Authority reports submitted on 17th October 2019.

THE RISKS WE FACE IN MERSEYSIDE

The [Fire and Rescue Services Act 2004](#) requires every fire and rescue authority to produce an [Integrated Risk Management Plan 2017-20](#) and [IRMP Supplement 2019/21](#) to develop services to respond to those risks and help prevent incidents occurring. [The Civil Contingencies Act 2004](#) also places a legal duty on local emergency responders to carry out assessments on the risks to their area and publish them.

The [Merseyside Community Risk Register](#) identifies the areas of potential risk to the population and infrastructure of Merseyside and the nature of that risk. The likelihood of an event occurring has been assessed using historical evidence and projected occurrence data relating to the risk occurring over a five year period at the magnitude reflected within the outcome description. The potential impact of such an emergency has been assessed with regard to health, social, economic and environmental effects in accordance with national guidance.

Social Risk

We know that deprivation and environment can increase risk from fire and other emergencies. In Merseyside there are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. On the 26th September 2019 Central and Local Government released the Indices of Deprivation 2019. The picture across Merseyside is not positive with evidence that the area has become more deprived than the previous 2015 Indices of Multiple Deprivation release.

The Indices of Multiple Deprivation 2015 indicate that 34 per cent of the super output areas (SOA's) in Merseyside are ranked in the top 10 per cent of the most deprived SOA's in England with high levels of social exclusion and crime. In addition, all the local authorities in Merseyside are within the top 20 percent of the most income deprived in England. We consider this when we plan our services and target those services at people we identify as most at risk. We are particularly targeting the increasing number of older people who are now remaining in their own homes.

Environmental & Economic Risks

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

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



RISKS BEYOND OUR BORDERS

National & Local Resilience

Over recent years the risk of large scale emergency incidents has increased in the UK. This can be attributed to climate change and increased incidence of terrorist activities. As a direct result and to mitigate this risk the Government introduced the 'National Resilience' programme.

MFRA is the lead authority for the delivery of National Resilience on behalf of Home Office. These arrangements include the management and assurance of National Resilience Capabilities, mobilisation and coordination of national assets at major incidents, the coordination of all National Resilience training and the management of the servicing and maintenance contract for all National Resilience vehicles and equipment. MFRA also provides a substantial commitment by hosting an Urban Search and Rescue (USAR) team, a USAR canine team, USAR Tactical Advisors (Tac Ads), a High Volume Pump (HVP), a Detection, Identification and Monitoring (DIM) vehicle with a cadre of DIM advisors and Mass Decontamination Unit (MDU). We also have 2 type B flood rescue teams and two Flood Tactical Advisor declared on the DEFRA national flood rescue asset register. All of these assets are available at all times for national deployment.

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

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

Management of Risk

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

- [Service Delivery Plan 2019-20](#) for 2018/19 outcomes
- [Integrated Risk Management Plan 2017-20](#)
- [IRMP Supplement 2019/21](#)
- [Budget and Financial Plan 2015/16-2019/20](#)
- Corporate Risk Register 2018/19 can be found in Authority papers (23rd May 2019) on the [Website](#)

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

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

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

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



OUR SERVICES TO THE COMMUNITY

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

- [The Fire and Rescue Services Act 2004](#)
- [The Fire and Rescue Services \(Emergencies\) \(Order\) 2007](#)
- [The Civil Contingencies Act 2004](#)
- [Localism Act 2011](#)
- [Regulatory Reform \(Fire Safety\) Order 2005](#)
- [Fire and Rescue Service National Framework for England 2018](#)
- [Local Government Acts 1972 to date](#)
- The [Service Delivery Plan 2019-20](#) highlights MFRA's commitment to delivering an excellent service to the communities of Merseyside. This document brings together actions from the [Integrated Risk Management Plan 2017-20](#), [IRMP Supplement 2019/21](#), Station Community Safety Delivery Plans, Functional Plans, [Equality and Diversity](#) planning and details of outcomes from 2018/19. All these plans are available to view through the MFRA Portal.

Excellent Operational Response

The Authority's priorities clearly stated in the [Service Delivery Plan 2019-20](#) are:

- To maintain an effective emergency response to meet risk across Merseyside with safety and effectiveness at its core
- The [Operational Response](#) function ensures that the Authority, on behalf of the public, is assured with regard to the readiness of its operational workforce, appliances, stations and equipment to respond appropriately and in a timely manner to emergencies, and that when we do respond our firefighters, procedures and equipment are safe and effective
- The Operational Response function is led by an Area Manager who is responsible for the operational element of the MFRA workforce. This equates to approximately 599 operational staff across the 23 crewed Fire Stations, Marine Rescue, Fire Control and Officer Group.



Community Risk Management

The Community Risk Management (CRM) function incorporates Prevention and Protection. The activities undertaken by CRM have been an integral part of the Service's Integrated Risk Management Plan since its introduction in 2005 reducing fires, deaths and injuries in domestic and commercial premises whilst making Merseyside safer and stronger.

The work of CRM has expanded to cover extensive and wide ranging activities to actively target and reduce risks in the interests of protecting our communities and our firefighters. In order to manage these activities we have structured the function to align under the 3 Ps:

- **PEOPLE** (Community Fire Prevention Department)
 - Home Safety
- **PLACE** (Community Safety Department)
 - Community Safety
 - Water Safety
 - Arson Reduction
 - Youth Engagement
 - Road Safety
- **PREMISES** (Community Fire Protection Department)
 - Business Safety

Our Priorities:

PEOPLE – Community Fire Prevention department aim to:

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

PLACE – Community Safety department aim to:

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

CONTINUED...

PREMISES – Community Fire Protection department aim to:

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

YOUTH ENGAGEMENT aim to:

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



OUR PERFORMANCE

The MFRA [Service Delivery Plan 2019-20](#) reports on performance for 2018/19 and establishes the Key (KPI) and Local Performance Indicators (LPI's) and service delivery standards for 2019/20. Performance against the KPI's is reported to Authority in the [Service Delivery Plan reports](#) and to the Strategic Leadership Team and Performance Management Group (PMG) on a monthly basis.

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

The risk profile of Merseyside is changing. The population is now increasing after decades of decline however it is also ageing. The link between old age and vulnerability to fire is well recognised within MFRA. Our Safe and Well visits enhance our Home Fire Safety Checks which are delivered by operational and community safety teams to specifically targeted people identified as being in need of our intervention.

All fire stations produced and reported on a Community Safety Delivery Plan (bespoke to their particular risk, demand and vulnerability profile), in consultation with partners and stakeholders, to agree local targets for priorities within in each station area. These plans are available to view in community fire stations and in the [Service Delivery Plan 2019-20](#).

Performance is managed and reported on at all levels and in all functions, with staff working hard to reduce the number of emergency incidents that occur in Merseyside. The table below illustrates the number of incidents attended by type, for an average day between 2009/10 and 2018/19. The table identifies that during 2018/19 44.1 incidents were attended on a daily basis against 63.1 during 2009/10. Although the number of incidents attended daily have increased slightly over the last 3 years the reduction over the longer period provides evidence that working with local partners and MFRA's own initiatives and campaigns has had a beneficial impact on the people and communities of Merseyside.

Average Count of Incidents Attended Per Day

Incident Type	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Accidental Fires in the Home	3.6	3.3	3.3	3.1	3.2	2.9	3.0	2.7	2.5	2.5
Accidental deaths as a result of fire in the home (annual count)	8	5	5	6	8	10	16	7	4	4
Other Building and Property Fires	3.9	3.3	3.2	2.5	2.3	2.1	2.2	2.2	2.0	1.8
Vehicle Fires	3.3	2.6	2.2	2.0	1.8	1.9	2.0	2.3	2.3	1.9
All Antisocial Behaviour Fires	21.9	20.7	18.5	11.8	15.8	12.0	12.5	13.0	13.2	14.5
False Automatic Fire Alarms	16.3	16.2	15.2	12.5	7.5	7.7	7.9	8.6	9.3	9.0
Other False Alarms	6.8	5.7	5.0	4.7	4.5	4.4	4.8	5.2	5.8	5.6
Road Traffic Collisions	1.8	1.5	1.4	1.3	1.4	1.6	1.5	1.7	1.5	1.7
Other Special Services	5.5	5.9	5.3	5.3	5.6	5.6	6.0	6.8	7.1	7.3
Grand Total	63.1	59.2	54.0	43.0	42.0	38.2	39.9	42.4	43.8	44.1



What Others Have Said About Our Performance

"We are very pleased with the performance of Merseyside Fire and Rescue Service in keeping people safe and secure, and in particular with its effectiveness... It is good at providing an efficient service. And it is good at using resources and at making the service affordable now and in future...The service is good at looking after its people. Overall, we commend Merseyside Fire and Rescue Service for its performance. We are confident it is well equipped for this to continue."

Dr. Sara Waring, Research Coordinator of the Critical and Major Incident Psychology research group at the University of Liverpool said:

"We are delighted to have such a longstanding, successful research partnership with Merseyside Fire and Rescue Service. This is a well-respected and trusted service that demonstrates forward thinking in their approach to seeking evidence bases to inform professional practice, training and delivery. This demonstrates their dedication to providing an excellent service to their local community, and to ensuring that their firefighters are equipped with the skills needed to manage the variety of incidents they may encounter. For example, our collaborative work on incident command decision making has resulted in substantial investments to training, reflective practice, and guidance, which has further enhanced the effectiveness of the service."

David Steer QC DL High Sheriff of Merseyside:

I had a most enjoyable morning at The Firefighter Recruit Development Academy. I found the whole event informative and I was greatly impressed with the achievements and backgrounds of the nineteen successful recruits. Please would you convey my thanks and very best wishes to all concerned.



Airport Fire Service (@HeathrowFire)
tweeted at 9:01 pm on Fri, Mar 22, 2019:

Great presentation today to Heathrow senior managers, @HeathrowFire and @LondonFire officers from @MerseyFire, lots of thought provoking information and great learning from the Kings Dock multi-storey car park fire on New Year's Eve 2017



Chris Blacksell (@CFOBlacksell)
tweeted at 0:07 pm on Tue, Apr 23, 2019:

Huge thanks to @MerseyFire for coming to @HumbersideFire to present info on the Kings Dock car park fire from Dec 2017. Really honest and thought provoking. It's vital that UK Fire continue to be this open to #SharedLearning Thanks a lot @PhilGarrigan



FINANCIAL PERFORMANCE

External Audit

External audit services are carried out by the Grant Thornton. Grant Thornton's 2018/19 Audit Findings Report gave an unqualified opinion on the Authority's financial statements and concluded that the Authority has put in place proper arrangement for securing economy, efficiency and effectiveness in its use of resources for the year ended 31st March 2019.

The [Statement of Accounts 2018-19](http://www.merseyfire.gov.uk/aspx/pages/finance/finance5.aspx) and [Annual Governance Statement 2018/19](http://www.merseyfire.gov.uk/aspx/pages/finance/finance5.aspx) can be found on the Authority's Finance webpage at <http://www.merseyfire.gov.uk/aspx/pages/finance/finance5.aspx>

Our Budget for 2018/19 and Medium Term Financial Plan (2018/19 – 2022/23)

Over the 2010/11 to 2019/20 period the Authority faces a 50% real term reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget will reduce from £73.6m to £60.3m or £13.3m which represents an 18% cash or 40% real reduction. This presents the Authority with significant challenges as it seeks to minimise the impact on the levels of service provided to the public.

To deal with the financial challenge the Authority approves a rolling 5 year medium term financial plan (MTFP) on an annual basis at the Authority's Budget meeting. The MTFP takes into account Revenue, Capital, Reserves and Prudential Borrowing forecasts. The current MTFP incorporates the approved savings required to offset the Government's funding reductions.



Savings options have included significant reductions in the number of firefighters and support staff; the number of available fire appliances; reductions in fire stations; and other non-employee expenditure. Operational savings have been delivered by merging fire stations and changes to firefighter work patterns/shifts to match resources to demand. However, the Authority has managed maintain its response attendance standard of an appliance at a life risk incident within 10 minutes on at least 90% of occasions.

The current MTFP was approved at the Authority Budget meeting in February, 2018, and covers the period 2019/20 to 2022/23, but until the Authority receives notification of its Government funding beyond 2019/20 a significant level of uncertainty exists within the MTFP from 2020/21. The MTFP and other financial statements can be found on the Authority's Finance website at <http://www.merseyfire.gov.uk/aspx/pages/finance/finance5.aspx>

The Authority is concerned that future Government funding from 2020/21 onwards will not meet the Service's requirements and additional frontline savings will be required.



OUR FUTURE PLANS

Our future plans are detailed in the [Integrated Risk Management Plan 2017-20](#), [IRMP Supplement 2019/21](#), and [Service Delivery Plan 2019-20](#). We will be focused on continuing to deliver an excellent service to the residents and businesses of Merseyside with fewer resources, making more efficient use of resources we have. The annual planning process for the Service Delivery Plan and Community Safety Plans begins in November, approved by Authority and published on 1st April.

The impact of the 2015 Comprehensive Spending Review meant the Authority had to find over £11m of savings from the forecast planned spend for 2016/17 to 2019/20. The Authority has planned prudently to minimise the impact on frontline services and identified significant efficiency savings by reducing management, support services costs and other technical amendments. Despite these efficiencies unfortunately the Authority had no choice but to approve an unavoidable reduction of £1.9m from the operational front line.

As part of the 2019/20 Budget report the Chief Fire Officer, (CFO), received Members' support to increase the frontline firefighter response and protection establishment from 620 Full Time Equivalent (FTE) to 642 FTE, plus a new fire engineer post in protection, and an increase in the available fire appliances from 26 to 30. The proposals would enhance the resilience and protection capabilities of the Service in light of some recent significant incidents. The CFO has identified additional savings from future pension deficit and debt payments to fund the circa £1m required to implement the proposals during 2019/20.

Station mergers were approved by the Authority in three Districts. Two mergers are now complete with Prescott (merging Huyton and Whiston fire stations) and at Saughall Massie on Wirral (Upton and West Kirby) and work has commenced on a site in St Helens (St Helens and Eccleston).



PHOTO COURTESY OF DRONE
WOLF PHOTOGRAPHY

Collaboration

The Policing and Crime Act 2017 introduced a duty on all three emergency services, to collaborate on the basis of improved efficiency and/or effectiveness in taking forward the Government's commitment to enable fire and police services to work more closely together and develop the role of PCCs.

In Merseyside we are working closely with our blue light partners. Merseyside Police share our Joint Control Centre at Service Headquarters and the new fire station at Prescott. We have plans to share a number of fire stations including Formby and Heswall. We are also delivering a number of collaborative projects and sharing information to improve services.

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

CONTINUED...

Community Engagement & Communication

MFRA undertakes extensive consultation on all aspects of planning including the IRMP and changes to how we provide our services. All relevant [Integrated Risk Management Plan 2017-20](#), [IRMP Supplement 2019/21](#) documentation is available in the Authority section of the website. Planning for the IRMP Supplement 2019/21 started during 2018/19 with full reports available at Authority Budget Committee on 28th February 2019 and Authority on 3rd July 2019.

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

[Consultation](#) with stakeholders within the community is embedded within all aspects of planning in MFRA with all relevant documentation available on the MFRA website and in the [Integrated Risk Management Plan 2017-20](#) and [IRMP Supplement 2019/21](#). During the planning process we host a wide variety of consultation and engagement forums including:

- Public consultation facilitated by an independent partner organisation – ORS Consultation Report can be found in the Authority section of the MFRA website under the Authority Budget Committee on 28th February 2019 and Authority on 3rd July 2019
- Staff consultation
- Local authority and strategic partner consultations
- Staff representative bodies (trade unions)

For the IRMP 2019/21 Supplement consultation lasting 12 weeks was conducted to review the IRMP 2017/20 actions and to seek approval for proposals for 2019/21 onwards. Results of this can also be found on the Fire Authority page on the MFRA website.

Merseyside Fire and Rescue Authority wishes to continue to be provided with assurance in relation to its fire and rescue service including financial health, governance arrangements and service delivery performance. It will be necessary in 2019/20 to consult further with all interested parties when planning the Integrated Risk Management Plan 2021-24. The communities of Merseyside can be assured of the Authority's absolute commitment to continuing to deliver the best service it possibly can.

Access to Information Held by Merseyside Fire & Rescue Authority

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

- General Data Protection Regulation (GDPR) 2016 and Data Protection Act 2018 which require organisations to protect personal data and privacy of EU citizens including processing of personal and sensitive information.
- The Freedom of Information Act 2000, which broadens people's access to information that is held by public authorities, for example: reports, minutes of meetings etc.
- The Environmental Information Regulations which gives the public increased access to environmental information held by public authorities, for example: reports, readings, research findings etc.
- The Local Government Transparency Regulations 2014.

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

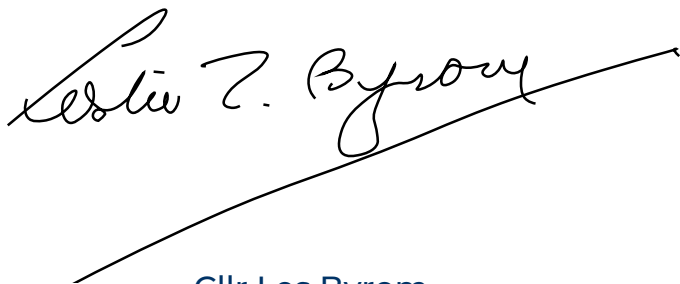
Privacy Notice

We process information securely and follow the principles of the Data Protection Act 2018. We use secure methods when transferring the data and also apply appropriate retention periods. We also ensure that the data is disposed of securely when it is no longer required. The [Privacy Policy](#) and [Privacy Notices](#) can be found on the MFRA website.

ASSURANCE DECLARATION

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

This Statement of Assurance is signed on behalf of Merseyside Fire and Rescue Authority as approved at the Authority’s Policy and Resources committee on Thursday 12th December 2019.



Cllr Les Byrom
Chair of Merseyside
Fire & Rescue Authority



Phil Garrigan
Chief Fire Officer

GLOSSARY OF TERMS

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

SAFER, STRONGER COMMUNITIES, SAFE, EFFECTIVE FIREFIGHTERS



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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	19 DECEMBER 2019	REPORT NO:	CFO/059/19
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	CORPORATE RISK REGISTER 2019-20 APR-SEPT UPDATE		
APPENDICES:	APPENDIX A:	CORPORATE RISK REGISTER 2019-20 APRIL TO SEP UPDATE	

Purpose of Report

1. To inform Members of the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period April to September 2019.

Recommendation

2. That Members approve the updated Corporate Risk Register for 2019/20 which incorporates the current status of those risks to September 2019.

Introduction and Background

3. It is good practice to regularly review the internal and external risks to the on-going delivery of service by the Authority.
4. To that end, a Corporate Risk Register has been produced which focusses on the Mission and Aims of the Authority and aligns each risk to a specific aim. The Strategic Leadership Team (SLT) has reviewed the risks contained within the Corporate Risk Register and considered any new risks that might affect the Authority during 2019/20. The resultant risks have been scored against the original risk and re-scored following mitigation. The purpose of this report is to ask Members to review the updated Corporate Risk Register attached at Appendix 1 to consider any implications for the Authority.
5. SLT had previously considered the outcomes from an Internal Audit report from April 2017 that considered the Authority's approach to Risk Management. Overall compliance was found to be "Good", with some "Substantial" elements. The report also required the Authority to consider its risk appetite and tolerance and to ensure that the status of all risks is updated regularly. These actions have been completed.

6. The risk relating to the building of the new fire station at Saughall Massie has been removed from the register as the building is now complete and operational.
7. A new risk has been added to reflect the potential implications of the “McCloud” pensions judgement. The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. On 27th June 2019 the Supreme Court denied the Government permission to appeal this decision. Members should also note that structural changes have been made to enhance the Protection Department, which will help to improve capacity in that area. However, retention of Protection staff remains a challenge.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

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

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

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

Recommendation

BACKGROUND PAPERS

CFO/111/11 If this report follows on from another, list the previous report(s)

GLOSSARY OF TERMS

MFRA	M erseyside F ire and R escue A uthority is the physical and legal entity. When writing reports MFRA is the “object”.
MFRS	M erseyside F ire and R escue S ervice is the service provided by MFRA. When writing reports MFRS is the “action”
E.G.	You are employed by the Authority (MFRA). The job you do forms part of the Service (MFRS) provided by the Authority (MFRA). If in doubt use MFRA.

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CORPORATE RISK REGISTER 2019/20

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

April 2019 – March 2020

April to September 2019 update

CORPORATE RISK REGISTER 2019/20

MFRA RISK MATRIX

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

Introduction

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

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

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

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

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

Risk Appetite by Strategic Corporate Risk Category

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

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

CORPORATE RISK REGISTER 2019/20

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

CORPORATE RISK REGISTER 2019/20

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

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATE D SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										

CORPORATE RISK REGISTER 2019/20

1.	Budget /Financial Risks	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence	1.1.1	1,2,3,4	Increased risk to all MFRS staff safety - increased numbers of injuries.	15	<p>Resilience exists within departments to task staff with priority work streams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place.</p> <p>April-Sep Update GM Training constantly reviews staffing levels at TDA and has explored different pilot delivery models (associate tutor) to ensure MFRA continue to deliver core training including recruit training. Additional time has been spent to work with Time and Resource Management to maximise staff / course ratio set against the LPI.s</p> <p>Improvements to recording on Operational Performance System allows service managers to maximise training for staff and prevent duplication of efforts. Additional training is provided at a local level (SPA & Learn pro) to ensure staff have underpinning knowledge across a range of skills and competencies.</p> <p>Workshops Manager currently working with HR to</p>	12	AM Operational Preparedness

CORPORATE RISK REGISTER 2019/20

1.	Budget/Financial Risks							<p>address staffing issues within Workshops this has been raised at SLT and Ops Board for immediate action</p> <p>Key roles are currently being recruited for within the Operational Planning Department. This has involved close liaison with POD to ensure timeframes are kept to a minimum. Currently a number of work streams within OPRT and Business Continuity have been delayed due to staffing shortfalls in particular Watch Manager posts x 2, OPRT support and BC Officer. It is anticipated these will be resolved by November 2019</p>		
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1.	Budget/Financial Risks									
	Budget/Financial Risks									
<p>ite Risk Register – April to September 2019</p>						7				

1.

CORPORATE RISK REGISTER 2019/20

			1.1.2	1,2,3,4	increased risk of property loss	12		10	
			1.1.3	1,2,3,4	Reducing ability to respond or maintain competent workforce.	15	The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff April-Sep Update The implementation of the Hybrid duty system is currently ongoing which will culminate in additional posts and Appliance availability being built into the establishment	10	Director of POD
			1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	<u>AM Response</u> Maintenance of competency is managed on station through SPA and the training planner for all operational staff. TRM staff utilise VAH to ensure appliances on fully staffed. April-Sep Update No change this period	10	AM Operational Response/ Preparedness
	Budget/Financial	1.2	Insufficient staff to maintain current	1.2.1	1,2,3,4	Increased fires, deaths and injuries		MFRA continues to deliver its Home Safety Strategy, our	

CORPORATE RISK REGISTER 2019/20

	Risks		<p>prevention and protection work. Inability to maintain performance (e.g. Care Act)</p> <p>Political Risk – failure to meet statutory duty</p> <p>Community Safety Risk – failure to address risks to community & Firefighters</p>				<p>15</p> <p>focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through PMG.</p> <p>The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased Protection teams as such a review is underway</p> <p>April-Sep Update</p> <p>The Protection 2020 Plan has continued to recruit effectively into Protection vacancies.</p> <p>Additional resources are being made available to Protection and a review has commenced to consider a new structure with greater resilience for the retention of Protection competence within MFRA.</p>	<p>10</p> <p>AM Community Risk Management</p>	
1.	Budget/Financial Risks	1.3	Insufficient FF's to maintain current	1.3.1	1,2,3,4	Increased risk of property loss in the community	<p>15</p> <p>MFRA undertakes continual review, analysis and testing of</p>		

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			levels of response and current number of fire stations					necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards. April-Sep Update No change this period	10	AM Operational Response
				1.3.2	1,2,3,4	Increased fires, deaths and injuries	15	MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards. April-Sep Update No change this period	10	AM Operational Response
1.	Budget/Financial Risks	1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	1,2,3,4	The current budget assumes 2019/20 pay awards will be settled at an increase of 2%. Each additional 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.	9	The Authority has established a £0.700m inflation reserve to meet any unforeseen inflationary pressures or costs. April-Sep Update- Treasurer The 2019/20 Pay awards have been settled in line with the assumptions in the current financial plan, 2%.	0	Treasurer

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		1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	1,2,3,4	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	Processes are redesigned when cuts to staffing are made Stopping performing specific activities considered Remaining staff are trained in processes/services that are still required April-Sep Update SLT have considered whether additional support staff are required to fulfil statutory and other obligations, but will await the outcome of the budget settlement before considering this further.	6	SLT
1.	Budget/Financial Risks	1.7	Loss of National Resilience funding from Home Office			Loss of operational response/service/training/lack of equipment/vehicles not maintained.	15	Utilising MFRS resources to fulfil Role and responsibilities. Budget constantly reviewed with Home Office Colleagues April to Sep update The current grant agreement between Home Office and MFRA extends until the end of March 2021. This provides a level of reassurance in respect of Home Offices commitment to fund National Resilience under Lead Authority arrangements in the medium term.	12	AM National Resilience

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		1.10	<p>“McCloud” - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. On 27th June 2019 the Supreme Court denied the Government permission to appeal this decision.</p>			<p>Any remedy / compensation awarded by the Tribunal may have a significant financial impact on the Authority both in terms retrospective compensation payments for retired firefighters and current employees (who may transfer back from FPS 2015 to FPS 1992 and therefore the employer rate would increase from 28.8% to 37.3%). At this point in time both the remedy and any Government funding is unknown, or is likely to be known before 2020/21.</p> <p>In addition to the financial impact the Authority may lose a significant number of firefighters (including senior staff) earlier than expected if staff revert back to a pension scheme (FPS 1992) with a potential retirement age of 50.</p>	12	<p>As part of the review of current reserves during 2019/20 the Director of Finance will look to increase the General Reserve and create a specific reserve for McCloud/Pension grant as part of a strategy to allow the Authority time to deal with any permanent costs associated with the relevant outcome of the final remedy.</p> <p>The Authority is currently running 2 to 3 firefighter recruitment courses a year to ensure sufficient firefighter numbers. The plan will be kept under review by the Workforce group in light of any announcements over the McCloud case.</p>	8	<p>Director of Finance / CFO / SLT</p>
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		1.9	The impact of unfavourable trade deals with the EU following UK exit in March 2019	1.9.1	1,2,3,4	<p>If the UK leave the EU in March with an unfavourable trading relationship this will have an adverse effect on the supply of goods imported from EU countries.</p> <p>Prices are likely to increase putting strain on budgets, lead times may be extended, shortage and scarcity of parts due to border hold ups, organisations stockpiling and starving supply, contractors failing.</p>	20	<p>Procurement are contacting critical suppliers to seek details of action they will take to maintain supplies post Brexit, whatever the agreement.</p> <p>April-Sep Update Work continues at a national level via the NFCC (eg. Recent assessment of risk re fuel supply). At a local level, contract management with supply chain continues. It is not possible to obtain guarantees from suppliers re continuity of supply as they are also dealing with high levels of uncertainty.</p>	15	Director of Legal, Procurement & Democratic Services
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
2.	Legal & Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	1,2,3	Damage to MFRS reputation. Impact on public and partner goodwill.	15	<p>The IRMP process is thorough and consulted on widely. SWOT and PESTEL activities are carried out</p> <p>Community risks are assessed and strategies and processes adopted to deal with them in the Home Safety Strategy</p> <p>Data is analysed and considered</p>	8	SLT

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2.	Legal & Legislative Risks			2.1.2	1,2,3	Inability to respond to major national resilience incidents	15	April-Sep Update An IRMP planning group has been set up this year to ensure that compliance with the IRMP requirements in the National Framework is maintained.	8	SLT
				2.1.3	1,2,3	Increased fires, deaths and injuries	15		12	SLT
		2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25	This can be mitigated to some degree by correct application of SOP's. Service Instructions, training and Health and Safety legislation to avoid injury and damage. April-Sep Update Processes and guidance are regularly reviewed and updated. All Health and Safety events are reviewed and any learning incorporated in future guidance.	12	SLT
		2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	15	This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. However any person can apply for JR regardless of the perceived merits or otherwise of such an application.	8	Director of Legal, Procurement & Democratic Services

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2.	Legal & Legislative Risks						No challenges in the form of Judicial Review or other have been received within this period. April-Sep Update There is no change to the information above		
		2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	4	Potential impact on reputation Potential legal action	15	The Equality and Diversity Policy is regularly reviewed (most recently 2017) An Equality Action Plan has been in place for five years, with outcomes and risks reviewed in full every year and progress monitored quarterly as part of the Service Delivery Plan. An E&D Annual Report details outcomes in line with the Equality Act and Action Plan A Public Sector Equality Duty data report is produced annually and analysed to feed in the action planning process Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change A desk top exercise was carried out in 2016/17 to gather information in relation	8

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2.	Legal & Legislative Risk						<p>to the LGA Equality and Diversity Framework Two staff surveys have been carried out (2014 and 2016) and action taken to address concerns with preparation for a third taking place during 2019/20.</p> <p>Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p>April-Sep Update Face to face equality, diversity and inclusion training for all staff was launched during the first quarter of the year and is well underway.</p> <p>MFRA continues to compile and publish its equality data (a requirement of the Public Sector Equality Duty) well in advance of statutory deadlines.</p> <p>Staff Networks are being launched to help further inclusion within the workforce.</p>		
		2.6	Policing and Crime Act 2017	2.6.1	2,3	Potential change to Governance	Police and Crime Commissioner (PCC)	AM Preparedness	

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							15	<p>representative model on the Fire Authority.</p> <p>A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case.</p> <p>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.</p> <p>April-Sep Update Currently No Change</p>	12	
				2.6.2	2,3	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	<p>The Policing and Crime Act 2017 places a duty on MFRA to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness</p> <p>MFRA's position is therefore to consider collaboration where it provides for a more efficient and/or effective service, where it improves the safety of the public, or is in the interests of economy.</p>	8	AM Preparedness

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							<p>This will be delivered and monitored through the MFRA commitment to the Blue Light Collaboration Team, the Blue Light Collaboration Programme Board, and all collaboration programmes recorded through the Local Collaboration Overview.</p> <p>April-Sep Update Ongoing regular meeting established between Corporate Leads</p>			
		2.7	Increased Litigation costs	2.7.2	4	Increasing insurance and settlement cost provision	12	<p>April-Sep update Claims numbers, reserves and settlements continue to be closely monitored and feedback is provided to the Treasurer. A tender for insurance services has resulted in an overall saving of £109,000 to the Authority.</p>	6	Director of Legal, Procurement & Democratic Services
				2.7.3	2,4	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	<p>Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents.</p> <p>April- Sep update</p>	6	Director of Legal, Procurement & Democratic Services

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								We continue to work with colleagues in Health and Safety to manage these incidents although no increase in claims has been noted due to travel under blue lights.		
				2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	<p>Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise.</p> <p>April-Sep Update Close work with colleagues in Health and Safety and Estates teams to manage these issues</p>	6	Director of Legal, Procurement & Democratic Services.

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		2.9	Failure to comply with Government Transparency agenda	2.9.1	1,2,3	Damage to reputation of MFRS by not publishing policies and data as required	12	<p>A Transparency Service Instruction has been produced to set out the Authority's commitment. There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish.</p> <p>April-Sep Update Performance against our transparency service instruction was reviewed in September, with all required information being published.</p>	8	SLT
		2.10	Health & Safety audits, failures and investigations	2.10.1	1,2,3	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	<p>MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection.</p> <p>April-Sep Update No change this period</p>	10	AM Operational Response
		2.11	Lead Authority for National Resilience	2.11.1	1,2,3,4	Increased responsibility and liability; capacity issues and reputational risk.	15	<p>Mitigation in part through careful contract management.</p> <p>April-Sep Update</p>	10	

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							Regular contract management with prime contractor for LTCM continues, as does regular involvement with Home Office. Existing capacity is sufficient to service current arrangements.		Director of Legal, Procurement & Democratic Services.
		2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to undertake EFAD driving.	2.12.1	Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, experience or type of vehicle they have driven.	15	<p>Competency will be managed through the driving school with assessment and development plans being tailored to the individual. Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge.</p> <p>Apr-Sep Update Due to an increase in demand. TDA Driving School have been required to go out to recruit a further driving instructor.</p> <p>This is ongoing.</p>	10	Director of HR, AM Operational Preparedness

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		2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	1,2,3	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.	12	<p>Resilience is provided to ensure that any loss of key staff facilitating the partnership is minimised. In addition, there is evaluation on the workload involved in managing the partnership and gauging capacity to take on any further partnerships.</p> <p>APR – SEP Update Succession challenges maintain this as a risk. Primary Authority workload remains monitored. 1 additional Primary Authority has been progressed with Norton’s Waste Recycling, whilst this places additional strain on the Protection capacity this is justified due to the benefits of preventing further large scale fire incidents on Waste Recycling sites across Merseyside. Plans are in place to enhance the capacity for Primary Authority work via the introduction of a new Fire Engineer post for which a recruitment process is in place.</p>	9	AM Community Risk Management
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		2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	1,2,3,4	Potential for MFRA to be unable to serve prohibition or restriction notices on premises out of office hours when the use of the premises involves or will involve a risk to the relevant persons so serious that use of the premises ought to be prohibited or restricted.	15	<p>Senior Officers in Protection when scheduled on cover can provide this facility to respond out of hours; providing they are not engaged at an operational incident. Article 31 Officers provide some additional limited support to assess complaints but are not warranted officers or deemed competent under the Fire Protection Competency Framework. Recall to duty provides some resilience but availability is not guaranteed. Potential for assistance from a neighbouring Fire and Rescue Service.</p> <p>Apr-Sep Update</p> <p>This cover was established via the Protection Station Managers (SM), supported by the Seconded SM and 2 additional SMs with existing Protection qualifications.</p>	9	AM Community Risk Management
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER

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3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	1,2,3,4	Inability to respond to major local and national resilience incidents	20	<p><u>Treasurer</u> Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well.</p> <p><u>Head of Technology & AM Operational Preparedness.</u> Secondary Fire Control is available at TDA for relocation and '999's can be diverted regardless of the availability of SHQ.</p> <p>A fall-back 'buddy' agreement is in place with Surrey FRS and BT to redirect and manage emergency 999 calls during periods of outage, spate and spike.</p> <p>Apr- Sep 2019 No change this period – <i>Head of Technology & AM Operational Preparedness</i></p>	8	Head of Technology, Treasurer, AM Operational Preparedness
		3.2	Loss of FSHQ, FIRE CONTROL, TADA, fire stations and National Resilience Control	3.2.1	1,2,4	Inability to respond, delay in providing core services	20		8	
		3.3	Loss of utilities due to infrastructure failure.	3.3.1	1,2,3,4	Inability to provide core services temporarily whilst fall-back site is brought online	20		8	Head of Technology, Treasurer, AM Operational Preparedness
		3.4	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	1,2,3,4	Potential security risk in relation to all FRS assets, particularly in relation to Personnel, information and premises risk.	20	A Protective Security Group is led by the Director of Legal and includes representatives of several departments with security responsibilities.	9	

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3.	Loss of Strategic Sites/Assets						<p>There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security</p> <p>An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p>April-Sep Update The Protective Security Group monitors security and risks of non-compliance are actioned as soon as possible via this group. A recent unannounced inspection by members of this group found some minor non-compliance and actions are taking place to remedy this.</p>		Director of Legal, Procurement & Democratic Services.
				3.5.3	1,2,3,4	St Helens	<p>25</p> <p>In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close completely and the current St. Helens site continue to be</p>	12	

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							utilised for response in the wider St. Helens area. Apr-Sep Update Negotiations continue to acquire the site, subject to the cost of building works being affordable. The results of the recently completed site investigation works will assist in determining affordability.			
		3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	1,2,3,4	Loss of Fire Control ICT services and information assets	See 6.2 and 6.9. As a further mitigation, cyber security is also increased by having the Fire Control infrastructure on its own firewalled network, with limited access in and out. April-Sep Update No change this period		Head of Technology	
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
	Environmental And Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	1,4	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation.	10	AM Operational Response

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							HMEPO support officers are available across all flexi duty groups to support incident commanders. April-Sep Update No change this period		
		4.2	Insufficient water pressure resulting in the inability to fight fires effectively.	4.2.1	1,2	Potential for major consequences, FF injuries	25 High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements. Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software April-Sep Update Command Support Unit is no longer part of mobilising criteria, every appliance Mobile Data Terminal has a mains mapping overlay. Safe Dig licencing is still ongoing.	4	AM Operational Preparedness

**Environmental
And Political**

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Environmental And Political							Ongoing discussion through MRF with United Utilities to develop formal arrangements & understanding of specialist advice in relation to water supplies at incidents		
	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	1,2,3	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) and the associated deliberate fire setting. Increased economic costs from increases in fraud – The communications and media post will raise awareness of community safety priorities coordinating media messages and campaigns across a digital platform. Increased road traffic collisions (RTC) – As above (but add 50% Merseyside Road Safety Partnership	12	AM Community Risk Management
			4.3.2	1,2,3	Increased economic costs from increases in fraud.	15		12	
			4.3.3	1,2,3	Increased incidents eg. fires	15		12	
			4.3.4	1,2,3	Increased antisocial behaviour (ASB)	15		12	

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	Environmental And Political						<p>funded).</p> <p>Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.</p> <p>Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p> <p>April-Sep Update</p>	
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							<ul style="list-style-type: none"> Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) and the associated deliberate fire setting. All indices of arson have seen significant reductions since the inception of the strategy. There has also been significant resources, from Community Safety Partnerships and the newly formed Violence Reduction Unit, attributed to MFRA's Youth Engagement (Street Intervention Teams in Liverpool, Knowsley and Sefton £50k per annum and a grade 13 role embedded fulltime into the VRU and approximately £45k of investment into BEACON courses in Liverpool and Knowsley). Increased economic 	
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							<p>costs from increases in fraud – The outcomes of arson/deliberate fire setting convictions point to perpetrators motives falling into 3 specific areas serious and organised crime, domestic abuse and mental health. There is also some evidence to suggest that illegal money lending is a risk as is fraud (e.g. New Ferry Incident) but there is limited data to suggest that this is an increasing risk due to all indices of arson seeing significant reductions. This is captured under the Arson Reduction Strategies four P's model.</p> <ul style="list-style-type: none"> Increased road traffic collisions (RTC) – Merseyside enjoyed a 10% drop in KSIs per 100,000 from 2017 to 2018. This was the 6th best KSI rate from 43 Police Force Areas. Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community 	
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							<p>cohesion, develop community resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities. The uplift in Youth Engagement activities in conjunction with our engagement with LA's environmental and place based agendas have seen significant reductions in ASB and deliberate secondary fires. and</p> <ul style="list-style-type: none"> Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group. 	
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		4.4	Reputation	4.5.1	1,2,3,4	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	15	Corporate Communications activity is focussed on protecting the reputation of the Service whilst providing advice and guidance to communities and promoting the services provided Social media is closely monitored (but not 24/4). Press and media queries are dealt with promptly with senior officers providing information Events are promoted and provided with communications support Staffing levels are relatively low when compared with other FRS's. April-Sep Update The communications team continue to work across traditional and social media platforms to promote the work of the Service, provide advice and guidance during incidents and respond rapidly to any potential negative publicity.	12	Director of Strategy and Performance
		4.5	Increased flood risk	4.6.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	<u>Response</u> Operational Crews train for and are equipped for water rescue incidents. Senior	10	AM Operational Preparedness & Operational Response

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4.6	Extreme Weather	4.7.1	1,2	Spate conditions will impact on ability to respond	15	<p>Officers train against national standards for flood response. Specialist Teams are available for local, national and international flood response.</p> <p>Additional resources are available to the Service if required for increased levels of activity. Increased Alert Level protocols can be implemented by Senior Officers for anticipated events.</p> <p>April-Sep Update Further to the above Multi-agency LRF arrangements are in place with MFRA being fully embedded.</p> <p>MFRS have contributed to a new MRF Flood plan. This will be validated in a table top exercise by April 2020.</p> <p>This year we have added one Senior Officer to national register of flood tactical advisors, with a further planned for 2020.</p>	10	AM Operational Preparedness & Operational Response
	Civil Unrest	4.8.1	1,2,3	Inability to respond effectively to civil unrest	15	MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum	10	AM Operational Preparedness & Operational Response

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							channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).		
							April-Sep Update MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol). MFRA Procedures in place for Civil Unrest.		
		4.9	Air pollution charges - Report/regulations due out July 2017 on City Centre car charges for diesel vehicles	4.9.1	1,2,3	Cost of MFRS ancillary vehicles entering City centre zone – anticipate fire appliances will be exempt.	MFRS Transport Manager will closely monitor the situation April-Sep Update Ongoing report delivered to Ops Board on Environmental issues effecting the ancillary fleet. Meeting arranged with the Energy Trust to look at options moving forward to achieve the move to low		AM Operational Preparedness

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							emission vehicles and the infrastructure for charging facilities		
	4.10	Fuel Strike			Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.		<p>Merseyside Resilience Forum Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions</p> <p>April-Sep Update MFRS Business Continuity Plan and SLT supporting information in place ready to activate if required. Merseyside Resilience Forum Fuel plan in place. Home office report completed in September on bunkered stocks.</p>		AM Operational Preparedness
	4.11	Diesel fuel vehicles being phased out in the future	4.11.1	1,2,3	Impact on fleet and lease vehicles		<p>Long term planning for vehicle and asset refresh.</p> <p>April-Sep Update There is a meeting arranged with the Energy Trust to look at options moving forward to achieve the move to low emission vehicles and the infrastructure for charging facilities.</p>		AM Operational Preparedness
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People									

CORPORATE RISK REGISTER 2019/20

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
5.	Loss of Key staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident, significant incident	5.1.1	1,2,3,4	Loss of Key staff, Inability to provide core services	15	<u>AM Response</u> The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition section 13-16 arrangements are maintained to supplement internal resilience arrangements. April-Sep Update No change this period	10	AM Operational Preparedness & Operational Response
		5.2	Industrial Action resulting in the Inability to provide suitable response	5.2.1	1,2,3,4	Inability to attend incidents, provide core services		The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition section 13-16 arrangements are maintained to supplement internal resilience arrangements. April-Sep Update Business continuity plans in place and tested twice a year.	12	Director of POD

CORPORATE RISK REGISTER 2019/20

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		5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	1,2,3,4	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	<p>The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs</p> <p>April-Sep Update Work progresses as detailed above. A current round of Watch Manager appointments is being completed to put in place a more permanent managerial structure to support ongoing recruitment, and the introduction of revised duty systems</p>	12	Director of POD
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										

CORPORATE RISK REGISTER 2019/20

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	1,2,3,4	Loss or reduction in the quality of services provided	12	<p><u>ICT</u></p> <p>telent, under the contract and the internal ICT client team manage suppliers to achieve the required service levels and ensure suppliers are appropriate to support the needs of MFRA, both across the ICT infrastructure <i>and</i> the commodity & fire control applications used by the Authority. This ensures the suppliers deliver continuous service improvement, show best value and are fit for purpose to meet the business needs.</p> <p><u>System Support</u></p> <p>There will be an individual update for this area in future reports</p> <p><u>Finance & HR</u></p> <p>There will be an individual update for this area in future reports</p> <p>Apr- Sep update</p>	6	<p>Head of Technology</p> <p>Director of Strategy & Performance</p> <p>FMIS Manager</p>

CORPORATE RISK REGISTER 2019/20

6.	Technology Risks						No change this period – <i>Head of Technology</i>		
		6.2	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	6.2.1	1,3,4	Data compromised, loss of data, complaints, legal action, fines	15	<u>Director of Strategy & Performance</u> The Strategy and Performance ICT Board considers and responds to strategic risks A Protective Security Group focuses on information security Governance arrangements for applications were been reviewed and formalised in 2016. April-Sep Update <u>Head of Technology</u> See 6.9 below	12
	6.3	The inability to keep pace with technology changes.	6.3.1	1,2,3,4	Loss or reduction in the quality of services provided	15	MFRA has forgone a concrete roadmap for its newly launched ICT strategy and has instead adopted a strategic framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to ‘evolve’ the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of	12	Head of Technology

CORPORATE RISK REGISTER 2019/20

6.	Technology Risks						appropriate innovations, whilst having an ICT infrastructure that is robust, secure, reliable and resilient. For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan, and is then aligned to wider organisation strategy at the quarterly held S&P ICT Board. April-Sep Update No change this period		
		6.4	Poor data/information management resulting in loss of data, legal redress from Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.	6.4.1	1,2,3,4	Data compromised, loss of data, complaints, legal action, fines	15 Work to implement the General Data Protection Regulation was successful. This included:	12	Director of Strategy & Performance

CORPORATE RISK REGISTER 2019/20

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6.	Technology Risks						Developing an information asset register, privacy impact assessments, access to information and the role of the Data Protection Officer. Collaborative work with Merseyside police and other FRAs is being considered to share best practice.		
	Technology Risks						<p>April – Sep update</p> <p>Officers have updated the Authority's Privacy Notices, revised information sharing agreements and entered into new ones and created a new LearnPro training package for use by all staff. This is expected to be launched before the end of quarter 3. The Service continues to deal with Freedom of Information and Data Protection requests efficiently and effectively.</p>		
		6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	1,2,3	Radio voice services cannot be guaranteed for the transition	<p>16</p> <p>ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services.</p> <p>The ESMCP presents a high-risk potential for MFRA,</p>	9	Head of Technology

							<p>dependent on external factors beyond its day-to-day control; the main issue being slippage at the national level.</p> <p>The Home Office will continue to work closely with FRSs & Airwave to ensure that our current voice communication network remains in place and effective.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project and maintain a watching brief to ensure any opportunities to influence national/regional aspects of ESMCP are taken.</p> <p>The project risks are being managed by the MFRA ESMCP project board and a national programme risk register is maintained by the Home Office central team.</p> <p>April-Sep Update Due to the ESMCP delays, Home Office contracts with Airwave have been extended past both the original 2016 and subsequent 2019 expiry dates with the current</p>	
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CORPORATE RISK REGISTER 2019/20

							National agreements extended to 2025.		
	6.7	Withdrawal and transition arrangements from SOPHTLOGIC to new MIS for Community Fire Protection.	6.7.1	1,2,3,4	Robust transitional arrangements are required to ensure the Authority can carry out its statutory duty as the Enforcing Authority under the RRO (Fire Safety) 2005.	15	<p>The replacement of the SOPHTLOGIC system is programmed in for development and options are being explored. The transitional arrangements remain part of that process.</p> <p>April-Sep Update Work continues to replace the Sophtlogic system but it is expected that this will take longer than initially anticipated due to unanticipated recruitment and technical challenges. IT is recognised as a high priority for the Service.</p>	12	Director of Strategy & Performance
	6.9	Increase potential for Cyber Attack as we move to the Cloud			Loss or reduction in the quality of services provided	15	ICT deploys a number of security measures to protect the Merseyside Fire and Rescue Authority (MFRA) networks and information. Measures to protect from external attacks include applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware	12	Head of Technology

CORPORATE RISK REGISTER 2019/20

							<p>solutions to block malicious code (including viruses, trojans, worms, spyware, ransomware, adware, etc.); network segregation solutions and e-mail filtering solutions.</p> <p>April - Sep Update ICT continues to takes advantage of Cyber Security Information Sharing initiatives with various organisation</p>		
		6.10	<p>Unavailability of the Home Office Incident Recording System (IRS). March 2019 - CFOs have received notification that funding has not been granted to renew this system and although the intention is to maintain it there is a risk that it will become unavailable.</p>			<p>MFRS would be unable to record any detailed data about incidents other than what is captured on the mobilising system management information system. This would severely hamper the Service's ability to supply data and information for planning and performance management purposes.</p>	<p>We will engage with Home Office and NFCC to try and ensure that access to the system is not lost.</p> <p>Also, some fire and rescue services have their own incident recording system and only use IRS to send data to government. We will explore other systems used and whether they would be appropriate/affordable for MFRS.</p> <p>April-Sep Update The HO has now moved IRS to a new data centre and made some changes that have improved the speed and user experience. The HO are still</p>	12	Director of Strategy & Performance

CORPORATE RISK REGISTER 2019/20

								keen to replace IRS in the future, should funding be available, but the most recent action has mitigated the previous risk.		
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATE D SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
7.	Procurement	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	1,2,3,4	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	Regular, documented contract management in place for key contracts with priorities agreed between the Authority and the supplier. April-Sep Update	8	Director of Legal, Procurement & Democratic Services
		7.3	Key suppliers of goods and services ceasing to trade	7.3.1	1,2,3,4	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed.	15	Use of Creditsafe alerts to identify and financial changes to contracted suppliers. April-Sep Update Work has been undertaken to try and assure continuity of goods if the planned EU exit proceeds. Second line of supply for key goods has been identified where this is critical.	12	Director of Legal, Procurement & Democratic Services

CORPORATE RISK REGISTER 2019/20

		1.8	Changes to insurance discount rates	1.8.1	1,2,3,4	Increased insurance premiums	15	<p>This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect.</p> <p>April-Sep Update</p> <p><u>Removed Sept 2019</u></p>	12	Director of Legal, Procurement & Democratic Services
				3.5.2	1,2,3,4	Saughall Massie	25	<p>Planning permission has now been received for Saughall Massie and Authority approval will be sought later in 2017 for the build to commence, once the land has been obtained.</p> <p>April-Sep Update</p> <p>Construction of Saughall Massie Fire station has been completed and the station is fully operational. This risk can be closed.</p> <p><u>Removed Sept 2019</u></p>	6	Head of Estates

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	19 DECEMBER 2019	REPORT NO:	CFO/060/19
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:	SLT		
TITLE OF REPORT:	UPDATED SERVICE DELIVERY PLAN 2019/20		

APPENDICES:	APPENDIX A: UPDATED SDP 2019/20
	APPENDIX B: HMICFRS ACTION PLAN

Purpose of Report

1. To inform Members that the Service Delivery Plan for 2019/20 has been updated to include actions resulting from the inspection of Merseyside Fire and Rescue Service by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), the Integrated Risk Management Plan (IRMP) Supplement 2019/21 and updated outturn performance figures.

