



**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](#) or on the Authority's website:

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

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref:

Our ref HP/NP

Date: 2 December 2020

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, 10TH DECEMBER, 2020**, remotely via Zoom.

The proceedings of the meeting can be viewed via the following link:

<https://youtu.be/Q9nBLB7ap80>

Yours faithfully,

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

Clerk to the Authority

Encl.

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

10 DECEMBER 2020

AGENDA

Members

James Roberts (Chair)
Steff O'Keeffe
Barrington
Angela 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.

2. Minutes of the Previous Meeting (Pages 7 - 16)

The Minutes of the previous meeting of the Policy and Resources Committee, held on 30th July 2020, are submitted for approval as a correct record and for signature by the Chair.

3. STATEMENT OF ASSURANCE 2019-20 (Pages 17 - 44)

To consider Report CFO/059/20 of the Chief Fire Officer, concerning the Authority's Statement of Assurance 2019-20 for publication on the Authority website.

4. **FINANCIAL REVIEW 2020/21 - JULY TO SEPTEMBER** (Pages 45 - 74)

To consider report CFO/058/20 of the Treasurer, concerning the financial position, revenue and capital, for the Authority for 2020/21. 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 July to September 2020.

5. **TREASURY MANAGEMENT INTERIM REPORT 2020/21** (Pages 75 - 84)

To consider Report CFO/065/20 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.

6. **CORPORATE RISK REGISTER 2020-21 APRIL-SEPT UPDATE**
(Pages 85 - 142)

To consider Report CFO/060/20 of the Chief Fire Officer, concerning 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 2020.

7. **SERVICE DELIVERY PLAN 2020-21 APRIL-SEPT UPDATE** (Pages 143 - 232)

To consider Report CFO/061/20 of the Chief Fire Officer, concerning performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2019/20 for the period April to September 2020, the Integrated Risk Management Plan actions and the HMICFRS action plan.

8. **IRMP 2021/24 initial public consultation** (Pages 233 - 270)

To consider Report CFO/064/20 of the Chief Fire Officer, concerning the outcomes of a public engagement exercise relating to the development of the 2021/24 Integrated Risk Management Plan (IRMP) (Appendix A) and the process for the development of the IRMP.

9. **Review of Area Manager Structure** (Pages 271 - 274)

To consider Report CFO/066/20 of the Chief Fire Officer, concerning proposed changes to the Area Manager structure as the first part of a senior management restructure.

10. Reward and Recognition Programme (Pages 275 - 306)

To consider Report CFO/063/20 of the Chief Fire Officer, concerning a proposal to procure a “Total Reward” Reward and Recognition Programme that is expected to provide benefits to the authority in relation to staff engagement, embedding organisational values, supporting staff and recognising desired behaviours and good practice.

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

11. Provision of Equipment for National Resilience Mass Decontamination Capability (Pages 307 - 312)

To consider report CFO/067/20 of the Chief Fire Officer, concerning the provision of equipment for National Resilience Mass Decontamination Capability.

This report contains EXEMPT information by virtue of Paragraphs 3 and 7 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.

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

30 JULY 2020

MINUTES

Present: Cllr James Roberts (Chair) Councillors Steff O'Keeffe, Barrington, Angela Coleman, Lisa Preston, Lesley Rennie, Jean Stapleton, Andrew Makinson and Les Byrom

Also Present:

Apologies of absence were received from: There were no apologies of absence.

7. CHAIR'S ANNOUNCEMENTS

At the start of the meeting, the Chair of the Committee thanked everyone for attending and welcomed any members of the press or public who were observing the proceedings.

The Chair then introduced the meeting and provided all present with an overview of how this remote meeting would work and some housekeeping.

The Chair confirmed that all Members of the Committee were in attendance, and that they could all hear and be heard; and could see and be seen.

1. Preliminary Matters

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

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 19th December 2019, were approved as a correct record and signed accordingly by the Chair.