Recommendation

2. That Members approve the Updated Service Delivery Plan 2019/20.

Introduction and Background

3. Member approved the 2019/20 Service Delivery Plan in March 2019. The Service Delivery Plan brings together in one place the key actions and performance indicators for the Service.
4. Since then, the Authority has approved a supplement to its IRMP and received the HMICFRS report about the inspection of the Service in 2018, as well as final performance indicator figures being confirmed.
5. Since receipt of the HMICFRS report, officers have been developing an action plan to address the areas for improvement raised in the HMICFRS report and also reviewed the Service Delivery Plan to ensure that all the IRMP Supplement and HMICFRS actions are included in the Plan.
6. The Service Delivery Plan attached at Appendix A includes the revised actions and more details about the HMICFRS actions can be found at Appendix B. Including both of these in the Service Delivery Plan will enable Members to monitor progress for the remainder of the financial year.

7. Planning for 2020/21 began in November and those plans will also incorporate HMICFRS and IRMP actions where required.

Equality and Diversity Implications

8. An equality impact assessment was completed for the IRMP Supplement and this was considered by the Authority in July. Consideration of equality and diversity implications for Individual actions within the Service Delivery Plan will be considered as those actions progress.

Staff Implications

9. There are no staff implications related to this report. Such implications will be considered as the individual actions are progressed.

Legal Implications

10. The Authority is legally required to produce an IRMP and the Service Delivery Plan is the way in which the Authority chooses to identify and monitor the required actions.

Financial Implications & Value for Money

11. There are no financial implications resulting from this report. Any financial considerations will be dealt with as individual actions are progressed.

Risk Management, Health & Safety, and Environmental Implications

12. There are no implications resulting from this report. Any considerations will be dealt with as individual actions are progressed.

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

13. The Service Delivery Plan is the main way by which the Authority publishes its aims and objectives for the year.

BACKGROUND PAPERS

CFO/111/11 If this report follows on from another, list the previous report(s)

GLOSSARY OF TERMS

MFRA	M erseyside F ire and R escue A uthority is the physical and legal entity. When writing reports MFRA is the “object”.
MFRS	M erseyside F ire and R escue S ervice is the service provided by MFRA. When writing reports MFRS is the “action”

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

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Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

SERVICE DELIVERY PLAN

April 2019- March 2020

Updated December 2019

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1.1 INTRODUCTION

Welcome to our Service Delivery Plan for 2019/20. This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2019-20. It also highlights our alternative proposals contained in the Integrated Risk Management Plan (IRMP) Supplement 2019-21.

A number of significant national and international incidents have occurred since the IRMP 2017-20 was consulted on and published during 2016/17. In addition there have been changes to the city region infrastructure and the initial findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), following the first tranche of inspections, have given the Chief Fire Officer and the Fire and Rescue Authority cause to review the suitability of its plans to ensure they are still fit for purpose.

Following this review, a two year supplement to the existing IRMP has been written and, at time of writing, is due to go out for 12 weeks consultation with the public, staff, partners and stakeholders. This IRMP supplement ensures that the Authority complies with Fire and Rescue National Framework for England 2018 which places a duty on the Authority to assess all foreseeable fire and rescue related risks that could affect its communities, whether they are local, cross-border, multi-authority and/or national in nature, from fires to terrorist attacks. As Lead Authority for co-ordination and deployment of National Resilience capabilities on behalf of the Home Office this is particularly relevant to MFRA.

Our review identified emergent risk related to terrorism, environmental changes and the risk of fire spread in high rise and clad buildings. The learning from Significant Incidents emphasised the need to improve our resilience should a large, complex or prolonged incident occur. To meet this demand the Authority has proposed the prudent use of reserves to service debt in order to increase the number of available appliances from 26 to 30 (including a search and rescue appliance) and the number of firefighters from 620 to 642, the first increase in numbers since 2006.

The IRMP Supplement also includes proposals to increase the number of staff in Protection (legislative fire safety) to make commercial and public buildings safer.

To meet the cost of this re-investment in Response and Protection the Authority will use reserves combined with an ambitious debt repayment plan, outlined in the Finance section of this Service Delivery Plan.

Our plans reflect the link between risk, demand and vulnerability. They will ensure the Service remains able to respond quickly, whilst increasing our resilience to deal with large and protracted incidents. Our investment in Protection will ensure we are able to better protect people from the risk of fire, and our prevention services will remain targeted to the most vulnerable in our communities.

Although the years ahead remain challenging, you can be assured that the Fire and Rescue Authority will continue to strive to deliver the best possible service to Merseyside.

Merseyside are the only Service to be reinvesting in its frontline services at this time.

Chief Fire Officer – Phil Garrigan

Chair of the Fire Authority - Cllr Les Byrom

1.2 CORPORATE MISSION AND AIMS

Our Mission Is To Achieve:-

Safer Stronger Communities - Safe Effective Firefighters

Our Aims:

- **Excellent Operational Preparedness:**

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

- **Excellent Operational Response**

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

- **Excellent Prevention and Protection**

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

- **Excellent People**

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

1.3 CORE VALUES

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

- **Make a positive difference to our Community;**

We will build upon our unique position of trust and respect within the community and the professionalism of our staff to tackle the real underlying factors which affect risk.

We will achieve this by seeking partnerships in areas where we believe we can contribute to making communities safer from fire and other emergencies.

- **Provide an excellent and affordable service**

We will manage our emergency response flexibly, with an emphasis on those most at risk. We will do this by managing the number and type of appliances which are available to respond to emergencies at different locations throughout the day, night and at different times of the year to more accurately reflect the changing level and location of risk.

- **Everyone matters**

We aim to reduce risk in every home on Merseyside to a tolerable level, with no homes being assessed as high risk after we and our partners have offered support to the resident. To achieve this we will be more sophisticated in the way we commit resources to reduce risk; we will continue to offer free Home Fire Safety Checks to the most vulnerable residents of Merseyside, but our key focus will be to work with our partners to identify and provide assistance to those individuals within the community who are most at risk from fire and other emergencies.

- **Respect our environment**

We will fulfil our responsibilities for protecting the built and natural environment, with support and commitment at the highest level. We will continue to identify and manage our activities, which have an impact on the environment, without compromising our operational response or our service delivery to the communities of Merseyside.

- **Our people are the best they can be.**

We will ensure our workforce has the necessary knowledge, skills and values to make a difference. We will support them in their role and encourage them to contribute their ideas to continually improve the Service to deliver our mission.

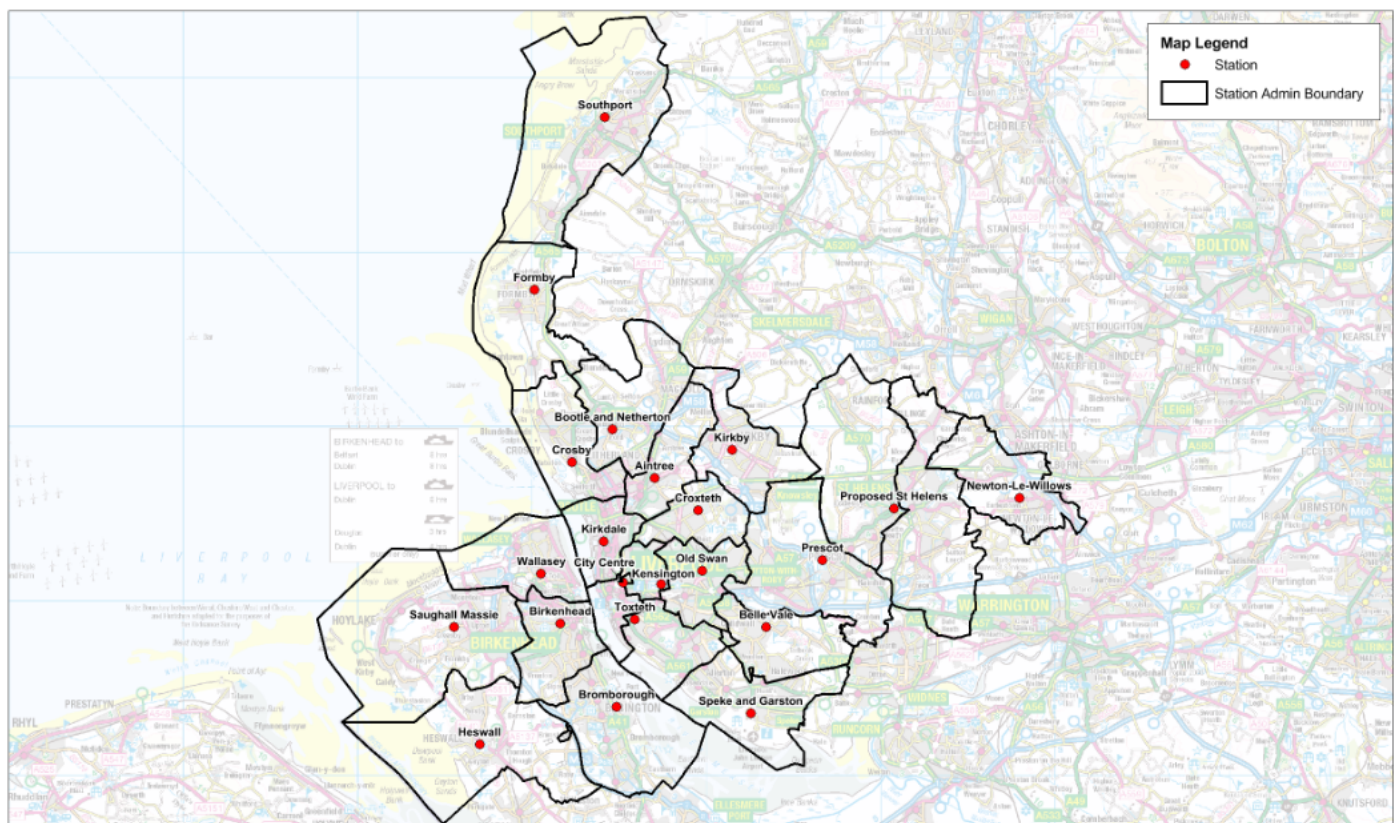
1.4 ABOUT MERSEYSIDE

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

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

- Mid 2017 estimated figures showed that Merseyside has a population total of 1,416,800. This is a 2.6% increase on 2011 census figures. The population is split 48.9% male and 51.1% female. Merseyside has a lower proportion of children (17.9%) and higher proportions of working age residents (63.4%) and older people (18.7%) than North West averages.
- Of the total population of over 65's in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic

Our [Profile of Merseyside Demography, Equality and Diversity](#) report outlines the communities we serve. There are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. There remain large pockets of deprivation with high levels of social exclusion and crime. According to the Indices of Multiple Deprivation 2015; out of 326 Local Authorities across England, Knowsley and Liverpool both appear in the top 10 most deprived Local Authorities.



Author: Strategy & Performance
Date: 22/01/2019
Produced using MapInfo

MF&RS Proposed Future Station Locations



1.5 OVERVIEW OF THE DISTRICTS OF MERSEYSIDE

Working closely with partner organisations in all the districts of Merseyside is key to us achieving improved outcomes for our communities and the strategic direction for our activities comes from centrally based departments. We are keen to retain a focus on the districts through involvement in statutory and local partnerships. It is important that we tailor our services to meet the specific needs of the local areas and the following sections outline the make-up of those areas and the resources located there.

District details below include the appliances and crewing systems at each station:

- WT – Wholetime – fire engine crewed 24 hours a day 7 days a week
- DCWTR – Day crewed wholetime retained – appliance crewed 12 hour day with crew available on a 30 minute recall at night if there are particularly high numbers of incidents or a large or protracted incident for strategic cover
- LLAR - low level activity and risk, crew are available on station for 12 hour day and available for recall within 5 minutes of the fire station at night
- WTR – Wholetime retained – crew available on 30 min recall for strategic cover during busy periods, large scale or protracted incidents

LIVERPOOL

Population:	491,549	Fire Stations:	Kirkdale – WT	Old Swan – WT
Homes:	211,219		Liverpool City – DCWTR, WT Night cover	Belle Vale – LLAR
Businesses:	18,718		Kensington – DCWTR	Croxteth – 1 WT 1 SRT
Land area:	162 sq km		Speke and Garston – WT	Aintree – DCWTR
Roads:	888.7 miles		Toxteth - WT	Marine Rescue Team

Specialist urban search and rescue modules for deployment throughout Merseyside, nationally and internationally plus a high volume pump and incident response unit are housed in Liverpool.

There has been massive investment in Liverpool city centre over the past 10 years but it is 4th highest ranked Local Authority for deprivation in England

WIRRAL

Population:	322,796	Fire Stations:	Birkenhead – WT
Homes:	145,879		Bromborough - WT
Businesses:	8462		Heswall - LLAR
Land area:	220 sq km		Saughall Massie – WT
Roads:	764.6 miles		Wallasey – DCWTR, WT Night cover

Wirral peninsula is a borough of contrasts with affluence on the west contrasting sharply with social deprivation in the east. The elderly population is higher than the national average and Wirral's older population is expected to increase by 30% by 2030.

SEFTON

Population:	274,589	Fire Stations:	Bootle & Netherton – WT
Homes:	124,775		Crosby – DCWTR
Businesses:	8145		Formby – LLAR
Land area:	216 sq km		Southport – WT
Roads:	615.4 miles		

Sefton is bordered by a 35 km coastline from dock estates in the south of the borough to scientifically important wildlife habitats in the sand dune and pinewoods in the north. There are stark social inequalities between the north and south of Sefton, where there are higher levels of deprivation, child poverty and worklessness. 21.3% of the population are over 65 which is higher than the Merseyside average of 18.7%.

KNOWSLEY

Population:	148,560	Fire Stations:	Kirkby – 1 WT
Homes:	65,506		Prescot – 1 WT
Businesses:	3353		
Land area:	86 sq km		
Roads:	360.8 miles		

Knowsley is the 2nd highest ranked area of deprivation in England. It is, however, an important location for employment in the Liverpool City Region with large industrial parks at Kirkby, Huyton and Prescot. The borough has a number of main arterial routes passing through it including the M57, M62 and East Lancashire Road.

ST HELENS

Population:	179,331	Fire Stations:	St Helens – 1 WT, 1 DCWTR, 1WTR
Homes:	80,875		Eccleston – 1 DCWTR
Businesses:	4610		Newton le Willows – 1 LLAR
Land area:	136 sq km		
Roads:	459.1 miles		

Areas of St Helens fall within the top 10% of deprivation in Merseyside but there are contrasting areas of affluence in Rainford, Billinge and Rainhill.

(Mid 2017 ONS population data, CIPFA dwelling and non-domestic properties estimates)

District Priorities

Through our plans we deliver activities and resources tailored to respond to local risk.

For example, prevention activity will be focussed to keep the most vulnerable in our communities as safe as possible, linking our wider community safety priorities to local needs. These centrally developed and managed priorities are refined to ensure services, and improved outcomes, are delivered at a local level.

Our priorities become objectives in our Integrated Risk Management Plan, functional and station community risk management plans.

Details of these objectives are contained in Sections 7 and 8.

We work closely with our statutory partners and with other organisations with which we share common objectives. We use data and information about each of the five districts of Merseyside to determine where our resources need to be targeted to achieve the best outcomes for our communities. We call this Knowing our Communities and it underpins our approach to planning and service delivery, particularly in relation to community risk management.

As a result, our priorities support collaboration with partner agencies in a shared commitment to make our communities safer, healthier and more resilient.

2.1 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY

Approximately 1000 staff are employed by Merseyside Fire and Rescue Authority at 23 Community Fire Stations, a Marine Rescue station, the Training and Development Academy, our headquarters and within its vehicle workshops.

For many years Merseyside Fire & Rescue Authority has provided the highest level of response to fires and other emergencies as well as offering a range of services to reduce and respond to risk in our communities. In recent years we have had to deal with significant budget cuts and this will continue in the future. The budget cuts, applied by the Government to date, have been so severe that they have presented a significant challenge to the services we deliver. Until the outcome of the Comprehensive Spending Review results are published in December 2019 it is unclear what further cuts MFRA may face beyond 2020. This Service Delivery Plan outlines our IRMP Supplement 2019-21 proposals to meet some emerging risks with an innovative way of crewing appliances to increase front line services for the first time in many years, details can be found on page 21

Our IRMP and Service Delivery Plan set out how we will tackle the risks to our communities. The IRMP planning process can be found at Appendix 4.

The main aspects of the services we carry out are outlined below:

Operational Preparedness

The Operational Preparedness directorate is led by an operational Area Manager who is responsible for all operational training, planning, intelligence, and collaboration with blue light partners. The Area Manager also oversees National Resilience assets, appliances and equipment along with specialist vehicles. Within the directorate are the Search and Rescue Team, the Marine Rescue Unit and Merseyside Fire and Rescue Control (which also provides National Resilience control services).

- Operational Preparedness provide firefighters with training, information, procedures, appliances/specialist vehicles and equipment to ensure they can resolve all emergency incidents safely and effectively.
- The Operational Preparedness directorate ensures that MFRA has suitable arrangements in place to identify, plan, prepare and mobilise resources for all foreseeable emergencies that could have an impact on our community, neighbouring authorities or the national infrastructure. This internal planning approach ensures that Merseyside firefighters have the correct training, equipment and information to enable them to respond safely and effectively to these emergencies and operate effectively within a multi-agency command structure.
- In line with the Policing and Crime Act 2017 commitment to closer working between the three emergency services, the Collaboration team engage with our blue light partners to improve efficiency and/or effectiveness and to enhance interoperability by working together.

Operational Response

The Operational Response department is led by an operational Area Manager and is responsible for the operational element of the MFRA workforce. Operational Response department will:

- maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core
- Continue to strengthen operational response through improvements identified as a result of effective monitoring, audit and review of the operational response function.
- Manage resources efficiently and effectively in order to continue to deliver an excellent Operational Response in the context of further reductions in available resources over the 4 year period covered by the 2015 Spending Review
- Manage fire stations effectively and efficiently, ensuring we maintain safe effective fire fighters and contribute to achieving safer stronger communities.

National Resilience

The Deputy Chief Fire Officer is responsible for managing the Authority's approach to its national role of coordinating National Resilience for the fire and rescue service on behalf of the Home Office.

National Resilience is the term used to describe all the services, equipment and expertise (assets) that are available across the country to deal with unusually large or complex emergencies (e.g. widespread flooding). Merseyside Fire and Rescue Service coordinates these assets through the National Resilience Assurance Team (NRAT) on behalf of the government.

MFRA also has responsibility for the national mobilisation and coordination of National Resilience assets via the National Resilience Fire Control, National Resilience skills acquisition training and National Resilience Long Term Capability Management which provides support, asset refresh and contract management for the maintenance of all National Resilience fleet and equipment.

Community Risk Management

The Community Risk Management (CRM) function incorporates Prevention and Protection. The activities undertaken on behalf of the directorate have been an integral part of the Service's Integrated Risk Management Plan since its introduction in 2005, reducing fires, deaths and injuries in domestic and commercial premises whilst making Merseyside safer and stronger.

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

- **PEOPLE** (Community Fire Prevention Department)
 - Home safety
- **PLACE** (Community Safety Department)
 - Community Safety
 - Road safety
 - Water safety

- Youth Engagement

➤ **PREMISES** (Community Fire Protection Department)

- Business safety

Our People

Our aim at MFRA is to have Excellent People

- We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all to ensure that we continue to recruit, train, develop and empower all our staff to deliver our services making the best use of their capabilities and professionalism.

3.1 FINANCIAL CHALLENGES 2019-20

Merseyside Fire and Rescue Authority uses a set of Budget Principles to make effective and efficient decisions about how it allocates resources. The Principles are as follows:

Principle 1

To allocate resources in a way that contributes towards the achievement of MFRA's Mission, Aims and Outcomes.

Principle 2

To continue to seek to avoid compulsory redundancy (if possible, given the difficult financial circumstances).

Principle 3

To choose budget options which minimise negative impact on the delivery of front line services or on firefighter safety.

Principle 4

To consider budget approaches which ensure the right balance between local and national funding levels and considers the views of local people on the right level of council tax balanced against aspirations for service levels.

Principle 5

To allocate resources having considered the impact on our diverse communities and our employees

3.2 THE AUTHORITY'S BUDGET

Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan Resolution 2019/20 – 2023/24

1. Merseyside Fire and Rescue Authority (the Authority) suffered one of the largest cuts in Government funding of any Fire and Rescue Service in the country between 2010/11 and 2015/16. The 2015 Government Spending Review announced further significant grant cuts for the Authority from 2016/17 up to 2019/20.
2. Over the 2010/11 to 2019/20 period the Authority faces a 50%, in real terms, reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget will reduce from £73.6m to £60.3m or £13.3m which represents an 18% cash or 40% real reduction.
3. The Authority had set a financial plan in 2016/17 that would deliver the required savings needed as a result of government cuts up to 2019/20. Each year since 2016/17 the Authority reviews the approved plan and amends it for any required adjustments to reflect changes in costs, income or Service needs. These drastic cuts from the Government has forced the Authority to make and continue to make tough choices.
4. The impact of the 2015 Comprehensive Spending Review meant the Authority had to find £11m of savings from the forecast planned spend for 2016/17 to 2019/20. The Authority has planned prudently to minimise the impact on frontline services and identified significant efficiency savings of over £9m by reducing management, support services costs and other technical amendments. Despite these efficiencies unfortunately the Authority had no choice but to approve an unavoidable reduction of £1.9m from the operational front line. These plans being detailed in the 2017-20 Integrated Risk Management Plan.
5. The Authority has a new Chair and Vice Chair and a new principle officer team, thus as part of the 2019/20 budget process the Chief Fire Officer has expressed an operationally focused desire to re-invest £1m back into operational response and protection services in light of an increased risks from fire and other emergencies, particularly the services ability to respond to large and/or protracted incidents as well as the need to enhance protection functions in the light of the Grenfell Tower fire and other major incidents. The Authority will consult on the alternative proposals in its supplement to the 2017-2020 IRMP – the supplement if approved would see its current plan extended to 2021.
6. If approved following consultation the Authority, as an important and safety driven change of direction will commit £1m to increase the firefighter numbers on Merseyside by an additional 22 posts and increase appliance availability from 26 to 30. The Authority must identify savings from elsewhere in its budget to cover this investment as the Government's 2019/20 settlement has provided no additional funding for the Authority despite a comprehensive lobbying strategy by the Leader and Members' of the Authority and local MPs.
7. The Chief Fire Officer and Director of Finance have identified a strategy to release current debt servicing and pension deficit payment budgets to fund this £1m investment.

8. The Authority is concerned that the reductions in services due to Government funding cuts since 2010/11 have already gone too far. Future Government funding cuts may force the Authority to make further reductions in frontline services including a review of the proposed £1m investment. Therefore the Authority will continue to lobby the Government against the level of cuts in funding made since 2010/11 and highlight the consequences that further cuts will have on the effective delivering of a vital emergency service.
9. The Authority has undertaken a process of lobbying more extensively than any other Authority in the Country and we believe this may have avoided further and deeper cuts and our views on future funding have been heard at the highest levels of Government. The Authority has said it will not allow these unsafe levels of cuts to just roll over us, but we will use every political device we can to improve funding so as to maintain the highest levels of public and staff safety here on Merseyside.
10. In order to minimise the impact on the Fire and Rescue Service we propose a council tax increase of just under 3%.
11. The effect of the budget on the council tax will be a ***Band D Council Tax of £78.84 (which equates to £1.52 per week) an increase of less than 5p per week on the 2018/19 figure.***
12. Most people in Merseyside will pay ***Band a Council Tax of £52.56 or £1.01 per week towards their Fire & Rescue Service.***
13. The Authority recognises that the Fire and Rescue Service is required to resource on the basis of risk not demand. But it also appreciates that Merseyside faces more demands than most other services due to the high levels of deprivation that its communities experience.
14. The Authority agrees to reflect this financial plan in its 2019-2021 supplementary Integrated Risk Management Plan (IRMP) and will consult with the local community and stakeholders on the IRMP and the impact current and future Government cuts will have upon them.

4.1 PERFORMANCE INDICATORS

Performance indicators measure key areas of performance and allow managers to manage and react to changing situations to ensure we are achieving our objectives. Targets are set at the beginning of the year using, where possible, 5 years historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

We review our Performance Indicators every year to ensure that they are still relevant for the organisation. The way performance indicators are monitored and reported is divided into four strands:

- **Key Performance Indicators (KPI) – Summary Indicators – Reported to Authority**
- **Key Performance Indicators – Outcome indicators** (*e.g. Reduction in fires and other incidents*) **Reported to Authority**
- **Tier 1 Local Performance Indicators – Outputs** (*e.g. Number of home fire safety checks*) – **some minor outcomes – Reported to Performance Management Group**
- **Tier 2 Local Performance Indicators – lower level outputs – Reported to Function and Station Management Teams**

Reporting of performance against KPIs is presented at Authority meetings using a traffic light system to update Authority members on the performance against targets set for the year. These reports focus on KPIs but also illustrate performance from related 1st and 2nd tier indicators. Further data can be requested from the Strategy and Performance Department.

For 2019/20, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks, Simple Operational Fire Safety Audits and Site Information Risk and Hazard (SIRAH) visits completed and achieving the targets will be managed locally on station on an annual basis.

The estimated performance for 2018/19 is detailed below (using actual data from April 2018 to December 2018). This will be replaced with the final end of year figures in June. Where there is no target the status is shown as 'Quality Assurance'. Performance Indicators have been recorded in groups for reporting to the Authority.

4.2 PERFORMANCE FOR 2018/19

	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2017/18	Target 2018/19	Performance 2018/19	Status
TO00	Total number of emergency calls received	22980	Quality Assurance	27215	
TC01	Total number of incidents attended	15862	15567	16101	
TC02	Total number of fires in Merseyside	7266	7349	7523	
TC03	Total number of primary fires attended	2475	2558	2247	
TC04	Total number of secondary fires attended	4791	4791	5276	
TC05**	Total number of special services attended	3124	2920	3270	
TC06	Total number of false alarms attended	5472	5298	5308	
TC07	Total number of non-emergency interventions	80	Quality Assurance	37	
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	95.3%	90%	94%	
TD09	The % of available shifts lost to sickness absence, all personnel	4.11%	4%	3.41%	
TE10	Total carbon output of all MFRS buildings	87.2	85.0	88.1	
DWELLING FIRES					
DC11	Number of accidental dwelling fire	918	1005	899	
DC12	Number of deaths in accidental dwelling fires	4	8	4	
DC13	Number of injuries in accidental dwelling fires attended	89	107	82	
DC14	Number of deliberate dwelling fires in occupied properties	179	169	126	
DC15	Number of deliberate dwelling fires in unoccupied properties	36	36	24	
DC16	Number of deaths in deliberate dwelling fires	0	1	0	
DC17	Number of injuries in deliberate dwelling fires	10	16	9	

* Attendance standard is measured from the time the fire appliance is alerted to an incident to the point that it books in attendance. ** Some Special Service attended generate income such as lift rescue and effecting entry. This indicator includes a wide range of different incident types including road traffic collision, water rescue, flooding, animal rescue, assisting the police, rescues from height etc.. We are not always in a position to influence a reduction in some of these incident types and this will be reflected in our 2019/20 targets where we will class some Special Services as 'Quality Assurance' and not set a target unless we are in a position to influence reductions in incident types e.g. RTC's.

KEY PERFORMANCE INDICATORS		Performance 2017/18	Target 2018/19	Performance 2018/19	Status
NON DOMESTIC PROPERTY					
NC11	Number of deliberate fires in non-domestic premises	90	94	76	
NC12	Number of accidental fires in non-domestic premises	202	201	192	
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	639	618	510	
AC12	Number of accidental vehicle fires attended	195	192	199	
AC13	Number of deliberate anti-social behaviour fires (small)	4195	4258	4259	
AC14	Number of accidental small fires attended	596	533	1017	
AC15	Number of 'other' primary fires attended	210	243	221	
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	553	554	617	
RC12	Number of injuries in road traffic collisions attended	298	361	325	
RC13	Number of fatalities in road traffic collisions attended	10	7	12	
SPECIAL SERVICE					
SR11**	Number of calls to cardiac and respiratory related incidents from NWS – on hold	35	Quality Assurance	0	
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non Domestic properties	592	667	590	
FC12	The number of false alarm calls due to automatic fire alarm equipment in Domestic properties	2789	2773	2679	
STAFF WELFARE, RISKS & COMPETENCY RELATED INDICATORS					
WD11	% of available shifts lost to sickness absence per wholtime equivalent GREY book (operational) personnel	4.32%	4%	3.61%	
WD12	% of available shifts lost to sickness absence per wholtime equivalent GREEN & RED book (non uniformed) personnel	3.47%	4%	3.13%	
WR13	Total number of operational staff injuries	40	52	45	

** SR11 attendance to cardiac and respiratory related incidents with NWS trial was ended on 18th September 2017 following a national decision by the Fire Brigades Union.

	Within 10% of Target
	Target achieved
	10% worse than target

Estimated performance for benchmark indicators Total incidents, Total Fires and Total Secondary Fires is within 10% of the annual performance target. However an increase in most fire incident types occurred during hot, dry weather during Summer 2018. Whilst from August onwards performance returned to normal levels, this has had a significant impact on performance over the whole year.

There were areas where the number of incidents decreased, such as deliberate anti-social behaviour small fires, deliberate fires in non-domestic premises and deliberate vehicle fires. We continue to meet our Attendance Standard of the first appliance being in attendance at all life risk incidents within 10 minutes.

During 2018/19 3.41% of available shifts were lost to sickness absence among all staff. This is a further reduction in sickness absence.

Comments on Key Performance Indicators that have achieved their target

TR08 Attendance Standard – first attendance of an appliance at a life risk incident in 10 minutes

Fire crews continued to achieve the Attendance Standard for response to life risk incidents within 10 minutes on 94% of occasions, the target is 90%.

NC11 Number of deliberate fires in non-domestic premises

Deliberate fires in non-domestic premises decreased in 2018/19 (76 compared to 90 in 2017/18). However a large proportion of this type of fire (43) occur in prisons and these increased when compared to 2017/18 (39).

AC11 Number of deliberate vehicle fire attended

The number of deliberate vehicle fires attended fell from 639 in 2017/18 to 510 in 2018/19. This is a considerable reduction and reflects the joint working between MFRS and Merseyside Police. Operation Brookdale was aimed at reducing anti-social behaviour around the use of scrambler/off road motorcycles, the success of this operation has consequently reduced the number of fires involving motorcycles which were proportionately quite high for this indicator.

Comments on Benchmark Indicators where the target has not been achieved.

TO00 Total number of emergency calls received.

There were 27215 emergency calls received by Fire Control, this was 4235 more calls than in 2017/18. There were 239 more incidents attended than in 2017/18 this is due to sustained hot weather during the summer. There were 6076 emergency calls received in July which was the highest number since July 2006 when 9971 calls were received.

TC05 Total number of special services attended

The types of special service call attended most frequently include flooding, rescue from lifts, water rescue, affecting entry and removal of objects. Assisting Merseyside Police in gaining entry and searching for missing people were included in this indicator in 2017/18. There are incident types such as some lift rescues and gaining entry to property which are chargeable and bring income into MFRA, approximately £15,000 in 2018/19. MFRS is not in a position to influence a reduction in many types of special service call (road traffic collisions and water rescue being exceptions) so there will be no target for other types of special service calls in 2019/20.

4.3 KEY PERFORMANCE INDICATORS for 2019/20

KPI Ref	Narrative	Target 2019/20
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	<i>Quality Assurance</i>
TC01	Total number of incidents attended	15921
TC02	Total number of fires in Merseyside	7304
TC03	Total number of primary fires attended	2407
TC04	Total number of secondary fires attended	4897
TC05	Total special service calls attended	<i>Quality Assurance</i>
TC06	Total number of false alarms attended	5521
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes	90%
TD09	% of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	86.6
Dwelling Fires		
DC11	Number of accidental dwelling fires	960
DC12	Number of fatalities from accidental dwelling fires	8
DC13	Number of injuries from accidental dwelling fires attended	98
DC14	Number of deliberate dwelling fires in occupied properties	150
DC15	Number of deliberate dwelling fires in unoccupied properties	33
DC16	Number of deaths occurring in deliberate dwelling fires	1
DC17	Number of Injuries occurring in deliberate dwelling fires	15
Non Domestic Property Fires		
NC11	Number of deliberate fires in non- domestic premises	86
NC12	Number of accidental fires in non-domestic premises	195

KPI Ref	Narrative	Target 2019/20
Anti-Social Behaviour		
AC11	Number of deliberate vehicle fires in Merseyside	569
AC12	Number of accidental vehicle fires attended	197
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	4157
AC14	Number of accidental small fires attended	740
AC15	Number of "Other" primary fires attended	217
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTCs) attended	568
RC12	Number of injuries in RTCs attended	352
RC13	Number of fatalities in RTCs attended	7
False Alarms		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in Non Domestic property	661
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in Domestic properties	2812
FC13	The number of false alarm calls attended, discounting false alarm good intent.	Quality Assurance
Staff Welfare, Risks and Competency		
WD11	% of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	4%
WD12	% of available shifts lost to sickness absence per wholetime equivalent GREEN and RED book (non uniformed) personnel	4%
WR13	Total number of operational staff injuries – on duty	50

5.1 INTEGRATED RISK MANAGEMENT PLAN 2017-20 & IRMP SUPPLEMENT 2019-21

Our Integrated Risk Management Plan sets out how we will balance the risks and needs of our communities against our duties as a Fire and Rescue Authority and the resources we have available. We published a three year IRMP in 2017 [link] but a number of significant incidents have given MFRA, in addition to a broader responsibility for National Resilience, cause to reflect on the role of the Fire and Rescue Service. These reflections have resulted in proposals to amend our previous plan with particular regard to the areas of Response and Protection (legislative fire safety).

It is on this basis that we are presenting a supplement to the previous IRMP 2017 – 2020 Plan, as we believe that the environment in which we are now operating has changed and it is different from the one we considered in 2016/17 when we first drew up the 2017 – 2020 IRMP. A two year IRMP Supplement 2019-21 will go out to consultation during Spring 2019 to take these proposals to the public, staff and stakeholders.

Our IRMP 2019/21 objectives and how they differ from our original plans are summarised below:

Operational Response

Original proposals IRMP 2017-20

1. During the day (0830-2030) we will continue to have 24 appliances immediately available to be deployed to incidents and 2 appliances that can be mobilised within 30 minutes.
2. Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30 minute delay.
3. These additional fire engines will be available through the use of a secondary wholetime retained contracts for firefighters. (Retirement of 80-100 firefighters during 2017-20). *The secondary contract aspect of this action has been completed.*
4. Undertake recruitment between 2017-20 to ensure numbers and competence is maintained (making sure we have enough firefighters for the future). *To be extended to 2021*
5. We will change some shift patterns from wholetime to days only wholetime crewing (retained cover provided at night).

2019-21 IRMP Supplement

It is proposed that 1, 2 and 3 above are replaced with the following proposals to improve resilience, to effectively address new and emerging risk/learning arising from significant local and national events during this current IRMP period. In adopting the following changes MFRS believes it will be able to address demand and risk more effectively, providing a better service to Merseyside communities than would have been provided by the original proposals.

- *We propose to improve our emergency response and resilience by having up to 30 fire appliances available during the day and night (a combination of Wholetime and Retained). This is an increase on the 26 proposed in our original 2017-20 IRMP.*
- *We propose to achieve this increase in the number of fire engines from 26 (18 immediately available 24/7; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); and 2 fully wholetime retained fire engines which are available on a 30 minute recall 24/7)*

To 30 by providing 20 appliances immediately available; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); 3 fully wholetime retained fire engines which are available on a 30 minute recall 24/7 and 1 Search and Rescue fire appliance.

- In practical terms this will mean that during the day we will have 27 (inc Search and Rescue appliance) immediately available fire appliances with a further 3 available within 30 mins (for resilience purposes).*
and
- 21 immediately available fire appliances (inc Search and Rescue appliance) during the night with a further 9 available within 30 minutes (for resilience purposes).*
- To achieve this we intend to increase the number of firefighters employed by Merseyside Fire and Rescue Authority from 620 to 642.*
- To achieve this we intend to recruit up to 60 new firefighters each year during the life of this plan to maintain the 642 figure.*
- This proposal also includes a commitment to maintain fire engines with five firefighters at Key locations (including those where five firefighters are required to operate our National Resilience assets) with other locations operating with four firefighters per fire engine.*
- We will also review the location of our specialist appliances to determine what is the most suitable location based on the risk and demand in the area, the appropriateness of the duty system and the capacity of a fire station to house the additional asset.*

An operational crew of four provides for a nationally recognised safe system of work for the UK fire and rescue service, however we intend to maintain a crew of five at around half our fire stations so that we can respond as efficiently and effectively as possible to life risk incidents.

These arrangements will ensure that we are always able to send at least nine firefighters to life risk incidents either by mobilising one fire engine with five firefighters and a second with five or four, or three fire engines with four firefighters on each.

- We propose to increase the number of available fire engines by the introduction of a 'Hybrid' duty system at three locations; Liverpool City, Wallasey and St. Helens, this system combines elements of Days, Nights and Retained duties whilst also maintaining immediate cover with at least one 24/7 fire engine.*
- Adopting such a model would allow us to provide day, night and retained cover and provide three fire engines at each of the locations above (an increase on what was planned in the 2017-20 IRMP)*
- The Hybrid would deliver immediate and continuous night-time cover at both Liverpool City and Wallasey fire stations.*

The Hybrid model shift system will provide the following from each location:

- Two fire engines immediately available during the day between 0830hrs - 2030hrs and a third fire engine providing retained cover on a 30min recall to help deal with particular busy periods, large scale or protracted incidents.*
- One fire engine immediately available during the night between 2030hrs – 0830hrs and two fire engines providing retained cover on a 30min recall to help deal with particular busy*

periods, large scale or protracted incidents.

The graphic below describes the proposed change:



In practice, staff will work across all three appliances on a Hybrid duty system undertaking day shifts, night shifts and an equal amount of retained shifts. This equates to approximately 10 day shifts, 5 night shifts and 15 retained shifts per month and where a retained shift either follows a day shift or precedes a night shift, for example:

- 12 hour day shift (0830-2030hrs) followed by a 12 hour retained shift (2030-0830hrs)
- 12 hour retained shift during the day (0830-2030hrs) followed by a night shift (2030-0830hrs)

These stations would enhance our response capabilities to terrorist threat, marine and environmental (flood) risk.

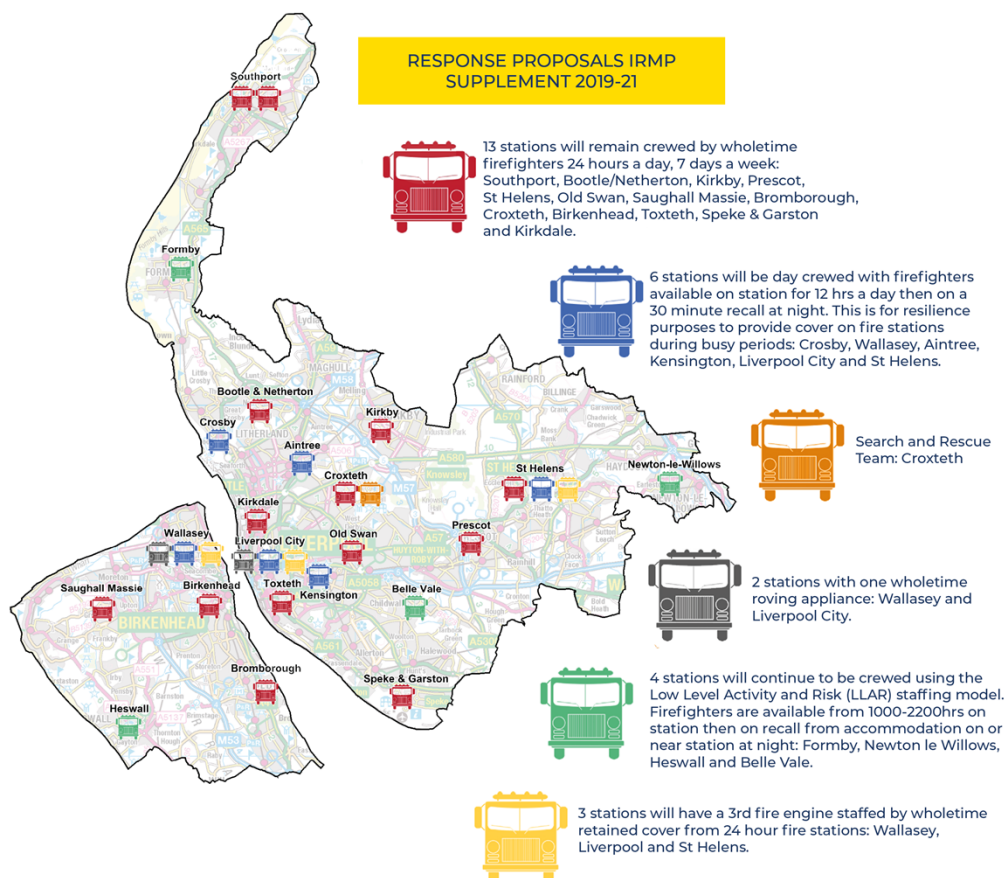
The replacement of the original proposals 1-3 with the implementation of three Hybrid stations will increase MFRS appliance numbers from the current 26 to 30.