In relation to the Minutes of the previous meeting, which make reference to there not being a Community Safety Partnership within St. Helens, Cllr Preston commented that since the last meeting of the Committee, a Community Safety Partnership had now been established within the district.

3. Petition

The petitioner – Mr Brace, was admitted to the meeting and advised by the Chair of the Committee that he had up to 5 minutes to present his petition, as per Standing Order 11.4 within MFRA's Constitution.

Members were informed that once the petition had been presented, they would have up to an additional 5 minutes, to ask any questions that they may have in relation to the petition, which are to be stated and answered without further discussion.

Mr Brace was then invited to present his petition.

Mrs Leonora Brace presented the petition on behalf of Mr John Brace. It was confirmed that as of 29th July 2020, the electronic petition, started by Mr John Brace, had received 6 signatures.

It was highlighted that the petition is calling on Merseyside Fire & Rescue Authority, to change its ways of working in the following 3 areas:

(1) When an individual is owed money by Merseyside Fire and Rescue Authority as a result of a judicial decision in a legal case where Merseyside Fire and Rescue Authority is a party, for Merseyside Fire and Rescue Authority to pay such awards promptly (within a maximum of a month) without the need for further Court enforcement action against Merseyside Fire and Rescue Authority before payment is made.

(2) For Merseyside Fire and Rescue Authority to specifically state in its constitution which post has delegated decision making authority to authorise the payment of payments resulting from (1) up to a specified amount (it is suggested up to £250,000),

and

(3) If Merseyside Fire and Rescue Authority change their solicitor, for the judicial case (tribunal and court) in which Merseyside Fire and Rescue Authority are a party for MFRA to inform the Court or Tribunal and other parties promptly of that change to prevent delays.

It was stated that the petitioners are calling on MFRA's Policy & Resources Committee to consider the 3 matters highlighted, as the Terms of Reference for the Committee, includes the determination of new policies.

The Chair of the Committee thanked the petitioners for presenting their petition and asked Members for any questions they wished to raise.

No questions were raised by Members and the petition was noted.

4. REVENUE & CAPITAL OUTTURN 2019/20

Members considered Report CFO/042/20 of the Director of Finance, concerning the Authority's year-end financial position for 2019/20.

Members were informed that the report provides a summary of the budget and actual outturn position in relation to the approved 2019/20 Revenue, Capital, and Reserve budgets.

Some background information on the 2019/20 budget plan and budget assumptions, was highlighted to Members, and they were informed that those key assumptions remained robust throughout the year.

Members were advised that changes to the original budget and the Medium Term Financial Plan, were monitored closely throughout the year and that quarterly financial review updates are provided to Members, with the last report covering the period up to the end of December 2019.

The budget adjustments in the last quarter of 2019/20, and a summary of the movements for the year, were highlighted to Members, which in summary, are as follows:

- The Medium Term Financial Plan and 2019/20 key budget assumptions, remained robust throughout the year.
- The revenue budget stood at £60.282m throughout the year.
- The original £17.7m capital budget was adjusted throughout the year, mainly to reflect the rephrasing of schemes from 2018/19 into 2019/20; and the rephrasing of schemes from 2019/20 into future years.
- Members approved an increase in the General Reserve from £2m to £3m during the year, with £23m of committed reserves at the start of the year.

Members were informed that the revenue outturn position was £58.131m, with a £2.151m net underspend. They were advised that after taking account of year-end reserve requests of £0.650m, the underspend was £1.501m. At the 2019/20 Budget Authority meeting, Members approved a strategy of utilising any savings to fund an increase in debt payments, the minimum revenue provision (MRP), in order to free up future years' budget, to potentially increase spend on frontline

services. Therefore, Members were advised that an additional £1.501m MRP payment has been made, leaving the overall revenue outturn position as consistent with the approved budget.

An explanation of the major revenue variances for 2019/20, was provided to Members, and they were informed that Appendix A provides a detailed analysis of the revenue outturn position.