This proposal is based on the analysis of risk, demand, vulnerability and performance (further details are available in the IRMP Supplement 2019-21).

To achieve this the Authority will be required to utilise some of its financial reserves to pay off debt. This commitment will free up revenue budget that can be invested the front line and other priority areas.

The graphic below shows the number and type of fire engines that would be available if the new proposals are adopted:

RESPONSE PROPOSALS IRMP SUPPLEMENT 2019-21



- Completion of station mergers (closing 2 stations and building one new station in a central location) at 3 locations – St Helens, Prescot and Saughall Massie – *Prescot is now complete and open, Saughall Massie is being built (it is due to open in 2019). In October 2018 the Fire Authority agreed to seek planning permission for a new station in St Helens (on land off Milverney Way/Watson Street).*

New - 2019-21 IRMP Supplement Proposal

We will continue to explore opportunities to improve the efficiency and effectiveness of the Service, including whether the current locations of our fire stations and other buildings allow us to provide the best services and whether there is any scope for further station mergers.

- We propose that when the Emergency Medical Response (EMR) trial is complete, MFRA will introduce EMR to all fire crews across Merseyside during the lifespan of the IRMP 2017-20 – *this will remain in the IRMP and be reviewed when the outcomes of national negotiations are known*

Operational Preparedness

- We intend to add to the resilience of the Marauding Terrorist Firearms Attack (MTFA) capability by training and equipping proposed wholetime day duty shift stations to perform this function in addition to the Search and Rescue Team.
- We intend to supplement the resilience of the Urban Search and Rescue (USAR) team capability by training all new recruits into MFRA to USAR technician level and create opportunities for staff to work in the USAR team.

10. We will also train all new recruits to Swift Water Rescue Technician in order to increase the number of Type B and C water rescue teams the Service can deploy.
11. We are committed to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of the Home Office.
12. We will work with the Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the sector through the Lead Authority arrangement.
13. As part of the collaboration programme with Merseyside Police, we are planning to include the Police MATRIX team in similar joint training plans to enhance response capability at major incidents.
14. We may change how training is delivered in the longer term. We propose working with partner organisations to explore opportunities for efficiencies, driving further collaboration and improving effectiveness.

New - 2019-21 IRMP Supplement Proposal

We will explore the feasibility of introducing a drone capability which would be provided on a retained basis by crews operating from a hybrid station.

New - 2019-21 IRMP Supplement Proposal

We will explore the use of technology to support the mobilisation of resources to all operational incidents types, using mobile phone capabilities (data/technology) to better inform the mobilisation and dispatch of fire engines and specialist vehicles – e.g. 999Eye (as used by West Midlands FRS).

New - 2019-21 IRMP Supplement Proposal

In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance the information we hold about risks in neighbouring fire and rescue services to assist us when we respond to over the border incidents.

New - 2019-21 IRMP Supplement Proposal

In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance cross border training with neighbouring fire and rescue services to assist us when we respond to over the border incidents.

Community Risk Management

15. We are in discussion with local Clinical Commissioning Groups and Public Health professional in relation to the introduction of Safe and Well visits across Merseyside.
16. Alongside Merseyside Police and our Local Authorities we are exploring the concept of fully integrated early help services, creating shared service Community Safety/Early Help Hubs, which it is envisaged will better co-ordinate resources.
17. With partners we are committed to the building of digitally inclusive community where everyone has access to affordable broadband and devices, has the right skills and confidence to use the

internet and the ability to use technology to improve their quality of life and get out of poverty. We propose to deliver a multi-disciplinary monitoring system, through smart smoke alarms linked to Fire Control to enable vulnerable residents to stay safe.

18. We aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify vulnerable people and to support the service directly in the delivery of community reassurance and CFOA themed campaigns.

18a. MFRA would like to explore opportunities for funding and sponsorship from the private sector to support its Youth Engagement programmes.

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

New - 2019-21 IRMP Supplement Proposal

We will increase the number of staff in our Protection team to carry out legislative fire safety work.

We plan to introduce a non-uniformed role of Fire Engineer to provide technical expertise that will assist us provide expert advice to building owners and developers,

This new proposal reflects our additional commitment to Protection and helps to address concerns highlighted by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in their initial report on fire and rescue service inspection. This will help us improve the way in which we work closely with building owners and occupiers to improve compliance with legislation and take action to deal with non-compliance.

We believe that Protection is key to keeping people safe in public and commercial buildings and we propose to increase the number of staff carrying out Protection work by creating five new uniformed manager roles to help improve the capacity of the Protection team.

20. We propose that Business Safety Advisors will complement the work of Protection by further supporting our risk based strategy, developing initiatives and campaigns to target specific business premises across Merseyside.
21. Introduction of the Protection Response Team will ensure operational crews are fully prepared to respond safely and effectively to fires with an enhanced knowledge of the built environment. We propose further involvement in planning activities, exercise support and debriefing MFRA and multi-agency exercises. The team will support the management of risk through undertaking 'peak performance' inspections with partners.
22. MFRA will develop a Merseyside Better Business for All approach by April 2018 working with local stakeholders. By working together to remove real and perceived barriers to growth by understanding each other's perspective, we can develop our approach, tackle obstructions and find solutions to move forward.

Finance

23. Financial proposals:

- Prepare a multi-year financial plan
- Set council tax increase in line with the financial plan
- Assume 2% pay increase for our staff for 2019/20 and each year thereafter
- Look to reinvest £1m in frontline services and increase the number of firefighters from 620 to 642.

- Fund the £1m investment from anticipated savings on future debt payments and pension deficit payments.
- Deliver the saving plan approved in the 2018/19 financial plan.

Our five year Medium Term Financial Plan rolls forward each year and it is updated to deal with any changes. Further details can be found in Section 3.2

6.1 EQUALITY, DIVERSITY AND INCLUSION

MFRA recognises the importance of considering and promoting equality in everything that we do. We are committed to delivering services and employing staff in accordance with the Equality Act 2010. Not just because it is the law but because we believe it is the right thing to do.

In line with the responsibilities placed on the Authority by the Equality Act, we have established a number of equality objectives that are both inward looking (staff related) and outward looking (community and service delivery related).

Our Equality and Diversity objectives are an important part of our IRMP and demonstrate how we show due regard to the need to eliminating unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share protected characteristics and those who don't.

We have considered the community demographic profile of Merseyside whilst preparing our IRMP and station plans, considering the levels of deprivation, age, gender, ethnicity and religion as well as other demographics and protected characteristics where data has been available. This is then combined with the incidents that have occurred over the last three years. We use this information to target our community risk management resources at the areas of greatest risk.

As part of the IRMP process, consideration has been given to the impact of service level changes to the community, specifically the protected characteristics set out in the Equality Act 2010 which MFRA is required to take into account under its Public Sector Equality Duty. This is dealt with through the Equality Impact Assessment process¹ which includes reviewing Census data, demographic data, fire and rescue statistics and community consultation feedback.

Regular updates on progress against our objectives are submitted to the Fire and Rescue Authority. The next few years will have a strong focus on the training and support for our staff to equip them to understand Equality, Diversity and Inclusion and embed it into their day to day roles.

For these updates and more information on how we perform against the Public Sector Equality Duty and the innovative ways in which we engage with our diverse communities please read our [Equality, Diversity and Inclusion Annual Report 2017-18](#)

¹ Equality Impact Assessments

Our Equality Impact Assessment (EIA) are a way of finding out if our services and employment opportunities are accessible for our communities and employees. They help us ensure that our policies/initiatives and services do not discriminate in any way.

An EIA will help us to understand how our policies/initiatives or services could discriminate against members of the community on grounds of race, disability, gender, age, sexual orientation, religion or belief.

It allows us to look forward to see that customers and employees can access our services, instead of reacting to any complaints or concerns about service delivery. The IRMP document sets out the key changes to the Fire and Rescue Service for Merseyside and EIAs have been carried out on those key changes.

6.2 EQUALITY OBJECTIVES 2017/20

Equality Objective 1

Create a strong cohesive organisation that is positive to rising to the future challenges we face.

Action	<ul style="list-style-type: none"> Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups Delivering Positive Action programmes across all occupations where under representation exists, and learning from and sharing results Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as an employer of choice to those groups underrepresented in our workforce Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief Reviewing progression and promotion across all levels of the organisation
How we will measure our success	<p>Increased diversity of our workforce and volunteers, at all levels, in order to reflect the local community we serve.</p> <p>Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.</p>

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment

Equality Objective 2

Ensure that people from diverse communities receive equitable services that meet their needs.

Action	<ul style="list-style-type: none"> Carry out activities to help us know and understand our diverse communities including: <ul style="list-style-type: none"> Gathering and data and intelligence to help us know and understand our diverse communities better Engaging with diverse communities to understand their needs in relation to the services we provide Using knowledge and data, to target services to the diverse communities at most risk Improving Equality Monitoring of the services we deliver to our communities (e.g. HFSC Monitoring) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve
How we will measure our success	<p>We will have meaningful data that helps staff develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses)</p>

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

This work will strengthen our services to meet the needs of a wide range of diverse communities. By understanding people's needs and carrying out engagement we can ensure that those groups are fully supported by the Fire and Rescue Service to help reduce risk.

Equality Objective 3

Reducing fires and other incidents amongst the vulnerable protected groups

Action

- Continuing to prioritise Home Fire Safety Checks to high risk people and places
- Continuing to engage with young people in vulnerable areas
- Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, hate crime and safeguarding
- Analysing our performance each year using the Performance Indicators (PI's) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents

How we will measure our success

- We will contribute to a reduction in fires, deaths and injuries and other relevant incidents.

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

By better understanding the impacts for diverse community groups in terms of fires and other incidents we can measure whether there are any disproportionate outcomes for the protected groups of : Age, Gender, Ethnicity, Religion, LGBT and Disability

Equality Objective 4

To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”

Action

- Development of equality and diversity training including: e-learning, equality and diversity related workshops, inductions for new staff
- Embedding Equality and Diversity in our volunteering programmes and youth engagement.
- Helping Authority Members understand their role in scrutinising the organisation's delivery of equality and diversity outcomes
- Carrying out Equality Impact Assessments
- Creating a diverse supplier base for goods and services in our procurement procedures
- Supporting staff groups and forums to help us understand our diverse groups of staff and their contribution to the organisation
- Using staff survey results understand levels of engagement in relation to the protected groups

How we will measure our success

- Staff will feel better equipped to manage their functions and delivery of services to all communities in a confident way. This could be measured through the Staff Survey engagement and the outcomes delivered to different groups and community feedback from after the incident reports. Monitoring the number of training sessions completed around Equality and Diversity
- Improvement in levels of engagement amongst staff from the protected groups

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

This helps the organisation to meet its Public Sector Equality Duty to have due regards to understand and meet the needs of different protected groups and foster good relations between groups

Equality Objective 5

To continue to aspire to achieving excellence, or equivalent, in a Fire and Rescue Service Equality Framework

Action	
	<ul style="list-style-type: none">• Prepare an Equality and Diversity self-assessment• Undertake a Peer Assessment, if available
How we will measure our success	By maintaining excellence in a Fire and Rescue related Equality and Diversity Framework if available
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: Taking part in an assessment helps us to integrate our commitments to promote equality and diversity across all functions of the organisation. This assists with meeting the Equality Act 2010 – Public Sector Equality Duty to ensure that we are having due regard to the needs of staff and public we serve in relation to the 9 protected groups.	

7.1 FUNCTIONAL PLANS 2019/20

Functional Plans are departmentally focused or thematic. Although mainly an internal planning tool, key actions from these plans are included in the Service Delivery Plan. Each of the Function leads are asked to write an annual Functional Delivery Plan. In the Plan they introduce the Function and its role within MFRS, review progress against their Key Deliverables for the previous year and identify their priority actions for the next year. IRMP proposals are addressed as action points in the Functional Plans, where relevant.

Function heads also identify what their Function will require in terms of engagement and consultation, corporate communications, ICT and training to ensure key deliverables are achieved.

Each Functional Plan has an Equality Impact Assessment (EIA) completed. This EIA describes if, and how, the Functional Plan will impact on staff and members of the public, both negatively and positively, taking into account the ten protected characteristics (age, sex, race, disability, religion and belief, gender reassignment, marriage and civil partnership, pregnancy and maternity, sexual orientation and, specific to MFRS, socio-economic disadvantage).

Each Function head reports regularly on their Functional Plan in our Planning, Intelligence and Performance System. These updates are collated into a report to the Fire and Rescue Authority (or one of its committees) on a four monthly basis which is published on our website.

Relevant actions are also incorporated into the individual Station Plans and used to identify priorities for all stations and those unique to a specific station area.

This year Equality, Diversity and Inclusion actions have been incorporated into Functional Plans.

General Priorities

Within this Service Delivery Plan Merseyside Fire and Rescue Authority will aim to deliver safe and effective services across Merseyside; delivering services of the highest quality and at an affordable cost, offering the very best value for the communities we serve. The services delivered will reflect our core values and the risks within our communities and include particular activity drawn from our Integrated Risk Management Plan (IRMP) and collaboration with partner agencies to deliver affordable and effective interventions during challenging times, in prevention, planning for emerging risks and responding to incidents.

The Policing and Crime Act 2017 placed a new statutory duty on the Police, Ambulance and Fire and Rescue services to keep collaboration opportunities that would be in the interests of efficiency, effectiveness or public safety, under review. A Collaboration Team has been established to provide support this programme and investigate future opportunities for joint working.

Following approval of the Service Delivery Plan in March 2019, the Service received its Inspection report from Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and the Authority also approved a supplement to its Integrated Risk Management Plan to extend it to 2021.

Following a review of actions required as a result of the inspection, it was found that many were already included in this Plan and they have now been highlighted to make it clear that they are expected to contribute to MFRS improvement in the areas identified by the Inspectorate. A small number of new actions have also been added, or existing actions amended.

Similarly, amendments to this Plan have been made to highlight when actions will contribute to the delivery of objectives contained within the IRMP.

7.2 SERVICE DELIVERY PLAN ACTION POINTS

As explained in the previous section, we have priorities that are really important to us as we strive to reduce risk. Some fit within the criteria of the Integrated Risk Management Plan and others sit outside it and the key deliverables below deal with all areas of activity that are priorities for the Authority. These have been developed as part of our Functional Plans:-

Operational Preparedness:

Training	
FP/19/20/1.1 <i>IRMP</i>	Complete feasibility study and detailed costing exercise for the proposed redevelopment of the Training and Development Academy (jointly with North West Ambulance Service and Police) and provide MFRA with a fully costed options appraisal.
FP/19/20/1.2 <i>IRMP</i>	Progress and implement the most effective and efficient means in providing the correct infrastructure at the Training and Development Academy to deliver Service training.

Collaboration and Interoperability	
FP/19/20/1.3 <i>IRMP</i>	Ensure collaborative opportunities with Merseyside Police and North West Ambulance Service are fully explored and kept under review in line with the Policing & Crime Act 2017

Operational Planning and Intelligence	
FP/19/20/1.4 <i>HMI</i>	Continue to review Standard Operational Procedures (SOPs) and supporting guidance in line with National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development and maintenance of NOG through Strategic Gap Analysis.
FP/19/20/1.5 <i>IRMP</i> <i>HMI</i>	Continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information into the development and implementation of Site Information Risk and Hazards, including how we can share cross border risk information and enhance training with neighbouring FRS's
FP/19/20/1.6 <i>HMI</i>	Fulfil legislative responsibilities to identify foreseeable risk to ensure the health safety and welfare of employees and the communities we serve by producing risk management plans, emergency response plans and consider National Operational Guidance

Operational Resources and Transport	
FP/19/20/1.7 <i>IRMP</i> <i>HMI</i>	Progress and implement the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response including feasibility of drone capacity and use of technology to support mobilisation of resources.

Operational Preparedness - Equality, Diversity and Inclusion Objectives:

ED/19/20/4.6 <i>IRMP</i>	To review the Training and Development Academy facilities and Croxteth fire station site, in line with the core training delivery model, to ensure Equality and Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.
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Operational Response:

FP/19/20/2.1 <i>IRMP</i>	Ensure that we maintain the Health, Safety and Welfare of all Merseyside Fire & Rescue Service staff and continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response
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<i>HMI</i>	function.
FP/19/20/2.2 <i>IRMP</i> <i>HMI</i>	Manage our resources efficiently and effectively in order to continue to deliver an excellent Operational Response in the context of planned change over the period covered by the IRMP 2017-20 and the IRMP Supplement 2019/21.
FP/19/20/2.3 <i>IRMP</i> <i>HMI</i>	Develop our people within Operational Response via continued and improved engagement to deliver a professional service which has a positive impact on our communities and workplace.
FP/19/20/2.4 <i>IRMP</i> <i>HMI</i>	Operational Response will continue to monitor and assess Fire-fighter, Crew Manager and Watch Manager competency during scheduled Station Manager, Group Manager and Area Manager Audits. This will further complement formal assessments delivered and monitored through the Training and Development Academy.

Operational Response - Equality, Diversity and Inclusion Objectives:

ED/19/20/2.9 <i>HMI</i>	Build on the feedback from the 2016 and 2018 Staff Survey and our Service aim 'Excellent People' through a range of staff engagement methods such as focus groups and functional communication.
ED/19/20/2.10	To ensure that operational staff contribute to Knowing our Communities and engage with them to ensure they are safer from fire and risk through equality assurance audits of Home Fire Safety Checks, particularly in relation to recording Equality & Diversity monitoring data. The importance of collecting monitoring data is to be reinforced through diversity briefings and improvements made where a need is identified.

People and Organisational Development:

FP/19/20/3.1 <i>HMI</i>	Improve our ability to provide good service by diversifying our staff and creating a fair and equitable place to work
FP/19/20/3.2	Ways of working that respond to Service model needs
FP/19/20/3.3 <i>HMI</i>	Developing Cultural values and behaviours which make the Fire and Rescue Service a great place to work
FP/19/20/3.4	Deliver a support staff review
FP/19/20/3.5 <i>HMI</i>	Strengthen leadership and line management
FP/19/20/3.6	Maximise the wellbeing of our people

People & Organisational Development - Equality, Diversity and Inclusion Objectives:

ED/19/20/1.9	Ensure staffing structures and recruitment activity is inclusive for all staff by revisiting the support for staff around: family friendly working, flexible working options and requirements for staff with disabilities.
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Community Risk Management

Prevention

FP/19/20/4.1 <i>HMI</i>	Evaluate the effectiveness of our Home Fire Risk Assessment methodology in assessing fire risk in domestic premises in consideration of national best practice emerging out of the National Fire Chiefs Council Home Safety Toolkit.
FP/19/20/4.2 <i>IRMP</i>	Develop a Safe and Well component within the Home Safety strategy based on the learning from the external evaluation of the Safe and Well Pilot to effectively reduce fire risk in the home due to Health vulnerabilities.
FP/19/20/4.3 <i>IRMP</i>	Restructure the department to align our people resource, including staff and volunteers, to optimise delivery of our Prevention priorities.

Community Safety	
FP/19/20/4.4	Review MFRS attendance at community safety strategic partnerships across Merseyside.
FP/19/20/4.5 <i>HMI</i>	Implement and embed the MFRS Road and Water Safety Strategies, working with partners.
FP/19/20/4.6 <i>IRMP</i>	Produce a sustainable and targeted Youth Engagement Strategy

Protection	
FP/19/20/4.7 <i>IRMP</i> <i>HMI</i>	Evaluate the effectiveness of our Risk Based Inspection Programme and the Premises Risk Model that underpins it.
FP/19/20/4.8 <i>IRMP</i>	Assess the impact of the Hackitt review and other emerging incidents and legislation to inform the resourcing forecast to meet increased demand on MFRS Protection
FP/19/20/4.9 <i>IRMP</i> <i>HMI</i>	Refresh the Department Succession plan and expand its remit to consider retention risk (technical knowledge, skills and experience).

Community Risk Management - Equality, Diversity and Inclusion Objectives:

ED/19/20/2.1	Increase use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.
ED/19/20/2.3	Continue to deliver and embed an MFRS Safeguarding Strategy for young people and adults and carry out an EIA.
ED/19/20/2.6	Develop appropriate Business Safety Diversity campaigns to support and engage with the diverse businesses across Merseyside to enable them to comply with business safety legislation more effectively.
ED/19/20/3.1	Review Safe & Well delivery and to ensure that the Service takes into account the needs for different Protected Groups in relation to health, fire and wellbeing
ED/19/20/3.5	Continue to deliver tailored RTC interventions specifically to support those protected groups at most risk e.g. young and older age groups.
ED/19/20/3.6	Review the partnership meetings relating to dementia/age/disability attended by CRM staff
ED/19/20/3.7	Offer a re-visit service for the most vulnerable, to include those living with dementia.
ED/19/20/3.8	Introduce the vulnerable adult missing persons profile (the Herbert Protocol – safe and found). Seek to develop new, and maintain existing, partnerships with Dementia Action Alliance members to ensure we maintain current legislation, policies, new innovations and access referrals for Safe and Well visits.
ED/19/20/3.9	Support dementia friendly communities and Dementia Friends through our volunteers,

	Prince's Trust and staff groups – deliver a Memory Café (using Heritage Centre and volunteers – bringing old and young together. – promote Safe and Well visits for MFRA family members.
ED/19/20/4.4	Ensure that Prevention Advocate teams are supported around their skills and knowledge of Equality, Diversity and Inclusion to engage with diverse communities by <ul style="list-style-type: none"> - The development of an Advocate questionnaire to support appraisals, to identify experience our advocates have around protected groups. This can then help when targeting and engaging with specific protected groups. - Developing a media package including information on our external facing website about the interventions the Prevention team provide and how many campaigns we run each year.
ED/19/20/4.5 <i>HMI</i>	Review the Equality, Diversity & inclusion training for all protection staff including any new starters to support their continuing personal development, skills and knowledge especially around the Protected Groups.

Strategy and Performance

FP/19/20/5.1 <i>HMI</i>	Continue to embed Equality and Diversity excellence into the organisation
FP/19/20/5.2 <i>HMI</i>	Make the most effective use of organisational information whilst continuing to improve information security and governance. Continuing to digitally transform the organisation and ensure compliance with information governance and security legislation and regulations
FP/19/20/5.3	Develop and maintain effective communications and media management with high quality presentation and promotion of information
FP/19/20/5.4 <i>HMI</i>	Develop a new Integrated Risk Management plan for 2020.
FP/19/20/5.5 <i>HMI</i>	Implement an Information and Communications Technology Infrastructure that will enable efficiency through current and emerging technology
FP/19/20/5.6	Respond to National ICT Initiatives. The service is scheduled to switch from the current Airwave communication system to an Emergency Services Network, 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.
FP/19/20/5.7	Develop and implement changes to the catering provision at the Training and Development Academy and Service Headquarters to streamline processes, improve efficiency and income generation and provide card payment facilities.

Strategy and Performance - Equality, Diversity and Inclusion Objectives:

ED/19/20/4.1	Work with the training and development staff to implement the on-line Equality & Diversity training package
ED/19/20/4.2 <i>HMI</i>	Investigate the concept of unconscious bias in conjunction with the inclusive leadership work being undertaken by people and organisational development
ED/19/20/4.3	Deliver effective diverse community engagement with limited resources to ensure that MF&RS knows and understands its communities and can respond with appropriate services

Finance:

FP/19/20/6.1 <i>IRMP</i>	Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any new savings proposals
FP/19/20/6.2	Monitor the development of the Comprehensive Spending Review 2019; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review, and:- <ul style="list-style-type: none">– Respond to any consultation, and– Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and– Assess the impact on the 2020/21 MTFP and report as part of the 2020/21 Budget Process.
FP/19/20/6.3	Work with People and Organisational Development & Legal/Procurement teams on the procurement strategy / commencement for the replacement Finance/Procurement/HR-Payroll systems.

Legal Services:

Legal	
FP/19/20/7.1	Update and enhance legal service's frequently asked questions in line with issues raised by staff in 2018/19
FP/19/20/7.2	Liaise with and learn more about the objectives and aims of the MFRS functions in order to assist and advise at the earliest opportunity.

Procurement	
FP/19/20/7.3	Maximise procurement potential; seek opportunities to collaborate regionally/ nationally with Blue Light organisations and other public sector bodies
FP/19/20/7.4	Support corporate priorities to ensure the successful delivery of MFRA and National Resilience business objectives and work programmes.

Democratic Services	
FP/19/20/7.5	Re-invigorate engagement activity between staff and Members, to ensure that it is as inclusive as possible.
FP/19/20/7.6	Increase awareness across the organisation of Committees and the reporting process, following the introduction of the new meeting structures across the organisation.

Estates and Facilities	
FP/19/20/7.7	Implementation of the 5 year capital build programme Consideration of potential future mergers opportunities to be included in the Estates section of the functional plan, taking into consideration potential future Station mergers and changes in the IRMP.
FP/19/20/7.8	Ensure MFRS property is managed and maintained to meet operational goals and objectives to be met whilst obtaining value for money from Private Finance Initiative and Facilities Management contracts.

Legal Services - Equality, Diversity and Inclusion Objectives:

ED/19/20/2.16	<p>To create a website page specifically for Authority Members, to enable easy access to relevant information from one place by</p> <ul style="list-style-type: none"> Identify information that would be beneficial for Members to have access to. <p>Utilisation of Member's knowledge of their communities</p>
ED/19/20/2.21 <i>HMI</i>	<p>To carry out staff engagement across the departments to improve staff morale and challenge issues raised in the staff survey to improve staff perceptions/morale through ongoing staff engagement activities with functional staff.</p>
ED/19/20/2.22	<p>To continue to ensure that Equality & Diversity considerations are identified and mitigated against where required to ensure that buildings are accessible, through the development and implementation of a five year Asset Strategy for the estate by:</p> <ul style="list-style-type: none"> Making MF&RA accessible for people with disabilities especially those who are Deaf or have a hearing impairment, visually impaired or wheelchair users <p>Ensure that all barriers and intercoms are accessible (e.g. hearing loops), suitable parking is available, at the front of the building and suitable signage installed, while still meeting our security needs</p>
ED/19/20/4.12	<p>Ensuring staff and Members are equipped to carry out their role by:</p> <ul style="list-style-type: none"> Ensuring that ALL groups get equitable treatment (e.g. challenged fairly) Offering advice to officers (e.g. RRO) <p>Staff/Members receive training to ensure they are equipped to carry out their role and show due regard to the needs of our diverse community groups as required by the Equality Act</p>

8.1 STATION PLANS

Station Plans are local plans developed and owned by community fire and rescue station staff working with district based Station Managers and partners. The plans reflect local risks and priorities and set out how the fire station and district based staff will improve outcomes in their communities.

Station Objectives

The station objectives are drawn from our corporate aims and the risks identified by ourselves and partners who work within the fire station area. We hope to deliver local services that make a real difference to the communities we serve with the support of our partners, making the area a safer and healthier place to live, work or visit.

Station Actions

The staff based at the fire station will deliver a range of response interventions that are designed to mitigate life risk or harm from fire, road traffic accidents and water incidents. Additionally they will work to ensure properties, the environment and businesses are equally protected. Whilst the station staff will deliver excellent response they will also engage in actions that will reduce the occurrence of such incidents through education, risk assessment, planning and training.

Station Plan on a Page

Following consultation with stakeholders each fire station has a bespoke Station Community Risk Management Plan. Station Plans can be found at Appendix 3.

Station output targets for 2019/20 are:

	SSRI	HFSC	HYDRANT	WASTE & FLY	PREV TALKS	SOFSa
TOTALS	1895	44148	1487	936	684	2208

9.1 CONSULTATION AND COMMUNICATION

Merseyside Fire and Rescue Authority has an integrated and inclusive approach to planning. The plans that set out the ways in which the Authority will achieve its Mission and Aims and comply with its values are all connected and staff and stakeholders have an opportunity to contribute to the plans. A large part of the planning is around consultation with stakeholders within the community.

During 2016/17 we undertook extensive consultation regarding the planning principles MFRA should apply when developing draft proposals for the draft IRMP 2017/20. Then later in 2016 we ran a further 12 week consultation to seek opinions on the proposals in the draft IRMP. During this process we hosted a wide variety of consultation and engagement activities including:

- Public consultation facilitated by an independent organisation
- Staff consultation
- Local authority and strategic partner consultations
- Staff representative bodies
- On-line questionnaires
- Extensive use of the internet (website, portal, Facebook and Twitter) to publicise events

During Spring 2019 we undertook 12 weeks consultation with public, staff and stakeholders around proposals in the draft IRMP 2019-21 supplement. Details of the consultation are available on the MFRA website [IRMP 2019/21 Supplement Consultation](#). [2019-21 Supplement to IRMP 2017/20](#) is also available on the website.

When developing a new IRMP or making significant changes (such as station closures or changes to crewing/appliances), the Authority runs regular consultation events covering each of the five districts. These events ensure that there is representation from a broad range of residents. Attendees are asked to consider a wide range subjects. The feedback from these consultations is used to inform the content of the IRMP.

Principal Officers regularly engage with all staff during face to face briefings. These small group briefings allow staff to receive the most accurate information on MFRA plans and also for them to directly ask questions of the senior officers. The outcomes of these briefings are used to shape service delivery.

GENERAL MFRA – GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BBfA	Better Business for All
BME	Black Minority Ethnic
CBT	Crew Based Training
CBRNE	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFP	Community Fire Protection
CFOA	Chief Fire Officers Association
CM	Crew Manager
COMAH	Control of Major Accident Hazards
Con Ops	Concept of Operations
COSHH	Control of Substances Hazardous to Health
CPL	Combined Platform Ladder
CRM	Community Risk Management
CRR	Corporate Risk Register
CSM	Community Safety Manager
CSU	Command Support Unit
D2A	Drive to Arrive
DAG	Diversity Action Group
DBS	Disclosure and Barring Service
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DIM	Detection Identification and Monitoring
DoE	Duke of Edinburgh Awards
DPM	District Prevention Manager
DTI	Department of Trade and Industry
EDBA	Extended Duration Breathing Apparatus
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls
EMR	Emergency Medical Response
EPU	Emergency Planning Unit
ESMCP	Emergency Services Mobile Communication Programme
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association
FPOS	First Person on Scene
FS	Fire Safety
FSD	Fire Service Direct

FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (modelling software)
GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
FRSNCC	Fire Rescue Service National Co-ordination Centre
HART	Hazardous Area Response Team (Ambulance)
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check
HMU	Hazardous Materials Unit
HO	Home Office
HR	Human Resources
HSE	Health and Safety Executive
HVP	High Volume Pump
ICT	Information Communications and Technology
IFE	Institute of Fire Engineers
IIT	Incident Investigation Team
IMD	Indices of Multiple Deprivation
IMT	Incident Management Team
IMU	Incident Management Unit
IOSH	Institute of Safety and Health
IRMP	Integrated Risk Management Plan
JAG	Joint Action Group
JCC	Joint Control Centre
JESIP	Joint Emergency Services Interoperability Programme
KMBC	Knowsley Metropolitan Borough Council
LASBU	Liverpool Anti Social Behaviour Unit
LCC	Liverpool City Council
LEP	Local Enterprise Partnership
LGA	Local Government Association
LGBT	Lesbian, Gay, Bisexual and Transgender
LJMU	Liverpool John Moores University
LLAR	Low Level Activity and Risk
LPI	Local Performance Indicator
LRMF	Local Risk Management Guidance
MARAC	Multi Agency Risk Assessment Conference
MetaData	Data that identifies the context of information
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MIRWMS	Merseyside Ionising Radiation Warning and Monitoring System
MRF	Merseyside Resilience Forum
MTFP	Medium Term Financial Plan
NEBOSH	National Examining Board for Occupational Health and Safety
NJC	National Joint Council
NOG	National Operational Guidance
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NW	Northwest
NWAS	North West Ambulance Service
NWFS	Networking Women in the Fire Service
OBC	Outline Business Case
OH	Occupational Health
ONS	Office of National Statistics
ORC	Operational Resource Centre

OSU	Operational Support Unit
Ops	Operational
PAS	Primary Authority Scheme
PCC	Police and Crime Commissioner
PCT	Primary Care Trust
PFI	Private Funding Initiative
PH	Public Holiday
PI	Performance Indicator
POD	People and Organisational Development
PPE	Personal Protective Equipment
PPV	Positive Pressure Ventilation
PQA's	Personal Qualities and Attributes
PQQ	Pre-Qualification Questionnaire
RAPID	Risk Assessed Programme for Incident Deployment
REPPAIR	Radiation (Emergency Preparedness and Public Information)
RTC	Road Traffic Collision
RR (Fire Safety) O	Regulatory Reform (Fire Safety) Order 2005
RSG	Revenue Support Grant
RSL	Registered Social Landlord
S&W	Safe and Well
SCG	Strategic Coordinating Group
SHQ	Service Headquarters
SIG	Special Interest Group
SLA	Service Level Agreement
SRT	Search and Rescue Team
SM	Station Manager
SMART	Specific, Measurable, Achievable, Realistic, Timebound
SMG	Strategic Management Group
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSP	Statutory Sick Pay
SSRI	Site Specific Risk Information
TAP	Technical Advisory Panel
TCG	Tactical Co-ordinating Group
TDA	Training and Development Academy
TFC	Training for Competence
TUPE	Transfer of Undertakings, Protection of Employment
UHA	University Hospital Aintree
USAR	Urban Search and Rescue
UwFS	Unwanted Fire Signal
VAW	Violence at Work
VFM	Value for Money
VER	Voluntary Early Retirement
VS	Voluntary Severance
WM	Watch Manager
YOT	Youth Offending Team



Aintree Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

Complete allocated SSRI inspections within the station area and ensure this is current and available to all crews.

Manage the availability of water supplies through hydrant inspections and open water source identification and pre-planning.

Attend all core and risk critical training courses at the Training & Development Academy (TDA).

Complete allocated LearnPro and continually achieve the required standard.

Undertake Safe Person Assessments ensuring the required standard is met, maintained and recorded.

Familiarise, train for and exercise against risks in the station area such as the major hospitals, prisons, racecourse, business parks, motorway network and small businesses.

Excellent Operational Response

Maintain the highest standards of operational response through training, exercising and audit.

Maintain specialist competencies against MDU, through regular pre-planned training and annual validation.

Test and maintain all equipment and Personal Protective Equipment (PPE) in line with Service policy

Test local and operational plans through training, exercising and table top scenarios.

Support the key station principle to maintain the 10 minute response standard on 90% of occasions.

Remain vigilant to prevent accidents occurring and actively record and manage health & safety in the workplace.

Excellent Prevention and Protection

Deliver HFSC's using a risk based approach, utilising status reports, local knowledge, incident data and partner information to identify specifically over 65's and the most vulnerable in our community.

Incorporate a number of seasonal campaigns & themes into prevention activities which will be locally and functionally led, responding to local demands as well as national campaigns

Conduct Simple Operational Fire Safety Assessments (SOFSAs) providing advice and guidance to small businesses to ensure compliance with legislation whilst also providing familiarisation for crews.

Link in with the Arson Reduction Team to support intelligence activities.

Collate & monitor Equality Data from our activities to ensure that we target all groups within our community

Excellent People

Conduct appraisals in April and May to review performance and promote personal development.

Set realistic objectives for staff that will support individual, team and organisational aims and objectives.

Identify and support individuals who would like to develop or progress their careers ensuring suitable opportunities are created

Provide sufficient support for the Firefighters in development via mentorship, structured training & development activities and station based NVQ assessors

Provide opportunity and support to develop new drivers on station

Keep absence levels in line with service policy.

Maintain fitness levels through shift related physical training activities

Support positive action by delivering station based taster days for potential future firefighters

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018/19	Estimated Targets 2019/20		Annual Target 19/20
All Fires	406	308	Site Specific Risk Information (SSRIs)	66
Accidental Dwelling Fires (ADFs)	46	34	Home Fire Safety Checks	2019
Anti-Social Behaviour Fires (ASBs)	206	148	Hydrant Surveys	48
RTC	14	16	Waste & Fly Tipping	24
Deliberate Vehicle Fires	31	30	Prevention talks	12
Alert to Mobile	98.3%	95%	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	82	60	Off Station Exercising	2
Domestic Smoke Alarm Actuations	60	62		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities



Belle Vale Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

Complete scheduled Site Specific Risk Information and Site Information Risk and Hazard inspections within station area to ensure that key risk information is available to operational crews.

Complete the allocated hydrant surveys within the 12 month period.

Maintain core skills by on station training and attendance at programed TDA courses

Maintain specialist skills through training and prepare for specific incident types matching the station profile including Motorways, High Rise Buildings and Shopping Centres

Complete all Learnpro modules and assessments.

Maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations

Maintain National HVP Deployment capability.

Excellent Operational Response

Ensure all aspects of operational response can be conducted safely and efficiently.

Maintain HVP capability by training and exercising with other HVP crews, plus familiarisation to non- HVP crews.

Complete all Safe Person Assessments.

Conduct routine testing and maintenance of equipment.

Conduct routine off site and table-top exercising.

Promote a positive safety culture to manage health and safety requirements.

Support the Key Station principle by providing cover moves to maintain 10 minute response standard.

Mobilise to incidents in the fastest possible time.

Excellent Prevention and Protection

Deliver HFSC's on a risk based approach to ensure that our resources are utilised to maximum effect using status reports, local knowledge & incident history to ensure we are targeting vulnerable groups.

Identify areas where standards of fire cover have not been achieved and carry out targeted activity in those areas. Engage with Youth engagement to support the Princes Trust.

Work closely with Community Prevention teams & partners to identify vulnerable community members to provide interventions.

Liaise with Arson reduction team to reduce ASB and identify waste materials to reduce ASB fires and support campaigns.

Undertake SOFSA to provide advice and guidance to ensure compliance with legislation.

Excellent People

Personnel maintain personal fitness levels in line with station work routine.

Support is provided to staff who are exposed to critical incidents via established support networks.

Individual and team performance is reviewed to support staff and promote continuous improvement.

Absence levels are managed and staff are supported in line with service procedures.

Individual appraisals are conducted within April and May of 2019 to support and develop staff.

Staff wishing to progress into management roles are developed and supported.

A positive working environment is promoted to reflects the values expected of MFRS staff

Best practice is reviewed and shared from all activities where identified.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated 2018/19	Target 2019/20		Annual Target 19/20
All Fires	168	308	Site Specific Risk Information (SSRIs)	34
Accidental Dwelling Fires (ADFs)	27	34	Home Fire Safety Checks (HFSC's)	2178
Anti-Social Behaviour Fires (ASBs)	102	148	Hydrant Surveys	54
Deliberate Vehicle Fires	8	30	Waste and Fly Tipping	24
RTC	21	16	Simple Operational Fire Safety Assessments	96
Alert to mobile	97.4%	95%	Prevention Talks	48
AFA in Non Domestic Premises	3	17	Off Station Exercising	2
Domestic Smoke Alarm Actuations	101	108		

The 2019/20 targets are based on 5 years performance data

We aim, by the delivery of these outcomes, to achieve reductions in deaths and injuries in our communities



Birkenhead Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

The team at Birkenhead will:

Complete visits to premises, understand the risks that site poses and appropriately record this information.

Complete all hydrant surveys.

Ensure all personnel maintain core risk critical competencies by attending CIDA courses.

Continuously develop knowledge and understanding of local risks: through station based training and multi-pump exercises at these sites utilising operational plans and information.

Maintain specialist skills through training and prepare for specific incident types matching the station profile and allocated specialisms.

Complete all e-learning packages and achieve the required standard.

Excellent Operational Response

The team at Birkenhead will:

Continuously develop skills, knowledge and understanding of service equipment and procedures.

Work with neighbouring fire station teams to carry out joint training events rotating on a monthly basis.

Continue to develop their command support skills to provide this function at operational incidents.

Complete all allocated SPA's

Follow all Service guidance, policies and procedures.

Remain vigilant and take action to prevent accidents occurring and actively promote a positive Health and Safety culture in our workplace.

All respond to notification of incidents immediately and try to minimise our alert to mobile times.

Excellent Prevention and Protection

The Birkenhead team will:

Undertake prevention activities and campaigns to reduce risk for those at high risk of fire or other emergency within our community.

Target community safety activity at those who are vulnerable, elderly or lead a high risk lifestyle.

Liaise with Community Risk Management and Wirral District Prevention Teams to ensure effective use of resources.

Develop and support activities to reduce ASB fires by effectively working with partners.

Promote fire safety awareness in the small business community by conducting Simple Operational Fire Safety Assessments.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

The Birkenhead team will:

Support each other.

Help develop and promote a positive culture whereby all individuals fulfil their potential.

Take practical steps to assist in the development of staff in their current role and career progression opportunities.

Conduct regular appraisals that identify individual development needs, address organisational objectives and manage individual progress.

Aim to achieve perfect attendance at work.

Engage with and support local youth groups to promote our values.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018/19	Estimated Target 2019/20		Annual 2019/20
All Fires	463	489	Site Specific Risk Information (SSRIs)	73
Accidental Dwelling Fires (ADFs)	69	70	Home Fire Safety Checks (HFSC's)	2019
Anti-Social Behaviour Fires (ASBs)	249	288	Hydrant Surveys	84
Deliberate Vehicle Fires	34	37	Waste and Fly Tipping	48
RTC's	29	32	Simple Operational Fire Safety Assessments	96
Alert to mobile	97.4%	95%	Prevention Talks	24
AFA's in Non-Domestic Premises	29	24	Off Station Exercising	2
Domestic Smoke Alarm Actuations	241	269		

The targets are based on 5 years performance data

We aim, by the delivery of these outcomes, to achieve reductions in deaths and injuries in our community



Bootle & Netherton Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

There are 56 projected SSRI's for revisit in 2019/20 which crews will complete via the station schedule. Crews will monitor local business and risk for any new SSRI's which may be generated and prepare for the transition to SIRAH. SM will QA SSRIs and SIRAH inspections.

48 Hydrant surveys will be completed by crews for Bootle's station area with allowance for new build developments.

The station training planner provides the theoretical training schedule for the year and crews will complete monthly modules aspiring to a 100% completion rate. Developing personnel will be supported in undertaking IFE examinations where applicable.

Personnel to attend all Training & Development Academy and core risk critical training courses.

Two off station exercises will be arranged and completed by station watches, taking into account local risks and potential incidents.

Excellent Operational Response

The station training planner provides a monthly SPA schedule and crews will undertake assessments achieving a 100% completion rate.

Bootle/Netherton will continue to maintain a high level of achievement against the 1.9min 'alert to mobile' and 10min response standard for the rescue appliance.

Crews will undertake regular on - station training in line with monthly themes which will be assured via Station Manager Audits. This includes assurance of PPE and equipment.

All staff will comply with service guidance, instructions and procedures.

All staff will ensure correct Personal Protection Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place. All near misses will be reported through OSHENs.

Excellent Prevention and Protection

There were 52 ADF's in 2017/18. (April to April). The station risk profile is predominantly residential. Watches will prioritise the over 65's when carrying out HFSC's and will complete 2178 HFSC's over the year.

Vulnerable or at risk groups will be prioritised through local partnerships and assisted by our crews to support their safety from fire or injury.

Crews will support CFOA and Service campaigns throughout the year and target the identified groups/areas.

Watches will carry out 12 prevention talks over the year to educate and inform community groups, in addition to forging links with local schools to promote fire safety messages.

96 Simple Operational Fire Safety Assessments will be completed over the year to raise fire protection standards and commercial safety.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Watch Managers will continue to develop individuals through setting appraisal objectives that will facilitate the station organisational aims and objectives. This will include the development of Crew Managers through training, responsibility and operational exposure.

All appraisals to be completed within specified time scales. For 2019 this will be achieved by the end of May.

Absence levels on the station will be monitored and staff encouraged to manage their physical/mental health and well-being and utilise appropriate supportive resources to maintain the expected attendance record. This will be achieved in conjunction with Occupational Health where required.

Staff will take part in regular gym sessions to enhance fitness, performance and overall health.

Staff will actively promote Service values and ensure a healthy, safe and positive workplace is experienced by all employees.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018/19	Estimated Targets 2019/20		Annual Target 19/20
All Fires	283	290	Site Specific Risk Information (SSRIs)	56
Accidental Dwelling Fires (ADF's)	37	42	Home Fire Safety Checks	2178
Anti-Social Behaviour Fires (ASB's)	151	148	Hydrant Surveys	48
RTC	36	32	Waste and Fly tipping	48
Deliberate Vehicle Fires	23	27	Prevention Talks	12
Alert to Mobile	92.6%	95%	Simple Operational Fire Safety Assessments	96
AFA in Non Domestic Premises	20	19	Seasonal Prevention Campaigns	4
Domestic Smoke Alarm Actuations	87	87	Off Station Exercises	2

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.