Members attention was drawn to paragraphs 16 to 18 within the report, which summarised the committed reserves opening and closing position. They were advised that committed reserves have reduced by £4.297m in the year, mainly due to a call-down on the capital reserve to fund the new St. Helens station build.

Members were advised that paragraphs 19 to 21, outlined the capital outturn position and that £3.762m of the planned 2019/20 spend, had now been re-phased into 2020/21; and that Appendix B provides a detailed analysis of the capital outturn position.

Members commented that this has been a most unusual year; and that they were very grateful to all staff for what they have done; and to staff working remotely, doing their best in very difficult circumstances.

Members also commented that through the LGA and the Fire Services Management Committee, lobbying was continuing under the Comprehensive Spending Review, around the amount of funding that FRS's get as a sector; and around what FRS's are now doing in the new environment.

Questions were raised by Members around the costs associated with Covid-19 and potential costs moving forward, in terms of ensuring that we keep our staff safe.

Members were advised that a report was submitted to the last Authority Meeting, around the implications of Covid-19, which highlighted that the Authority had received a Government Grant of £1.4m. Members were informed that so far, spend associated with Covid-19 was below the grant amount; and that it was anticipated that the grant would cover the impact of Covid-19 for 2020/21.

Members were advised that the main areas of spend were to cover a loss in income and the purchase of additional PPE, with some spend also associated with additional resilience payments and ICT. Members were advised that Officers are comfortable that the grant will be sufficient to cover associated costs for this year.

Members were advised however, that beyond this year, there may be an impact with regards to council tax collection rates. At present, the collection rate for Council Tax within the local authorities, is around 96/ 97%. However, it is anticipated that given the financial hardship for some people, they may not pay their Council Tax, resulting in the collection rate being lower and the collection

fund going into deficit. Members were informed that any such deficit would be dealt with when preparing for the 2021/22 budget.

They were also informed that the government has indicated that it will bring in legislation to allow local authorities (including Fire Authorities), to spread any such deficit over a 3-year period.

It was highlighted to Members that any reduction in the Council Tax collection rate may result in a reduction in the size of the council tax base. The current MTFP assumes that the council tax base will increase by 1% each year, with each 1% increase equating to an additional £300k.

Members were assured that the fire sector and Authority will continue to lobby the Government for maintaining financial support for fire and the fire sector have made submissions to the Treasury around additional funding requirements for increased protection activity following Grenfell. They were advised that it is hoped that those submissions would be successful; and MFRA receive at least the current MTFP assumption of a 1% year on year grant increase.

Further comments were made by Members concerning business rates, for which MFRA receives 2% of the local Merseyside total. It was commented that business rates are in turmoil at the moment; and it is also unknown what the impact of that may be on MFRA's financial position.

*During consideration of this item, Officers became aware that connection to the YouTube live broadcast had been lost.
The meeting was therefore adjourned whilst connection was re-established.*

Once connection was re-established, the meeting re-commenced.

The Acting Monitoring Officer advised that the meeting had been suspended as we had been notified that the YouTube connection had been lost. They explained that a link had been re-issued to Members; and for public access via the published agenda.

It was confirmed that prior to the loss of connection, Agenda Item 3 – “Revenue & Capital Outturn 2019/20” had been presented by the Treasurer. Therefore, the meeting resumed at this point and Members were asked to approve the recommendations of this report.

Members Resolved that:

- a) The actual revenue performance against the approved budget, after taking into account year-end reserve adjustments, be noted as being a net underspend of £1.501m.
- b) The use of this underspend to increase the actual 2019/20 minimum revenue provision (debt repayment), with the aim of freeing up future debt servicing budget to allow reinvestment back into front line services, be noted.

- c) Capital re-phasing from 2019/20 into future years of £3.762m, be noted as being necessary.
- d) The establishment of year-end reserves of £0.650m, be noted.

5. Update to Delivery of Apprenticeships

Members considered Report CFO/040/20 of the Deputy Chief Fire Officer, concerning the progress made following the approval of the Development of Apprenticeships, as an employer provider.

Members were provided with an overview of the report, which highlighted that MFRA has been involved in the delivery of apprenticeships since 2015, when it commenced the delivery of Community Safety Advisor apprenticeships.

Members were advised that the Authority subsequently looked to implement apprenticeships across other service areas, including Computer Aided Design, Catering, Business Administration and Engineering and Vehicle Maintenance.

They were advised however, that with the publication of the Operational Firefighter Apprenticeship Standard, the Service considered how this, and other new apprenticeships could be delivered most effectively.

Members were informed that the attainment of Apprentice Employer Provider status, allows the Service to administer these programmes on behalf of our employees; and that the Service is now listed on the Register of Approved Training Providers, as an Employer Provider.

Members were informed that new Firefighter recruits are now enrolled onto the Operational Firefighter Standard Apprenticeship, which is a 2-year development programme delivered through the recruit course at the Training & Development Academy and during development on stations.

It was highlighted to Members that there have been 3 cohorts of Development Firefighters, equating to 59 learners currently progressing through the development programme.

Members were advised that as an Employer Provider, the Authority can claim the cost of delivering the Apprenticeships (currently up to £12k per learner over the 2 years), through our Digital Apprenticeship Service (levy) account; and as a levy paying employer, we pay approximately £170k per annum, into our levy account.

Members were informed that it is estimated that for the first 5 cohorts of Firefighter Apprenticeship learners, the Authority will have claimed in excess of £1m in delivery funding.

It was also highlighted to Members that the effective use of the levy funds, allows for the current funding to be re-invested in training of the existing

workforce; and will also allow for funds to be set aside to accommodate any future changes to apprenticeship funding rules and programme delivery.

Members were advised that it is requested that funds received for apprenticeship training, are vired to the appropriate departments involved in its delivery, as highlighted within the table at paragraph 16 of the report, in order to bolster and support those areas.

The Staff Implications contained within the report, were highlighted to Members. They were also informed that the Authority will receive OFSTED inspections, similar to schools, with an inspection anticipated before year end, whether that be a virtual inspection or in person.

It was also highlighted to Members that by re-investing the funds received for the delivery of Apprenticeship training, the Service can ensure that appropriate resources are committed to maintaining high quality Firefighter training, which has a direct impact on how we develop our staff and our ability for our people to be the best that they can be.

A question was raised by Members regarding the new 2-year Firefighter Development Programme and how it compares with the traditional route.

Members were informed that it is very similar to the previous NVQ standard. They were informed that the NVQ normally takes around 18 months to complete. However, what the new Apprenticeship route does, is bring individuals into the Training & Development Academy every 3 months, along with their Watch Managers, who are also being trained as assessors, to assess them throughout the 2-year programme.

Members were advised that with the NVQ route, the time taken to complete it can very much depend on which station individuals are based at, as some stations are busier than others. However, the new Apprenticeship route takes away this element, as everyone is being assessed every 3 months, putting all recruits on the same footing, regardless of which station they are posted to.

A further question was raised around whether this change has resulted in any retention issues and if is being monitored.

Members were informed that no issues have been noted at present, however this is something that will be monitored. It was clarified to Members that although the NVQ could be completed within 12 months, equally it can take up to 3 years to complete. It was also commented that very few people complete the NVQ in 12 months and if there were to be more, Officers would be inclined to question why, as they would feel that those individuals would not necessarily have the relevant experience.

It was re-iterated to Members that the Apprenticeship is a lateral 2-year programme and that there has been no indication of issues around retention as yet. Members were assured that this would be monitoring and should any issues arise in the future, these would be reported back to Members.

Members raised a question in relation to paragraph 13 of the report around training costs, and asked to be provided with an example of costs that would not be covered by the levy and for information around the general training budget.