Bromborough Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
<p>Crews at Bromborough Fire Station will:</p> <p>Complete SSRI inspections on COMAH, industrial risk and premises. To provide operational intelligence and risk information for all crews at incidents.</p> <p>Undertake Core risk critical training at the Training & Development Academy.</p> <p>Measure competencies using both SPA and LearnPro assessment systems, ensuring that the required standard are met, recorded and maintained.</p> <p>Plan local training exercises and familiarisation visits to identified risks within the station SSOP including COMAH sites, to also include local businesses identified through the SSRI process.</p> <p>Complete, the allocated hydrant surveys, within the 12 month period.</p> <p>Structured, multi-facetted training by all personnel to maintain fitness levels for their operational duties.</p>	<p>Crews at Bromborough Fire Station will:</p> <p>Ensure, that as a key station area, we respond to incidents within the 10 minute response isochrones as detailed in the IRMP.</p> <p>Train and assess competence against National and Local policy, guidance and procedures in all areas, to maintain the highest standards of operational response, to resolve incidents safely and effectively.</p> <p>Contribute to organisational learning by conducting debriefs and sharing learning from off-site training exercises.</p> <p>Obtain high performance scores in operational assurance audits.</p> <p>Maintain appliances and equipment through testing and maintenance.</p> <p>Comply with all areas of Health & Safety. Achieve a positive safety culture by Identifying, investigating and learning from near miss, accidents and injuries. Remain vigilant to prevent accidents.</p>	<p>The station area contains significant areas of socio-economic deprivation and high risk communities. As a station we will contribute towards our mission of safer stronger communities by:</p> <p>Targeting the high risk and vulnerable over 65 community for prevention activity and safe and well visits.</p> <p>Through Intelligence led information target areas of ADF's and undertake arson reduction campaigns</p> <p>Participate in NFCC & MFRS safety campaigns to engage with the community.</p> <p>Work closely with the Community Prevention Team to identify vulnerable groups or individuals to receive prevention education.</p> <p>Target anti-social behaviour & waste material build-up to reduce ASB fires.</p> <p>Undertake the Simple Operational Fire Safety Assessments to provide advice and guidance to businesses to ensure compliance with legislation.</p>	<p>All staff will:</p> <p>Use the appraisal process to identify personal performance and to promote personal development by setting realistic aims & objectives to support individual, team and organisational direction</p> <p>Identify & support individuals who wish to develop/progress their careers by setting objectives to enhance and support development within current role or to progress to the next level.</p> <p>Review all areas of the station plan and performance throughout the year as quality assurance.</p> <p>Manage the health, safety and well-being of personnel and ensure that levels of absence, accidents and injuries are kept low in line with Service policy.</p> <p>Engage in creating a culture within the station which supports colleagues and the Princes Trust team to ensure a positive working environment, were people can develop to their full potential.</p>

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 18/19	Estimated Target 19/20		Annual 19/20
All Fires	170	191	Site Specific Risk Information (SSRIs)	45
Accidental Dwelling Fires (ADFs)	35	25	Home Fire Safety Checks	2178
Anti-Social Behaviour Fires (ASBs)	70	99	Hydrant Checks	41
Deliberate Vehicle Fires	13	9	Waste & Fly Tipping	48
RTC's	19	23	Prevention Talks	48
Alert to mobile	94.7%	95%	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	34	31	Off Station Exercise	2
Domestic Smoke Alarm Actuations	86	95		

The target is based upon 5 years performance data

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities



Crosby Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

All station personnel will train and exercise against identified risks within their station area as per Site Specific Operational Response Plans. The port area will play a major part in the station preparedness.

All personnel will maintain their operational competence as promulgated by the training planner. This will be further enhanced by daily innovative drill and learning sessions.

Crosby will complete xx allocated SSRI inspections within the station area.

Manage the availability of water supplies through hydrant inspections be completed annually. With the main focus during the drier months. Attention will be given to the port area and hydrant location.

Personnel to attend all Training & Development Academy core risk critical training courses

All personnel to complete allocated Learnpro and achieve the required standard.

Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures.

All personnel to complete allocated Safe Person Assessments.

Crosby has a good response standard Watch Managers will ensure that alert to mobile times continue to be met.

All staff will follow service guidance, instructions and procedures.

All staff will ensure correct Personal Protection Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place. All near misses will be reported.

Support the key station principle to maintain the 10 minute response standard on 90% of occasions.

Competent crews will play a key role in supporting the operational response of the Firefighters in development through various activities.

Excellent Prevention and Protection

All Operational staff will undertake weekly Community Safety campaigns

The station risk profile is mainly residential with a varied age profile. The main focus will be on the over 65 age group and the most vulnerable in the community as taken from the status reports. We will work with partners to ensure we are supporting the most vulnerable people in the community. This will be met by carrying out 1836 Home Fire Safety Checks

WM's will use local knowledge and liaise with the Prevention Team to identify vulnerable groups or individuals to receive prevention education.

All personnel will provide Protection advice after attending unwanted AFA activations to support the business community and assist the Directorate in reducing attendances type of incident.

Crews will carry out Simple Operational Fire Safety Assessments and liaise with protection staff to ensure non domestic fires are reduced.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Watch Managers will continue to develop individuals this will be achieved by setting appraisal objectives that will facilitate the station organisational aims and objectives.

All appraisals to be completed within specified time scales. For 2017 this will be the end of May.

Absence levels on the station will be monitored and staff encouraged to manage their health and well-being and utilise appropriate supportive resources to maintain the expected attendance record.

Staff will take part in regular gym sessions to enhance fitness and longevity ability.

All staff will engage in creating a culture on the station which supports colleagues and ensures a positive working environment.

Provide sufficient support for the Firefighters in development via mentorship, dedicated contact managers, training and development activities.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018/19	Estimated Targets 2019/20		Annual Target 19/20
Total Fires	324	337	Site Specific Risk Information (SSRIs)	46
Accidental Dwelling Fires (ADFs)	47	56	Home Fire Safety Checks	2019
Anti-Social Behaviour Fires (ASBs)	187	177	Hydrant Surveys	73
Road Traffic Collisions (RTCs)	21	17	Waste and Fly tipping	48
Deliberate Vehicle Fires	14	21	Prevention talks	48
Alert to Mobile	94.8%	95%	Simple Operational Fire Safety Assessments	96
AFAs in Non Domestic Premises	8	17	Off Station Exercising	2
Domestic Smoke Alarm Actuations	157	141		

The targets are based on 5 years performance data

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.



Croxteth Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

The Station will continue to complete SSRI's in 2019/20 which crews will complete via the station schedule, until the SIRAH project is delivered to Station. Crews will monitor local Business and risk for any new SSRI's that may be generated. SM will QA SSRI's.

81 hydrant surveys will be completed by crews for Croxteth's station area.

The station training planner provides the LearnPro/SPA schedule for the year and crews will complete monthly modules aspiring to a 100% completion rate.

Crews will train to maintain their USAR, Boat and Rope Competencies.

All staff will complete risk critical core training at the TDA.

Crews will conduct exercises and training at venues across Merseyside as they become available (e.g. demolition sites, construction sites with large cranes) to further develop technical rescue skills.

Structured, multi-faceted training by all personnel to maintain fitness levels for their operational duties.

Excellent Operational Response

The station training planner provides a monthly SPA schedule and crews will undertake assessments achieving a 100% completion.

Croxteth will continue to maintain its excellent record of achieving the 1.9min alert to mobile.

Train and assess competence against National and Local policy, guidance and procedures in all areas, to maintain the highest standards of operational response, to resolve incidents safely and effectively.

Crews will undertake regular on - station training in line with monthly themes which will be assured via Station Manager OAT Audits. This includes assurance of PPE and equipment. Contribute to organisational learning by conducting debriefs and sharing learning from off-site training exercises.

Comply with all areas of Health & Safety. Achieve a positive safety culture by Identifying, investigating and learning from near miss, accidents and injuries. Remain vigilant to prevent accidents.

Excellent Prevention and Protection

The station area contains significant areas of socio-economic deprivation and high risk communities. As a station we will contribute towards our mission of safer stronger communities by:

Targeting the high risk and vulnerable over 65 community for prevention activity, crews will utilise status reports to identify and target high risk groups for HFSC activity aspiring to achieve 1854 in the year. Crews will ensure that Equality & Diversity information is captured to ensure we are engaging with all members of our community.

Crews will use local knowledge to proactively identify vulnerable groups or individuals.

Target anti-social behaviour & waste material build-up to reduce ASB fires.

Croxteth will continue to undertake Simple Operational Fire Safety Assessments. Audits will be aimed at the local smaller businesses and be identified using intelligence from Protection and local knowledge.

Excellent People

Use the appraisal process to identify personal performance and to promote personal development by setting realistic aims & objectives to support individual, team and organisational direction

Identify & support individuals who wish to develop/progress their careers by setting objectives to enhance and support development within current role or to progress to the next level.

Review all areas of the station plan and performance throughout the year as quality assurance

As Croxteth is a USAR/Technical Rescue station Crews will continue to maintain existing skills and develop new ones as required and to support the development of newer members to the team.

Manage the health, safety and well-being of personnel and ensure that levels of absence, accidents and injuries are kept low in line with Service policy.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 18/19	Estimated Target 2019/20		Annual Target 19/20
All Fires	402	416	Site Specific Risk Information (SSRIs)	46
Accidental Dwelling Fires (ADFs)	41	45	Home Fire Safety Checks	1854
Anti-Social Behaviour Fires (ASBs)	258	278	Hydrant Surveys	61
Deliberate Vehicle Fires	30	35	Waste & Fly Tipping	48
RTC's	27	28	Prevention Talks	24
Alert to mobile	97.1%	95%	Simple Operational Fire Safety Assessments	96
AFA in Non Domestic Premises	3	6	Off Station Exercising	2
Domestic Smoke Alarm Actuations	107	102		

The targets are based on 5 years performance data.

We aim, by the delivery of these outcomes, to achieve reductions in deaths and injuries in our communities



Ecclestone Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

Complete SSRI inspections on premises and significant industrial risk. To provide operational intelligence and risk information for all crews at incidents.

Transition to and complete SiRAH inspections once training has been received.

Conduct and complete all hydrant surveys.

Maintain core competencies by attending scheduled core training at the Training & Development Academy.

Plan training and exercises on local risks, identified through the SSRI process.

Complete all e-learning packages and achieve the required standard.

Progress any new development firefighter to achieve competence in a satisfactory time frame.

Excellent Operational Response

Complete daily training in line with the training planner and assess against National and local policy, guidance and procedures.

Ensure we respond to incidents within the 10 minute response isochrones as detailed in the IRMP.

Carry out joint training with partner stations, including integrating with new members of the service and incorporating ongoing training using the combined platform ladder to provide resilience for the service.

Maintain core skills through completion of SPA's at 100%

Promote a positive health and safety culture at all times ensuring compliance with instructions, identifying and investigating near misses, accidents and injuries.

Maintain appliances and equipment to ensure operational readiness.

Excellent Prevention and Protection

Utilise the status report to target properties where high risk and vulnerable over 65 community live for prevention activity and utilise the visit to collate equality and diversity data on our communities. Incorporate seasonal themes into prevention activities as identified through local needs, national campaigns and in line with the needs of our diverse community.

Welcome community groups to utilise station facilities & promote safe & well living to make the community safer.

Work closely with Community Prevention teams and partners to identify vulnerable members of the community to provide interventions.

Liaise with Arson reduction team to reduce ASB and identify waste materials to reduce ASB fires and support campaigns.

Undertake SOFSA to provide advice and guidance to ensure compliance with legislation.

Excellent People

Use the appraisal process to identify personal performance objectives and identify personal development in line with the service values and organisational direction.

Monitor welfare and wellbeing of individuals and ensure relevant support services are identified and utilised where required to assist in keeping absence levels to a minimum.

Utilise dedicated time and station facilities to complete Physical fitness training.

Create and promote a positive development culture where people can develop to their full potential. Encourage personal development, career progression and promotion on station

Embrace and encourage the diverse community and working community we serve to make people safer and healthier.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018-19	Estimated Target 2019-20		Annual Target 19/20
All Fires	216	228	Site Specific Risk Information (SSRIs)	96
Accidental Dwelling Fires (ADFs)	24	34	Home Fire Safety Checks (HFSC's)	1689
Anti-Social Behaviour Fires (ASBs)	122	140	Hydrant Surveys	72
Deliberate Vehicle Fires	14	11	Waste and Fly Tipping	48
RTC's	24	23	Simple Operational Fire Safety Assessments	96
Alert to Mobile	98.8%	95%	Prevention Talks	24
AFA in Non Domestic Premises	25	11	Off Station Exercising	2
Domestic Smoke Alarm Actuations	81	89		

The targets are based on 5 years performance data

We aim, by the delivery of these outcomes, to achieve reductions in deaths and injuries in our communities



Formby Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
<p>There are 42 projected SSRI revisits in 2019/20 which crews will complete via the progress schedule. Preparation will be made for the transition to SIRAH. SM will QA SSRI and SIRAH inspections.</p> <p>Identify, risk assess and test key locations for HVP access for water supplies, including 29 hydrant inspections.</p> <p>The station training planner provides the theoretical training schedule for the year and crews will complete monthly modules aspiring to a 100% completion rate. Developing personnel will be supported in undertaking IFE examinations where applicable.</p> <p>Personnel to attend all TDA and core risk critical training courses.</p> <p>Maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations.</p> <p>Two off station exercises to be completed.</p>	<p>The station training planner provides a monthly SPA schedule and crews will undertake assessments achieving a 100% completion rate.</p> <p>Formby will continue to maintain a high level of achievement against the 1.9min 'alert to mobile' and 10min response standard for the rescue appliance.</p> <p>Maintain HVP capability and raise awareness by training and exercising with other HVP/non HVP crews.</p> <p>Crews will undertake regular on - station training in line with monthly themes which will be assured via Station Manager Audits. This includes assurance of PPE and equipment.</p> <p>All staff will comply with service guidance, instructions and procedures.</p> <p>All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place. All near misses will be reported through OSHENs.</p>	<p>There were 13 ADF's in 2018. (January to January). The station risk profile is predominantly residential. Watches will prioritise the over 65's when carrying out HFSC's and will complete 2178 HFSC's over the year.</p> <p>Vulnerable or at risk groups will be prioritised through local partnerships and assisted by our crews to support their safety from fire or injury.</p> <p>Crews will support CFOA and Service campaigns throughout the year and target the identified groups/areas.</p> <p>96 Simple Operational Fire safety Assessments will be completed over the year to raise fire protection standards, assure commercial safety.</p> <p>Watches will aim to carry out waste and fly tipping audits, focussing on peak periods or identified areas.</p> <p>Monitor and protect local heritage including Formby Pinewoods.</p> <p>Deliver "Beach Safe" initiative and safety talks to community groups.</p>	<p>Watch Managers will continue to develop individuals through setting appraisal objectives that will facilitate the station organisational aims and objectives. This will include the development of Crew Managers through training, responsibility and operational exposure.</p> <p>All appraisals to be completed within specified time scales. For 2019 this will be achieved by the end of May.</p> <p>Absence levels on the station will be monitored and staff encouraged to manage their physical/mental health and well-being and utilise appropriate supportive resources to maintain the expected attendance record. This will be achieved in conjunction with Occupational Health where required.</p> <p>Staff will take part in regular gym sessions to enhance fitness, performance and overall health.</p> <p>Staff will actively promote Service values and ensure a healthy, safe and positive workplace is experienced by all employees.</p>

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OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimate Performance 2018-19	Estimated Target 2019-20		Annual Target 19/20
All Fires	104	72	Site Specific Risk Information (SSRIs)	42
Accidental Dwelling Fires (ADFs)	11	10	Home Fire Safety Checks (HFSC's)	2178
Anti-Social Behaviour Fires (ASBs)	51	38	Hydrant Surveys	29
Deliberate Vehicle Fires	0	2	Waste and Fly Tipping	48
RTC's	6	7	Simple Operational Fire Safety Assessments	96
Alert to Mobile	93.8%	95%	Prevention Talks	48
AFA in Non Domestic Premises	2	3	Off Station Exercising	2
Domestic Smoke Alarm Actuations	21	25		

The targets are based on 5 years performance data

We aim, by the delivery of these outcomes, to achieve reductions in deaths and injuries in our communities



Heswall Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

The team at Heswall will:

Manage emergency water supplies by inspecting hydrants and alternative water supplies within the station area.

Gather Site Specific Risk Information to ensure that key risk information is available to operational crews.

Maintain core skills through training and prepare for specific incident types matching the station profile including high speed roads, rural incidents, mud rescue and coastline.

Complete all Learnpro modules and assessments

Arrange and conduct inter agency training and exercises to develop and test interoperable procedures.

Maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations

Maintain National HVP Deployment capability.

Excellent Operational Response

The team at Heswall will:

Ensure all aspects of operational response can be conducted safely and efficiently.

Maintain HVP capability by training and exercising with other HVP crews, plus familiarisation to non- HVP crews.

Complete all Safe Person Assessments and maintain knowledge of current service guidance and procedures.

Manage routine testing and maintenance of equipment.

Conduct routine off site/tabletop exercising.

Mobilise to incidents in the fastest possible time and provide cover moves to maintain the key station standard.

Develop a positive safety culture to manage Health and Safety requirements

Promote organisation learning by

Excellent Prevention and Protection

The Team at Heswall will:

Deliver HFSC's on a risk based approach so that our resources are utilised to maximum effect.

Incorporate diversity data & themes as identified through station profile to deliver services to our community including the elderly, socially isolated & other higher risk groups.

Collate and monitor Equality Data from our activities to ensure that we target all groups within our community.

Conduct Simple Operational Fire Safety Assessments to provide advice and guidance to ensure small businesses to comply with legislation.

Support ongoing collaboration with community groups to utilise station facilities.

Promote Heswall fire station as a Safe Haven to offer assistance to those feeling at risk.

Excellent People

The Team at Heswall will ensure that:

Personnel maintain personal fitness levels in line with station work routine.

Individual appraisals are conducted to support and development staff.

Individual and team performance is reviewed to promote continuous improvement.

Staff wishing to progress into management roles are developed and supported.

Absence levels are managed and staff are supported in line with service procedures

Support is provided to staff who are exposed to critical incidents via established support networks

A positive working environment is promoted to reflects the values expected of MFRS staff

Best practice is reviewed and shared from all activities where identified.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018-19	Estimated Target 2019-20		Annual Target 19/20
All Fires	56	57	Site Specific Risk Information (SSRIs)	44
Accidental Dwelling Fires (ADFs)	12	12	Home Fire Safety Checks (HFSC's)	2178
Anti-Social Behaviour Fires (ASBs)	26	23	Hydrant Surveys	31
Deliberate Vehicle Fires	0	2	Waste and Fly Tipping	48
RTC's	14	13	Simple Operational Fire Safety Assessments	96
Alert to mobile	92.4%	95%	Prevention Talks	48
AFA's in Non Domestic Premises	17	10	Off Station Exercising	2
Domestic Smoke Alarm Actuations	32	32		

The targets are based on 5 years performance data

We aim, by the delivery of these outcomes, to achieve reductions in deaths and injuries in our communities



Kensington Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

Complete allocated SSRI inspections within the station area and ensure this is current and available to all crews.

Manage the availability of water supplies through hydrant inspections and open water source identification and pre-planning.

Attend all core and risk critical training courses at the Training & Development Academy (TDA).

Complete allocated LearnPro and continually achieve the required standard.

Undertake Safe Person Assessments ensuring the required standard is met, maintained and recorded.

Familiarise, train for and exercise against risks in the station area such as the major hospital, football stadia, business and high rise and other City Centre premises which the crew often attend.

Excellent Operational Response

Maintain the highest standards of operational response through training, exercising and audit.

Maintain specialist competencies against MDU, through regular pre-planned training and annual validation.

Test and maintain all equipment and Personal Protective Equipment (PPE) in line with Service policy

Test local and operational plans through training, exercising and table top scenarios.

Support the key station principle to maintain the 10 minute response standard on 90% of occasions.

Remain vigilant to prevent accidents occurring and actively record and manage health & safety in the workplace utilising the OSHENS platform

Play a key role in supporting the Operational Response of firefighters in development.

Excellent Prevention and Protection

Deliver HFSC's using a risk based approach, utilising status reports, local knowledge, incident data and partner information to identify specifically over 65's and the most vulnerable in our community. Ensuring that data captures the true ethnicity of the community

Incorporate seasonal campaigns & themes into prevention activities, responding to local demands as well as national campaigns.

Conduct Simple Operational Fire Safety Assessments (SOFSA) providing advice and guidance to small businesses to ensure compliance with legislation whilst also providing familiarisation for crews.

Link in with the Arson Reduction Team to support intelligence activities. Link in with youth engagement within the local community and Princes Trust

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Conduct appraisals in April and May to review performance and promote personal development.

Set realistic objectives for staff that will support individual, team and organisational aims and objectives.

Identify and support individuals who would like to develop or progress their careers ensuring suitable opportunities are created

Provide sufficient support for the Firefighters in development via mentorship, structured training & development activities and station based NVQ assessors

Provide opportunity and support to develop new drivers on station

Keep absence levels in line with service policy.

Maintain fitness levels through shift related physical training activities

Support positive action by delivering station based taster days for potential future firefighters

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Performance Estimates 2018/19	Estimated Targets 2019/20		Annual Target 19/20
All Fires	321	412	Site Specific Risk Information (SSRIs)	57
Accidental Dwelling Fires (ADFs)	49	57	Home Fire Safety Checks	1854
Anti-Social Behaviour Fires (ASBs)	193	236	Hydrant Surveys	73
RTC	19	21	Waste & Fly Tipping	48
Deliberate Vehicle Fires	27	40	Prevention talks	24
Alert to Mobile	97.2%	95%	Simple Operational Fire Safety Assessments	96
AFA in Non Domestic Premises	37	40	Off Station Exercising	2
Domestic Smoke Alarm Actuations	211	191		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities



Kirkby Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

Complete SSRI and SIRAH inspections on COMAH sites, industrial risk and premises, to provide operational intelligence and identify potential hazards to crews at operational incidents.

Complete the allocated hydrant surveys within the 12 month period.

Maintain core competencies by attending scheduled core training at the Training & Development Academy.

Maintain operational readiness via on and off site training. Measure and confirm competencies via SPA and Learn Pro assessments

Plan local training exercises and familiarisation visits to identified risks within the station SSOP including COMAH sites and High Rise premises, to also include local businesses identified through the SSRI process.

Excellent Operational Response

Ensure all aspects of operational response can be conducted safely and efficiently in line with the training planner and assess against National and local policy, guidance and procedures.

Maintain core skills through completion of SPA's at 100%

Maintain 95% against LPI 129 alert to mobile within 1.9 minutes and LPI 137 attendance standard, attending all life risk incidents within 10 minutes

Promote a positive safety culture to manage health and safety requirements.

Maintain appliances and equipment to ensure operational readiness.

Conduct routine testing and maintenance of equipment

Mobilise to incidents in the fastest possible time.

Excellent Prevention and Protection

Deliver HFSC's on a risk based approach to ensure that resources are utilised to maximum effect. Utilise status reports, local knowledge and incident history to ensure we are targeting vulnerable groups.

Identify areas where standards of fire cover have not been achieved and carry out targeted activity in those areas. Engage with Youth engagement to support the Princes Trust and cadet schemes. Welcome community groups to utilise station facilities and promote safe and well living to make the community safer.

Work closely with Community Prevention teams and partners to identify vulnerable members of the community to provide interventions.

Undertake SOFSA to provide advice and guidance to ensure compliance with legislation.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Use the appraisal process to identify personal performance objectives and identify personal development in line with the service values and organisational direction.

Monitor welfare and wellbeing of individuals and ensure relevant support services are identified and utilised where required to assist in keeping absence levels to a minimum.

Utilise dedicated time and station facilities to complete Physical fitness training.

Create and promote a positive working environment to reflect the values expected of MFRS staff

Embrace and encourage the diverse community and working community we serve to make people safer and healthier.

Best practice is reviewed and shared from all activities where identified.

Support provided to staff who are exposed to critical incidents via established support networks.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018-19	Estimated Target 2019-20		Annual Target 19/20
All Fires	500	349	Site specific risk information (SSRIs)	144
Accidental Dwelling Fires (ADFs)	44	32	HFSC's	1524
Anti-Social Behaviour Fires (ASBs)	297	215	Hydrant checks	34
Deliberate Vehicle Fires	28	30	Waste & fly tipping	24
RTC's	20	19	Prevention talks	24
Alert to Mobile	91.9%	95%	Simple Operational Fire Safety Audits	96
AFA in Non Domestic Premises	11	12	Off station exercises	2
Domestic Smoke Alarm Actuations	68	56		

The target is based on 5 years historical incident data.

Monthly targets are averaged over 12 months. Seasonal capability and projected completion of predetermined yearly targets will allow for a seasonal delivery of the annual figure.



Kirkdale Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

All personnel will follow the monthly training planner to ensure operational competency is maintained and SPA/learnpro expectation is achieved.

All personnel will complete allocated SSRI inspections within specified station area.

Manage the availability of water supplies through Hydrant surveys which will be completed annually. With the main focus during the drier months. Attention will be given to the areas of the city where fires have occurred.

Ensure all personnel maintain core risk critical competencies by attending TDA courses.

Train against identified local risks: to include multi-pump off-site exercises which incorporate relevant SSOP's.

Liaise and collaborate with strategic partners to assist in operational preparedness matters.

Complete all e-learning packages and achieve the required standard.

Excellent Operational Response

Continuously develop skills, knowledge and understanding of service equipment and procedures through practical and theoretical training.

Attend partner stations to carry out joint training events and host similar events on a monthly basis.

Continue to develop their skills and knowledge in mass decontamination to further enhance their role in this area.

Complete all allocated SPA's

Follow Service guidance, policies and procedures.

Remain vigilant to prevent accidents occurring and actively engage in promoting a positive Health and safety culture in the workplace.

Support the key station principle to maintain the 10 minute response standard on 90% of occasions

Excellent Prevention and Protection

Undertake community safety activities and campaigns to reduce risk to vulnerable and high risk groups and individuals.

Support partners stations in targeted community safety activities.

Ensure robust liaison with Community Risk Management and District Prevention is continued so resources are utilised effectively.

Incorporate a number of seasonal campaigns and themes into prevention activities which will be both locally and functionally led and will respond to local demands as well as national campaigns

Crews will carry out Simple operational fire safety assessments and liaise with protection staff to ensure non domestic fires are reduced

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Support each other to develop and promote a positive culture whereby all individuals fulfil their potential.

During appraisals the SM and WM's will identify individuals who would like to develop or progress their careers and ensure opportunities are created during the year to support this.

Appraisal objectives are to be reviewed on a regular basis to ensure they are progressing.

All appraisals to be completed within specified time scales. For 2018 this will be the end of May.

All personnel will be proactive in managing their health and well-being and utilise appropriate supportive resources to maintain the expected attendance record.

All staff will engage in creating a culture on the station which supports colleagues and ensures a positive working environment.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018/19	Estimated Target 2019/20		Annual Target 2019/20
All Fires	334	427	Site Specific Risk Information (SSRIs)	57
Accidental Dwelling Fires (ADFs)	40	50	Home Fire Safety Checks (HFSC's)	1524
Anti-Social Behaviour Fires (ASBs)	183	256	Hydrant Surveys	82
Deliberate Vehicle Fires	25	33	Waste and Fly Tipping	48
RTCs	40	28	Simple Operational Fire Safety Assessments	96
Alert to mobile	91.1%	95%	Prevention Talks	48
AFA's in Non Domestic Premises	14	19	Off Station Exercising	2
Domestic Smoke Alarm Actuations	122	133		

The targets are based on 5 years performance data

We aim, by the delivery of these outcomes, to achieve reductions in deaths and injuries in our communities



Liverpool City Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

The team at Liverpool City will:

Complete visits to premises, identify the risks that site poses and appropriately record this information.

Complete all hydrant surveys.

Identify locations where access to open water can be gained by the High Volume Pump and appropriately record this information.

Ensure all personnel maintain core risk critical competencies by attending courses hosted by the Training & Development Academy.

Continuously develop knowledge and understanding of local risks: through station based training, familiarisation visits and multi-pump exercises at these sites utilising operational plans and information.

Complete all e-learning packages and achieve the required standard.

Excellent Operational Response

The team at Liverpool City will:

Continuously develop skills, knowledge and understanding of service equipment and procedures.

Complete all allocated Safe Person Assessments.

Follow all Service guidance, policies and procedures.

Remain vigilant and take action to prevent accidents occurring and actively promote a positive Health and Safety culture in our workplace.

Work with neighbouring fire station teams to carry out joint training events rotating on a monthly basis.

All wear the correct personal protective equipment when required and ensure every other fire fighter does the same.

Respond to notification of incidents immediately and try to minimise our alert to mobile times.

Excellent Prevention and Protection

The team at Liverpool City will:

Undertake prevention activities and campaigns to reduce risk for those at high risk of fire or other emergency. Target community safety activity at those who are vulnerable, elderly or lead a high risk lifestyle.

Liaise with Community Risk Management and Wirral District Prevention Teams to ensure effective use of resources.

Develop and support activities to reduce ASB fires by effectively working with partners.

Offer advice after attending unwanted automatic fire alarm activations to support business continuity and reduce false alarms.

Promote fire safety awareness in the small business community by conducting SOFSA's.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

The team at Liverpool City will:

Support each other.

Help develop and promote a positive culture whereby all individuals fulfil their potential.

Take practical steps to assist in the development of staff in their current role and career progression opportunities.

Conduct regular appraisals that identify individual development needs, address organisational objectives and manage individual progress.

Aim to achieve perfect attendance at work.

Engage with and support local youth groups to promote our values.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018/19	Estimated Targets 2019/20		Annual Target 2019/20
All Fires	232	254	Site Specific Risk Information (SSRIs)	186
Accidental Dwelling Fires (ADFs)	26	23	Home Fire Safety Checks	510
Anti-Social Behaviour Fires (ASBs)	103	111	Hydrant Surveys	71
Deliberate Vehicle Fires	6	15	Waste & Fly Tipping	48
Road Traffic Collisions	9	17	Prevention talks	24
Alert to Mobile	96.3%	95%	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	147	154	Off Station Exercising	2
Domestic Smoke Alarm Actuations	201	209		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our community



Newton le Willows Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

Complete SSRI inspections on premises and significant industrial risk. To provide operational intelligence and risk information for all crews at incidents.

Transition to and complete SiRAH inspections once training has been received.

Conduct and complete all hydrant surveys.

Maintain core competencies by attending scheduled core training at the Training & Development Academy.

Plan training and exercises on local risks, identified through the SSRI process.

Complete all e-learning packages and achieve the required standard.

Maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations to maintain HVP deployment capability.

Excellent Operational Response

Complete daily training in line with the training planner and assess against National and local policy, guidance and procedures.

Ensure we respond to incidents within the 10 minute response isochrones as detailed in the IRMP.

Carry out joint training with partner stations, including integrating with new members of the service and incorporating ongoing training using the HVP.

Maintain core skills through completion of SPA's at 100%

Promote a positive health and safety culture at all times ensuring compliance with instructions, identifying and investigating near misses, accidents and injuries.

Maintain appliances and equipment to ensure operational readiness.

Excellent Prevention and Protection

Utilise the status report to target properties where high risk and vulnerable over 65 community live for prevention activity utilising visits to collate equality and diversity data on our communities. Incorporate seasonal themes into prevention activities as identified through local needs, national campaigns and in line with the needs of our diverse community.

Welcome community groups to utilise station facilities and promote safe and well living to make the community safer.

Work closely with Community Prevention teams and partners to identify vulnerable members of the community to provide timely interventions.

Liaise with Arson reduction team to reduce ASB and identify waste materials to reduce ASB fires and support campaigns.

Undertake SOFSA to provide advice and guidance to ensure compliance with legislation.

Excellent People

Use the appraisal process to identify personal performance objectives and identify personal development in line with the service values and organisational direction.

Monitor welfare and wellbeing of individuals and ensure relevant support services are identified and utilised where required to assist in keeping absence levels to a minimum.

Utilise dedicated time and station facilities to complete Physical fitness training.

Create and promote a positive development culture where people can develop to their full potential. Encourage personal development, career progression and promotion on station

Embrace and encourage the diverse community and working community we serve to make people safer and healthier.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018-19	Estimated Target 2019-30		Annual Target 2019/20
All Fires	116	157	Site Specific Risk Information (SSRIs)	63
Accidental Dwelling Fires (ADFs)	10	21	Home Fire Safety Checks (HFSC's)	2019
Anti-Social Behaviour Fires (ASBs)	67	89	Hydrant Surveys	28
Deliberate Vehicle Fires	6	10	Waste and Fly Tipping	48
RTC's	19	23	Simple Operational Fire Safety Assessments	96
Alert to Mobile	98.1%	95%	Prevention Talks	36
AFA in Non Domestic Premises	5	6	Off Station Exercising	2
Domestic Smoke Alarm Actuations	47	36		

The targets are based on 5 years performance data

We aim, by the delivery of these outcomes, to achieve reductions in deaths and injuries in our communities



Old Swan Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

The team at Old Swan will:

Complete allocated SSRI inspections within specified station area.

Complete all hydrant surveys.

Ensure all personnel maintain core risk critical competencies by attending TDA courses.

Train against identified local risks: to include multi-pump off-site exercises which incorporate relevant SSOP's.

Liaise and collaborate with strategic partners to assist in operational preparedness matters.

Complete all e-learning packages and achieve the required standard.

Excellent Operational Response

The team at Old Swan will:

Continuously develop skills, knowledge and understanding of service equipment and procedures through practical and theoretical training.

Attend partner stations to carry out joint training events and host similar events on a monthly basis.

Continue to develop their skills and knowledge to further enhance their role.

Complete all allocated SPA's

Follow Service guidance, policies and procedures.

Remain vigilant to prevent accidents occurring and actively engage in promoting a positive Health and safety culture in the workplace.

Excellent Prevention and Protection

The Old Swan team will:

Undertake community safety activities and campaigns to reduce risk to vulnerable and high risk groups and individuals.

Support partner stations in targeted community safety activities.

Ensure robust liaison with Community Risk Management and District Prevention is continued so resources are utilised effectively.

Develop strategies and activities to reduce ASB fires.

Carry out Simple Operational Fire Safety Assessments.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

The Old Swan team will:

Support each other to develop and promote a positive culture whereby all individuals fulfil their potential.

Carry out appraisals that address individual development needs and organisational objectives.

Work towards reducing absence in line with Service policies.

Engage with, and support, local youth groups to promote MFRS values.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018/19	Estimated Targets 2019/20		Annual Target 2019/20
All Fires	366	457	Site Specific Risk Information (SSRIs)	63
Accidental Dwelling Fires (ADFs)	50	66	Home Fire Safety Checks (HFSC's)	2019
Anti-Social Behaviour Fires (ASBs)	198	273	Hydrant Surveys	95
RTC	42	39	Waste and Fly Tipping	48
Deliberate Vehicle Fires	30	40	Simple Operational Fire Safety Assessments	96
Alert to mobile	96.9%	95%	Prevention Talks	24
AFAs in Non Domestic Premises	26	34	Off Station Exercising	2
Domestic Smoke Alarm Actuations	185	168		

The targets are based on 5 years performance data

We aim, by the delivery of these outcomes, to achieve reductions in deaths and injuries in our communities



Prescott Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

Complete SSRI and SIRAH inspections on premises within station area to ensure that key risk information is available to operational crews.

Complete, the allocated hydrant inspections, within the 12 month period.

Maintain core competencies by attending scheduled core training at the Training & Development Academy.

Plan training and exercises on local risks, including High Rise, to include local risks identified through the SSRI and SIRAH process.

Maintain operational readiness via on and off site training. Measure and confirm competencies via SPA and Learn Pro assessments

Strengthen systems and working practices on station, building on existing relationships with internal staff and Merseyside Police colleagues who are based at the station.

Excellent Operational Response

Ensure all aspects of operational response can be conducted safely and efficiently in line with the training planner and assess against National and local policy, guidance and procedures.

Ensure, that as a key station area, we respond to incidents within the 10 minute response isochrones as detailed in the IRMP.

Maintain core skills through completion of SPA's at 100%

Promote a positive health and safety culture at all times ensuring compliance with instructions, identifying and investigating near misses, accidents and injuries.

Maintain appliances and equipment to ensure operational readiness.

Conduct routine testing and maintenance of equipment

Mobilise to incidents in the fastest possible time.

Excellent Prevention and Protection

Deliver HFSC's on a risk based approach to ensure that resources are utilised to maximum effect. Utilise status reports, local knowledge and incident history to ensure we are targeting vulnerable groups.

Identify areas where standards of fire cover have not been achieved and carry out targeted activity in those areas. Engage with Youth engagement to support Princes Trust.

Work closely with Community Prevention teams and partners to identify vulnerable members of the community to provide interventions.

Liaise with Arson reduction team to reduce ASB and identify waste materials to reduce ASB fires and support campaigns.

Undertake SOFSA to provide advice and guidance to ensure compliance with legislation.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Use the appraisal process to identify personal performance objectives and identify personal development in line with the service values and organisational direction.

Monitor welfare and wellbeing of individuals and ensure relevant support services are identified and utilised where required to assist in keeping absence levels to a minimum.

Personnel maintain personal fitness levels in line with station work routine

Create and promote a positive working environment to reflect the values expected of MFRS staff.

Embrace and encourage the diverse community and working community we serve to make people safer and healthier.

Support provided to staff who are exposed to critical incidents via established support networks.

Best practice is reviewed and shared from all activities where identified.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 18-19	Estimated Target 19-20		Annual Target 2019/20
All Fires	405	402	Site specific risk information (SSRIs)	129
Accidental Dwelling Fires (ADFs)	59	57	HFSC's	1524
Anti-Social Behaviour Fires (ASBs)	242	239	Hydrant checks	76
Deliberate Vehicle Fires	31	29	Waste & fly tipping	24
RTC's	52	41	Prevention talks	24
Alert to Mobile	93.1%	95%	Simple Operational Fire Safety Assessments	96
AFA in Non Domestic Premises	21	22	Off station exercises	2
Domestic Smoke Alarm Actuations	179	127		

The target is based on 5 years historical incident data.

Monthly targets are averaged over 12 months. Seasonal capability and projected completion of predetermined yearly targets will allow for a seasonal delivery of the annual figure.



Saughall Massie Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

Complete SSRI inspections on premises and significant industrial risk. To provide operational intelligence and risk information for all crews at incidents.

Undertake Core risk critical training at the Training & Development Academy (TDA).

Measure competencies using both SPA and LearnPro assessment systems, ensuring that the required standards are met, recorded and maintained.

Plan local training exercises and familiarisation visits to identified risks within the station SSOP. To also include local businesses identified through the SSRI process and coastal areas such as Hilbre island which can only be reached at low tide.

Complete, the allocated hydrant inspections, within the 12 month period.

Structured, multi-facetted training by all personnel to maintain fitness levels for their operational duties.

Excellent Operational Response

Ensure, that as a key station area, we respond to incidents within the 10 minute response isochrones as detailed in the IRMP.

Train and assess competence against National and Local policy, guidance and procedures in all areas, to maintain the highest standards of operational response, to resolve incidents safely and effectively.

Contribute to organisational learning by conducting debriefs and sharing learning from off-site training exercises.

Obtain high performance scores in operational assurance audits.

Maintain appliances and equipment through testing and maintenance.

Comply with all areas of Health & Safety. Achieve a positive safety culture by Identifying, investigating and learning from near miss, accidents and injuries. Remain vigilant to prevent accidents.

Excellent Prevention and Protection

Targeting the high risk and vulnerable over 65 community for prevention activity and safe and well visits.

Through Intelligence led information target areas of ADF's and undertake arson reduction campaigns

Participate in NFCC and MFRS safety campaigns both locally and function led to engage with the Community.

Work closely with the Community Prevention Team to identify vulnerable groups or individuals to receive prevention education.

Target anti-social behaviour and waste material build-up to reduce ASB fires.

Undertake the Simple Operational Fire Safety Assessments to provide advice and guidance to businesses to ensure compliance with legislation.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Use the appraisal process to identify personal performance and to promote personal development by setting realistic aims & objectives to support individual, team and organisational direction

Identify & support individuals who wish to develop/progress their careers by setting objectives to enhance and support development within current role or to progress to the next level.

Review all areas of the station plan and performance throughout the year as quality assurance.

Manage the health, safety and well-being of personnel and ensure that levels of absence, accidents and injuries are kept low in line with Service policy.

Engage in creating a culture within the station which supports colleagues and ensures a positive working environment.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 18-19	Estimated Target 19/20		Annual Target 2019/20
All Fires	633	403	Site Specific Risk Information (SSRIs)	74
Accidental Dwelling Fires (ADFs)	55	48	HFSC's	2019
Anti-Social Behaviour Fires (ASBs)	246	190	Hydrant Checks	70
Deliberate Vehicle Fires	28	29	Waste & Fly Tipping	24
RTC's	36	32	Prevention Talks	24
Alert to mobile	98.2%	95%	Simple Operational Fire Safety Assessments	96
AFA's in Non-Domestic Premises	60	51	Off Station Exercises	2
Domestic Smoke Alarm Actuations	103	108		

The target is based on 5 years historical incident data.

Monthly targets are averaged over 12 months. Seasonal capability and projected completion of predetermined yearly targets will allow for a seasonal delivery of the annual figure. Upton is planned to become a merged station with West Kirby.



Southport Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

There are 193 projected SSRI's for revisit and conversion to SIRAH in 2019/20 which crews will complete via the station schedule. Crews will monitor local businesses for any new sites and prepare for the transition to SIRAH. SM will QA SIRAH inspections.

08 Hydrant surveys will be completed by crews for Southport's station area.

The station training planner provides the schedule for the year and crews will complete monthly modules aspiring to a 100% completion rate. Developing personnel will be supported in undertaking IFE examinations where applicable.

Personnel to attend all Training & Development Academy and core risk critical training courses.

Crews will maintain skills related to aerial appliances and prepare to receive the ALP in 2019.

Joint working with HM Coastguard will be promoted to enhance coordination and effectiveness of coastal response.

Excellent Operational Response

The station training planner provides a monthly SPA schedule and crews will undertake assessments achieving a 100% completion rate.

Southport will continue to maintain a high level of achievement against the 1.9min 'alert to mobile' and 10min response standard for both appliances.

Crews will undertake regular on - station training in line with monthly themes which will be assured via Station Manager Audits. This includes assurance of PPE and equipment.

All staff will comply with service guidance, instructions and procedures.

All staff will ensure correct Personal Protection Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place. All near misses will be reported through OSHENs.

Excellent Prevention and Protection

There were 62 ADF's in 2018/19. The station risk profile is predominantly residential. Watches will prioritise the over 65's when carrying out HFSC's and complete 4041 HFSC's this year.

Vulnerable or at risk groups will be prioritised through local partnerships and assisted by our crews to support their safety from fire or injury.

Watches will carry out 24 prevention talks over the year to educate and inform community groups, in addition to forging links with local schools to promote fire safety messages.

48 Simple Operational Fire Safety Assessments will be completed over the year to raise fire protection standards and commercial safety.

Watches will aim to carry out 48 waste and fly tipping audits, focussing on peak periods or identified arson prone locations.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Watch Managers will continue to develop individuals through setting appraisal objectives that will facilitate the station organisational aims and objectives. This will include the development of Crew Managers through training, responsibility and operational exposure.

All appraisals to be completed within specified time scales. For 2019 this will be achieved by the end of May.

Absence levels on the station will be monitored and staff encouraged to manage their physical/mental health and well-being and utilise appropriate supportive resources to maintain the expected attendance record. This will be achieved in conjunction with Occupational Health where required.

Staff will take part in regular gym sessions to enhance fitness, performance and overall health.

Staff will actively promote Service values and ensure a healthy, safe and positive workplace is experienced by all employees.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimates 2018/19	Target 2019/20		Annual Target 19/20
All Fires	248	224	Site Information Risks and Hazards (SIRAH)	193
Accidental Dwelling Fires (ADF's)	56	61	Home Fire Safety Checks	4041
Anti-Social Behaviour Fires (ASBs)	100	77	Hydrant Surveys	108
Road Traffic Collisions (RTCs)	41	32	Waste & Fly Tipping	48
Deliberate Vehicle Fires	14	12	Seasonal Prevention Campaigns	4
Alert to Mobile	83.8%	95%	Simple Operational Fire Safety Assessments	48
AFA in Non Domestic Premises	49	39	Prevention Talks	24
Domestic Smoke Alarm Actuations	157	173	Off Station Exercising	2

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.



Speke Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

As a station we will;

Complete all SSRI's due within the forthcoming year, utilising a risk based strategy. The SSRI's due for revisit will be split equally between the 4 watches and will be prioritised on risk category and due by date

Complete all hydrant walks before the year end, maximising seasonal conditions to increase output during lighter dryer months.

Maintain competencies by ensuring attendance of all personnel at core training, before expiry of competence.

Arrange and complete 2 off site exercises, at known risks within the station area. (Airport & COMAH sites).

Ensure 100% completion of monthly allocated Learnpro packages and SPA's.

Strengthen links with the highest risks within the station area; Liverpool Airport, COMAH sites, Jaguar Landrover.