Members were informed that the overall training budget, is for the training of all staff, across the whole organisation. They were advised that OFTED are very specific that any money provided, is utilised in support of those apprenticeships, and are very keen on monitoring that. They were advised that Watch Managers who are recruit trainers, are often utilised within other areas of training as well, so it is important that only the elements of their role that are directly supporting the recruits, would be funded by the levy.

Members were advised that every hour that anyone spends working with the recruits, is recorded, to ensure that the Authority are claiming back exactly what is entitled.

Members Resolved that:

- a) The current position of the Service on the delivery of apprenticeships, be noted.
- b) The adjustment of budgets for apprenticeship delivery, to the relevant departments to reflect costs incurred, be approved.

6. Learning and Development Contract

Members considered Report CFO/043/20 of the Deputy Chief Fire Officer, concerning the extension of the current contract the Authority holds with Brathay Services Ltd ("Brathay"), for the provision of specialist team building training for one year, due to the inability of the Authority to move to market due to the implications and restrictions posed by the actions in relation to COVID-19.

Members were informed that the Authority currently has a 3-year contract for the provision of specialist team building programmes, with the option to extend by a further year.

They were advised that within this contract, the Authority has, in conjunction with Brathay Services Ltd, developed a tailor made recruitment programme, in order to meet the Authority's requirements for team building and individual development for our new recruits, as well as current employees undertaking leadership and development training, as part of our corporate succession planning process.

It was highlighted to Members that while the contract allows the provision of a contract extension of 1-year, due to the current spend during the 3-year contract term and anticipated spend for a further year, as detailed within the financial implications, the expenditure during the proposed extension and value of the contract would exceed £250k.

Members were advised that Officers have been unable to tender for the award of a new contract for the supply of this service, due to the implications of the Covid-19 lockdown and the extensive process involved.

Members were also informed that a request has been received from Lancashire Fire & Rescue, to participate in this 1-year extension and then to work with us on any future tender process, when we go back out to tender for this service, over the coming year.

With regards to the financial implications, it was highlighted to Members that based on the known and predicted training requirements, it is expected that the Authority spend for this year, up to July 2021, will be approximately £175k for courses provided. In addition, it is anticipated that the spend for Lancashire F&R will be approximately £33k. It was confirmed to Members that these costs can be contained within the overall organisational training budget.

A question was raised by Members as to how much the contract was likely to exceed the £250k by.

Members were advised that Officers did not have the exact figures to hand, however as the Authority's Financial Regulations dictate that as soon as the contract amount goes £1 over the £250k threshold, Officers do not have the power to approve. It was stressed to Members however, that the costs are within the available budget.

A further question was raised by Members with regards to paragraph 10 of the report, which references a formal agreement between MFRA and Lancashire Fire & Rescue; and whether Members should be approving the recommendations before such an agreement is in place.

Members were assured that the report has been brought to Members for approval, as spend for our own officers will exceed the £250k. With regards to collaboration with Lancashire F&R, Members were assured that an agreement would need to be in place before the Authority would incur any costs.

Members Resolved that:

- a) The utilisation of a 1-year contract extension, be approved.
- b) Expenditure during the proposed extension and value of the contract, be noted as exceeding £250k.

Close

Date of next meeting Thursday, 10 December 2020

Signed: _____

Date: _____

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	10 DECEMBER 2020	REPORT NO:	CFO/059/20
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:			
TITLE OF REPORT:	STATEMENT OF ASSURANCE 2019-20		

APPENDICES:	APPENDIX A: STATEMENT OF ASSURANCE 2019/20
-------------	--

Purpose of Report

1. To request that Members consider and approve the Authority's Statement of Assurance 2019-20 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 2019-20.
 - b) If approved, the Statement of Assurance 2019-20, 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 2019 to March 2020) – 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 2019 to March 2020 has been prepared in a way that does not substantially duplicate existing plans, reports and other documents, but instead includes links to existing documents held on the MFRA website, or in some cases to documents held by other organisations or within Governmental Departments.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