Excellent Operational Response

As a Station we will;

Complete daily training in line with the station training planner.

Maintain core skills through 100% completion of SPA's.

Attain minimum performance of 80% during quarterly audits.

Maintain 95% against local performance indicators DR23 - Alert to mobile in 1.9 mins and TR08 - attendance to all life risk incidents within 10 mins.

Promote a positive Health and Safety culture, to reduce Firefighter injuries and damage to Fire Appliances. Increased vigilance and completion of near miss reports where appropriate.

Ensure correct use, maintenance and recording of all PPE.

Excellent Prevention and Protection

As a Station we will;

Attain an increased output of HFSC's in our target groups, over 65's, utilising the status report, and realise a reduction in the status report by the year end.

Increase the output of Waste and Fly tipping reports.

Utilise the CRM risk routes to return to station regularly and where practicable. Reduce ASB fire through making links with community groups and partner agencies

Strengthen links with DPM and Arson reduction manager to target known hotspots areas & support campaigns.

Ensure collection of Equality & Diversity information on all HFSC's.

Ensure Simple Operational Fire Safety Assessments (SOFSAs) list is reduced by the allotted target prior to the year end.

Excellent People

Utilise the appraisal process to identify personal performance objectives and complete within the required timescale.

Monitor welfare of individuals and maintain absence levels to the lowest possible level.

Support management development to encourage career progression and promotion.

Embed a positive Equality and Diversity culture across the station.

Contribute proactively to increasing staff numbers across the station.

Encourage and support the development of Service drivers as a priority.

Make provision for interaction with youth engagement through the Prince's Trust

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018/19	Estimated Targets 2019/20		Annual Target 19/20
All Fires	345	325	Site Specific Risk Information (SSRIs)	120
Accidental Dwelling Fires (ADFs)	43	31	Home Fire Safety Checks	1524
Anti-Social Behaviour Fires (ASBs)	210	194	Hydrant Surveys	75
RTC	24	30	Waste & Fly Tipping	24
Deliberate Vehicle Fires	37	37	Prevention talks	24
Alert to Mobile	97.7%	95%	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	14	12	Off Station Exercising	2
Domestic Smoke Alarm Actuations	59	61		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities



St Helens Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

Complete SSRI inspections on premises and significant industrial risk. To provide operational intelligence and risk information for all crews at incidents.

Transition to and complete SiRAH inspections once training has been received.

Conduct and complete all hydrant surveys.

Maintain core competencies by attending scheduled core training at the Training & Development Academy.

Plan training and exercises on local risks, including COMAH, rugby stadia, town centre risks, identified through the SSRI process

Complete all e-learning packages and achieve the required standard.

Excellent Operational Response

Complete daily training in line with the training planner and assess against National and local policy, guidance and procedures.

Ensure, that as a key station area, we respond to incidents within the 10 minute response isochrones as detailed in the IRMP.

Carry out joint training with partner stations, including integrating with new members of the service and incorporating ongoing training using the combined platform ladder.

Maintain core skills through completion of SPA's at 100%

Promote a positive health and safety culture at all times ensuring compliance with instructions, identifying and investigating near misses, accidents and injuries.

Maintain appliances and equipment to ensure operational readiness.

Excellent Prevention and Protection

Utilise the status report to target properties where high risk and vulnerable over 65 community live for prevention activity and utilise visits to collate equality and diversity data on our communities.

Work with the cadet unit to promote safe and strong communities.

Work closely with Community Prevention teams and partners to identify vulnerable members of the community to provide timely interventions. Liaise with Arson reduction team to reduce ASB and identify waste materials to reduce ASB fires and support campaigns.

Undertake SOFSA to provide advice and guidance to ensure compliance with legislation.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Use the appraisal process to identify personal performance objectives and identify personal development in line with the service values and organisational direction.

Monitor welfare and wellbeing of individuals and ensure relevant support services are identified and utilised where required to assist in keeping absence levels to a minimum.

Utilise dedicated time and station facilities to complete Physical fitness training.

Create and promote a positive development culture where people can develop to their full potential. Encourage personal development, career progression and promotion on station

Embrace and encourage the diverse community and working community we serve to make people safer and healthier.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018-19	Estimated Target 2019-20		Annual Target 19/20
All Fires	578	528	Site Specific Risk Information (SSRIs)	96
Accidental Dwelling Fires (ADFs)	35	45	Home Fire Safety Checks (HFSC's)	1689
Anti-Social Behaviour Fires (ASBs)	405	368	Hydrant Surveys	72
Deliberate Vehicle Fires	27	27	Waste and Fly Tipping	48
RTC's	31	28	Simple Operational Fire Safety Assessments	96
Alert to mobile	95.8%	95%	Prevention Talks	24
AFA in Non Domestic Premises	28	23	Off Station Exercising	2
Domestic Smoke Alarm Actuations	86	112		

The targets are based on 5 years performance data

We aim, by the delivery of these outcomes, to achieve reductions in deaths and injuries in our communities



Toxteth Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

Complete all SSRI's due within the forthcoming year, utilising a risk based strategy, prioritised on risk category and due by date.

Complete all hydrant walks before the year end, maximising seasonal conditions to increase output during lighter dryer months.

Maintain competencies by ensuring attendance of all personnel at core training, before expiry of competence.

Arrange and complete 2 off site exercises, at known risks within the station area. (River, Central Mosque).

Ensure 100% completion of monthly allocated Learnpro packages and SPA's.

Strengthen links with the highest risks within the station area; Echo Arena, Convention Centre. River (MF1, Coastguard, RNLI).

Formalise a training strategy across the CSU support stations.

Excellent Operational Response

Improve the effectiveness and integration of the CSU at operational incident.

Complete daily training in line with the station training planner.

Maintain core skills through 100% completion of SPA's.

Attain minimum performance of 80% during quarterly audits.

Maintain 95% against LPI 129, Alert to mobile in 1.9 mins. And LPI 137 attendance to life risk incidents within 10 mins.

Promote a positive Health and Safety culture, to reduce Firefighter injuries and damage to Fire Appliances. Increased vigilance and completion of near miss reports where appropriate.

Ensure correct use, maintenance and recording of all PPE.

Excellent Prevention and Protection

Increase the percentage of visits to vulnerable persons, using Exeter data (Status report) during HFSC planning.

Give consideration to the transient population; Students, Immigration, Asylum seekers, and consider the need to revisit properties regularly.

Liaise with the Arson reduction manager & increase the output of Waste & Fly tipping reports.

Link in with the Arson Reduction Team to support intelligence activities. Link in with youth engagement within the local community and Princes Trust

Strengthen links with DPM to familiarise crews with the diverse needs of the population and to share links with the service providers.

Ensure SOFSA list is reduced by the allotted target prior to the year end.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Station personnel will be set appraisal objectives that will ensure the aims of the station plan are achieved.

All appraisals to be completed within specified time scales.

Identify and support firefighters who would like to seek promotion.

Reduce absence levels to the lowest possible level and ensure that back to work interviews and support plans are completed for those staff who need them, in line with relevant timescales.

Encourage and support the development of Service drivers as a priority.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2018/19	Estimated Targets 2019/20		Annual Target 19/20
All Fires	475	427	Site Specific Risk Information (SSRIs)	120
Accidental Dwelling Fires (ADFs)	75	61	Home Fire Safety Checks	1392
Anti-Social Behaviour Fires (ASBs)	275	251	Hydrant Surveys	97
RTC	29	28	Waste & Fly Tipping	24
Deliberate Vehicle Fires	45	43	Prevention talks	24
Alert to Mobile	95.2%	95%	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	18	32	Off Station Exercising	2
Domestic Smoke Alarm Actuations	299	305		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities



Wallasey Community Fire Station

Community Risk Management Plan 2019-20



Excellent Operational Preparedness

The team at Wallasey will:

Complete visits to premises, understand the risks that site poses and appropriately record this information.

Complete all hydrant surveys.

Ensure all personnel maintain core risk critical competencies by attending CDA courses.

Continuously develop knowledge and understanding of local risks: through station based training and multi-pump exercises at these sites utilising operational plans and information.

Maintain specialist skills through training and prepare for specific incident types matching the station profile and allocated specialisms.

Complete all e-learning packages and achieve the required standard.

Excellent Operational Response

Continuously develop skills, knowledge and understanding of service equipment and procedures.

Work with neighbouring fire station teams to carry out joint training events rotating on a monthly basis.

Aim to develop skills and knowledge in the use and application of the CPL to promote their role as a nominated CPL station.

Complete all allocated SPA's

Follow Service guidance, policies and procedures.

Remain vigilant and take action to prevent accidents occurring and actively promote a positive Health and Safety culture in our workplace.

All respond to notification of incidents immediately and try to minimise our alert to mobile times.

Excellent Prevention and Protection

Undertake prevention activities and campaigns to reduce risk for those at high risk of fire or other emergency within our community.

Target community safety activity at those who are vulnerable, elderly or lead a high risk lifestyle.

Liaise with Community Risk Management and Wirral District Prevention Teams to ensure effective use of resources.

Develop and support activities to reduce ASB fires by effectively working with partners.

Promote fire safety awareness in the small business community by conducting SOFSA's.

Deliver prevention talks and demonstrations to groups to support community safety.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Support each other.

Help develop and promote a positive culture whereby all individuals fulfil their potential.

Take practical steps to assist in the development of staff in their current role and career progression opportunities.

Conduct regular appraisals that identify individual development needs, address organisational objectives and manage individual progress.

Aim to achieve perfect attendance at work.

Engage with and support local youth groups to promote our values.

Engage with and support our Fire Cadets and Prince's Trust Teams. Helping to develop these young people and to promote our values.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

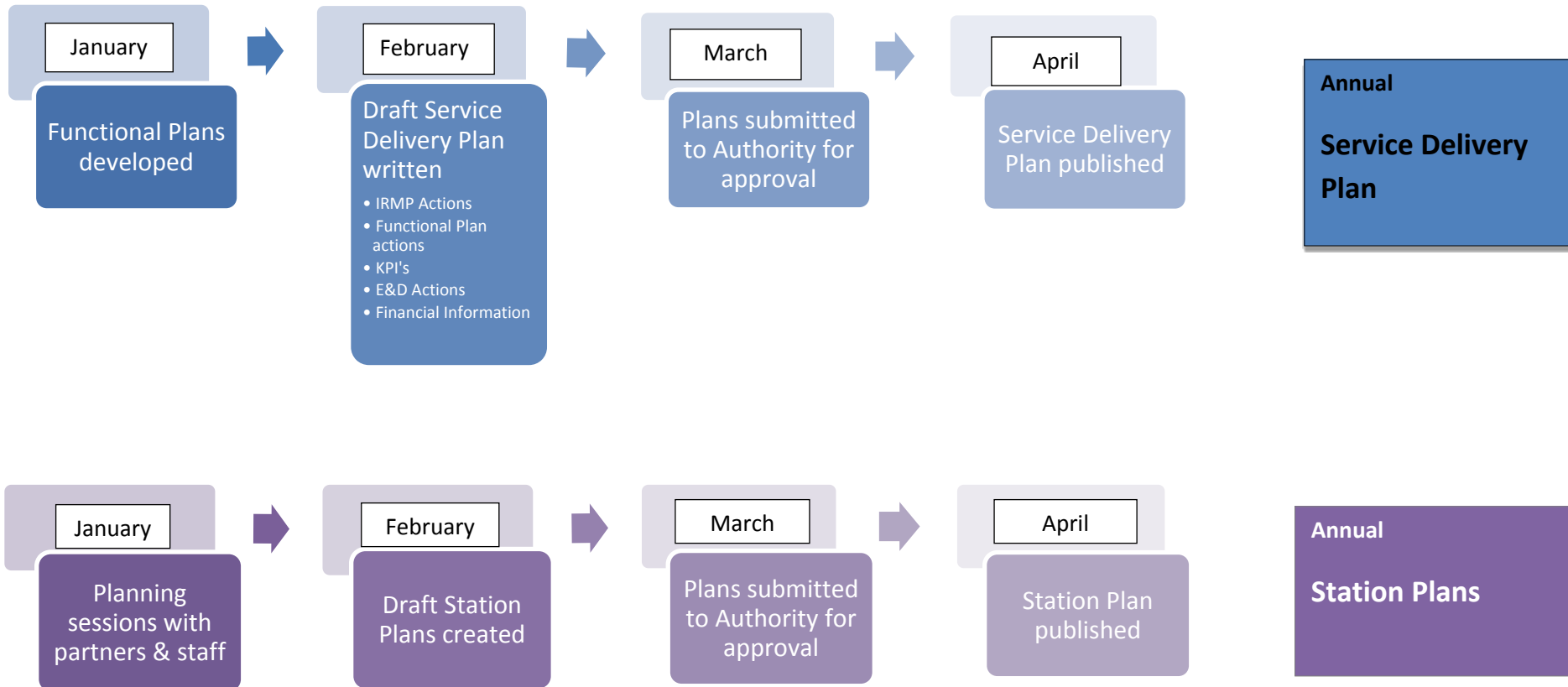
OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

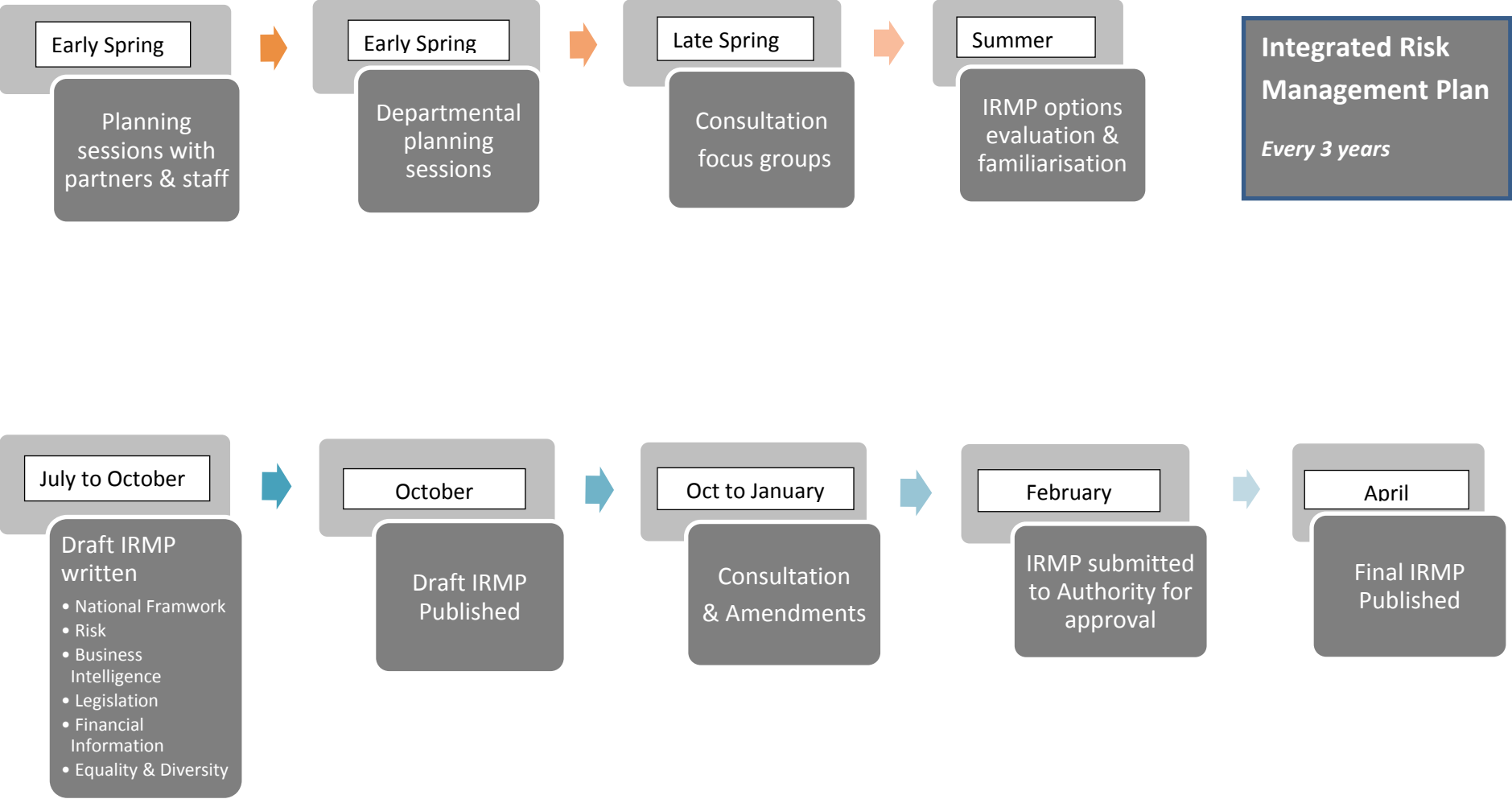
	Estimated Performance 2018/19	Estimated Target 2019/20		Annual Target 19/20
All Fires	377	362	Site Specific Risk Information (SSRIs)	45
Accidental Dwelling Fires (ADFs)	50	52	Home Fire Safety Checks (HFSC's)	2019
Anti-Social Behaviour Fires (ASBs)	201	206	Hydrant Surveys	65
RTC	24	21	Waste and Fly Tipping	48
Deliberate Vehicle Fires	30	33	Simple Operational Fire Safety Assessments	96
Alert to mobile	94.6%	95%	Prevention Talks	24
AFA's in Non-Domestic Premises	8	19	Off Station Exercising	2
Domestic Smoke Alarm Actuations	121	123		

The targets are based on 5 years performance data

We aim, by the delivery of these outcomes, to achieve reductions in deaths and injuries in our community

MFRS Integrated Planning Process





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HMICFRS Inspection Report 2019 Action Plan 9 – 12th November 2019

Action log

Action Log No.	Inspection theme	Report page no.	Area for improvement	Outcome/s required/evidence of success	Actions (including MFRS Plan/ref. no. if applicable)	Responsible Officer	Responsible Board	Update	Progress RAG Rating
Formal areas for improvement									
AL1	Protecting the Public through fire regulation	13	The Service should ensure it allocates enough resources to a prioritised and risk-based inspection programme	Numbers of competent protection officers increase (CRM records). Priority inspections are carried out in line with the strategy (Protection records, LPis).	IRMP supplement 2019/21: Protection Functional Plan FP/19/20/4.9 FP/19/20/4.7	AM Community Risk Management	CRM		
AL2	Responding to fires and other emergencies	15	The service should ensure staff know how to command fire service assets assertively, effectively and safely at incidents. This should include regular assessment of command competence	Assessments meet the targets set (Preparedness records, LPis) Assessment processes are robust and comprehensive (Preparedness and Response records)	Response Functional Plan Preparedness Functional Plan	AM Response AM Preparedness	Operations		
AL3	Promoting the right values and culture	28	The service should ensure its values and behaviours are understood and demonstrated by staff.	Feedback shows that staff understand the values and behaviours (staff survey 2020) Feedback shows that staff and managers believe that they and others are displaying the desired behaviours and demonstrating the values (staff survey 2020).	People Strategy Implementation Plan - Strategic Objectives 4 4.1.1 – 4.3.2 4.3.1 – 4.3.2 POD Functional Plan FP/19/20/3.3	Director of POD Director of POD Director of S&P	People S&P (ED&I)		

					Strategy & Performance FP FP/19/20/5.1	Director of POD/ Director of S&P			
AL4	Getting the right people with the right skills	29	The service needs to assure itself that all staff are appropriately trained for their role. It needs to ensure all staff keep their skills up to date and have a consistent method of recording when they have received training.	Training needs are assessed for all staff and training provided accordingly (POD and Preparedness records). Similar/equivalent methods of recording skills acquisition and training are used for all staff.	People Strategy Implementation Plan - Strategic Objective – 2 2.11 – 2.32 2.3.3 2.4.1 – 2.4.4 POD Functional Plan Preparedness Functional Plan	Director of POD AM Preparedness	People Ops		
AL5	Ensuring fairness and promoting diversity	31	To identify and tackle barriers to equality of opportunity, and make its workforce more	Staff from protected and underrepresented groups feel more positive about working for MFRS (Staff survey 2020).	People Strategy Implementation Plan - Strategic Objective 5 5.1.1 – 5.1.2	Director of POD	People S&P (ED&I)		

			representative, the service should ensure diversity and inclusion are well understood and become important values of the service.	<p>Staff from underrepresented groups are more likely to seek promotion (POD records, PSED report)</p> <p>Positive action recruitment continues to result in a more diverse workforce (POD records, PSED report)</p> <p>Staff have received ED&I training which they have understood and feel able to apply in their work (Training records, Staff survey 2020).</p>	<p>5.1.3</p> <p>5.2.2 – 5.2.3</p> <p>5.2.4 – 5.2.5</p> <p>POD Functional Plan FP/19/20/3.1</p> <p>FP/19/20/3.3</p> <p>FP/19/20/3.5</p> <p>EDI Objective 2</p> <p>ED/19/20/2.9</p> <p>ED/19/20/2.11</p> <p>ED/19/20/2.21</p> <p>EDI Objective 4</p> <p>ED/19/20/4.2</p>	<p>Director of POD</p> <p>Director of Response</p> <p>Director of S&P</p> <p>Director of Legal</p> <p>Director of S&P</p>			
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					ED/19/20/4.5	Director of CRM			
					ED/19/20/4.7	Director of Preparedness			
					S&P Functional Plan FP/19/20/5.1	Director of S&P			
AL6	Managing performance and developing leaders	33	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	Process is produced (SI, strategy or Policy published)	People Strategy Implementation Plan - Strategic Action 1 1.1.1 All objectives 1.1.5 1.1.6 – 1.3.1 1.2.2 1.2.3 1.3.1 – 1.3.2 1.1.3	Director of POD	People		

					1.4.1 1.5.1 - 1.5.2 POD Functional Plan FP/19/20/3.1 FP/19/20/3.5 Response FP FP/19/20/2.3	 Director of POD Director of POD AM Response			
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Action Log Nos	Inspection theme	Report page no.	Area for improvement	Outcome/s required/ evidence of success	Actions included in MFRS Plan/ref. no.	Responsible Officer	Responsible Board	Update	Progress Rag Rating
OTHER ISSUES IDENTIFIED IN THE REPORT									
AL7	Responding to fires and other emergencies	16	The service's operational policy reflects national guidance. But staff have an inconsistent understanding of what recording process they would follow if required to step outside policy. They were also not always sure how to log significant decisions	Staff understanding is improved and demonstrated	Response Functional Plan FP/19/20/2.2 Preparedness Functional Plan FP/19/20/1.6 FP/19/20/1.5 FP/19/20/1.4	AM Response AM Preparedness AM Preparedness AM Preparedness	Operations		
	Responding to fires and other emergencies	17	Although we found the debrief process led by the operational assurance team to be robust, we found that operational crews took an inconsistent approach to debriefing smaller incidents.	Operational crews demonstrate a more consistent approach to debriefing smaller incidents (Response records).	Response Functional Plan FP/19/20/2.1	AM Response	Operations		
	Responding to national risks	19	We saw that the information the service holds on the risks in surrounding services isn't as accessible as its own risk information. But we noted that while we were inspecting,	Cross border risk information is more accessible to crews (Preparedness records).	IRMP Supplement 2019/21: Preparedness Functional Plan FP/19/20/1.5	AM Preparedness AM Preparedness	Preparedness S&P (ICT)		

			the service was upgrading the computers it has on fire engines, where this information will be made available.						
	Making the fire and rescue service affordable now and in the future	25	We found that the service has various inefficient paper-based systems. However, it has invested in a team to develop a range of online applications with the intention of modernising these systems.	More paper based processes are replaced by applications (S&P records).	S&P Functional Plan FP/19/20/5.2 Preparedness FP FP/19/20/1.5	Director of S&P AM Preparedness	S&P (ICT) Other Boards as appropriate		
	How well does the service look after its people?	26/33	Staff don't always view the promotion process as open and fair. We didn't find this to be the case, but the service still has work to do to allay these workforce concerns.	Staff are more accepting that the promotion process is open and fair (Staff survey 2020).	People Strategy Strategic Action 1 POD Functional Plan FP/19/20/3.5	Director of POD Director of POD	People		
	Ensuring fairness and promoting diversity	31	The service has made a commitment to the public to improve a range of equality and diversity issues in its IRMP...but we observed a difference between how management think these commitments have been accepted across its workforce and the frontline reality.	Staff understand the equality, diversity and inclusion objectives (Staff survey 2020) Staff have received ED&I training which they have understood and feel able to apply in their work (Training records, Staff survey 2020).	S&P Functional Plan FP/19/20/5.1 ED&I objective 4 (IRMP) ED/19/20/4.1 ED/19/20/4.2	Director of S&P Director of S&P Director of S&P	S&P (ED&I)		
	Ensuring fairness and promoting diversity	32	The service doesn't fully reflect the communities it serves	Future recruitment shows continued improvements in diversity (POD records, PSED report)	People Strategy Implementation Plan - Strategic Action 5	Director of POD	People		

					POD Functional Plan FP/19/20/3.1	Director of POD			
	Ensuring fairness and promoting diversity	32	Staff from all groups felt that middle and senior managers could make more of an effort to respond to their concerns and challenge inappropriate and exclusionary language	Staff feel these managers make an effort to respond to their concerns (Staff Survey 2020)	People Strategy Implementation Plan - Strategic Action 1 1.2.3 1.3.1 – 1.3.2 S&P Functional Plan FP/19/20/5.1 ED/19/20/4.1 ED/19/290/4.2	Director of POD Director of S&P	People		
	Ensuring fairness and promoting diversity	32	[in the HMICFRS staff survey – 92 respondents] 26 reported feeling bullied or harassed at work and 26 reported feeling discriminated against at work, in the last 12 months. In both cases, respondents indicated this was most likely to be by someone more senior than themselves and industrial action was often cited as the reason behind bullying/harassment.	Fewer people report feeling bullied or harassed at work (2020 survey compared to 2018 staff survey not HMICFRS survey)	People Strategy Implementation Plan - Strategic Action 1 & 4 S&P Functional Plan FP/19/20/5.1 ED/19/20/4.1 ED/19/290/4.2	Director of POD Director of S&P	People		
	Managing performance and developing leaders	33	The way the service assesses candidates [for promotion] is open and honest. However, we were disappointed that assessors haven't undertaken unconscious bias training. The Service recognises this gap and plans to introduce relevant training	General Unconscious bias training has been delivered to staff as part of ED&I training and specific applied training has been delivered to staff carrying out selection processes.	People Strategy Implementation Plan Strategic Action 4 Strategic Action 5 S&P Functional Plan ED/19/20/4.1 ED/19/290/4.2	Director of POD Director of S&P/Director of POD Director of POD	People		

SERVICE DELIVERY PLAN

APRIL 2019 - MARCH 2020



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



Merseyside
**FIRE & RESCUE
SERVICE**

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1.1 INTRODUCTION

**BY Chief Fire Officer Phil Garrigan &
Chair of the Fire & Rescue Authority Cllr Les Byrom**

Welcome to our Service Delivery Plan for 2019/20. This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2019-20. It also highlights our alternative proposals contained in the Integrated Risk Management Plan (IRMP) Supplement 2019-21.

A number of significant national and international incidents have occurred since the IRMP 2017-20 was consulted on and published during 2016/17. In addition there have been changes to the city region infrastructure and the initial findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), following the first tranche of inspections, have given the Chief Fire Officer and the Fire and Rescue Authority cause to review the suitability of its plans to ensure they are still fit for purpose.

Following this review, a two year supplement to the existing IRMP has been written and, at time of writing, is due to go out for 12 weeks consultation with the public, staff, partners and stakeholders. This

IRMP supplement ensures that the Authority complies with Fire and Rescue National Framework for England 2018 which places a duty on the Authority to assess all foreseeable fire and rescue related risks that could affect its communities, whether they are local, cross-border, multi-authority and/or national in nature, from fires to terrorist attacks. As Lead Authority for co-ordination and deployment of National Resilience capabilities on behalf of the Home Office this is particularly relevant to MFRA.

Our review identified that we need to have resilience should a large, complex or prolonged incident occur. To meet this demand the Authority has proposed increasing the number of available appliances from 26 to 30 and the number of firefighters from 620 to 642, the first increase in numbers since 2006.

The IRMP Supplement also includes proposals to increase the number of staff in Protection (legislative fire safety) to make commercial and public buildings safer.

To meet the cost of this re-investment in Response and Protection the Authority will use reserves combined with an ambitious debt repayment plan, outlined in the Finance section of this Service Delivery Plan.

Our plans reflect the link between risk, demand and vulnerability. They will ensure the Service remains able to respond quickly, whilst increasing our resilience to deal with large and protracted incidents. Our investment in Protection will ensure we are able to better protect people from the risk of fire, and our prevention services will remain targeted to the most vulnerable in our communities.

Although the years ahead remain challenging, you can be assured that the Fire and Rescue Authority will continue to strive to deliver the best possible service to Merseyside.



Phil Garrigan
Chief Fire Officer



Cllr Les Byrom
Chair of Merseyside
Fire & Rescue Authority



1.2 CORPORATE MISSION & AIMS

OUR MISSION IS TO ACHIEVE:

Safer, Stronger Communities - Safe, Effective Firefighters

OUR AIMS ARE:

Excellent Operational Preparedness

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

Excellent Operational Response

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

Excellent Prevention and Protection

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

Excellent People

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



1.3 CORE VALUES

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

Make a positive difference to our community

We will build upon our unique position of trust and respect within the community and the professionalism of our staff to tackle the real underlying factors which affect risk. We will achieve this by seeking partnerships in areas where we believe we can contribute to making communities safer from fire and other emergencies.

Provide an excellent and affordable service

We will manage our emergency response flexibly, with an emphasis on those most at risk. We will do this by managing the number and type of appliances which are available to respond to emergencies at different locations throughout the day, night and at different times of the year to more accurately reflect the changing level and location of risk.

Everyone matters

We aim to reduce risk in every home on Merseyside to a tolerable level, with no homes being assessed as high risk after we and our partners have offered support to the resident. To achieve this we will be more sophisticated in the way we commit resources to reduce risk; we will continue to offer free Home Fire Safety Checks to the most vulnerable residents of Merseyside, but our key focus will be to work with our partners to identify and provide assistance to those individuals within the community who are most at risk from fire and other emergencies.

Respect our environment

We will fulfil our responsibilities for protecting the built and natural environment, with support and commitment at the highest level. We will continue to identify and manage our activities, which have an impact on the environment, without compromising our operational response or our service delivery to the communities of Merseyside.

Our people are the best they can be

We will ensure our workforce has the necessary knowledge, skills and values to make a difference. We will support them in their role and encourage them to contribute their ideas to continually improve the Service to deliver our mission.

1.4 ABOUT MERSEYSIDE

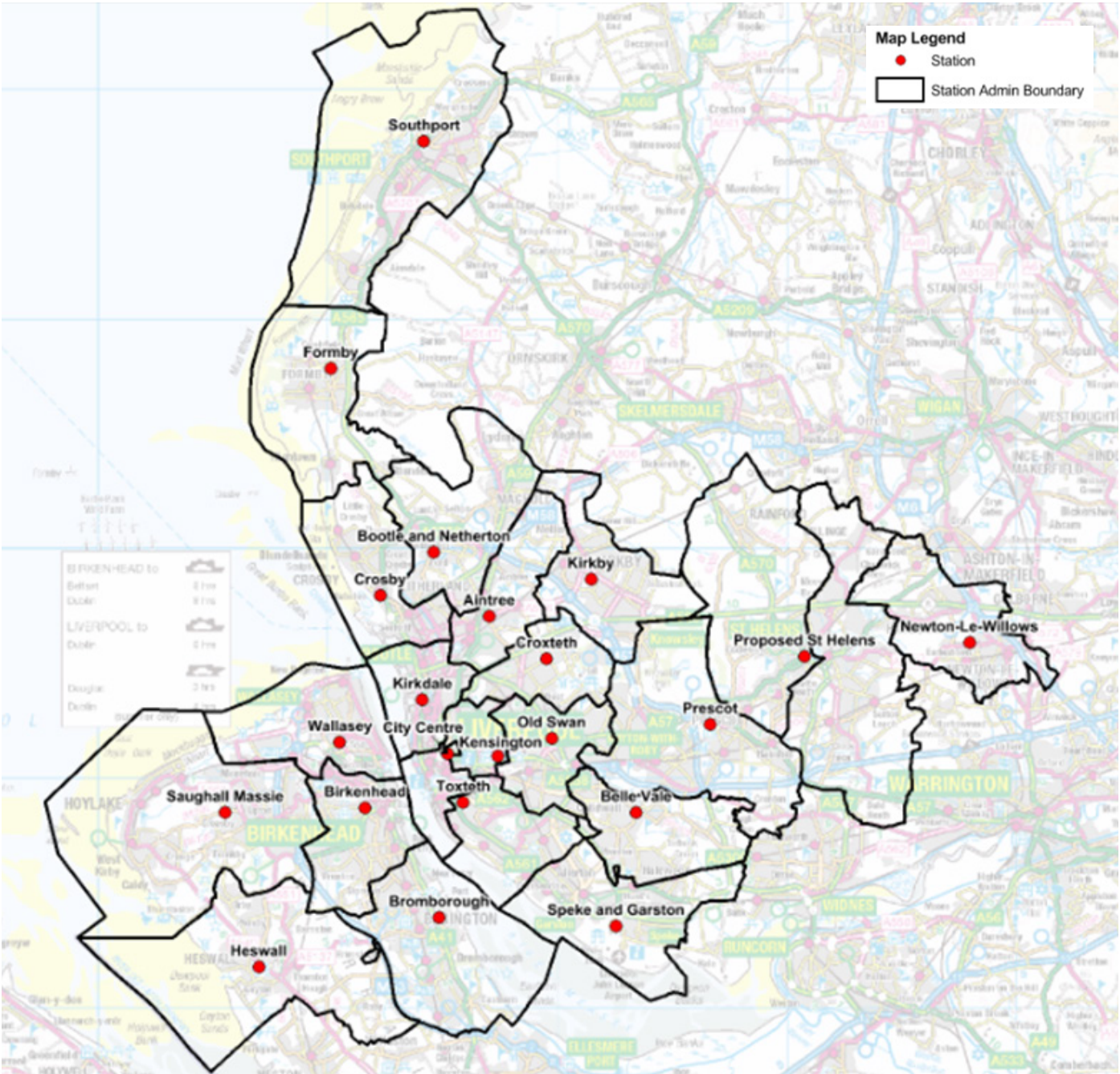
Merseyside is an area in the north west of England, which straddles the Mersey Estuary and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral.

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

- Mid 2017 estimated figures showed that Merseyside has a population total of 1,416,800. This is a 2.6% increase on 2011 census figures. The population is split 48.9% male and 51.1% female. Merseyside has a lower proportion of children (17.9%) and higher proportions of working age residents (63.4%) and older people (18.7%) than North West averages.
- Of the total population of over 65s in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic

Our [Profile of Merseyside Demography, Equality and Diversity](#) report outlines the communities we serve. There are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. There remain large pockets of deprivation with high levels of social exclusion and crime. According to the Indices of Multiple Deprivation 2015; out of 326 Local Authorities across England, Knowsley and Liverpool both appear in the top 10 most deprived Local Authorities.

MFERS STATION LOCATIONS (INCLUDING PROPOSED)



1.5 OVERVIEW OF THE DISTRICTS OF MERSEYSIDE

Working closely with partner organisations in all the districts of Merseyside is key to us achieving improved outcomes for our communities and the strategic direction for our activities comes from centrally based departments. We are keen to retain a focus on the districts through involvement in statutory and local partnerships. It is important that we tailor our services to meet the specific needs of the local areas and the following sections outline the make-up of those areas and the resources located there.

District details below include the appliances and crewing systems at each station:

- WT – Wholetime – fire engine crewed 24 hours a day 7 days a week
- DCWTR – Day crewed wholetime retained – appliance crewed 12 hour day with crew available on a 30 minute recall at night if there are particularly high numbers of incidents or a large or protracted incident for strategic cover
- LLAR - low level activity and risk, crew are available on station for 12 hour day and available for recall within 5 minutes of the fire station at night
- WTR – Wholetime retained – crew available on 30 min recall for strategic cover during busy periods, large scale or protracted incidents.

LIVERPOOL

Population: 491,549	Fire Stations:	
Homes: 211,219	Kirkdale - WT	Old Swan - WT
Businesses: 18,718	Liverpool City - DCWTR, WT night cover	Belle Vale - LLAR
Land area: 162 sq km	Kensington - DCWTR	Croxteth - 1 WT 1 SRT
Roads: 888.7 miles	Speke & Garston - WT	Aintree - DCWTR
	Toxteth - WT	Marine Rescue Team

Specialist urban search and rescue modules for deployment throughout Merseyside, nationally and internationally plus a high volume pump and incident response unit are housed in Liverpool. There has been massive investment in Liverpool city centre over the past 10 years but it is 4th highest ranked Local Authority for deprivation in England.

WIRRAL

Population: 322,796	Fire Stations:	
Homes: 145,879	Birkenhead - WT	Saughall Massie - WT
Businesses: 8,462	Bromborough - WT	Wallasey - DCWTR, WT night cover
Land area: 220 sq km	Heswall - LLAR	
Roads: 764.6 miles		

Wirral peninsula is a borough of contrasts with affluence on the west contrasting sharply with social deprivation in the east. The elderly population is higher than the national average and Wirral's older population is expected to increase by 30% by 2030.

SEFTON

Population: 274,589	Fire Stations:	
Homes: 124,775	Bootle & Netherton - WT	
Businesses: 8,145	Crosby - DCWTR	
Land area: 216 sq km	Formby - LLAR	
Roads: 615.4 miles	Southport - WT	

Sefton is bordered by a 35 km coastline from dock estates in the south of the borough to scientifically important wildlife habitats in the sand dune and pinewoods in the north. There are stark social inequalities between the north and south of Sefton, where there are higher levels of deprivation, child poverty and worklessness. 21.3% of the population are over 65 which is higher than the Merseyside average of 18.7%.

CONTINUED...



1.5 OVERVIEW OF THE DISTRICTS OF MERSEYSIDE CONTINUED

KNOWSLEY

Population: 148,560

Homes: 65,506

Businesses: 3,353

Land area: 86 sq km

Roads: 360.8 miles

Fire Stations:

Kirkby - 1 WT

Prescot - 1 WT

Knowsley is the 2nd highest ranked area of deprivation in England. It is, however, an important location for employment in the Liverpool City Region with large industrial parks at Kirkby, Huyton and Prescot. The borough has a number of main arterial routes passing through it including the M57, M62 and East Lancashire Road.

ST HELENS

Population: 179,331

Homes: 80,875

Businesses: 4,610

Land area: 136 sq km

Roads: 459.1 miles

Fire Stations:

St Helens - 1 WT, 1 DCWTR, 1WTR

Eccleston - 1 DCWTR

Newton le Willows - 1 LLAR

Areas of St Helens fall within the top 10% of deprivation in Merseyside but there are contrasting areas of affluence in Rainford, Billinge and Rainhill.



District priorities

Through our plans we deliver activities and resources tailored to respond to local risk.

For example, prevention activity will be focussed to keep the most vulnerable in our communities as safe as possible, linking our wider community safety priorities to local needs. These centrally developed and managed priorities are refined to ensure services, and improved outcomes, are delivered at a local level.

Our priorities become objectives in our Integrated Risk Management Plan, functional and station community risk management plans.

Details of these objectives are contained in Sections 7 and 8.

We work closely with our statutory partners and with other organisations with which we share common objectives. We use data and information about each of the five districts of Merseyside to determine where our resources need to be targeted to achieve the best outcomes for our communities. We call this Knowing our Communities and it underpins our approach to planning and service delivery, particularly in relation to community risk management.

As a result, our priorities support collaboration with partner agencies in a shared commitment to make our communities safer, healthier and more resilient.

(Mid 2017 ONS population data, CIPFA dwelling and non domestic properties estimates)

2.1 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY

Approximately 1,000 staff are employed by Merseyside Fire and Rescue Authority at 23 Community Fire Stations, a Marine Rescue station, the Training and Development Academy, our headquarters and within its vehicle workshops.

For many years Merseyside Fire & Rescue Authority has provided the highest level of response to fires and other emergencies as well as offering a range of services to reduce and respond to risk in our communities. In recent years we have had to deal with significant budget cuts and this will continue in the future. The budget cuts, applied by the Government to date, have been so severe that they have presented a significant challenge to the services

we deliver. Until the outcome of the Comprehensive Spending Review results are published in December 2019 it is unclear what further cuts MFRA may face beyond 2020. This Service Delivery Plan outlines our IRMP Supplement 2019-21 proposals to meet some emerging risks with an innovative way of crewing appliances to increase front line services for the first time in many years, details can be found on page 29.

Our IRMP and Service Delivery Plan set out how we will tackle the risks to our communities. The IRMP planning process can be found at Appendix 4.

The main aspects of the services we carry out are outlined the next four pages.

OPERATIONAL PREPAREDNESS

The Operational Preparedness directorate is led by an operational Area Manager who is responsible for all operational training, planning, intelligence, and collaboration with blue light partners. The Area Manager also oversees National Resilience assets, appliances and equipment along with specialist vehicles. Within the directorate are the Search and Rescue Team, the Marine Rescue Unit and Merseyside Fire and Rescue Control (which also provides National Resilience control services).

- Operational Preparedness provide firefighters with training, information, procedures, appliances/specialist vehicles and equipment to ensure they can resolve all emergency incidents safely and effectively

OPERATIONAL PREPAREDNESS CONTINUED.

- The Operational Preparedness directorate ensures that MFRA has suitable arrangements in place to identify, plan, prepare and mobilise resources for all foreseeable emergencies that could have an impact on our community, neighbouring authorities or the national infrastructure. This internal planning approach ensures that Merseyside firefighters have the correct training, equipment and information to enable them to respond safely and effectively to these emergencies and operate effectively within a multi-agency command structure
- In line with the Policing and Crime Act 2017 commitment to closer working between the three emergency services, the Collaboration team engage with our blue light partners to improve efficiency and/or effectiveness and to enhance interoperability by working together.

OPERATIONAL RESPONSE

The Operational Response department is led by an operational Area Manager and is responsible for the operational element of the MFRA workforce. Operational Response department will:

- Maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core
- Continue to strengthen operational response through improvements identified as a result of effective monitoring, audit and review of the operational response function
- Manage resources efficiently and effectively in order to continue to deliver an excellent Operational Response in the context of further reductions in available resources over the 4 year period covered by the 2015 Spending Review
- Manage fire stations effectively and efficiently, ensuring we maintain safe effective fire fighters and contribute to achieving safer stronger communities.

CONTINUED...



2.1 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY

CONTINUED

COMMUNITY RISK MANAGEMENT

The Community Risk Management (CRM) function incorporates Prevention and Protection. The activities undertaken on behalf of the directorate have been an integral part of the Service's Integrated Risk Management Plan since its introduction in 2005, reducing fires, deaths and injuries in domestic and commercial premises whilst making Merseyside safer and stronger.

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

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

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

OUR PEOPLE

Our aim at MFRA is to have Excellent People

- We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all to ensure that we continue to recruit, train, develop and empower all our staff to deliver our services making the best use of their capabilities and professionalism.

NATIONAL RESILIENCE

The Deputy Chief Fire Officer is responsible for managing the Authority's approach to its national role of coordinating National Resilience for the fire and rescue service on behalf of the Home Office.

National Resilience is the term used to describe all the services, equipment and expertise (assets) that are available across the country to deal with unusually large or complex emergencies (eg widespread flooding). Merseyside Fire and Rescue Service coordinates these assets through the National Resilience Assurance Team (NRAT) on behalf of the government.

MFRA also has responsibility for the national mobilisation and coordination of National Resilience assets via the National Resilience Fire Control, National Resilience skills acquisition training and National Resilience Long Term Capability Management which provides support, asset refresh and contract management for the maintenance of all National Resilience fleet and equipment.



3.1 FINANCIAL CHALLENGES

2019-20

Merseyside Fire & Rescue Authority uses a set of Budget Principles to make effective and efficient decisions about how it allocates resources. The Principles are as follows:

Principle 1

To allocate resources in a way that contributes towards the achievement of MFRA's Mission, Aims and Outcomes.

Principle 2

To continue to seek to avoid compulsory redundancy (if possible, given the difficult financial circumstances).

Principle 3

To choose budget options which minimise negative impact on the delivery of front line services or on firefighter safety.

Principle 4

To consider budget approaches which ensure the right balance between local and national funding levels and considers the views of local people on the right level of council tax balanced against aspirations for service levels.