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

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

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

BACKGROUND PAPERS

GLOSSARY OF TERMS

This page is intentionally left blank



Statement of Assurance

2019-20



Merseyside Fire & Rescue Authority

ANNUAL STATEMENT OF ASSURANCE 2019/20

CONTENTS

1. Foreword	Page 2
2. Introduction	3
3. Governance arrangements	4
4. Overview of Merseyside Fire & Rescue Service	6
5. The risks we face in Merseyside	9
6. Risks beyond our borders	10
7. Our services to the community	11
8. Our performance	13
9. Financial performance	14
10. Our future plans	16
11. Glossary of Terms	19

MERSEYSIDE FIRE & RESCUE AUTHORITY

ANNUAL STATEMENT OF ASSURANCE 2019/20

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 2019 and 31st March 2020.

'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

In July 2019, after several years of reduced budgets and subsequent cuts to front line services, Merseyside Fire and Rescue Authority published a new [Integrated Risk Management Plan Supplement 2019/21](#) which put resources back into operational response and fire safety, largely through the use of reserves to pay off debt, thus freeing up revenue income to pay for more firefighters and Protection (legislative fire safety) staff to provide more resilience to deal with large scale emergencies and increased risk on Merseyside, and to help ensure the effective implementation of changes to legislative fire safety requirements as a result of the public inquiry into the Grenfell Tower fire.

The impact of the COVID-19 pandemic was only beginning to be felt at the end of 2019/20 and more details will be provided in our 2020/21 Statement of Assurance, but at the time of writing this report it is fair to say that the Service and its staff have risen to the challenges they have faced. Merseyside Fire & Rescue Service has led the National response to the pandemic through our Chief Fire Officer as the Fire Gold Commander and in doing so we have supported fire and rescue services regionally and nationally and worked closely with other agencies to help them meet their own unprecedented challenges.

The pandemic has effected every aspect of all our lives and it has also had an impact on the future budget settlements for fire and rescue services, which are likely to be for one year only, instead of the hoped for three-year settlement that would allow longer term planning. You can rest assured however, that the Fire and Rescue Authority will continue to have the best interests of our communities at heart and our focus will remain on our Mission of Safer Stronger Communities, Safe Effective Firefighters.

We hope that you find this Statement of Assurance useful and that it explains the context and scale of the challenges faced by the Authority now and in the future. It is intended to direct readers to other published reports, rather than repeating existing material and as a result it contains several hyperlinks. If you require copies of any documents or have any comments or questions please contact Jackie Sutton – Integrated Risk Management Planning Officer on 0151 296 4563 or by email on jackiesutton@merseyfire.gov.uk

2. Introduction

Merseyside is a Metropolitan 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. 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 2019 estimated figures showed that Merseyside has a population total of 1,429,910. This is a 3.5% increase on 2011 census figures. The population is split 48.9% male and 51.1% female. Merseyside has a lower proportion of children (18.1%) and higher proportions of working age residents (62.8%) and older people (19.1%) than North West averages.
- Of the total population of over 65's (based on 2011 census data) 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.

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 when compared to 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	2015	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	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 believe that fire does discriminate against the old and infirm and those in socio-economically disadvantaged areas. We have developed policies and procedures based on Risk, Demand and Vulnerability to 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 through innovative use of crewing systems and placement of appliances relevant to the risk in that station area. 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 2020-21](#) in April 2020 and following a 12 week consultation period in April 2019 the [IRMP Supplement 2019/21](#) was published to update on proposals included in the [Integrated Risk Management Plan 2017-20](#).

The Service Delivery Plan establishes the standards of performance expected and reported on the 2019/20 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 2020/21.

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 Councilor 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 www.merseyfire.gov.uk

The Authority has ultimate responsibility for decision making but has delegated many decisions to committees as part of their Terms of Reference (available to view in the Constitution) and officers. Elected Members work closely with officers (the staff employed by the Authority) to develop policies, plans and strategies to give direction to the Service and to ensure that services are delivered in line with the Authority's objectives.