Principle 5

To allocate resources having considered the impact on our diverse communities and our employees

- Over the 2010/11 to 2019/20 period the Authority faces a 50%, in real terms, reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget will reduce from £73.6m to £60.3m or £13.3m which represents a 18% cash or 40% real reduction.
- The Authority had set a financial plan in 2016/17 that would deliver the required savings needed as a result of government cuts up to 2019/20. Each year since 2016/17 the Authority reviews the approved plan and amends it for any required adjustments to reflect changes in costs, income or Service needs. These drastic cuts from the Government has forced the Authority to make and continue to make tough choices.
- The impact of the 2015 Comprehensive Spending Review meant the Authority had to find £11m of savings from the forecast planned spend for 2016/17 to 2019/20. The Authority has planned prudently to minimise the impact on frontline services and identified significant efficiency savings of over £9m by reducing management, support services costs and other technical amendments. Despite these efficiencies unfortunately the Authority had no choice but to approve an unavoidable reduction of £1.9m from the operational front line. These plans being detailed in the 2017-20 Integrated Risk Management Plan.
- The Authority has a new Chair and Vice Chair and a new principle officer team, thus as part of the 2019/20 budget process the Chief Fire Officer has expressed an operationally focused desire to re-invest £1m back into operational response and protection services in light of an increased risks from fire and other emergencies, particularly the services ability to respond to large and/or protracted incidents as well as the need to enhance protection functions in the light of the Grenfell Tower fire and other major incidents. The Authority will consult on the alternative proposals in its supplement to the 2017-2020 IRMP – the supplement if approved would see its current plan extended to 2021.
- If approved following consultation the Authority, as an important and safety driven change of direction will commit £1m to increase the firefighter numbers on Merseyside by an additional 22 posts and increase appliance availability from 26 to 30. The Authority must identify savings from elsewhere in its budget to cover this investment as the Government's 2019/20 settlement has provided no additional funding for the Authority despite a comprehensive lobbying strategy by the Leader and Members' of the Authority and local MPs.
- The Chief Fire Officer and Director of Finance have identified a strategy to release current debt servicing and pension deficit payment budgets to fund this £1m investment.

CONTINUED...

3.2 THE AUTHORITY'S BUDGET

Merseyside Fire & Rescue Authority Budget and Medium Term Financial Plan Resolution 2019/20 – 2023/24

- Merseyside Fire & Rescue Authority (the Authority) suffered one of the largest cuts in Government funding of any Fire and Rescue Service in the country between 2010/11 and 2015/16. The 2015 Government Spending Review announced further significant grant cuts for the Authority from 2016/17 up to 2019/20.

3.2 THE AUTHORITY'S BUDGET

CONTINUED

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8.

The Authority is concerned that the reductions in services due to Government funding cuts since 2010/11 have already gone too far. Future Government funding cuts may force the Authority to make further reductions in frontline services including a review of the proposed £1m investment. Therefore the Authority will continue to lobby the Government against the level of cuts in funding made since 2010/11 and highlight the consequences that further cuts will have on the effective delivering of a vital emergency service.
9.

The Authority has undertaken a process of lobbying more extensively than any other Authority in the Country and we believe this may have avoided further and deeper cuts and our views on future funding have been heard at the highest levels of Government. The Authority has said it will not allow these unsafe levels of cuts to just roll over us, but we will use every political device we can to improve funding so as to maintain the highest levels of public and staff safety here on Merseyside.
10.

In order to minimise the impact on the Fire and Rescue Service we propose a council tax increase of just under 3%.
11.

The effect of the budget on the council tax will be a **Band D Council Tax of £78.84 (which equates to £1.52 per week) an increase of less than 5p per week on the 2018/19 figure.**
12.

Most people in Merseyside will pay **Band A Council Tax of £52.56 or £1.01 per week towards their Fire & Rescue Service.**
13.

The Authority recognises that the Fire and Rescue Service is required to resource on the basis of risk not demand. But it also appreciates that Merseyside faces more demands than most other services due to the high levels of deprivation that its communities experience.
14.

The Authority agrees to reflect this financial plan in its 2019-2021 supplementary Integrated Risk Management Plan (IRMP) and will consult with the local community and stakeholders on the IRMP and the impact current and future Government cuts will have upon them.

4.1 PERFORMANCE INDICATORS

Performance indicators measure key areas of performance and allow managers to manage and react to changing situations to ensure we are achieving our objectives. Targets are set at the beginning of the year using, where possible, 5 years historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

We review our Performance Indicators every year to ensure that they are still relevant for the organisation. The way performance indicators are monitored and reported is divided into four strands:

- **Key Performance Indicators (KPI) – Summary Indicators – Reported to Authority**
- **Key Performance Indicators – Outcome indicators** (e.g. *Reduction in fires and other incidents*) - **Reported to Authority**
- **Tier 1 Local Performance Indicators – Outputs** (e.g. *Number of home fire safety checks*) – **some minor outcomes – Reported to Performance Management Group**
- **Tier 2 Local Performance Indicators – lower level outputs – Reported to Function and Station Management Teams**

Reporting of performance against KPIs is presented at Authority meetings using a traffic light system to update Authority members on the performance against targets set for the year. These reports focus on KPIs but also illustrate performance from related 1st and 2nd tier indicators. Further data can be requested from the Strategy and Performance Department.

For 2019/20, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks, Simple Operational Fire Safety Audits and Site Information Risk and Hazard (SIRAH) visits completed and achieving the targets will be managed locally on station on an annual basis.

The estimated performance for 2018/19 is detailed below (using actual data from April 2018 to December 2018). This will be replaced with the final end of year figures in June. Where there is no target the status is shown as 'Quality Assurance'. Performance Indicators have been recorded in groups for reporting to the Authority.

4.2 PERFORMANCE FOR 2018/19

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	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2017/18	Target 2018/19	Performance 2018/19	Status
TO00	Total number of emergency calls received	22980	Quality Assurance	27215	
TC01	Total number of incidents attended	15862	15567	16101	
TC02	Total number of fires in Merseyside	7266	7349	7523	
TC03	Total number of primary fires attended	2475	2558	2247	
TC04	Total number of secondary fires attended	4791	4791	5276	
TC05**	Total number of special services attended	3124	2920	3270	
TC06	Total number of false alarms attended	5472	5298	5308	
TC07	Total number of non emergency interventions	80	Quality Assurance	37	
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	95.3%	90%	94%	
TD09	The % of available shifts lost to sickness absence, all personnel	4.11%	4%	3.41%	
TE10	Total carbon output of all MFRS buildings	87.2	85.0	88.1	
DWELLING FIRES					
DC11	Number of accidental dwelling fire	918	1005	899	
DC12	Number of deaths in accidental dwelling fires	4	8	4	
DC13	Number of injuries in accidental dwelling fires attended	89	107	82	
DC14	Number of deliberate dwelling fires in occupied properties	179	169	126	
DC15	Number of deliberate dwelling fires in unoccupied properties	36	36	24	
DC16	Number of deaths in deliberate dwelling fires	0	1	0	
DC17	Number of injuries in deliberate dwelling fires	10	16	9	

*Attendance standard is measured from the time the fire appliance is alerted to an incident to the point that it books in attendance. ** Some Special Service attended generate income such as lift rescue and effecting entry. This indicator includes a wide range of different incident types including road traffic collision, water rescue, flooding, animal rescue, assisting the police, rescues from height etc.. We are not always in a position to influence a reduction in some of these incident types and this will be reflected in our 2019/20 targets where we will class some Special Services as 'Quality Assurance' and not set a target unless we are in a position to influence reductions in incident types eg. RTC's.

	Within 10% of target
	Target achieved
	10% worse than target

KEY PERFORMANCE INDICATORS		Performance 2017/18	Target 2018/19	Performance 2018/19	Status
NON DOMESTIC PROPERTY					
NC11	Number of deliberate fires in non domestic premises	90	94	76	
NC12	Number of accidental fires in non domestic premises	202	201	192	
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	639	618	510	
AC12	Number of accidental vehicle fires attended	195	192	199	
AC13	Number of deliberate anti-social behaviour fires (small)	4195	4258	4259	
AC14	Number of accidental small fires attended	596	533	1017	
AC15	Number of 'other' primary fires attended	210	243	221	
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	553	554	617	
RC12	Number of injuries in road traffic collisions attended	298	361	325	
RC13	Number of fatalities in road traffic collisions attended	10	7	12	
SPECIAL SERVICE					
SR11**	Number of calls to cardiac and respiratory related incidents from NWS - on hold	35	Quality Assurance	0	
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non Domestic properties	592	667	590	
FC12	The number of false alarm calls due to automatic fire alarm equipment in Domestic properties	2789	2773	2679	
STAFF WELFARE, RISKS & COMPETENCY RELATED INCIDENTS					
WD11	% of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	4.32%	4%	3.61%	
WD12	% of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	3.47%	4%	3.13%	
WD13	Total number of operational staff injuries	40	52	45	

** SR11 attendance to cardiac and respiratory related incidents with NWS trial was ended on 18th September 2017 following a national decision by the Fire Brigades Union.

	Within 10% of target
	Target achieved
	10% worse than target

4.2 ESTIMATED PERFORMANCE FOR 2018/19 CONTINUED

Estimated performance for benchmark indicators Total incidents, Total Fires and Total Secondary Fires is within 10% of the annual performance target. However an increase in most fire incident types occurred during hot, dry weather during Summer 2018. Whilst from August onwards performance returned to normal levels, this has had a significant impact on performance over the whole year.

There were areas where the number of incidents decreased, such as deliberate anti-social behaviour small fires, deliberate fires in non domestic premises and deliberate vehicle fires. We continue to meet our Attendance Standard of the first appliance being in attendance at all life risk incidents within 10 minutes.

During 2018/19 3.41% of available shifts were lost to sickness absence among all staff. This is a further reduction in sickness absence.

COMMENTS ON KEY PERFORMANCE INDICATORS THAT HAVE ACHIEVED THEIR TARGET

TR08 Attendance Standard – first attendance of an appliance at a life risk incident in 10 minutes

Fire crews continued to achieve the Attendance Standard for response to life risk incidents within 10 minutes on 94% of occasions, the target is 90%.

NC11 Number of deliberate fires in non domestic premises

Deliberate fires in non domestic premises decreased in 2018/19 (76 compared to 90 in 2017/18). However a large proportion of this type of fire (43) occur in prisons and these increased when compared to 2017/18 (39).

AC11 Number of deliberate vehicle fire attended

The number of deliberate vehicle fires attended fell from 639 in 2017/18 to 510 in 2018/19. This is a considerable reduction and reflects the joint working between MFRS and Merseyside Police. Operation Brookdale was aimed at reducing anti-social behaviour around the use of scrambler/off road motorcycles, the success of this operation has consequently reduced the number of fires involving motorcycles which were proportionately quite high for this indicator.

COMMENTS ON BENCHMARK INDICATORS WHERE THE TARGET HAS NOT BEEN ACHIEVED

TO00 Total number of emergency calls received.

There were 27,215 emergency calls received by Fire Control, this was 4235 more calls than in 2017/18. There were 239 more incidents attended than in 2017/18 this is due to sustained hot weather during the summer. There were 6076 emergency calls received in July which was the highest number since July 2006 when 9971 calls were received.

TC05 Total number of special services attended

The types of special service call attended most frequently include flooding, rescue from lifts, water rescue, affecting entry and removal of objects. Assisting Merseyside Police in gaining entry and searching for missing people were included in this indicator in 2017/18. There are incident types such as some lift rescues and gaining entry to property which are chargeable and bring income into MFRS, approximately £15,000 in 2018/19. MFRS is not in a position to influence a reduction in many types of special service call (road traffic collisions and water rescue being exceptions) so there will be no target for other types of special service calls in 2019/20.



4.3 KEY PERFORMANCE INDICATORS FOR 2019/20

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KPI REF	NARRATIVE	TARGET 2019/20
SUMMARY / BENCHMARK KEY PERFORMANCE INDICATORS		
T000	Total number of emergency calls received	Quality Assurance
TC01	Total number of incidents attended	15921
TC02	Total number of fires in Merseyside	7304
TC03	Total number of primary fires attended	2407
TC04	Total number of secondary fires attended	4897
TC05	Total special service calls attended	Quality Assurance
TC06	Total number of false alarms attended	5521
TR08	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	90%
TD09	The % of available shifts lost to sickness absence, all personnel	4%
TE10	Total carbon output of all MFRS buildings	86.6
DWELLING FIRES		
DC11	Number of accidental dwelling fire	960
DC12	Number of deaths in accidental dwelling fires	8
DC13	Number of injuries in accidental dwelling fires attended	98
DC14	Number of deliberate dwelling fires in occupied properties	150
DC15	Number of deliberate dwelling fires in unoccupied properties	33
DC16	Number of deaths in deliberate dwelling fires	1
DC17	Number of injuries in deliberate dwelling fires	15
NON DOMESTIC PROPERTY FIRES		
NC11	Number of deliberate fires in non-domestic premises	86
NC12	Number of accidental fires in non-domestic premises	195

KPI REF	NARRATIVE	TARGET 2019/20
ANTI SOCIAL BEHAVIOUR		
AC11	Number of deliberate vehicle fires in Merseyside	569
AC12	Number of accidental vehicle fires attended	197
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	4157
AC14	Number of accidental small fires attended	740
AC15	Number of 'other' primary fires attended	217
ROAD TRAFFIC COLLISIONS		
RC11	Total number of road traffic collisions (RTC) attended	568
RC12	Number of injuries in RTCs attended	352
RC13	Number of fatalities in RTCs attended	7
FALSE ALARMS		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in Non Domestic property	661
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in Domestic properties	2812
FC13	The number of false alarm calls attended, discounting false alarm good intent.	Quality Assurance
STAFF WELFARE, RISKS AND COMPETENCY		
WD11	% of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	4%
WD12	% of available shifts lost to sickness absence per wholetime equivalent GREEN and RED book (non uniformed) personnel	4%
WD13	Total number of operational staff injuries – on duty	50



5.1 IRMP 2017-20 & IRMP SUPPLEMENT 2019-21

Our Integrated Risk Management Plan sets out how we will balance the risks and needs of our communities against our duties as a Fire and Rescue Authority and the resources we have available. We published a three year IRMP in 2017 [link] but a number of significant incidents have given MFRA, in addition to a broader responsibility for National Resilience, cause to reflect on the role of the Fire and Rescue Service. These reflections have resulted in proposals to amend our previous plan with particular regard to the areas of Response and Protection (legislative fire safety).

It is on this basis that we are presenting a supplement to the previous IRMP 2017 – 2020 Plan, as we believe that the environment in which we are now operating has changed and it is different from the one we considered in 2016/17 when we first drew up the 2017 – 2020 IRMP. A two year IRMP Supplement 2019-21 will go out to consultation during Spring 2019 to take these proposals to the public, staff and stakeholders.

Our IRMP 2019/21 objectives are summarised below and on the following pages:

OPERATIONAL RESPONSE

1. During the day (0830-2030) we will continue to have 24 appliances immediately available to be deployed to incidents and 2 appliances that can be mobilised within 30 minutes.
2. Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30 minute delay.
3. These additional fire engines will be available through the use of a secondary wholetime retained contracts for firefighters. (Retirement of 80-100 firefighters during 2017-20). *The secondary contract aspect of this action has been completed.*
4. Undertake recruitment between 2017-20 to ensure numbers and competence is maintained (making sure we have enough firefighters for the future). *To be extended to 2021.*
5. We will change some shift patterns from wholetime to days only wholetime crewing (retained cover provided at night).

CONTINUED...

5.1 IRMP 2017-20 & IRMP SUPPLEMENT 2019-21 CONTINUED

ALTERNATIVE 2019-21 IRMP SUPPLEMENT PROPOSAL

It is proposed that 1, 2 and 3 above are replaced with the following proposals to improve resilience, to effectively address new and emerging risk/learning arising from significant local and national events during this current IRMP period. In adopting the following changes MFRS believes it will be able to address demand and risk more effectively, providing a better service to Merseyside communities than would have been provided by the original proposals.

- We propose to improve our emergency response and resilience by having up to 30 fire appliances available during the day and night (a combination of Wholtime and Retained). This is an increase on the 26 proposed in our original 2017-20 IRMP.
- We propose to achieve this increase in the number of fire engines from:
 - 26 (18 fire engines immediately available 24/7; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); and 2 fully wholtime retained fire engines which are available on a 30 minute recall 24/7)
 - to 30 by providing 20 appliances immediately available; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); 3 fully wholtime retained fire engines which are available on a 30 minute recall 24/7 and 1 Search & Rescue fire appliance.
- In practical terms this will mean that during the day we will have 27 (including Search & Rescue appliance) immediately available fire appliances with a further 3 available within 30 minutes (for resilience purposes).



And

- 21 immediately available fire appliances (inc Search and Rescue appliance) during the night with a further 9 available within 30 minutes (for resilience purposes).
- To achieve this we intend to increase the number of firefighters employed by Merseyside Fire & Rescue Authority from 620 to 642.
- To achieve this we intend to recruit up to 60 new firefighters each year during the life of this plan to maintain the 642 figure.
- This proposal also includes a commitment to maintain fire engines with five firefighters at Key locations (including those where five firefighters are required to operate our National Resilience assets) with other locations operating with four firefighters per fire engine.
- We will also review the location of our specialist appliances to determine what is the most suitable location based on the risk and demand in the area, the appropriateness of the duty system and the capacity of a fire station to house the additional asset.

CONTINUED...

5.1 IRMP 2017-20 & IRMP SUPPLEMENT 2019-21

CONTINUED

An operational crew of four provides for a nationally recognised safe system of work for the UK fire and rescue service, however we intend to maintain a crew of five at around half our fire stations so that we can respond as efficiently and effectively as possible to life risk incidents.

These arrangements will ensure that we are always able to send at least nine firefighters to life risk incidents either by mobilising one fire engine with five firefighters and a second with five or four, or three fire engines with four firefighters on each.

- We propose to increase the number of available fire engines by the introduction of a ‘Hybrid’ duty system at three locations; Liverpool City, Wallasey and St Helens, this system combines elements of Days, Nights and Retained duties whilst also maintaining immediate cover with at least one 24/7 fire engine.

- Adopting such a model would allow us to provide day, night and retained cover and provide three fire engines at each of the locations above (an increase on what was planned in the 2017-20 IRMP).
- The Hybrid would deliver immediate and continuous night-time cover at both Liverpool City and Wallasey fire stations.

The Hybrid model duty system will provide the following from each location:

- Two fire engines immediately available during the day between 0830hrs - 2030hrs and a third fire engine providing retained cover on a 30min recall to help deal with particular busy periods, large scale or protracted incidents.
- One fire engine immediately available during the night between 2030hrs – 0830hrs and two fire engines providing retained cover on a 30min recall to help deal with particular busy periods, large scale or protracted incidents.

The graphic below describes the proposed change:



In practice, staff will work across all three appliances on a Hybrid duty system undertaking day shifts, night shifts and an equal amount of retained shifts.

This equates to approximately 10 day shifts, 5 night shifts and 15 retained shifts per month and where a retained shift either follows a day shift or precedes a night shift, for example:

- 12 hour day shift (0830-2030hrs) followed by a 12 hour retained shift (2030-0830hrs)
- 12 hour retained shift during the day (0830-2030hrs) followed by a night shift (2030-0830hrs)

These stations would enhance our response capabilities to terrorist threat, marine and environmental (flood) risk.

The replacement of the original proposals 1-3 with the implementation of three Hybrid stations will increase MFRS appliance numbers from the current 26 to 30.

This proposal is based on the analysis of risk, demand, vulnerability and performance (further details are available in the IRMP Supplement 2019-21).

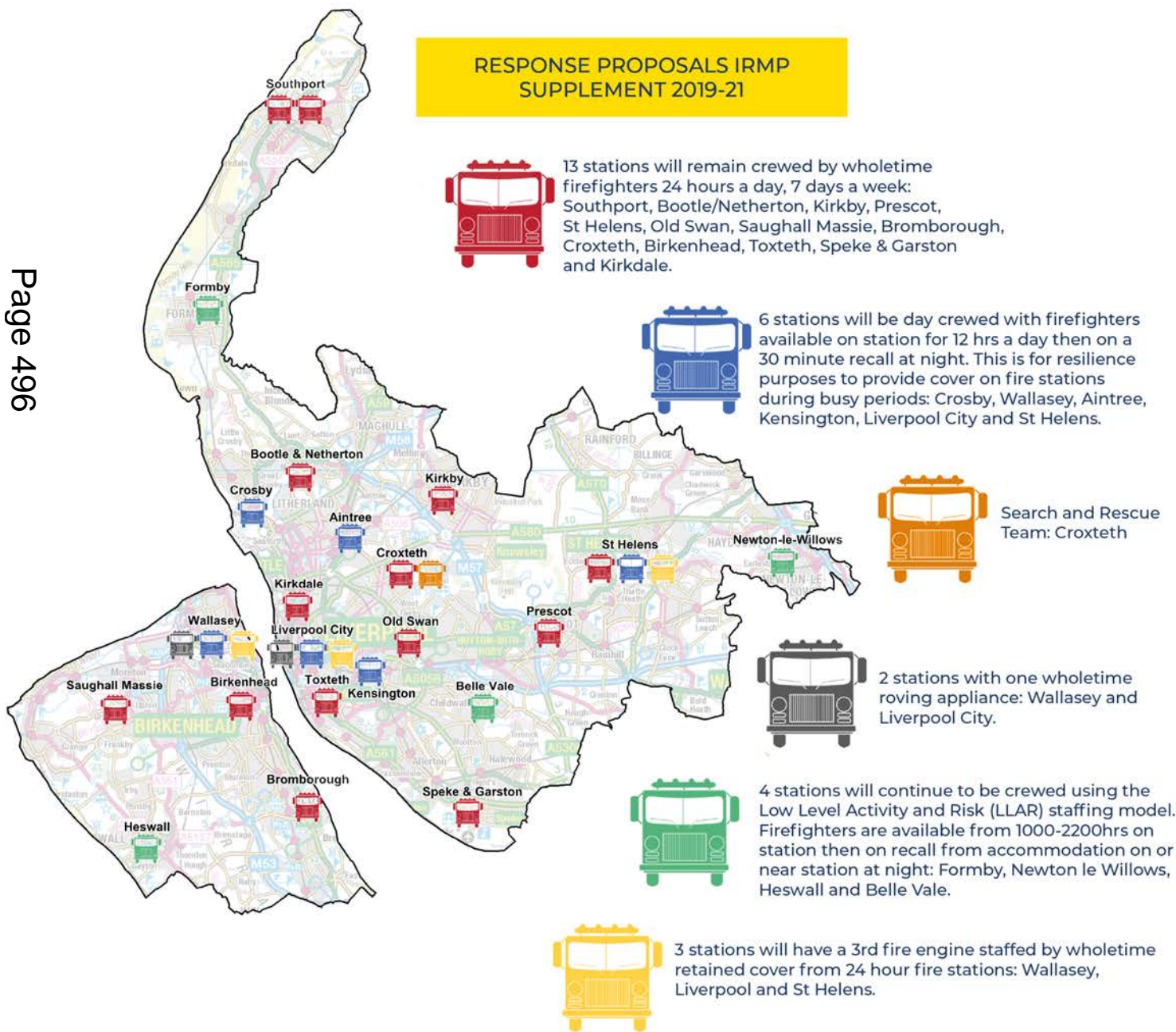
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5.1 IRMP 2017-20 & IRMP SUPPLEMENT 2019-21 CONTINUED

To achieve this the Authority will be required to utilise some of its financial reserves to pay off debt. This commitment will free up revenue budget that can be invested the front line and other priority areas.

The graphic below shows the number and type of fire engines that would be available if the new proposals are adopted:



6. Completion of station mergers (closing 2 stations and building one new station in a central location) at 3 locations – St Helens, Prescott and Saughall Massie – Prescott is now complete and open, Saughall Massie is being built (it is due to open in 2019). *In October 2018 the Fire Authority agreed to seek planning permission for a new station in St Helens (on land off Milverney Way/ Watson Street).*

NEW 2019-21 IRMP SUPPLEMENT PROPOSAL

We will continue to explore opportunities to improve the efficiency and effectiveness of the Service, including whether the current locations of our fire stations and other buildings allow us to provide the best services and whether there is any scope for further station mergers.

7. We propose that when the Emergency Medical Response (EMR) trial is complete, MFRA will introduce EMR to all fire crews across Merseyside during the lifespan of the IRMP 2017-20 – *this will remain in the IRMP and be reviewed when the outcomes of national negotiations are known.*

OPERATIONAL PREPAREDNESS

8. We intend to add to the resilience of the Marauding Terrorist Firearms Attack (MTFA) capability by training and equipping proposed wholetime day duty shift stations to perform this function in addition to the Search and Rescue Team.

9. We intend to supplement the resilience of the Urban Search and Rescue (USAR) team capability by training all new recruits into MFRA to USAR technician level and create opportunities for staff to work in the USAR team.

10. We will also train all new recruits to Swift Water Rescue Technician in order to increase the number of Type B and C water rescue teams the Service can deploy.

11. We are committed to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of the Home Office.

12. We will work with the Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the sector through the Lead Authority arrangement.

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

CONTINUED...

5.1 IRMP 2017-20 & IRMP SUPPLEMENT 2019-21 CONTINUED

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

NEW 2019-21 IRMP SUPPLEMENT PROPOSAL

We will explore the feasibility of introducing a drone capability which would be provided on a retained basis by crews operating from a hybrid station.

NEW 2019-21 IRMP SUPPLEMENT PROPOSAL

We will explore the use of technology to support the mobilisation of resources to all operational incidents types, using mobile phone capabilities (data/technology) to better inform the mobilisation and dispatch of fire engines and specialist vehicles – e.g. 999Eye (as used by West Midlands FRS).

NEW 2019-21 IRMP SUPPLEMENT PROPOSAL

In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance the information we hold about risks in neighbouring fire and rescue services to assist us when we respond to over the border incidents.

NEW 2019-21 IRMP SUPPLEMENT PROPOSAL

In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance cross border training with neighbouring fire and rescue services to assist us when we respond to over the border incidents.

COMMUNITY RISK MANAGEMENT

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

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

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

18. We aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify vulnerable people and to support the service directly in the delivery of community reassurance and CFOA themed campaigns.

18a. MFRA would like to explore opportunities for funding and sponsorship from the private sector to support its Youth Engagement programmes.

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

NEW 2019-21 IRMP SUPPLEMENT PROPOSAL

We will increase the number of staff in our Protection team to carry out legislative fire safety work.

We also plan to introduce a non-uniformed role of Fire Engineer to provide technical expertise that will assist us with providing expert advice to building owners and developers.

This new proposal reflects our additional commitment to Protection and helps to address concerns highlighted by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services in their initial report on fire and rescue service inspection. This will help us improve the way in which we work closely with building owners and occupiers to improve compliance with legislation and take action to deal with non-compliance.

We believe that Protection is key to keeping people safe in public and commercial buildings and we propose to increase the number of staff carrying out Protection work by creating five new uniformed manager roles to help improve the capacity of the Protection team.

CONTINUED...

5.1 IRMP 2017-20 & IRMP SUPPLEMENT 2019-21 CONTINUED

20. We propose that Business Safety Advisors will complement the work of Protection by further supporting our risk based strategy, developing initiatives and campaigns to target specific business premises across Merseyside.
21. Introduction of the Protection Response Team will ensure operational crews are fully prepared to respond safely and effectively to fires with an enhanced knowledge of the built environment. We propose further involvement in planning activities, exercise support and debriefing MFRA and multi-agency exercises. The team will support the management of risk through undertaking 'peak performance' inspections with partners.
22. MFRA will develop a Merseyside Better Business for All approach by April 2018 working with local stakeholders. By working together to remove real and perceived barriers to growth by understanding each other's perspective, we can develop our approach, tackle obstructions and find solutions to move forward.

FINANCE

Original 2017-20 IRMP Proposal

23. *Financial proposals:*
 - Prepare a multi-year financial plan
 - Set council tax increase in line with the financial plan
 - Assume 2% pay increase for our staff for 2019/20 and each year thereafter
 - Look to re-invest £1m in frontline services and increase the number of firefighters from 620 to 642.
 - Fund the £1m investment from anticipated savings on future debt payments and pension deficit payments.
 - Deliver the saving plan approved in the 2018/19 financial plan.

Our five year Medium Term Financial Plan rolls forwards every year and it is updated to deal with any changes. Further details can be found in Section 3.2.

6.1 EQUALITY, DIVERSITY & INCLUSION

MFRA recognises the importance of considering and promoting equality in everything that we do. We are committed to delivering services and employing staff in accordance with the Equality Act 2010. Not just because it is the law but because we believe it is the right thing to do.

In line with the responsibilities placed on the Authority by the Equality Act, we have established a number of equality objectives that are both inward looking (staff related) and outward looking (community and service delivery related).

Our Equality and Diversity objectives are an important part of our IRMP and demonstrate how we show due regard to the need to eliminating unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share protected characteristics and those who don't.

We have considered the community demographic profile of Merseyside whilst preparing our IRMP and station plans, considering the levels of deprivation, age, gender, ethnicity and religion as well as other demographics and protected characteristics where data has been available. This is then combined with the incidents that have occurred over the last three

years. We use this information to target our community risk management resources at the areas of greatest risk.

As part of the IRMP process, consideration has been given to the impact of service level changes to the community, specifically the protected characteristics set out in the Equality Act 2010 which MFRA is required to take into account under its Public Sector Equality Duty. This is dealt with through the Equality Impact Assessment process which includes reviewing Census data, demographic data, fire and rescue statistics and community consultation feedback.

Regular updates on progress against our objectives are submitted to the Fire and Rescue Authority. The next few years will have a strong focus on the training and support for our staff to equip them to understand Equality, Diversity and Inclusion and embed it into their day to day roles.

For these updates and more information on how we perform against the Public Sector Equality Duty and the innovative ways in which we engage with our diverse communities please read our [Equality, Diversity and Inclusion Annual Report 2017-18](#)



6.2 EQUALITY OBJECTIVES 2017/20

Equality Objective 1

Create a strong cohesive organisation that is positive to rising to the future challenges we face.

Action	<ul style="list-style-type: none">Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groupsDelivering Positive Action programmes across all occupations where underrepresentation exists, and learning from and sharing resultsWorking with local diverse communities to build better relationships with people and organisations that can promote MFRA as an employer of choice to those groups underrepresented in our workforceContinuing to monitor the workforce and encourage more disclosure of diversity information by staff, including disability, sexual orientation, religion and beliefReviewing progression and promotion across all levels of the organisation
How we will measure our success	Increased diversity of our workforce and volunteers, at all levels, in order to reflect the local community we serve. Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:
We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment

2 Equality Impact Assessments: Our Equality Impact Assessment (EIA) are a way of finding out if our services and employment opportunities are accessible for our communities and employees. They help us ensure that our policies/ initiatives and services do not discriminate in any way. An EIA will help us to understand how our policies/initiatives or services could discriminate against members of the community on grounds of race, disability, gender, age, sexual orientation, religion or belief. It allows us to look forward to see that customers and employees can access our services, instead of reacting to any complaints or concerns about service delivery. The IRMP document sets out the key changes to the Fire and Rescue Service for Merseyside and EIAs have been carried out on those key changes.

6.2 EQUALITY OBJECTIVES

2017/20 CONTINUED

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Equality Objective 2 Ensure that people from diverse communities receive equitable services that meet their needs.	
Action	<ul style="list-style-type: none"> Carry out activities to help us know and understand our diverse communities including: <ul style="list-style-type: none"> Gathering and data and intelligence to help us know and understand our diverse communities better Engaging with diverse communities to understand their needs in relation to the services we provide Using knowledge and data, to target services to the diverse communities at most risk Improving Equality Monitoring of the services we deliver to our communities (e.g HFSC Monitoring) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve
How we will measure our success	We will have meaningful data that helps staff develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses)
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: This work will strengthen our services to meet the needs of a wide range of diverse communities. By understanding people’s needs and carrying out engagement we can ensure that those groups are fully supported by the Fire & Rescue Service to help reduce risk.	

Equality Objective 3 Reducing fires and other incidents amongst the vulnerable protected groups	
Action	<ul style="list-style-type: none"> Continuing to prioritise Home Fire Safety Checks to high risk people and places Continuing to engage with young people in vulnerable areas Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, hate crime and safeguarding Analysing our performance each year using the Performance Indicators (PIs) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents
How we will measure our success	We will contribute to a reduction in fires, deaths and injuries and other relevant incidents.
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: By better understanding the impacts for diverse community groups in terms of fires and other incidents we can measure whether there are any disproportionate outcomes for the protected groups of : Age, Gender, Ethnicity, Religion, LGBT and Disability	



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6.2 EQUALITY OBJECTIVES

2017/20 CONTINUED

Equality Objective 4

To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”

Action	<ul style="list-style-type: none">• Development of equality and diversity training including: e-learning, equality and diversity related workshops, inductions for new staff• Embedding Equality and Diversity in our volunteering programmes and youth engagement.• Helping Authority Members understand their role in scrutinising the organisation’s delivery of equality and diversity outcomes• Carrying out Equality Impact Assessments• Creating a diverse supplier base for goods and services in our procurement procedures• Supporting staff groups and forums to help us understand our diverse groups of staff and their contribution to the organisation• Using staff survey results understand levels of engagement in relation to the protected groups
How we will measure our success	<ul style="list-style-type: none">• Staff will feel better equipped to manage their functions and delivery of services to all communities in a confident way. This could be measured through the Staff Survey engagement and the outcomes delivered to different groups and community feedback from after the incident reports. Monitoring the number of training sessions completed around Equality and Diversity• Improvement in levels of engagement amongst staff from the protected groups

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:
This helps the organisation to meet its Public Sector Equality Duty to have due regards to understand and meet the needs of different protected groups and foster good relations between groups



Equality Objective 5

To continue to aspire to achieving excellence, or equivalent, in a Fire & Rescue Service Equality Framework

Action	<ul style="list-style-type: none">• Prepare an Equality and Diversity self-assessment• Undertake a Peer Assessment, if available
How we will measure our success	By maintaining excellence in a Fire and Rescue related Equality and Diversity Framework if available

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:
Taking part in an assessment helps us to integrate our commitments to promote equality and diversity across all functions of the organisation. This assists with meeting the Equality Act 2010 – Public Sector Equality Duty to ensure that we are having due regard to the needs of staff and public we serve in relation to the 9 protected groups.

7.1 FUNCTIONAL PLANS 2019/20

Functional Plans are departmentally focused or thematic. Although mainly an internal planning tool, key actions from these plans are included in the Service Delivery Plan. Each of the Function leads are asked to write an annual Functional Delivery Plan. In the Plan they introduce the Function and its role within MFRS, review progress against their Key Deliverables for the previous year and identify their priority actions for the next year. IRMP proposals are addressed as action points in the Functional Plans, where relevant.

Function heads also identify what their Function will require in terms of engagement and consultation, corporate communications, ICT and training to ensure key deliverables are achieved.

Each Functional Plan has an Equality Impact Assessment (EIA) completed. This EIA describes if, and how, the Functional Plan will impact on staff and members of the public, both negatively and positively, taking into account the ten protected characteristics (age, sex, race, disability, religion and belief, gender reassignment, marriage and civil partnership, pregnancy and maternity, sexual orientation and, specific to MFRS, socio-economic disadvantage).

Each Function head reports regularly on their Functional Plan in our Planning, Intelligence and Performance System. These updates are collated into a report to the Fire and Rescue Authority (or one of its committees) on a four monthly basis which is published on our website.

Relevant actions are also incorporated into the individual Station Plans and used to identify priorities for all stations and those unique to a specific station area.

This year Equality, Diversity and Inclusion actions have been incorporated into Functional Plans.

General Priorities

Within this Service Delivery Plan Merseyside Fire and Rescue Authority will aim to deliver safe and effective services across Merseyside; delivering services of the highest quality and at an affordable cost, offering the very best value for the communities we serve. The services delivered will reflect our core values and the risks within our communities and include particular activity drawn from our Integrated Risk Management Plan (IRMP) and collaboration with partner agencies to deliver affordable and effective interventions during challenging times, in prevention, planning for emerging risks and responding to incidents.

The Policing and Crime Act 2017 placed a new statutory duty on the Police, Ambulance and Fire and Rescue services to keep collaboration opportunities that would be in the interests of efficiency, effectiveness or public safety, under review. A Collaboration Team has been established to provide support this programme and investigate future opportunities for joint working.

Following approval of the Service Delivery Plan in March 2019, the Service received its Inspection report from Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and the Authority also approved a supplement to its Integrated Risk Management Plan to extend it to 2021.

Following a review of actions required as a result of the inspection, it was found that many were already included in this Plan and they have now been highlighted to make it clear that they are expected to contribute to MFRS improvement in the areas identified by the Inspectorate. A small number of new actions have also been added, or existing actions amended.

Similarly, amendments to this Plan have been made to highlight when actions will contribute to the delivery of objectives contained within the IRMP.



7.2 SERVICE DELIVERY PLAN

ACTION POINTS

As explained in the previous section, we have priorities that are really important to us as we strive to reduce risk. Some fit within the criteria of the Integrated Risk Management Plan and others sit outside it and the key deliverables below deal with all areas of activity that are priorities for the Authority. These have been developed as part of our Functional Plans:-

OPERATIONAL PREPAREDNESS	
Training	
FP/19/20/1.1 IRMP	Complete feasibility study and detailed costing exercise for the proposed redevelopment of the Training and Development Academy (jointly with North West Ambulance Service and Police) and provide MFRA with a fully costed options appraisal.
Collaboration and Interoperability	
FP/19/20/1.3 IRMP	Ensure collaborative opportunities with Merseyside Police and North West Ambulance Service are fully explored and kept under review in line with the Policing & Crime Act 2017.
Operational Planning and Intelligence	
FP/19/20/1.4 IRMP	Continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information (SSRI) into the development and implementation of Site Information Risk and Hazards (SIRAH) including how we can share Cross Border risk information with neighbouring FRS.
FP/19/20/1.5 IRMP HMI	Continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information into the development and implementation of Site Information Risk and Hazards , including how we can share Cross Border risk information and enhance training with neighbouring FRS.
FP/19/20/1.6 HMI	Fulfil legislative responsibilities to identify foreseeable risk to ensure the health safety and welfare of employees and the communities we serve by producing risk management plans, emergency response plans and consider National Operational Guidance.
Operational Resources and Transport	
FP/19/20/1.7 IRMP HMI	Progress and implement the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response including feasibility of drone capacity and use of technology to support mobilisation of resources.

OPERATIONAL PREPAREDNESS: EQUALITY, DIVERSITY & INCLUSION OBJECTIVES	
ED/19/20/4.6 IRMP	To review the Training and Development Academy facilities and Croxteth fire station site, in line with the core training delivery model, to ensure Equality and Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.

OPERATIONAL RESPONSE	
FP/19/20/2.1 IRMP HMI	Ensure that we maintain the Health, Safety and Welfare of all Merseyside Fire & Rescue Service staff and continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response function.
FP/19/20/2.2 IRMP HMI	Manage our resources efficiently and effectively in order to continue to deliver an excellent Operational Response in the context of planned change over the period covered by the IRMP 2017-20 and the IRMP Supplement 2019/21.
FP/19/20/2.3 IRMP HMI	Develop our people within Operational Response via continued and improved engagement to deliver a professional service which has a positive impact on our communities and workplace.
FP/19/20/2.4 IRMP HMI	Operational Response will continue to monitor and assess Firefighter, Crew Manager and Watch Manager competency during scheduled Station Manager, Group Manager and Area Manager Audits. This will further complement formal assessments delivered and monitored through the Training and Development Academy.

OPERATIONAL RESPONSE: EQUALITY, DIVERSITY & INCLUSION OBJECTIVES	
ED/19/20/2.9 HMI	Build on the feedback from the 2016 and 2018 Staff Survey and our Service aim ‘Excellent People’ through a range of staff engagement methods such as focus groups and functional communication.
ED/19/20/2.10	To ensure that operational staff contribute to Knowing our Communities and engage with them to ensure they are safer from fire and risk through equality assurance audits of Home Fire Safety Checks, particularly in relation to recording Equality & Diversity monitoring data. The importance of collecting monitoring data is to be reinforced through diversity briefings and improvements made where a need is identified.

CONTINUED...

7.2 SERVICE DELIVERY PLAN

ACTION POINTS CONTINUED

PEOPLE & ORGANISATIONAL DEVELOPMENT	
FP/19/20/3.1 HMI	Improve our ability to provide good service by diversifying our staff and creating a fair and equitable place to work.
FP/19/20/3.2	Ways of working that respond to Service model needs.
FP/19/20/3.3 HMI	Developing Cultural values and behaviours which make the Fire and Rescue Service a great place to work.
FP/19/20/3.4	Deliver a support staff review.
FP/19/20/3.5 HMI	Strengthen leadership and line management.
FP/19/20/3.6	Maximise the wellbeing of our people.

PEOPLE & ORGANISATIONAL DEVELOPMENT: EQUALITY, DIVERSITY & INCLUSION OBJECTIVES	
ED/19/20/1.9	Ensure staffing structures and recruitment activity is inclusive for all staff by revisiting the support for staff around: family friendly working, flexible working options and requirements for staff with disabilities.



COMMUNITY RISK MANAGEMENT	
Prevention	
FP/19/20/4.1 HMI	Evaluate the effectiveness of our Home Fire Risk Assessment methodology in assessing fire risk in domestic premises in consideration of national best practice emerging out of the National Fire Chiefs Council Home Safety Toolkit.
FP/19/20/4.2 IRMP	Develop a Safe and Well component within the Home Safety strategy based on the learning from the external evaluation of the Safe and Well Pilot to effectively reduce fire risk in the home due to Health vulnerabilities.
FP/19/20/4.3 IRMP	Restructure the department to align our people resource, including staff and volunteers, to optimise delivery of our Prevention priorities.
Community Safety	
FP/19/20/4.4	Review MFRS attendance at community safety strategic partnerships across Merseyside.
FP/19/20/4.5 HMI	Implement and embed the MFRS Road and Water Safety Strategies, working with partners.
FP/19/20/4.6 IRMP	Produce a sustainable and targeted Youth Engagement Strategy.
Protection	
FP/19/20/4.7 IRMP HMI	Evaluate the effectiveness of our Risk Based Inspection Programme and the Premises Risk Model that underpins it.
FP/19/20/4.8 IRMP	Assess the impact of the Hackitt review and other emerging incidents and legislation to inform the resourcing forecast to meet increased demand on MFRS Protection.
FP/19/20/4.9 IRMP HMI	Refresh the Department Succession plan and expand its remit to consider retention risk (technical knowledge, skills and experience).

CONTINUED...

7.2 SERVICE DELIVERY PLAN

ACTION POINTS CONTINUED

COMMUNITY RISK MANAGEMENT EQUALITY, DIVERSITY & INCLUSION OBJECTIVES	
ED/19/20/2.1	Increase use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.
ED/19/20/2.3	Continue to deliver and embed an MFRS Safeguarding Strategy for young people and adults and carry out an EIA.
ED/19/20/2.6	Develop appropriate Business Safety Diversity campaigns to support and engage with the diverse businesses across Merseyside to enable them to comply with business safety legislation more effectively.
ED/19/20/3.1	Review Safe & Well delivery and to ensure that the Service takes into account the needs for different Protected Groups in relation to health, fire and wellbeing.
ED/19/20/3.5	Continue to deliver tailored RTC interventions specifically to support those protected groups at most risk eg. young and older age groups.
ED/19/20/3.6	Review the partnership meetings relating to dementia/age/ disability attended by CRM staff.
ED/19/20/3.7	Offer a re-visit service for the most vulnerable, to include those living with dementia.

ED/19/20/3.8	Introduce the vulnerable adult missing persons profile (the Herbert Protocol – safe and found). Seek to develop new, and maintain existing, partnerships with Dementia Action Alliance members to ensure we maintain current legislation, policies, new innovations and access referrals for Safe and Well visits.
ED/19/20/3.9	Support dementia friendly communities and Dementia Friends through our volunteers, Prince’s Trust and staff groups <ul style="list-style-type: none"> • Deliver a Memory Café (using Heritage Centre and volunteers • Bringing old and young together • Promote Safe and Well visits for MFRA family members.
ED/19/20/4.4	Ensure that Prevention Advocate teams are supported around their skills and knowledge of Equality, Diversity and Inclusion to engage with diverse communities by: <ul style="list-style-type: none"> • The development of an Advocate questionnaire to support appraisals, to identify experience our advocates have around protected groups. This can then help when targeting and engaging with specific protected groups • Developing a media package including information on our external facing website about the interventions the Prevention team provide and how many campaigns we run each year.
ED/19/20/4.5 HMI	Review the Equality, Diversity & inclusion training for all protection staff including any new starters to support their continuing personal development, skills and knowledge especially around the Protected Groups.

CONTINUED...