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

- Association of Metropolitan Fire & Rescue Authorities
- Local Government Association
- National Joint Council
- North West Employers' Organisation
- North West Fire and Rescue Advisory Forum
- Safer Merseyside Partnership

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
- [MFRA Constitution 2019/20](#) 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 39 of the

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 2020](#) (Department for Communities and Local Government) and [CIPFA 2020](#) (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 on 18th October 2018. This report summarises all of the results produced by People Insight and can be found on the MFRA website.

A further Staff Survey was delayed during 2020 due to the COVID-19 pandemic but is taking place in November and December 2020 and outcomes will be reported back in the 2020/21 Statement of Assurance.

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 2019-20](#) which set out how we have met our legal obligations and improved outcomes for our communities.

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

The [Fire and Rescue Services Act 2004](#) requires every fire and rescue authority to produce an Integrated Risk Management Plan to identify foreseeable risks and develop services to respond to those risks and help

prevent incidents occurring. The Authority's [Integrated Risk Management Plan 2017-20](#) and [IRMP Supplement 2019/21](#) meet these obligations. [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 focusing on 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:

- The river Mersey and the resulting high volume of shipping
- 201 high rise buildings (defined as over 18m or 6 storeys)
- 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.
- Terrorism risks associated with city centre locations
- Major waste recycling centres

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

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

Management of Risk

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

- [Service Delivery Plan 2020-21](#) for details of 2019/20 performance indicator outcomes
- [Integrated Risk Management Plan 2017-20](#)
- [IRMP Supplement 2019/21](#)
- [Budget and Financial Plan 2015/16-2019/20](#)
- Corporate Risk Register 2019/20 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 2020-21](#) 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 2019/20. 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 2020-21](#) 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 621 operational staff across the 22 Fire Stations, Marine Rescue, Fire Control and Officer Group.

Community Risk Management – Prevention and Protection

In 2019/20 we restructured our Community Risk Management Function creating separate Prevention and Protection Functions to acknowledge the requirement to place increasing focus on Protection as a result of the outcomes of the Grenfell Tower Inquiry.

The activities undertaken by Prevention and Protection 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 Prevention and Protection has expanded to cover extensive and wide ranging activities to actively target and reduce risks in the interests of protecting our communities and our firefighters. In order to manage these activities, we have structured our community risk management provision to align under the 3 P's:

Protection

The publication of the Grenfell Tower Inquiry recommendations in Autumn 2019 has resulted in an increased focus on legislative fire safety and building safety, particularly as it relates to high rise premises, the Authority has taken account of that in its Integrated Risk Management Plan Supplement and increased its resources to carry out this important work.

- **PREMISES** (Community Fire Protection Department)
 - Business Safety

Our Priorities:

PREMISES – Community Fire Protection department aim to:

- Deliver the recommendations from the Grenfell Tower Inquiry
- Enhance fire safety provision for operational personnel through measures including delivery of Simple Operational Fire Safety Assessment (SOFSAs), 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.

Prevention

- **PEOPLE** (Community Fire Prevention Department)
 - Home Safety

- **PLACE** (Community Safety Department)
 - Community Safety Partnerships
 - Arson reduction
 - Road safety
 - Water 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.

In addition to the above, and underpinning all of the 3 P's we have our [Youth Engagement Department](#)

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 2020-21](#) reports on performance for 2019/20 and establishes the Key (KPI) and Local Performance Indicators (LPI's) and service delivery standards for 2020/21. 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 quarterly and monthly basis respectively.

workover the years we have refined our approach to Prevention and Protection, using intelligence to target our activities on the most vulnerable people and highest risk buildings. 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.