7.2 SERVICE DELIVERY PLAN

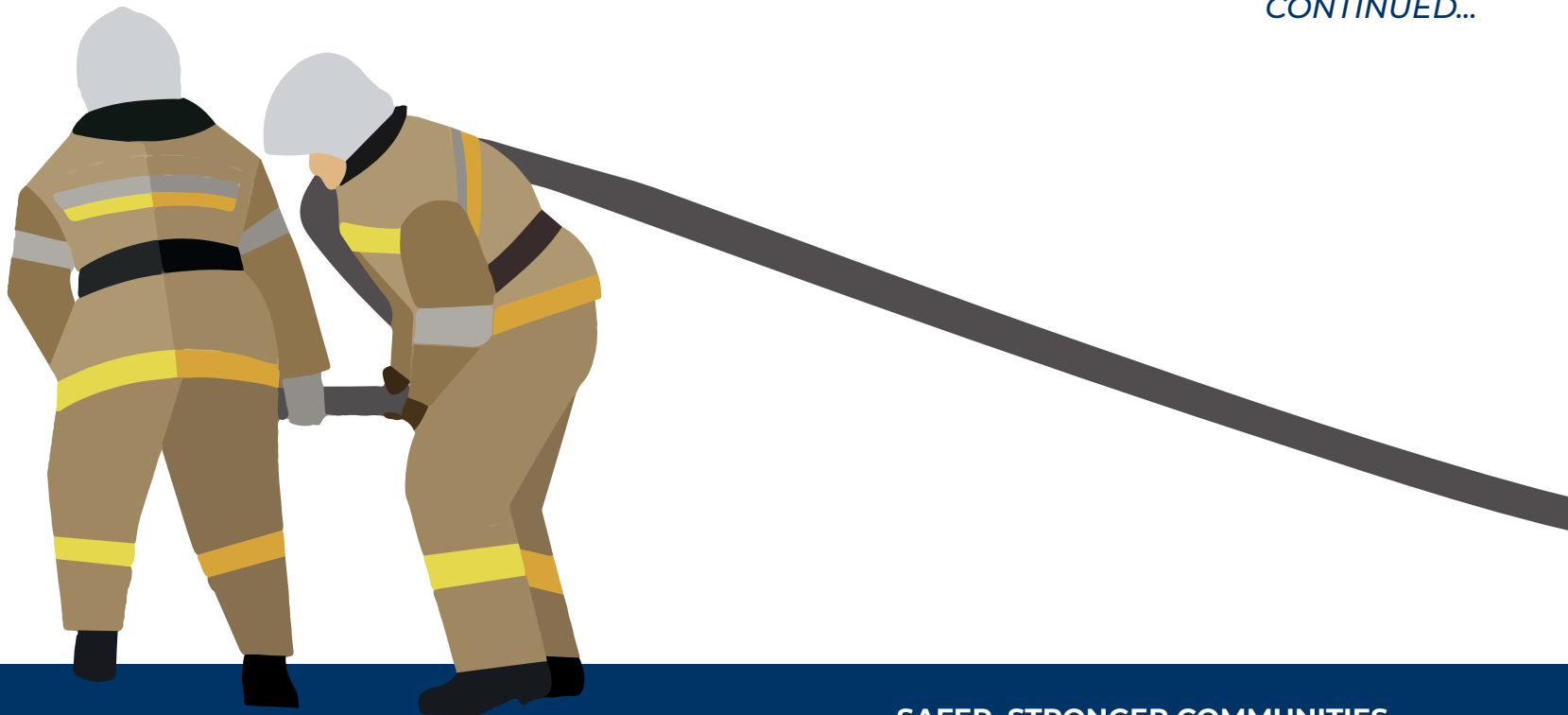
ACTION POINTS CONTINUED

STRATEGY & PERFORMANCE	
FP/19/20/5.1 HMI	Continue to embed Equality and Diversity excellence into the organisation.
FP/19/20/5.2 HMI	Make the most effective use of organisational information whilst continuing to improve information security and governance. Continuing to digitally transform the organisation and ensure compliance with information governance and security legislation and regulations.
FP/19/20/5.3	Develop and maintain effective communications and media management with high quality presentation and promotion of information.
FP/19/20/5.4 HMI	Develop a new Integrated Risk Management plan.
FP/19/20/5.5 HMI	Implement an Information and Communications Technology Infrastructure that will enable efficiency through current and emerging technology.
FP/19/20/5.6	Respond to National ICT Initiatives. The service is scheduled to switch from the current Airwave communication system to an Emergency Services Network , 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.
FP/19/20/5.7	Develop and implement changes to the catering provision at the Training and Development Academy and Service Headquarters to streamline processes, improve efficiency and income generation and provide card payment facilities.

STRATEGY & PERFORMANCE: EQUALITY, DIVERSITY & INCLUSION OBJECTIVES	
ED/19/20/4.1	Work with the training and development staff to implement the on-line Equality & Diversity training package.
ED/19/20/4.2 HMI	Investigate the concept of unconscious bias in conjunction with the inclusive leadership work being undertaken by people and organisational development.

FINANCE	
FP/19/20/6.1 HMI	Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any new savings proposals.
FP/19/20/6.2	Monitor the development of the Comprehensive Spending Review 2019; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review, and: <ul style="list-style-type: none"> • Respond to any consultation, and • Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and • Assess the impact on the 2020/21 MTFP and report as part of the 2020/21 Budget Process.

CONTINUED...



7.2 SERVICE DELIVERY PLAN

ACTION POINTS CONTINUED

LEGAL SERVICES	
Legal	
FP/19/20/7.1	Update and enhance legal service’s frequently asked questions in line with issues raised by staff in 2018/19.
FP/19/20/7.2	Liaise with and learn more about the objectives and aims of the MFRS functions in order to assist and advise at the earliest opportunity.
Procurement	
FP/19/20/7.3	Maximise procurement potential; seek opportunities to collaborate regionally/ nationally with Blue Light organisations and other public sector bodies.
FP/19/20/7.4	Support corporate priorities to ensure the successful delivery of MFRA and National Resilience business objectives and work programmes.
Democratic Services	
FP/19/20/7.5	Re-invigorate engagement activity between staff and Members, to ensure that it is as inclusive as possible.
FP/19/20/7.6	Increase awareness across the organisation of Committees and the reporting process, following the introduction of the new meeting structures across the organisation.
Estates & Facilities	
FP/19/20/7.7	Implementation of the 5 year capital build programme Consideration of potential future mergers opportunities to be included in the Estates section of the functional plan, taking into consideration potential future Station mergers and changes in the IRMP.
FP/19/20/7.8	Ensure MFRS property is managed and maintained to meet operational goals and objectives to be met whilst obtaining value for money from Private Finance Initiative and Facilities Management contracts.

LEGAL SERVICES: EQUALITY, DIVERSITY & INCLUSION OBJECTIVES	
ED/19/20/2.16	To create a website page specifically for Authority Members, to enable easy access to relevant information from one place by <ul style="list-style-type: none"> Identifying information that would be beneficial for Members to have access to. Utilisation of Member’s knowledge of their communities.
ED/19/20/2.21 <i>HMI</i>	To carry out staff engagement across the departments to improve staff morale and challenge issues raised in the staff survey to improve staff perceptions/morale through ongoing staff engagement activities with functional staff.
ED/19/20/2.22	To continue to ensure that Equality & Diversity considerations are identified and mitigated against where required to ensure that buildings are accessible, through the development and implementation of a five year Asset Strategy for the estate by: <ul style="list-style-type: none"> Making MF&RA accessible for people with disabilities especially those who are Deaf or have a hearing impairment, visually impaired or wheelchair users Ensure that all barriers and intercoms are accessible (e.g. hearing loops), suitable parking is available, at the front of the building and suitable signage installed, while still meeting our security needs.
ED/19/20/4.12	Ensuring staff and Members are equipped to carry out their role by: <ul style="list-style-type: none"> Ensuring that ALL groups get equitable treatment (e.g. challenged fairly) Offering advice to officers (e.g. RRO) Staff/Members receive training to ensure they are equipped to carry out their role and show due regard to the needs of our diverse community groups as required by the Equality Act.



8.1 STATION COMMUNITY RISK MANAGEMENT PLANS 2019-20

Station Plans are local plans developed and owned by community fire and rescue station staff working with district based Station Managers and partners. The plans reflect local risks and priorities and set out how the fire station and district based staff will improve outcomes in their communities.

Station Objectives

The station objectives are drawn from our corporate aims and the risks identified by ourselves and partners who work within the fire station area. We hope to deliver local services that make a real difference to the communities we serve with the support of our partners, making the area a safer and healthier place to live, work or visit.

Station Actions

The staff based at the fire station will deliver a range of response interventions that are designed to mitigate life risk or harm from fire, road traffic accidents and water incidents. Additionally they will work to ensure properties, the environment and businesses are equally protected. Whilst the station staff will deliver excellent response they will also engage in actions that will reduce the occurrence of such incidents through education, risk assessment, planning and training.

Station Plan on a Page

Following consultation with stakeholders each fire station has a bespoke Station Community Risk Management Plan. Station Plans can be found at Appendix 3.

Station output targets for 2019/20 are:

	SSRI - GATHERING PREMISES RISK INFORMATION	HFSC- HOME SAFETY CHECKS	HYDRANT CHECKS	WASTE REPORTING	PREVENTION TALKS	SIMPLE FIRE SAFETY ASSESSMENTS
TOTALS	1895	44148	1487	936	684	2208

9.1 CONSULTATION & COMMUNICATION

Merseyside Fire & Rescue Authority has an integrated and inclusive approach to planning. The plans that set out the ways in which the Authority will achieve its Mission and Aims and comply with its values are all connected and staff and stakeholders have an opportunity to contribute to the plans. A large part of the planning is around consultation with stakeholders within the community.

During 2016/17 we undertook extensive consultation regarding the planning principles MFRA should apply when developing draft proposals for the draft IRMP 2017/20. Then later in 2016 we ran a further 12 week consultation to seek opinions on the proposals in the draft IRMP. During this process we hosted a wide variety of consultation and engagement activities including:

- Public consultation facilitated by an independent organisation
- Staff consultation
- Local authority and strategic partner consultations
- Staff representative bodies
- Online questionnaires
- Extensive use of the internet (website, portal, Facebook and Twitter) to publicise events

During Spring 2019 we undertook 12 weeks consultation with public, staff and stakeholders around proposals in the draft IRMP 2019-21 supplement. Details of the consultation are available on the MFRA website [IRMP 2019/21 Supplement Consultation](#). [2019-21 Supplement to IRMP 2017/20](#) is also available on the website.

When developing a new IRMP or making significant changes (such as station closures or changes to crewing/appliances), the Authority runs regular consultation events covering each of the five districts. These events ensure that there is representation from a broad range of residents. Attendees are asked to consider a wide range subjects. The feedback from these consultations is used to inform the content of the IRMP.

Principal Officers regularly engage with all staff during face to face briefings. These small group briefings allow staff to receive the most accurate information on MFRA plans and also for them to directly ask questions of the senior officers. The outcomes of these briefings are used to shape service delivery.

APPENDIX 1: GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BBfA	Better Business for All
BME	Black Minority Ethnic
CBT	Crew Based Training
CBRNE	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFP	Community Fire Protection
CFOA	Chief Fire Officers Association
CM	Crew Manager
COMAH	Control of Major Accident Hazards
Con Ops	Concept of Operations
COSHH	Control of Substances Hazardous to Health
CPL	Combined Platform Ladder
CRM	Community Risk Management
CRR	Corporate Risk Register
CSM	Community Safety Manager
CSU	Command Support Unit
D2A	Drive to Arrive
DAG	Diversity Action Group
DBS	Disclosure and Barring Service
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DIM	Detection Identification and Monitoring
DoE	Duke of Edinburgh Awards
DPM	District Prevention Manager
DTI	Department of Trade and Industry
EDBA	Extended Duration Breathing Apparatus
EFAD	Emergency Fire Appliance Driver

EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls
EMR	Emergency Medical Response
EPU	Emergency Planning Unit
ESMCP	Emergency Services Mobile Communication Programme
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association
FPOS	First Person on Scene
FS	Fire Safety
FSD	Fire Service Direct
FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (modelling software)
GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
FRSNCC	Fire Rescue Service National Co-ordination Centre
HART	Hazardous Area Response Team (Ambulance)
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check
HMU	Hazardous Materials Unit
HO	Home Office
HR	Human Resources
HSE	Health and Safety Executive
HVP	High Volume Pump
ICT	Information Communications and Technology
IFE	Institute of Fire Engineers
IIT	Incident Investigation Team
IMD	Indices of Multiple Deprivation
IMT	Incident Management Team
IMU	Incident Management Unit
IOSH	Institute of Safety and Health
IRMP	Integrated Risk Management Plan
JAG	Joint Action Group
JCC	Joint Control Centre
JESIP	Joint Emergency Services Interoperability Programme

APPENDIX 1: GLOSSARY OF TERMS CONTINUED

KMBC	Knowsley Metropolitan Borough Council
LASBU	Liverpool Anti Social Behaviour Unit
LCC	Liverpool City Council
LEP	Local Enterprise Partnership
LGA	Local Government Association
LGBT	Lesbian, Gay, Bisexual and Transgender
LJMU	Liverpool John Moores University
LLAR	Low Level Activity and Risk
LPI	Local Performance Indicator
LRMF	Local Risk Management Guidance
MARAC	Multi Agency Risk Assessment Conference
MetaData	Data that identifies the context of information
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MIRWMS	Merseyside Ionising Radiation Warning and Monitoring System
MRF	Merseyside Resilience Forum
MTFP	Medium Term Financial Plan
NEBOSH	National Examining Board for Occupational Health and Safety
NJC	National Joint Council
NOG	National Operational Guidance
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NW	Northwest
NWAS	North West Ambulance Service
NWFS	Networking Women in the Fire Service
OBC	Outline Business Case
OH	Occupational Health
ONS	Office of National Statistics
ORC	Operational Resource Centre
OSU	Operational Support Unit
Ops	Operational
PAS	Primary Authority Scheme
PCC	Police and Crime Commissioner
PCT	Primary Care Trust
PFI	Private Funding Initiative
PH	Public Holiday
PI	Performance Indicator
POD	People and Organisational Development

PPE	Personal Protective Equipment
PPV	Positive Pressure Ventilation
PQAs	Personal Qualities and Attributes
PQQ	Pre-Qualification Questionnaire
RAPID	Risk Assessed Programme for Incident Deployment
REPPAIR	Radiation (Emergency Preparedness and Public Information)
RTC	Road Traffic Collision
RR (Fire Safety) O	Regulatory Reform (Fire Safety) Order 2005
RSG	Revenue Support Grant
RSL	Registered Social Landlord
S&W	Safe and Well
SCG	Strategic Coordinating Group
SHQ	Service Headquarters
SIG	Special Interest Group
SLA	Service Level Agreement
SRT	Search and Rescue Team
SM	Station Manager
SMART	Specific, Measurable, Achievable, Realistic, Timebound
SMG	Strategic Management Group
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSP	Statutory Sick Pay
SSRI	Site Specific Risk Information
TAP	Technical Advisory Panel
TCG	Tactical Co-ordinating Group
TDA	Training and Development Academy
TFC	Training for Competence
TUPE	Transfer of Undertakings, Protection of Employment
UHA	University Hospital Aintree
USAR	Urban Search and Rescue
UwFS	Unwanted Fire Signal
VAW	Violence at Work
VFM	Value for Money
VER	Voluntary Early Retirement
VS	Voluntary Severance
WM	Watch Manager
YOT	Youth Offending Team

OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

All Fires	406
Accidental Dwelling Fires (ADF)	46
Anti-Social Behaviour Fires (ASB)	206
Road Traffic Collisions	14
Deliberate Vehicle Fires	31
Alert to Mobile	98.3%
AFA's in Non Domestic Premises	82
Domestic Smoke Alarm Actuations	60

Estimated
2019/20
targets *

308
34
148
16
30
95%
60
62

Site Specific Risk Information (SSRIs)
Home Fire Safety Checks
Hydrant Surveys
Waste & Fly Tipping Checks
Prevention Talks
Simple Operational Fire Safety Audits
Off Station Exercises

66
2019
48
24
12
96
2

This Year we
will deliver:

OUTPUTS

are the quantifiable things we deliver to improve outcomes

96
Simple Operational Fire Safety Assessments
2019
48
24
12
96
2

Site Specific Risk
Inspections

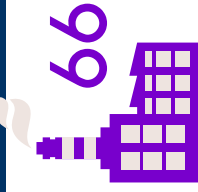
Site Specific Risk Information (SSRIs)
Home Fire Safety Checks
Hydrant Surveys
Waste & Fly Tipping Checks
Prevention Talks
Simple Operational Fire Safety Audits
Off Station Exercises

66
2019
48
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This Year we
will deliver:

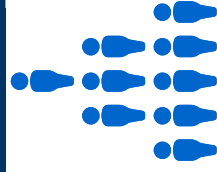


Merseyside
FIRE & RESCUE
SERVICE



66

Site Specific Risk
Inspections



47483

People live in our
station area

96

Simple Operational
Fire Safety Assessments

2019

Home Fire
Safety Checks

Excellent Operational Preparedness

- complete allocated Site Specific Risk Information (SSRI) inspections within station areas & ensuring current & available to crews
- manage the availability of water supplies through hydrant inspections & open water source identification & pre-planning
- attend all core & risk critical training courses at the Training & Development Academy (TDA)
- complete allocated Learnpro & continually achieve required standard
- undertake Safe Person Assessments ensuring required standard is met & recorded
- familiarise, train for & exercise against risks in the station area such as hospitals, prisons, racecourse, business parks, motorway networks & small businesses

zero

Fire Deaths

64

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

Excellent Operational Response

- maintain the highest standards of operational response through training, exercising & audit
- maintain competencies against MDU, through regular pre-planned training & annual validation
- test & maintain all equipment & Personal Protective Equipment in line with Service policy
- test local & operational plans through training, exercising & table top scenarios
- support key station principle to maintain 10 minute response standard on 90% of occasions
- remain vigilant to prevent accidents occurring, actively record & manage health & safety in the workplace

Excellent Prevention & Protection

- deliver HFSC's on a risk based approach, utilising status reports, local knowledge, incident data & partner information to identify specifically over 65's & the most vulnerable in our community
- incorporate a number of seasonal campaigns & themes into prevention activities which will be both locally & functionally led & respond to local demands as well as national campaigns
- conduct Simple Operational Fire Safety Assessments (SOFSA) to provide advice & guidance to small businesses to ensure compliance with legislation & familiarise crews
- link in with the arson reduction team to support intelligence activities
- collate & monitor Equality data from our activities to ensure we target all groups within the community.

Excellent People

- conduct appraisals in April & May to review performance & promote personal development
- set realistic objectives to support individual, team & organisational aims & objectives
- identify & support individuals who would like to develop or progress their careers & ensure suitable opportunities are created
- provide support for firefighters in development via mentorship, structured training & development activities & station based NVQ assessors.
- provide opportunity & support to develop new drivers on station.
- keep absence levels in line with service policy
- maintain fitness levels through shift related physical training activities
- support positive action by delivering station based Taster Days for potential future firefighters.

Belle Vale Community Fire Station Community Risk Management Plan

2019-20



Merseyside
FIRE & RESCUE
SERVICE

OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

All Fires	168
Accidental Dwelling Fires (ADF)	27
Anti-Social Behaviour Fires (ASB)	102
Deliberate Vehicle Fires	8
Road Traffic Collisions	21
Alert to Mobile	97.4%
AFA's in Non Domestic Premises	3
Domestic Smoke Alarm Actuations	101

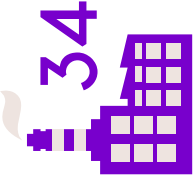
Estimated
2019/20
targets *

308
34
148
30
16
95%
17
108

Site Specific Risk Information (SSRIs)
Home Fire Safety Checks
Hydrant Surveys
Waste & Fly Tipping Checks
Simple Operational Fire Safety Audits
Prevention Talks
Off Station Exercises

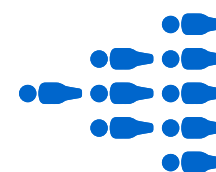
34
2178
54
24
96
48
2

This Year we
will deliver:



34

Site Specific Risk
Inspections



49810

People live in our
station area

96

Simple Operational
Fire Safety Assessments

2178

Home Fire
Safety Checks

Excellent Operational Preparedness

- At Belle Vale we will:
 - complete scheduled site specific risk information & site information risk & hazard inspections in station area to ensure key risk information is available to operational crews.
 - complete allocated hydrant surveys within 12 month period.
- Maintain core skills by on station training & attendance at programmed TDA courses.
- Maintain specialist skills through training & prepare for specific incident types matching the station profile including motorways, high rise buildings & shopping centres.
- complete all Learnpro modules & assessments
- maintain, test & train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations
- maintain national HVP deployment capability

Excellent Operational Response

- ensure all aspects of operational response can be conducted safely & efficiently
- maintain HVP capability by training & exercising with other HVP crews, plus familiarisation for non HVP crews
- complete all Safe Person Assessments
- conduct routine testing & maintenance of equipment
- conduct routine off station & table-top exercising
- promote a positive safety culture to manage health & safety
- support the key stations principle by providing cover moves to maintain 10 minute response standard
- mobilise to incidents in the fastest possible time
- best practice is reviewed & shared from all activities where identified

Excellent Prevention & Protection

- deliver HFSC's using a risk based approach to ensure that our resources are utilised to maximum effect using status reports, local knowledge & incident history to ensure we are targeting vulnerable groups
- identify areas where standards of fire cover have not been met & carry out targeted activity in these areas.
- Engage with & support Youth & Prince's Trust
- work closely with community partners to identify vulnerable community members & provide interventions.
- liaise with a
- conduct Simple Operational Fire Safety Assessments to provide advice & guidance to ensure small businesses comply with legislation

Excellent People

- personnel will maintain personal fitness in line with station work routines
- support is provided to staff who are exposed to critical incidents via MFRS support network
- individual & team performance is reviewed to support staff & promote continuous improvement
- absence levels are managed & staff are support in line with Service Policy
- all individual appraisals are conducted within April & May
- staff wishing to progress into management roles are developed & supported
- a positive working environment is promoted to reflect the values of MFRS staff

zero
Fire Deaths

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

65

Birkenhead Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Estimated 2018/19 performance	Estimated 2019/20 targets *
All Fires	463	489
Accidental Dwelling Fires (ADF)	69	70
Anti-Social Behaviour Fires (ASB)	249	288
Deliberate Vehicle Fires	34	37
Road Traffic Collisions	29	32
Alert to Mobile	97.4%	95%
AFA in Non Domestic Premises	29	24
Domestic Smoke Alarm Actuations	241	269

* Outcome targets are based on 5yrs data

OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	73
Home Fire Safety Checks	2019
Hydrant Surveys	84
Waste & Fly Tipping Checks	48
Prevention Talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

This Year we will deliver:

73
2019
84
48
24
96
2



73

Site Specific Risk Inspections

96

Simple Operational Fire Safety Assessments

2019

Home Fire

Safety Checks

71988

People live in our station area



Excellent Operational Preparedness

The team at Birkenhead will:

- complete visits to premises, understand the risks that site poses & appropriately record this information
- complete all hydrant surveys.
- ensure all personnel maintain core risk critical competencies by attending TDA courses.
- continuously develop knowledge & understanding of local risks through station based training & multi-pump exercises at these sites utilising operational plans & information..
- maintain specialist skills through training & prepare for specific incident types matching the station profile & allocated specialisms
- complete all e-learning packages and achieve the required standard.

Excellent Operational Response

We will:

- continuously develop skills, knowledge & understanding of service equipment & procedures.
- work with neighbouring fire stations to carry out joint training events rotating on a monthly basis.
- continue to develop command support skills to provide this function at operational incidents
- complete all allocated Safe Person Assessments.
- follow Service guidance, policies & procedures
- remain vigilant to prevent accidents occurring & actively engage in promoting a positive health & safety culture in the workplace
- respond to incidents immediately & try to minimise alert to mobile times

Excellent Prevention & Protection

Together we will:

- undertake prevention activities to reduce risk to those at high risk of fire or other emergency within our community.
- target community safety activity at vulnerable, elderly or lead high risk lifestyles
- liaise with Community Risk Management & Wirral District Prevention teams to ensure effective use of resources
- develop & support activities to reduce anti-social behaviour fires by working effectively with partners.
- carry out Simple Operational Fire Safety Assessments (SOFSA)
- carry out community reassurance campaigns in the residential high rise blocks within our station area, prioritising high rise blocks consisting of 8 or more floors

Excellent People

At Birkenhead we will:

- support each other
- develop & promote a positive culture whereby all individuals fulfil their potential.
- take practical steps to assist development of staff in their current role & career progression opportunities
- conduct regular appraisals that identify individual development needs, address organisational objectives & manage individual progress
- work towards perfect attendance at work
- engage with, and support, local youth groups to promote MFRS values.

Zero Fire Deaths

66

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

Bootle & Netherton Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Estimated 2018/19 performance	Estimated 2019/20 targets *
All Fires	283	290
Accidental Dwelling Fires (ADF)	37	42
Anti-Social Behaviour Fires (ASB)	151	148
Road Traffic Collisions	36	32
Deliberate Vehicle Fires	23	27
Alert to Mobile	92.6%	95%
AFA in Non Domestic Premises	20	19
Domestic Smoke Alarm Actuations	87	87

* Outcome targets are based on 5yrs data

OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	56
Home Fire Safety Checks	2178
Hydrant Surveys	48
Waste & Fly Tipping Checks	48
Prevention Talks	12
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

This Year we will deliver:

56
2178
48
48
12
96
2



56

Site Specific Risk Inspections

96

Simple Operational Fire Safety Assessments

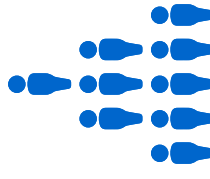
2178

Home Fire

Safety Checks

62060

People live in our station area



Excellent Operational Preparedness

As a Station we will:

- complete 56 projected Sire Specific Risk Information (SSRI) revisits via the station schedule.
- monitor local business & risk for any new SSRI which may need generating & prepare for transition to SIRAH. SM to quality assure
- Complete 48 hydrant surveys for station area.
- use the station training planner to provide the Learnpro schedule for the year & complete monthly modules, aspiring to 100% completion rate.
- developing personnel will be supported in undertaking IFE examinations
- attend all Training & Development Academy core risk critical training courses.
- arrange & complete 2 off station exercises considering local risks & potential incidents

Excellent Operational Response

We will:

- complete all monthly Safe Person assessments as per the station training planner, achieving 100% completion rate.
- continue to maintain a high level of achievement against the 1.9 minute 'alert to mobile' & 10 minute response standards.
- undertake regular on-station training in line with monthly themes which will be assured via Station Manager Audits, including assurance of Personal Protective Equipment (PPE).
- comply with Service guidance, instructions & procedures.
- ensure correct PPE is worn and maintained.
- remain vigilant to prevent accidents occurring & actively record Health & safety in the workplace, including near misses.

Excellent Prevention & Protection

Together we will:

- prioritise over 65's when carrying out Home Fire safety Checks & will complete 2178 over the year.
- use local knowledge & partnerships to target the vulnerable groups that exist in the community.
- support CFOA & Service campaigns throughout the year & target the identified groups/areas.
- carry out 12 prevention talks over the year to educate & inform community groups
- complete 96 Simple Operational Fire Safety Assessments to assist local small businesses.
- carry out community reassurance campaigns in the high rise blocks in our station area, prioritising high rise blocks of 8 floors or more

Excellent People

At Bootle & Netherton we will:

- continue to develop individuals through setting appraisal objectives that will facilitate the station organisational aims & objectives. This will include development of Crew Managers through training, responsibility & operational exposure.
- complete appraisals by the end of May
- monitor absence levels on station & encourage staff to manage their health & well-being.
- take part in regular gym sessions to enhance fitness & well-being
- actively promote Service values & ensure a healthy, safe & positive workplace for all

Zero Fire Deaths

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

67

Bromborough Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Estimated 2018/19 performance	Estimated 2019/20 targets *
All Fires	170	191
Accidental Dwelling Fires (ADF)	35	25
Anti-Social Behaviour Fires (ASB)	70	99
Deliberate Vehicle Fires	13	9
Road Traffic Collisions	19	23
Alert to Mobile	94.7%	95%
AFA's in Non Domestic Premises	34	31
Domestic Smoke Alarm Actuations	86	95

* Outcome targets are based on 5yrs data

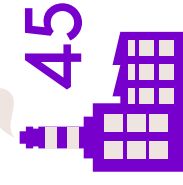
OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	45
Home Fire Safety Checks	2178
Hydrant Surveys	41
Waste & Fly Tipping Checks	48
Prevention Talks	48
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

This Year we will deliver:

45
2178
41
48
48
96
2



Site Specific Risk
Inspections

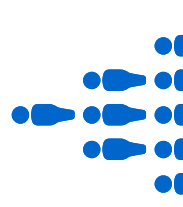
96

Simple Operational
Fire Safety Assessments

2178

Home Fire

Safety Checks



60616
People live in our
station area

Excellent Operational Preparedness

As a Station we will:

- complete Site Specific Risk Information inspections on COMAH, industrial & premises to provide operational intelligence & risk information for crews at incidents.
- undertake core risk critical training at the Training & Development Academy.
- measure competencies using both Learnpro & Safe Person Assessment e-learning packages & achieve required standard
- plan local training exercises & familiarisation to identified risks in station Site Specific Operational Response Plans including COMAH sites & local businesses identified through the SSRI process
- complete allocated hydrants surveys.
- maintain fitness levels for operational duties through structured, multi-faceted training

Excellent Operational Response

We will:

- ensure that as a key station area an appliance will be in the 10 minute isochrones as detailed in the IRMP
- train & assess competence against national & local policy, guidance & procedures in all areas of operational response to resolve incidents safely and effectively
- contribute to organisational learning by conducting debriefs and sharing learning from off-site training exercises
- obtain high performance scores in operational audits.
- maintain appliances and equipment through assurance and maintenance.
- comply with all areas of Health & Safety.
- Achieve a positive safety culture by identifying, investigating and learning from near miss, accidents and injuries.

Excellent Prevention & Protection

The station area contains significant areas of socio-economic deprivation & high risk communities. As a station we will:

- target the high risk & vulnerable over 65 community for prevention activity & Safe & Well visits.
- through intelligence led information target areas of ADF's and undertake arson reduction campaigns
- work closely with the Community Prevention Team to identify vulnerable groups or individuals to receive prevention education
- target anti-social behaviour & waste material build-up to reduce anti-social behaviour fires.
- undertake Simple Operational Fire Safety Assessments to provide advice & guidance to businesses to ensure compliance with legislation

Excellent People

At Bromborough we will:

- use the appraisal process to identify performance & promote personal development by setting realistic aims & objectives to support individual, team & organisational directions
- identify & support individuals who wish to develop/progress their career
- manage the health, safety & well-being of personnel & ensure that levels of absence, accidents & injuries are kept in line with Policy
- engage in creating a culture on station which supports colleagues & Princes Trust team to ensure a positive working environment where people can develop to their full potential

zero
Fire Deaths

68

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

Crosby Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Estimated 2018/19 performance	Estimated 2019/20 targets *
All Fires	324	337
Accidental Dwelling Fires (ADF)	47	56
Anti-Social Behaviour Fires (ASB)	187	177
Road Traffic Collisions	21	17
Deliberate Vehicle Fires	14	21
Alert to Mobile	94.8%	95%
AFA's in Non Domestic Premises	8	17
Domestic Smoke Alarm Actuations	157	141

* Outcome targets are based on 5yrs data

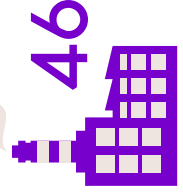
OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	46
Home Fire Safety Checks	2019
Hydrant Surveys	73
Waste & Fly Tipping Checks	48
Prevention Talks	48
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

This Year we will deliver:

46
2019
73
48
48
96
2



Site Specific Risk
Inspections

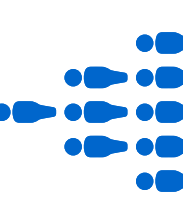
96

Simple Operational
Fire Safety Assessments

2019

Home Fire

Safety Checks



66405
People live in our
station area

Excellent Operational Preparedness

As a Station we will:

- train against identified risks within the station area as per the Site Specific Operational Response plans. The port area will play a major part in station preparedness
- maintain operational competence as promulgated by the training planner further enhanced by daily innovative drill & learning
- complete allocated SSRI inspections in area
- manage availability of water supplies through hydrant inspections being completed annually focussing on drier months. Attention will be given to the port area and hydrant location.
- attend all Training & Development Academy core risk critical training courses
- complete allocated Learnpro e-learning packages & achieve required standard

Excellent Operational Response

We will

- continuously train, learn & develop skills, knowledge & understanding of service equipment & procedures
- complete allocated Safe Person Assessments
- ensure alert to mobile times continue to be met supporting the key station principle to maintain the 10 minute response standard
- follow service guidance, instructions & procedures
- ensure correct Personal Protective Equipment is worn & maintained
- remain vigilant to prevent accidents occurring & actively record health & safety in the workplace, report all near misses
- competent crews will play a key role in supporting the operational response of firefighters in development

Excellent Prevention & Protection

Together we will:

- undertake weekly Community Safety campaigns
- focus on the over 65 age group & the most vulnerable residents in our community as taken from the status report
- work with Prevention team & partners to ensure we support the most vulnerable in the community
- provide Protection advice after unwanted AFA activations to support businesses
- undertake Simple Operational Fire Safety Assessments to ensure non domestic fires are reduced
- carry out community reassurance campaigns in the residential high rise blocks in the station area, prioritising high rise blocks consisting of 8 or more floors

Excellent People

At Crosby we will:

- continue to develop individuals through setting appraisal objectives that will facilitate the station organisational aims & objectives
- complete appraisals by the end of May 2018
- monitor absence levels on station &
- encourage staff to manage their health & well-being, utilising appropriate supportive resources
- take part in regular gym sessions to enhance fitness & well-being
- create a supportive station culture and ensure a positive working environment
- provide support, mentorship and training for firefighters in development

zero
Fire Deaths

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

69

Croxteth Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

Estimated
2019/20
targets *

All Fires	402
Accidental Dwelling Fires (ADF)	41
Anti-Social Behaviour Fires (ASB)	258
Deliberate Vehicle Fires	30
Road Traffic Collisions	27
Alert to Mobile	97.1%
AFA in Non Domestic Premises	3
Domestic Smoke Alarm Actuations	107

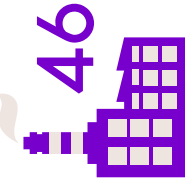
* Outcome targets are based on 5yrs data

OUTPUTS

are the quantifiable things we deliver to improve outcomes

This Year we
will deliver:

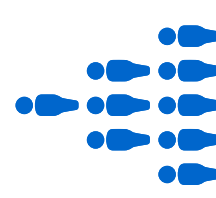
Site Specific Risk Information (SSRIs)	46
Home Fire Safety Checks	1854
Hydrant Surveys	61
Waste & Fly Tipping Checks	48
Prevention Talks	4
Simple Operational Fire Safety Audits	96
Off Station Exercises	2



Site Specific Risk
Inspections

96

Simple Operational
Fire Safety Assessments



58987
People live in our
station area

1854

Home Fire
Safety Checks

Excellent Operational Preparedness

We will:

- complete SSRI's via the station schedule until SIRAH is delivered to station
- monitor local business & risk for any new SSRI's that may be generated
- complete all hydrants surveys annually.
- use the station planner for the annual Learnpro schedule & complete monthly modules aspiring to 100% completion.
- train to maintain urban search and rescue, boat & rope competencies
- complete risk critical core training at the TDA
- conduct exercises & training at venues across Merseyside (eg. demolition sites, construction sites with large cranes) to further develop technical rescue skills
- maintain fitness levels through structured, multi-faceted training

Excellent Operational Response

We will:

- undertake monthly SPA assessments achieving 100% completion rates
- continue to mobilise to incidents rapidly to maintain excellent record of achieving the 1.9 min alert to mobile times.
- train & assess competence against national & local policy, guidance & procedures to maintain the highest standards of operational response to resolve incidents safely & effectively
- undertake regular on station training inline with monthly themes including assurance of PPE & equipment.
- contribute to organisational learning by conducting debriefs & shared learning from off site training exercises
- remain vigilant to prevent accidents & achieve a positive safety culture by identifying, investigating & learning from near misses

Excellent Prevention & Protection

The station area contains significant areas of socio-economic deprivation & high risk communities. As a station we will contribute towards our mission of Safer, Stronger Communities by:

- use of status reports to identify high risk and over 65's in the community for HFSC activity ensuring equality & diversity information is captured to ensure we are engaging with the whole community
- use local knowledge to proactively identify vulnerable groups or individuals
- target anti-social behaviour & waste material build up to reduce ASB fires
- continue to undertake Simple Operational Fire Safety Assessments aimed at smaller businesses & be identified from Protection team and local knowledge.

Excellent People

At Croxteth we will:

- use the appraisal process to promote personal development by setting realistic aims & objectives to support individuals & team
- identify & support individuals who wish to develop/progress their careers
- review all areas of the station plan & performance throughout the year
- continue to maintain existing USAR/Technical Rescue skills & develop new ones as required & to support development of newer team members
- manage health, safety & well-being of personnel & ensure that levels of absence, accidents & injuries are in line with Service policy

Zero
Fire Deaths

70

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

Eccleston Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

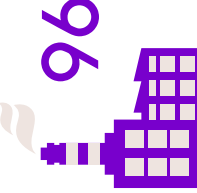
are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

Estimated
2019/20
targets *

All Fires	216
Accidental Dwelling Fires (ADF)	24
Anti-Social Behaviour Fires (ASB)	122
Deliberate Vehicle Fires	14
Road Traffic Collisions	24
Alert to Mobile	98.8%
AFA in Non Domestic Premises	25
Domestic Smoke Alarm Actuations	81

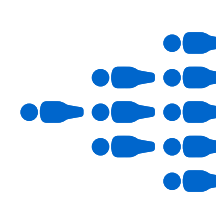
* Outcome targets are based on 5yrs data



Site Specific Risk
Inspections

96

Simple Operational
Fire Safety Assessments



51239
People live in our
station area

689

Home Fire
Safety Checks

This Year we
will deliver:

Site Specific Risk Information (SSRIs)	96
Home Fire Safety Checks	689
Hydrant Surveys	72
Waste & Fly Tipping Checks	48
Prevention Talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	96
Home Fire Safety Checks	689
Hydrant Surveys	72
Waste & Fly Tipping Checks	48
Prevention Talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

Excellent Operational Preparedness

The team at Eccleston will:

- complete Site Specific Risk Information (SSRI) inspections on premises & significant industrial risk to provide operational intelligence & risk information for all crews at incidents.
- transition to Site Information Risk and Hazard (SIRAH) inspections
- conduct & complete all hydrant surveys.
- maintain core competencies by attending scheduled training at the Training & Development Academy.
- Plan training & exercises on local risks, identified through the SSRI process.
- Complete all e-learning packages & achieve the required standard
- progress any new firefighters in development to achieve competence in a satisfactory time frame

Excellent Operational Response

We will:

- complete daily training in line with the training planner & assess against national & local policy, guidance & procedures.
- ensure we respond to incidents within the 10 minute response standard as detailed in the TRMP
- carry out joint training with partner stations, including integrating with new members of the service & incorporating ongoing training using the combined platform ladder to provide resilience for the Service.
- promote a positive health & safety culture at all times ensuring compliance with instructions, identifying & investigating near misses, accidents & injuries.
- maintain appliances & equipment to ensure operational readiness.

Excellent Prevention & Protection

Together we will:

- utilise status reports to target properties where high risk & vulnerable over 65's live for prevention activity. Collate equality & diversity data.
- incorporate seasonal themes into prevention activities identified through local needs, national campaigns to meet the needs of our diverse community.
- welcome community groups to utilise station facilities & promote safe & well living to make the community safer.
- work closely with Prevention teams & partners to identify vulnerable members of the community to provide interventions
- liaise with arson reduction team to reduce ASB & identify waste materials build up.
- undertake SOFSA to provide advice & guidance to ensure legislation compliance

Excellent People

At Eccleston we will:

- use appraisals to identify personal development & performance objectives
- monitor welfare & well-being of staff & ensure relevant support services are identified & used where required.
- use dedicated time & station facilities to maintain physical fitness
- create & promote a positive development culture where people can develop to their full potential.
- encourage personal development, career progression & promotion on station
- embrace & encourage the diverse communities we serve to make people safer

Zero
Fire Deaths

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

71

Formby Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Estimated 2018/19 performance	Estimated 2019/20 targets *
All Fires	104	72
Accidental Dwelling Fires (ADF)	11	10
Anti-Social Behaviour Fires (ASB)	51	38
Deliberate Vehicle Fires	0	2
Road Traffic Collisions	6	7
Alert to Mobile	93.8%	95%
AFA in Non Domestic Premises	2	3
Domestic Smoke Alarm Actuations	21	25

* Outcome targets are based on 5yrs data

OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	42
Home Fire Safety Checks	2178
Hydrant Surveys	29
Waste & Fly Tipping Checks	48
Prevention Talks	48
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

This Year we will deliver:

42
2178
29
48
48
96
2

42
Site Specific Risk
Inspections

25645
People live in our
station area

96

Simple Operational
Fire Safety Assessments

2178

Home Fire
Safety Checks

Excellent Operational Preparedness

As a Station we will:

- complete SSRI visits via the progress schedule & prepare for transition to SIRAH.
- identify, risk asses and test key locations for High Volume Pump access to water supplies including 29 hydrant inspections.
- use station training planner to complete monthly modules aspiring to 100% completion
- support personnel in development in undertaking IFE examinations
- ensure personnel attend all TDA and core risk critical training courses
- maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations
- complete two off station exercises

Excellent Operational Response

We will:

- use the station training planner to complete all monthly Safe Person Assessments achieving 100% pass rate
- continue to maintain a high level of achievement against the 1.9 minute 'alert to mobile' attendance standard
- maintain HVP capability and raise awareness by training & exercising with other HVP/non HVP crews
- undertake regular on-station training in line with monthly themes which ill be assured by Station Manager audits, including assurance of PPE & equipment
- comply with service guidance, instructions & procedures
- remain vigilant to prevent accidents occurring & actively record health & safety, recording all near misses on OSHENS

Excellent Prevention & Protection

There were 13 ADF's in 2018. The station profile is predominantly residential. We will prioritise over 65's when carrying out HFSC's

- prioritise vulnerable or at risk groups through local partnerships
- support CFOA & Service campaigns throughout the year & target identified groups/areas
- complete Simple Operational Fire Safety Assessment to raise fire protection standards to assure commercial safety
- carry out waste & fly tipping audits, focussing on peak periods or identified areas
- monitor & protect local heritage including Formby Pinewoods
- deliver 'Beach Safe' initiative & other safety talks to community groups..

Excellent People

The team at Formby will:

- develop individuals through setting appraisal objectives including development of crew managers through training, responsibility & operational exposure
- all appraisals to be complete by 31st may 2019
- absence levels on station will be monitored & staff encouraged to manage their physical/mental health & well-being utilising appropriate supportive resources to maintain expected attendance record
- staff will take part in regular gym sessions to endhg
- develop staff to acquire & use new skills to support service delivery & to progress into management roles if they wish

Zero
Fire Deaths

72

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

Heswall Community Fire Station 2019/20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Estimated 2018/19 performance	Estimated 2019/20 targets *
All Fires	56	57
Accidental Dwelling Fires (ADF)	12	12
Anti-Social Behaviour Fires (ASB)	26	23
Deliberate Vehicle Fires	0	2
Road Traffic Collisions	14	13
Alert to Mobile	92.4%	95%
Road Traffic Collisions	17	10
AFAs in Non Domestic Premises	32	32
Domestic Smoke Alarm Actuations		

* Outcome targets are based on 5yrs data

OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	44
Home Fire Safety Checks	2178
Hydrant Surveys	31
Waste & Fly Tipping Checks	48
Prevention Talks	48
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

This Year we will deliver:

44
2178
31
48
48
96
2

44
Site Specific Risk
Inspections

28915
People live in our
station area

96

Simple Operational
Fire Safety Assessments

2178

Home Fire
Safety Checks

Excellent Operational Preparedness

The team at Heswall will:

- manage emergency water supplies for operational incidents by inspecting hydrants & alternative water supplies in the area.
- gather Site Specific Risk Information on premises to ensure that key risk information is available to operational crews.
- maintain core skills through training & prepare for specific incident types matching the station profile including high speed roads, rural incidents, mud rescue and coastline.
- Complete all Learnpro modules & assessments.
- arrange & conduct inter agency training & exercising to develop & test interoperable procedures
- maintain, test & train with National Resilience High Volume Pump asset with LLAR stations
- Maintain national HVP deployment capability.

Excellent Operational Response

We will:

- maintain all aspects of operational response can be conducted safely & efficiently.
- maintain high volume pump capability by training & exercising with other crews.
- complete all Safe Person Assessments & maintain knowledge of current service guidance & procedures.
- manage routine testing & maintenance of equipment.
- conduct routine off site/tabletop exercises.
- mobilise to incidents in the fastest possible time & maintain the key station standard.
- develop a positive safety culture to manage health & safety requirements.

Excellent Prevention & Protection

Crews from Heswall will:

- deliver Home Fire Safety Checks (HFSC's) on a risk based approach to ensure resources are utilised to maximum effect.
- incorporate diversity data & themes as identified through our station profile to deliver services to our community including the elderly, socially isolated & higher risk groups.
- conduct Simple Operational Fire Safety Assessments to provide advice & guidance to ensure small businesses comply with legislation.
- support ongoing collaboration with community groups to utilise station facilities.
- promote Heswall fire station as a Safe Haven to offer assistance to those feeling they are at risk

Excellent People

At Heswall we will:

- maintain personal fitness levels in line with station work routines
- conduct individual appraisals to support and develop staff.
- develop staff wishing to progress into management roles.
- manage absence levels & support staff in line with Service procedures.
- provide support to staff following critical incidents via established support networks
- promote a positive working environment that reflects the values expected of MFRS staff.
- identify and share best practice from all activities.

Zero
Fire Deaths

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

73

Kensington Community Fire Station 2019-20

Community Risk Management Plan

919 əbəd



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

All Fires	321
Accidental Dwelling Fires (ADF)	49
Anti-Social Behaviour Fires (ASB)	193
Road Traffic Collisions	19
Deliberate Vehicle Fires	27
Alert to Mobile	97.2%
AFA in Non Domestic Premises	37
Domestic Smoke Alarm Actuations	211

* Outcome targets are based on 5yrs data

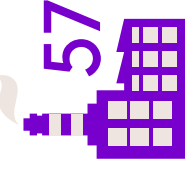
OUTPUTS

are the quantifiable things we deliver to improve outcomes

This Year we
will deliver:

Site Specific Risk Information (SSRIs)	57
Home Fire Safety Checks	1854
Hydrant Surveys	73
Waste & Fly Tipping Checks	48
Prevention Talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

412
57
236
21
40
95%
340
191



Site Specific Risk
Inspections

51612

People live in our
station area

96 1854

Simple Operational
Fire Safety Assessments

Home Fire
Safety Checks

Excellent Operational Preparedness

We will:

- complete allocated Site Specific Risk Information inspections within station area.
- manage availability of water supplies through hydrant inspections & open water source identification.
- attend all core & risk critical training courses at the Training & Development Academy.
- complete allocated Learnpro & achieve the required standard.
- undertake Safe Person Assessments ensuring the required standard is met, maintained & recorded.

- familiarise, train for & exercise against risks in the station area such as a major hospital, football stadia, businesses & city centre premises.

zero

74

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

Excellent Operational Response

All personnel will:

- maintain the highest standards of operational response through training, exercising & audit.
- maintain competencies against MDU through regular re-planned training & validation.
- test & maintain all equipment & Personal Protective Equipment in line with Policy.
- test local & operational plans through training, exercising & table top scenarios
- support key station principle to maintain 10 minute response standard on 90% of occasions
- remain vigilant to prevent accidents occurring, actively record & manage health & safety in the workplace.
- play a key role in supporting the operational response of Firefighters in development

Fire Deaths

Excellent Prevention & Protection

Staff at Kensington will:

- deliver HFSC's on a risk based approach, utilising status reports, local knowledge, incident data & partner information to identify over 65's & the most vulnerable.
- incorporate a number of seasonal campaigns & themes into prevention activities which will be both locally & functionally led & will respond to local demands as well as national campaigns.
- conduct Simple Operational Fire Safety Assessments (SOFSA) to provide advice & guidance to small businesses to ensure compliance with legislation & familiarise crews.
- link in with the Arson Reduction Team to support intelligence activities.
- carry out community reassurance campaigns in the residential high rise blocks within our station area, prioritising blocks of 8 or more floors

Excellent People

At Kensington we will:

- conduct appraisals in April & May to review individual performance, promote personal development & identify those who would like to develop or progress.
- set realistic objectives that will support individual, team & organisational aims & objectives
- provide support for Firefighters in development through mentorship, structured training & development activities & station based NVQ assessors
- support & develop new drivers on station.
- manage absence levels in line with Service policy.
- maintain fitness levels through shift related physical training activity.
- support positive action by delivering station taster days for potential future firefighters.

Kirkby Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

All Fires	500
Accidental Dwelling Fires (ADF)	44
Anti-Social Behaviour Fires (ASB)	297
Deliberate Vehicle Fires	28
Road Traffic Collisions	20
Alert to Mobile	91.9%
AFA in Non Domestic Premises	11
Domestic Smoke Alarm Actuations	68

* Outcome targets are based on 5yrs data

OUTPUTS

are the quantifiable things we deliver to improve outcomes

This Year we
will deliver:

Site Specific Risk Information (SSRIs)	144
Home Fire Safety Checks	1524
Hydrant Surveys	34
Waste & Fly Tipping Checks	24
Prevention Talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

349
32
215
30
19
95%
12
56



Site Specific Risk
Inspections

41148

People live in our
station area

96 1524

Simple Operational
Fire Safety Assessments

Home Fire
Safety Checks



Excellent Operational Preparedness

Crews at Kirkby will:

- complete all SSRI & SIRAH inspections on COMAH sites, industrial risk & premises. to provide operational intelligence & identify potential hazards to crews at incidents
- complete allocated hydrant surveys within the 12 month period.
- maintain core competencies by attending scheduled core training at TDA
- maintain operational readiness via on & off site training
- measure & confirm competencies via Learnpro & Safe Person Assessment assessments.
- plan local training exercises & familiarisation visits to identified risks within the station SSOP including COMAH sites & high rise premises.
- local business identified through SSRI process

Excellent Operational Response

Operational crews will:

- ensure all aspects of operational response can be conducted safely in line with training planner & assess against national & local policy, guidance & procedures
- maintain core skills through completion of Safe Person Assessments at 100%.
- maintain 95% standard for alert to mobile within 1.9 minutes & attendance standard, attending all life risk incidents within 10 minutes
- promote a positive health & safety culture to manage health & safety requirements
- maintain appliances & equipment to ensure operational readiness.
- conduct routine testing & maintenance of equipment
- mobilise to incidents in the fastest possible time

Excellent Prevention & Protection

Together we will:

- deliver HFSC's on a risk based approach utilising status reports, local knowledge & incident history to ensure vulnerable groups are targeted
- identify areas where standards of fire cover have not been achieved & carry out targeted activity.
- engage with Youth Engagement to support Prince's Trust & cadet schemes.
- welcome community groups using station facilities & promote safe & well living.
- undertake SOFSA to provide advice & guidance to ensure compliance with legislation
- carry out community reassurance in residential high rise blocks within station area prioritising blocks of 8 or more floors

Excellent People

All staff will:

- use the appraisal process to identify personal performance objectives & identify personal development
- monitor welfare & wellbeing of individuals & ensure relevant support services are identified & utilised where required to assist in keeping absence levels to a minimum.
- utilise dedicated time & station facilities to complete physical fitness training.
- create & promote a positive development culture where people can develop their full potential, encourage career progression & promotion on station.
- embrace & encourage our diverse community

Zero
Fire Deaths

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

75

OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Estimated 2018/19 performance	Estimated 2019/20 targets *
All Fires	334	427
Accidental Dwelling Fires (ADF)	40	50
Anti-Social Behaviour Fires (ASB)	183	256
Deliberate Vehicle Fires	25	33
Road Traffic Collisions	40	28
Alert to Mobile	91.1%	95%
AFA's in Non Domestic Premises	14	19
Domestic Smoke Alarm Actuations	122	133

* Outcome targets are based on 5yrs data

OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	57
Home Fire Safety Checks	1524
Hydrant Surveys	82
Waste & Fly Tipping Checks	48
Prevention Talks	48
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

This Year we will deliver:

57
1524
82
48
48
96
2



Excellent Operational Preparedness

The team at Kirkdale will:

- follow the monthly training planner to ensure operational competency is maintained & SPA/Learnpro are completed
- complete allocated Site Specific Risk Information (SSRI) inspections within specified station area.
- manage availability of water supplies by completing all hydrant surveys
- ensure all personnel maintain core risk critical competencies by attending Training & Development Academy courses
- train against identified local risks: to include multi-pup off-site exercises which incorporate relevant SSOP's
- Liaise and collaborate with strategic partners to assist in operational preparedness matters
- complete all e-learning packages

Excellent Operational Response

We will:

- continuously develop skills, knowledge & understanding of service equipment & procedures through practical & theoretical training.
- attend partner stations to carry out joint training events & host similar monthly events.
- continue to develop their skills and knowledge in mass decontamination to further enhance their role in this area.
- follow Service guidance, policies & procedures
- remain vigilant to prevent accidents occurring and actively engage in promoting a positive health and safety culture in the workplace.
- support the key station principle to maintain 10 minute response standard n 90% of occasions

Excellent Prevention & Protection

Together we will:

- undertake community safety campaigns to reduce risk to vulnerable & high risk groups and individuals.
- support partner station in targeted community safety activities.
- ensure robust liaison with Community Risk Management and District Prevention teams to utilise resources effectively.
- develop seasonal campaigns & themes into prevention activities which will be both locally & functionally led & will respond to local demands as well as national campaigns
- carry out Simple Operational Fire Safety Assessments to reduce non domestic fires
- carry out community reassurance campaigns in residential high rise blocks prioritising blocks of 8 floors and above

Excellent People

At Kirkdale we will:

- support each other to develop and promote a positive culture whereby all individuals fulfil their potential.
- carry out appraisals that address individual development needs & organisational objectives.
- review objectives regularly to ensure progress
- complete appraisals by the end of May 2018
- be proactive in managing health & well-being & use available resources to maintain expected attendance records.
- engage in creating a culture on station that supports colleagues & ensures a positive working environment.

Zero
Fire Deaths

76

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

Liverpool City Community Fire Station
Community Risk Management Plan

2019-20

OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Estimated 2018/19 performance	Estimated 2019/20 target *
All Fires	232	254
Accidental Dwelling Fires (ADF)	26	23
Anti-Social Behaviour Fires (ASB)	103	111
Deliberate Vehicle Fires	6	15
Road Traffic Collisions	9	17
Alert to Mobile	96.3%	95%
AFA's in Non Domestic Premises	147	154
Domestic Smoke Alarm Actuations	201	209

* Outcome targets are based on 5yrs data

OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	186
Home Fire Safety Checks	510
Hydrant Surveys	71
Waste & Fly Tipping Checks	48
Prevention Talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

This Year we will deliver:

186
510
71
48
24
96
2



Excellent Operational Preparedness

The team at Liverpool City will:

- Complete visits to premises, identify the risks that site poses and appropriately record this information.
- Complete all hydrant surveys.
- Identify locations where access to open water can be gained by the High Volume Pump and appropriately record this information.
- Ensure all personnel maintain core risk critical competencies by attending courses hosted by the Training & Development Academy.
- Continuously develop knowledge and understanding of local risks: through station based training, familiarisation visits and multi-pup exercises at these sites utilising operational plans and information.
- Compete all e-learning packages and achieve the required standard.

Excellent Operational Response

- continuously develop skills, knowledge & understanding of service equipment & procedures.

- complete all allocated Safe Person Assessments.
- follow all Service guidance, policies and procedures.
- remain vigilant & take action to prevent accidents occurring & actively promote a positive workplace Health & Safety culture
- work with neighbouring fire station teams to carry out joint training events rotating on a monthly basis.
- wear correct PPE & ensure every other fire fighter does the same.
- respond to notification of incidents immediately & minimise alert to mobile times.

Excellent Prevention & Protection

- undertake prevention activities and campaigns to reduce risk for those at high risk of fire or other emergency within our community.

- target community safety activity at those who are vulnerable, elderly or lead a high risk lifestyle.
- liaise with CRM & District Prevention Teams to ensure effective use of resources.
- develop and support activities to reduce ASB fires by effectively working with partners.
- offer advice after attending unwanted automatic fire alarm activations to support business continuity and reduce false alarms.
- promote fire safety awareness in the small business community by conducting Simple Operational Fire Safety Assessments.
- carry out community reassurance campaigns in residential high rise blocks prioritising blocks of 8 floors or more

Excellent People

At Liverpool City we will:

- help develop and promote a positive culture whereby all individuals fulfil their potential.
- take practical steps to assist in the development of staff in their current role and career progression opportunities.
- conduct regular appraisals that identify individual development needs, address organisational objectives and manage individual progress.
- aim to achieve perfect attendance at work.
- Engage with and support local youth groups to promote our values.

Zero
Fire Deaths

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

77

Newton le Willows Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

Estimated
2019/20
targets *

All Fires
Accidental Dwelling Fires (ADF)
Anti-Social Behaviour Fires (ASB)
Deliberate Vehicle Fires
Road Traffic Collisions
Alert to Mobile
AFA in Non Domestic Premises
Domestic Smoke Alarm Actutions

116
10
67
6
19
98.1%
5
47

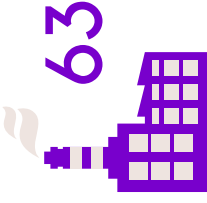
OUTPUTS

are the quantifiable things we deliver to improve outcomes

This year we will deliver:

Site Specific Risk Information (SSRIs)
Home Fire Safety Checks
Hydrant Surveys
Waste & Fly Tipping Checks
Prevention Talks
Simple Operational Fire Safety Audits
Off Station Exercises

63
2019
28
48
36
96
2



Site Specific Risk
Inspections

96

Simple Operational
Fire Safety Assessments

2019

Home Fire
Safety Checks

38582
People live in our
station area

* Outcome targets are based on 5yrs data

Excellent Operational Preparedness

The team at Newton le Willows will:

- complete SSRI inspections on premises & significant industrial risk. To provide operational intelligence & risk information for crews at incidents.
- transition to & complete SIRAH inspections
- conduct & complete all hydrant surveys.
- maintain core competencies by attending scheduled core training at the Training & Development Academy.
- plan training & exercises on local risks, identified through the SSRI process.
- complete all e-learning packages & achieve the required standard.
- maintain, test & train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations to maintain HVP deployment capability.

Excellent Operational Response

- complete daily training in line with the training planner & assess against National & local policy, guidance & procedures.
- ensure we respond to incidents within the 10 minute response standard as detailed in the IRMP.
- carry out joint training with partner stations, including integrating with new members of the service & incorporating ongoing training using the HVP.
- maintain core skills through completion of SPA's at 100%
- promote a positive health & safety culture at all times ensuring compliance with instructions, identifying & investigating near misses, accidents & injuries.
- maintain appliances & equipment to ensure operational readiness.

Excellent Prevention & Protection

- utilise the status report to target properties where high risk & vulnerable over 65 community live for prevention activity collating equality & diversity data gathered.
- incorporate seasonal themes into prevention activities as identified through local needs, national campaigns and the needs of our diverse community.
- work closely with Community Prevention teams & partners to identify vulnerable members of the community to provide timely interventions.
- liaise with Arson reduction team to reduce ASB & identify waste materials to reduce ASB fires & support campaigns.
- undertake SOFSA to provide advice & guidance to ensure compliance with legislation.

Excellent People

- Use the appraisal process to identify personal performance objectives & identify personal development in line with the service values & organisational direction.
- monitor welfare & wellbeing of individuals & ensure relevant support services are identified & utilised, keeping absence to a minimum
- utilise dedicated time & station facilities to complete Physical fitness training.
- create & promote a positive development culture where people can develop to their full potential. Encourage personal development, career progression & promotion on station
- embrace and encourage the diverse community we serve to make people safer and healthier.

Zero
Fire Deaths

78

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

Old Swan Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

Estimated
2019/20
targets *

All Fires
Accidental Dwelling Fires (ADF)
Anti-Social Behaviour Fires (ASB)
All AFA's
Alert to Mobile
Road Traffic Collisions
Deliberate Vehicle Fires

366
50
198
42
30
96.9%
26
185

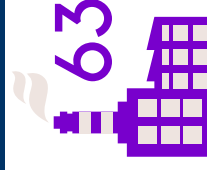
OUTPUTS

are the quantifiable things we deliver to improve outcomes

This year we will deliver:

Site Specific Risk Information (SSRIs)
Home Fire Safety Checks
Hydrant Surveys
Waste & Fly Tipping Checks
Prevention Talks
Simple Operational Fire Safety Audits
Off Station Exercises

63
2019
95
48
24
96
2



Site Specific Risk
Inspections

96

Simple Operational
Fire Safety Assessments

2019

Home Fire
Safety Checks

95400
People live in our
station area

* Outcome targets are based on 5yrs data

Excellent Operational Preparedness

The team at Old Swan will:

- complete allocated Site Specific Risk Information inspections within specified station area.
- complete all hydrants surveys.
- ensure all personnel maintain core risk critical competencies by attending Training and Development Academy courses.
- train against identified local risks: to include multi-pump off-site exercises which incorporate relevant Standard Operating Procedures.
- liaise & collaborate with strategic partners to assist in operational preparedness matters.
- complete all e-learning packages and achieve the required standard.

Excellent Operational Response

We will:

- continuously develop skills, knowledge & understanding of service equipment & procedures through practical & theoretical training.
- attend partner station to carry out joint training events & host similar events on a monthly basis.
- continue to develop skills & knowledge to further enhance their role.
- complete all allocated Safe Person Assessments.
- follow service guidance, instructions & procedures
- remain vigilant to prevent accidents occurring & actively engage in promoting a positive Health & Safety culture in the workplace.

Excellent Prevention & Protection

Together we will:

- undertake community safety activities & campaigns to reduce risk to vulnerable & high risk groups & individuals.
- support partner stations in targeted community safety activities.
- ensure robust liaison with Community Risk Management & District Prevention is continued so resources are utilised effectively.
- develop strategies & activities to reduce anti-social behaviour fires.
- carry out Simple Operational Fire Safety Assessments (SOFSA's)
- carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks of 8 or more floors.

Excellent People

At Old Swan we will:

- support each other to develop & promote a positive culture whereby all individuals fulfil their potential.
- carry out appraisals that address individual development needs & organisational objectives.
- work towards reducing absence in line with Service policies.
- engage with, and support, local youth groups to promote MFRS values.
- create & promote a positive development culture where people can develop to their full potential

Zero
Fire Deaths

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

79

Prescot Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

Estimated
2019/20
targets*

All Fires

Accidental Dwelling Fires (ADFs)	405
Anti-Social Behaviour Fires (ASBs)	59
Deliberate Vehicle Fires	242
Road Traffic Collisions	31
Alert to Mobile	52
AFA's in Non Domestic Premises	93.1%
Domestic Smoke Alarm Actuations	21
	179

*Outcome targets are based on 5yrs data

OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	129
Home Fire Safety Checks	1524
Hydrant Surveys	76
Waste & Fly Tipping Checks	24
Prevention Talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

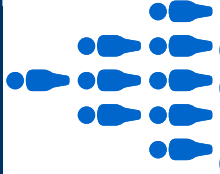
This Year we
will deliver:

129
1524
76
24
24
96
2



129

Site Specific Risk
Inspections



95991

People live in our
station area

96

Simple Operational
Fire Safety Assessments

1524

Home Fire
Safety Checks

Excellent Operational Preparedness

Crews at Prescot Fire Station will:

- complete the SSRI & SIRAH inspections on premises within station area to ensure that key risk information is available to operational crews
- complete allocated hydrants inspections
- maintain core competencies by attending scheduled Training and Development Academy
- plan training & exercises on local risks, including high rise, to include local risks identified through the SSRI process
- maintain operational readiness via on/of site training, Measure & confirm competencies via Safe Person Assessments and Learnpro
- develop systems & working practices on station, building on existing relationships with internal staff & Merseyside Police colleagues based at Prescot station

Excellent Operational Response

Operational crews will:

- ensure all aspects of operational response can be conducted safely & efficiently in line with the training planner & assess against national & local policy, guidance & procedures
- ensure that as a key station we respond to incidents within the 10 minute response standard as details in the IRMP
- maintain core skills through completion of Safe Person Assessments at 100%
- promote a positive health and safety culture at all times ensuring compliance with instructions, identifying & investigating near misses, accidents & injuries
- maintain appliances & equipment to ensure operational readiness
- conduct routine testing & maintenance of equipment
- mobilise in the fastest possible time

Excellent Prevention & Protection

As a station we will:

- utilise the status report, local knowledge & incident history to ensure we target vulnerable groups to deliver HFSC's
- identify areas where standards of fire cover have not been achieved & carry out targeted activity
- engage with youth team to support the Prince's Trust
- work closely with Community Prevention teams & partners to identify vulnerable community members to provide interventions
- liaise with arson reduction team to reduce ASB & identify waste materials
- deliver SOFSA to ensure compliance with legislation
- carry out community reassurance campaigns in residential high rise blocks prioritising blocks of 8 or more floors

Excellent People

All staff will:

- use the appraisal process to identify personal performance objectives & development in line with Service values & organisational direction
- monitor welfare & wellbeing of individuals & ensure relevant support services are identified & utilised where required to assist in keeping absence levels to a minimum
- utilise dedicated time & station facilities to complete physical fitness training
- create & promote a positive development culture, to encourage career progressions & promotion on station.
- support staff exposed to critical incidents via established support networks

Zero
Fire Deaths

80

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

Saughall Massie Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

Estimated
2019/20
targets *

All Fires

Accidental Dwelling Fires (ADF)	633
Anti-Social Behaviour Fires (ASB)	55
Deliberate Vehicle Fires	246
Road Traffic Collisions	28
Alert to Mobile	36
AFA's in Non Domestic Premises	98.2%
Domestic Smoke Alarm Actuations	60
	103

* Outcome targets are based on 5yrs data

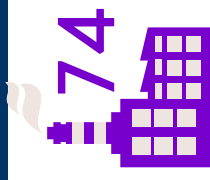
OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	74
Home Fire Safety Checks	2019
Hydrant Surveys	70
Waste & Fly Tipping Checks	24
Prevention Talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

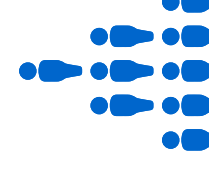
This Year we
will deliver:

74
2019
70
24
24
96
2



74

Site Specific Risk
Inspections



62448

People live in our
station area

96

Simple Operational
Fire Safety Assessments

2019

Home Fire
Safety Checks

Excellent Operational Preparedness

As a Station we will:

- complete Site Specific Risk Information inspections on premises & significant industrial risk to provide operational intelligence & risk information for all crews at incidents
- undertake core risk critical training at the Training and Development Academy
- measure competencies using both Safe Person Assessments & Learnpro assessments.
- plan local training exercises at identified risks within the station areas to include local businesses identified through SSRI & coastal areas such as Hilbre Island that can only be reached at low tide
- complete the allocated hydrant surveys within the 12 month period
- structures multi-faceted training by all personnel to maintain operational fitness levels

Excellent Operational Response

We will:

- ensure that as a key station area an appliance will be in the 10 minute response isochrones s detailed in the IRMP.
- train & asses competencies against national & local policy, guidance & procedures in all areas
- contribute to organisational learning by conducting debriefs & shared learning from off-site training exercises
- obtain high performance scores in operational audits
- maintain appliances & equipment through testing & maintenance
- comply with all areas of health & safety & achieve a positive safety culture by identifying, investigating & learning from near miss, accidents & injuries. Remain vigilant to prevent accidents

Excellent Prevention & Protection

Upton's area contains a large population with areas of socio-economic deprivation & high risk communities

As a station we will:

- target the high risk & vulnerable over 65 community for prevention activity & safe & well
- through intelligence led information target areas of ADF's & undertake arson reduction campaigns
- participate in NFCC & MFRS safety campaigns both locally & function led
- work closely with the Community Prevention Team to identify vulnerable groups or individuals to receive prevention education
- target anti-social behaviour & waste material build-up to reduce anti-social behaviour fires
- undertake the Simple Operational Fire Safety Assessments to ensure businesses are complying with legislation

Excellent People

At Upton we will:

- use the appraisal process to identify personal performance objectives & promote development by setting realistic objectives to support individual, team & organisational direction.
- identify & support individuals who wish to progress their career.
- review all areas of the station plan & performance throughout the year
- manage the health, safety & well-being of personnel & ensure that levels of absence, accidents & injuries are kept to a minimum
- engage in creating a culture on station which supports colleagues & ensures a positive working environment

Zero
Fire Deaths

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

81

Southport Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated 2018/19 performance

Estimated target 2019/20*

All Fires	248	224
Accidental Dwelling Fires (ADF)	56	61
Anti-Social Behaviour Fires (ASB)	100	77
Road Traffic Collisions	41	32
Deliberate Vehicle Fires	14	12
Alert to Mobile	83.8%	95%
AFA in Non Domestic Premises	49	39
Domestic Smoke Alarm Actuations	157	173

* Outcome targets are based on 5yrs data

OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	193
Home Fire Safety Checks	4041
Hydrant Surveys	108
Waste & Fly Tipping Checks	48
Prevention Talks	24
Simple Operational Fire Safety Audits	48
Off Station Exercises	2

This year we will deliver:

193
4041
108
48
24
48
2



Site Specific Risk Inspections

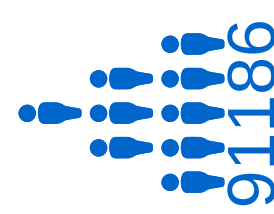
48

Simple Operational Fire Safety Assessments

4041

Home Fire

Safety Checks



People live in our station area

91186

Excellent Operational Preparedness

As a Station we will:

- complete 193 projected Site Specific Risk Information revisits & conversion to SIRAH in 2019/20.
- complete 108 hydrant inspections in the Southport station area.
- use the station training planner to identify & complete monthly modules, aspiring to 100% completion rate.
- support personnel undertaking IFE exams
- attend risk critical core training at the Training & Development Academy.
- maintain specialist skills as aerial appliance crew with weekly dedicated training.
- train with the local coastguard for the risks associated with mud rescue & the coastline.

Excellent Operational Response

We will:

- complete allocated Safe Person Assessments achieving 100% completion rate
- continue to maintain 1.9 minute alert to mobile & 10 minute response standard for both appliances
- undertake regular on-station training in line with monthly themes, assured by Station Manager audits, including assurance of personal protective equipment
- staff will comply with service guidance, instructions & procedures
- staff will ensure PPE is worn & maintained
- remain vigilant to Health & Safety, this will be regularly monitored & promoted to prevent incidents occurring in 2018/19

Excellent Prevention & Protection

Together we will:

- The station risk profile is predominantly residential & an older population: prioritise over 65's when carrying out HFSC's
- vulnerable or at risk groups will be prioritised through local partnerships to support their safety from fire or injury
- carrying out 24 prevention talks over the year to educate & inform community groups
- complete 48 Simple Operational Fire Safety Assessment to raise fire protection standards & commercial safety
- aim to carry out 48 waste & fly tipping audits prioritising busier periods to carry out audits.
- carry out community assurance campaigns in residential high rise blocks in the station area, prioritising high rise of 8 floors or above

Excellent People

At Southport we will:

- develop individuals through appraisal objectives including development of Crew Managers through training, responsibility & operational exposure
- complete all appraisals by 31st May 2019
- monitor absence levels & encourage staff to manage their physical/mental health & utilise supportive resources to maintain expected attendance records.
- enhance fitness, performance & overall health through regular gym sessions
- actively promote Service values & ensure a healthy, safe & positive workplace.

Zero
Fire Deaths

82

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

Speke & Garston Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated 2018/19 performance

Estimated target 2019/20

All Fires	345	325
Accidental Dwelling Fires (ADF)	43	31
Anti-Social Behaviour Fires (ASB)	210	194
Road Traffic Collisions	24	30
Deliberate Vehicle Fires	37	37
Alert to Mobile	97.7%	95%
AFA's in Non Domestic Premises	14	12
Domestic Smoke Alarm Actuations	59	61

* Outcome targets are based on 5yrs data

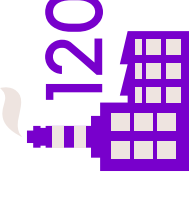
OUTPUTS

are the quantifiable things we deliver to improve outcomes

Site Specific Risk Information (SSRIs)	120
Home Fire Safety Checks	1524
Hydrant Surveys	75
Waste & Fly Tipping Checks	24
Prevention Talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercises	2

This year we will deliver:

120
1524
75
24
24
96
2



Site Specific Risk Inspections

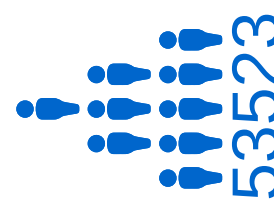
96

Simple Operational Fire Safety Assessments

1524

Home Fire

Safety Checks



People live in our station area

53523

Excellent Operational Preparedness

As a station we will:

- complete allocated Site Specific Risk Information inspections within station area.
- complete hydrant surveys maximising seasonal conditions
- maintain competencies by ensuring attendance of all personnel at core risk critical training before expiry of competence
- arrange & complete 2 off site exercises, at known risks within the station area (airport & COMAH)
- complete 100% of allocated Learnpro & SPA packages
- strengthen links with the highest risks within the station area: John Lennon Airport, COMAH sites, Jaguar Landrover

Excellent Operational Response

We will:

- complete daily training in line with the station training planner
- maintain core skills through 100% completion of Safe Person Assessments
- attain minimum performance of 80% during quarterly audits
- maintain 95% against DR23 alert to mobile in 1.9mins & TR08 attendance standard to life risk incidents within 10 mins
- ensure correct personal protective equipment is worn & maintained in line with Service Policies.
- promote a positive health & Safety culture to reduce firefighter injuries & damage to fire appliances. Increased vigilance & completion of near miss reports where appropriate

Excellent Prevention & Protection

Together we will:

- attain an increased output of HFSC's in our target groups; over 65's, utilising the status report and realise a reduction by the end of the year.
- increase the output of waste & fly tipping reports
- utilise the CRM risk routes to return to station regularly & where practicable
- strengthen links with DPM & arson reduction managers to target known hotspot areas & support campaigns
- ensure collection of equality & diversity information on all HFSC's
- ensure simple operational fire safety assessments (SOFA) list is reduced by the allotted target prior to the end of the year
- make provision to interact with youth engagement through the Prince's Trust

Excellent People

At Speke & Garston we will:

- use the appraisal process to identify personal performance objectives & complete within the required timescales
- monitor welfare of individuals & maintain absence at the lowest possible level
- support management development to encourage carer progression & promotion
- embed a positive equality & diversity culture across the station
- encourage & support the development of Service drivers as a priority
- encourage & support the development of Service drivers as a priority

Zero
Fire Deaths

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

83

St Helens Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

All Fires	578
Accidental Dwelling Fires (ADF)	35
Anti-Social Behaviour Fires (ASB)	405
Deliberate Vehicle Fires	27
Road Traffic Collisions	31
Alert to Mobile	95.8%
AFA in Non Domestic Premises	28
Domestic Smoke Alarm Actuations	86

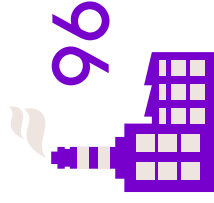
* Outcome targets are based on 5yrs data

OUTPUTS

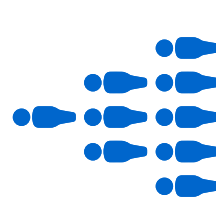
are the quantifiable things we deliver to improve outcomes

This Year we
will deliver:

Site Specific Risk Information (SSRIs)	96
Home Fire Safety Checks	1689
Hydrant Surveys	72
Waste & Fly Tipping Checks	48
Prevention Talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercises	2



Site Specific Risk
Inspections



76442
People live in our
station area

96 1689

Simple Operational
Fire Safety Assessments

Home Fire

Safety Checks

Excellent Operational Preparedness

The team at St Helens will:

- complete allocated Site Specific Risk Information (SSRI) inspections within specified station area to provide operational intelligence
- transition & complete SIRAH inspections
- complete all hydrant surveys.
- maintain core competencies by attending scheduled core training at the Training & Development Academy
- compete all e-learning packages & achieve the required standard.
- plan training & exercise on local risks in the station area including COMAH site, rugby stadia, businesses & town centre premises, identified through the SSRI process

Excellent Operational Response

We will:

- complete daily training in line with training planner & access against national & local policy, guidance & procedures
- ensure that as a key station areas, we will respond to incidents within 10 minute response standard as detailed in IRMP
- carry out joint training with partner stations integrating with new members of the service & incorporating ongoing training using combined platform ladder
- maintain core skills through completion of SPA's at 100%
- promote a positive Health & Safety culture at all times ensuring compliance with instructions, identifying & investigating near misses, accidents & injuries
- maintain appliances & equipment to ensure operational readiness

Excellent Prevention & Protection

Together we will:

- utilise the status report to targets properties where high risk & vulnerable over 65 community live for prevention activities
- work with the Cadet unit to promote strong safe communities
- work closely with Community Prevention teams & partners to identify vulnerable members of the community to provide timely interventions.
- Liaise with Arson Reduction team to reduce ASB & identify waste materials
- undertake Simple Operational Fire Safety Assessments to ensure small businesses comply with legislation.
- carry our community reassurance campaigns in residential high rise blocks in our station area, prioritising blocks of 8 or more floors

Excellent People

At St Helens we will:

- use appraisals to identify personal performance objectives & identify personal development
- monitor welfare & wellbeing of individuals & ensure relevant support services are identified & utilised to assist keeping absence to a minimum

Zero
Fire Deaths

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Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

Toxteth Community Fire Station 2019-20

Community Risk Management Plan



OUTCOMES

are the impact our actions have on the community such as reducing incidents.

Estimated
2018/19
performance

All Fires	475
Accidental Dwelling Fires (ADF)	75
Anti-Social Behaviour Fires (ASB)	275
Road Traffic Collisions	29
Deliberate Vehicle Fires	45
Alert to Mobile	95.2%
AFA's in Non Domestic Premises	18
Domestic Smoke Alarm Actuations	299

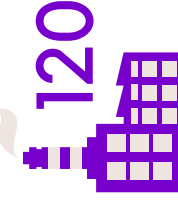
* Outcome targets are based on 5yrs data

OUTPUTS

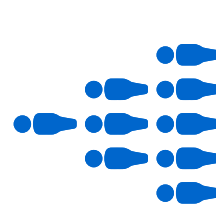
are the quantifiable things we deliver to improve outcomes

This Year we
will deliver:

Site Specific Risk Information (SSRIs)	120
Home Fire Safety Checks	1392
Hydrant Surveys	97
Waste & Fly Tipping Checks	24
Prevention Talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercises	2



Site Specific Risk
Inspections



90475
People live in our
station area

96 1392

Simple Operational
Fire Safety Assessments

Home Fire

Safety Checks

Excellent Operational Preparedness

As a station we will:

- complete allocated Site Specific Risk Information inspections prioritised on risk category & due date.
- complete hydrant surveys on a seasonal basis
- maintain competencies by attending all TDA core risk critical training
- arrange & complete 2 off site exercises, at known risks within the station area (river, Central Mosque)
- complete 100% of allocated SPA & Learnpro packages
- strengthen links with the highest risks in station area; Echo Arena, Convention Centre, River (MFL, Coastguard & RNLI)
- formalise a training strategy across the Command Support Unit support stations

Excellent Operational Response

We will:

- improve the effectiveness & integration of the CSU at operational incidents
- complete daily training in line with the station training planner
- maintain core skills through 100% completion of Safe Person Assessments
- attain minimum performance of 80% during quarterly audits
- maintain 95% against performance indicator DR23 Alert to Mobile in 1.9mins & TR08 attendance to life risk incident within 10mins
- promote a positive health & safety culture to reduce firefighter injuries & damage to fire appliances. Increased vigilance & completion of near miss reports where appropriate
- ensure correct use, maintenance & recording of Personal Protective Equipment

Excellent Prevention & Protection

Together we will:

- increase the percentage of visits to vulnerable persons, using status reports during HFSC planning
- give consideration to the transient population; students, immigrants, asylum seekers including the need to revisit properties regularly.
- liaise with the Arson Reduction manager & increase the output of waste & fly-tipping
- link with youth engagement in the community and Princes Trust
- strengthen links with DPM to familiarise crews with the diverse needs of the population & share links with service providers
- ensure annual SOFSA target is met
- carry out reassurance campaigns in residential high rise blocks in the station area prioritising blocks of 8 floors or more

Excellent People

At Toxteth we will:

- set appraisal objectives that will ensure the aims of the Station Plans are achieved
- complete appraisals within specified timescales
- identify & support firefighters who would like to seek promotion.
- reduce absence levels to the lowest possible level & ensure support plans are completed for those staff who need them, in line with relevant timescales.
- encourage & support the development of Service drivers as a priority.

Zero
Fire Deaths

Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

85

OUTPUTS

are the quantifiable things we deliver to improve outcomes

Estimated 2018/19 performance	Estimated 2019/20 targets *
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All Fires

- Accidental Dwelling Fires (ADF)
- Anti-Social Behaviour Fires (ASB)
- Road Traffic Collisions
- Deliberate Vehicle Fires
- Alert to Mobile
- AFA's in Non Domestic Premises
- Domestic Smoke Alarm Actuations

362 52 206 21 33 95% 19 123

* Outcome targets are based on 5yrs data

Excellent Operational Preparedness

The team at Wallasey will:

- complete visits to premises, understand the risks that site poses & appropriately record this information.
- complete all hydrant surveys.
- ensure all personnel maintain core risk critical competencies by attending TDA courses.
- continuously develop knowledge & understanding of local risks: through station based training & multi-pump exercises at these sites utilising operational plans & information.
- maintain specialist skills through training & prepare for specific incident types matching the station profile & allocated specialisms.
- complete all e-learning packages & achieve the required standard.

Excellent Operational Response

We will:

- continuously develop skills, knowledge & understanding of service equipment & procedures.
- work with neighbouring fire station teams to carry out joint training events rotating on a monthly basis.
- aim to develop skills & knowledge in the use & application of the CPL to promote our role as a nominated CPL station.
- complete all allocated SPA's
- follow Service guidance, policies & procedures.
- remain vigilant & take action to prevent accidents occurring & actively promote a positive Health & Safety culture in our workplace.
- respond to notification of incidents immediately & try to minimise our alert to mobile times.

Excellent Prevention & Protection

Together we will:

- undertake prevention activities & campaigns to reduce risk for those at high risk of fire or other emergency.
- target community safety activity at the vulnerable, elderly or high risk lifestyles.
- liaise with CRM & Wirral District Prevention Teams to ensure effective use of resources.
- develop & support activities to reduce ASB fires by effectively working with partners.
- promote fire safety awareness in the small business community by conducting Simple Operational Fire Safety Assessments.
- deliver prevention talks and demonstrations to groups to support community safety.
- carry out community reassurance campaigns in residential high rise blocks in our station area, prioritising blocks of 8 or more floors

Excellent People

At Wallasey we will:

- help develop & promote a positive culture whereby all individuals fulfil their potential.
- take practical steps to assist in the development of staff in their current role & career progression opportunities.
- conduct regular appraisals that identify individual development needs, address organisational objectives & manage individual progress.
- aim to achieve perfect attendance at work.
- engage with & support our Fire Cadets & Prince's Trust Teams. Helping to develop these young people and to promote our values.

Zero

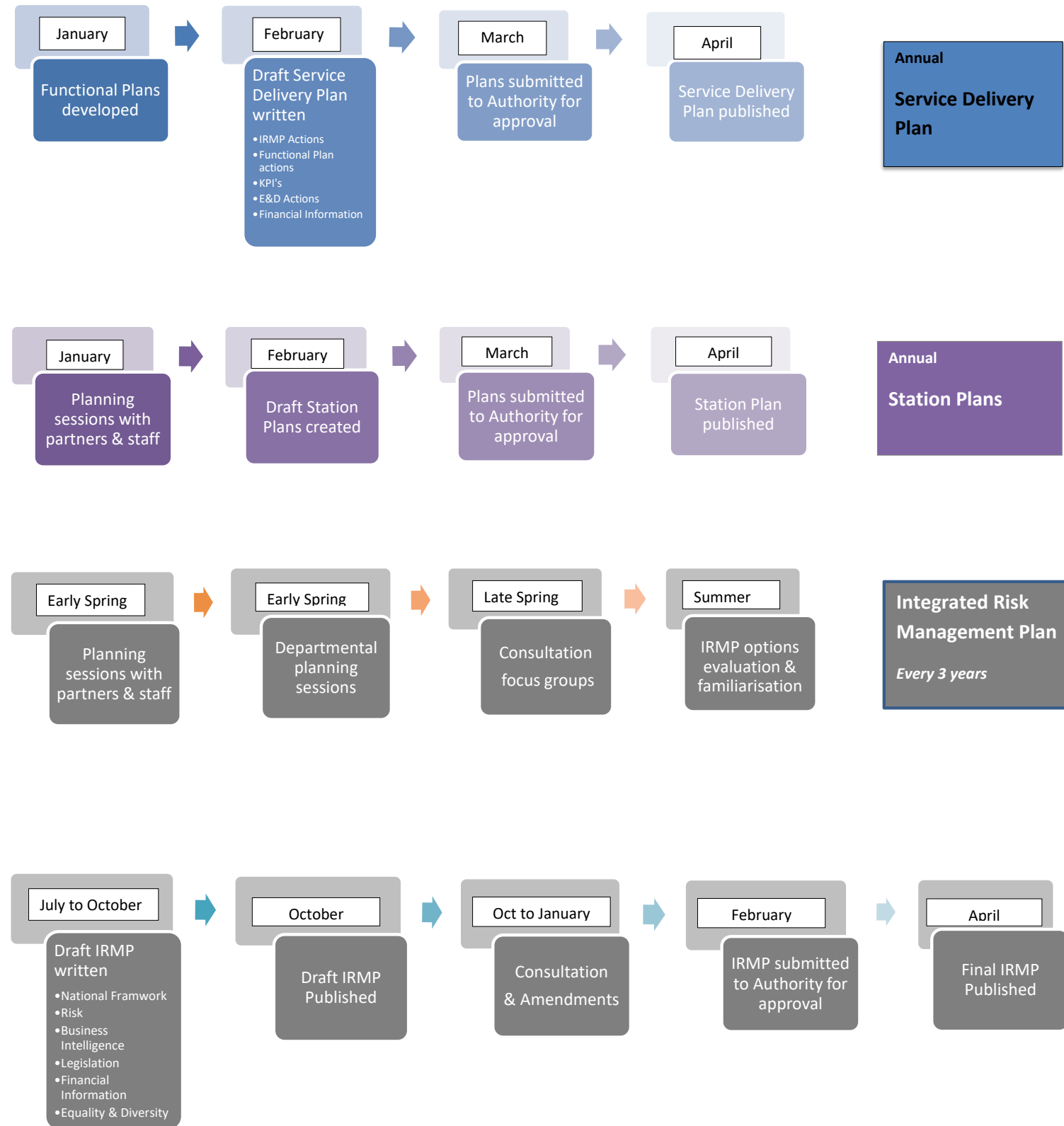
Fire Deaths



Our Mission is to achieve safer stronger communities through safe & effective firefighters, delivering excellent operational preparedness, response, prevention, protection & people.

APPENDIX 3

MFRS Integrated Planning Process



SAFER, STRONGER COMMUNITIES, SAFE, EFFECTIVE FIREFIGHTERS



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www.merseyfire.gov.uk

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	19.12.2019	REPORT NO:	CFO/062/19
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	MERNOCK DIRECTOR OF PEOPLE & ORGANISATIONAL DEVELOPMENT	REPORT AUTHOR:	PAUL BLANCHARD-FLETT, OH MANAGER
OFFICERS CONSULTED:	PAUL BLANCHARD-FLETT, OCCUPATIONAL HEALTH MANAGER; JACKIE SULLIVAN, SPECIALIST NURSE PRACTITIONER IN OH; STEWART MARTIN, COMMODITY MANAGER, PROCUREMENT TEAM		
TITLE OF REPORT:	OCCUPATIONAL HEALTH MEDICAL SERVICES CONTRACT		
APPENDICES:	OH MEDICAL SERVICES CONTRACT PROCUREMENT PROCESS REPORT		

Purpose of Report

1. The purpose of this report is to advise the Authority of the outcome of the Tender Process for the new Occupational Health Medical Services contract, and to seek Authority approval of the award of the contract to Healthwork Limited.

Recommendation

2. To approve the award of the new Occupational Health Medical Services contract to Healthwork Limited with effect from 1st April 2020 for the period 2020-2025, with an option for further extensions up to 5 years.

Introduction and Background

3. Members will see the attached Report on the Procurement process which shows that this tender clearly demonstrates that the current supplier provider scored the highest of the two companies involved in the Tender process.
4. Healthwork Ltd, is the Authority's current supplier having provided the Service and its Officers with medical advice since 2006.
5. During this period the Authority's Occupational Health Services have developed into an award winning service that leads in the UK Fire Service community in this area.

6. In addition sickness absence has reduced over this period to levels akin to those in most private sector companies, which is a significant achievement for a local authority, employing staff in a physical mentally challenging occupation and in the North West of England (all factors that mitigate against low sickness absence).
7. Healthwork physicians have supported the Service in this regard.

Equality and Diversity Implications

8. Healthwork Limited has three Directors – Dr.Tok Hussain, Dr.Shaun Austin and Dr.Shahed Khan. Their company prides itself on its diversity and inclusivity. All Healthwork staff have diversity and equality training.
9. Healthwork medical staff have provided, and would continue to do so under the new contract, advice to the Service in relation to employees who may be covered by the Equality Act and reasonable adjustments in the workplace. During the period of the existing contract they have conducted medicals with staff who require to be accompanied signers.

Staff Implications

10. There are no MFRA additional staffing implications under the new contract

Legal Implications

11. Healthwork staff are all covered by the company insurances and indemnities.
12. The procurement process has been carried out fully in line with the Public Procurement Regulations 2015 and in view of the Contract Standing Orders of the Authority the threshold of £250,000 over the full contract life has been exceeded, this requires approval from Members..

Financial Implications & Value for Money

13. The contract price is £188,700, fixed for three years. With the current planned recruitment we have also added additional doctor cover for 3 months in the year. This will add an additional cost of £12,600 given the Authority approved increase in firefighter numbers as recommended by the CFO. Therefore the total price will be £201,300 per annum for each year and this can be contained within the existing budget.

Risk Management, Health & Safety, and Environmental Implications

14. The appointment of Healthwork will allow the Service to meet its requirements under all Health and Safety law, such as the Control of Asbestos Regulations for which we are required to have an appointed doctor, and DSE Regulations.

15. The award of the new Occupational Health Medical Services contract will assist the Service to facilitate safe effective firefighters by ensuring that all are medically fit for duty, and their health and wellbeing is supported by qualified professional clinical staff.

BACKGROUND PAPERS

GLOSSARY OF TERMS

MFRA -	Merseyside Fire and Rescue Authority
MFRA -	Merseyside Fire and Rescue Service
RADGL -	Royal Albert Dock Group Liverpool
MFCC -	Merseyside Fire Fighter Charity Committee

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

This report is Restricted

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