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, 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 2020-21](#)

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	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Accidental Fires in the Home	3.3	3.3	3.1	3.2	2.9	3.0	2.7	2.5	2.5	2.4
Other Building and Property Fires	3.3	3.2	2.5	2.3	2.1	2.2	2.2	2.0	1.8	1.5
Vehicle Fires	2.6	2.2	2.0	1.8	1.9	2.0	2.3	2.3	1.9	1.8
All Antisocial Behaviour Fires	20.7	18.5	11.8	15.8	12.0	12.5	13.0	13.2	14.5	9.7
False Automatic Fire Alarms	16.2	15.2	12.5	7.5	7.7	7.9	8.6	9.3	9.0	10.1
Other False Alarms	5.7	5.0	4.7	4.5	4.4	4.8	5.2	5.8	5.6	5.3
Road Traffic Collisions	1.5	1.4	1.3	1.4	1.6	1.5	1.7	1.5	1.7	2.0
Other Special Services	5.9	5.3	5.3	5.6	5.6	6.0	6.8	7.1	7.3	8.7
Grand Total	59.2	54.0	43.0	42.0	38.2	39.9	42.4	43.8	44.1	41.5

What others have said about our performance?

As a result of an excellent brief from NRAT, we got exactly what we needed to help us understand both the Fire & Rescue Service capabilities and the command & control structures in place at the national level.

Major Mark Dunkley; Specialist Group, Military Intelligence. Standing Joint Command

A huge thanks to all at National Resilience for pulling together the National reports showing the broader COVID impacts across the sector. We and ministers do appreciate it.

Luke Edwards; Director of Home Office Fire Resilience, Crime, Policing and Fire Group

Can I thank the wonderful crew that attended my road accident yesterday at about 6pm on Staley Drive, Bootle. They were very kind, caring and professional, I think I remember the name Chris but I was all of a jitter!. They are credit to your service. Please pass on my gratitude. Thank you so much. X

Facebook comment from a person involved in an RTC that MRFS attended.

“Well paced and informative training delivered friendly and professional manner”

“Relevant content, specific chemicals and hazards and dealings with them. Excellent content delivered by knowledgeable professionals”

“Excellent training by the instructors, you could tell a lot of thought had gone into the training to tailor it the industry we work in”

Feedback following external corporate training courses at the Training and Development Academy

9. Financial Performance

In accordance with the statutory requirement under the Accounts and Audit (England) Regulations 2015 MFRA published a [Statement of Accounts 2019-20](#) and

[Annual Governance Statement 2019-20](#) (which can be found under Authority documents submitted on 4th June 2020) to illustrate that business is being conducted transparently and in accordance with the law and ‘that public money is being properly accounted for and used economically, efficiently and effectively’. *Section 3 of the Local Government Act 1999.*

Internal Audit

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

On the basis of the reviews undertaken Internal Audit have concluded that:

“it is our opinion that we can provide Substantial Assurance that the system of internal control in place at Merseyside Fire & Rescue accords with proper practice. This opinion is based on the individual assurance levels we have provided for each of the audit reviews undertaken during the year, and includes consideration of the wider sources of assurance provided to the Authority. The 2019/20 fundamental systems audits completed to date 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 2019/20 we are not aware of any significant control weaknesses, which impact on the Annual Governance Statement”

External Audit

External audit services are carried out by the Grant Thornton. Grant Thornton’s 2019/20 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 2020.

The Statement_of_Accounts_2019-20 and Annual Governance Statement 2019/20 can be found on the Authority’s Finance webpage at: <http://www.merseyfire.gov.uk.aspx/pages/finance/finance5.aspx>

Due to COVID19 the deadline for Grant Thornton to complete their audit for 2019/20 is 30.11.2020. The current plan is that a special audit committee will be arranged for 26.11.2020 – this SoA may have to be updated with its outcomes after Policy and Resources Committee on 10th December

The [Statement of Accounts 2019-20](#) and [Annual Governance Statement 2019-20](#) can be found on the Authority’s [MFRA website - Finance and Accounts](#)

Our budget for 2019/20

Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan 2019/20 – 2023/24

For many years now the Authority has maintained a comprehensive medium term financial plan (MTFP) and capital programme. Since 2010 the Government has 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.

To deal with the financial challenge the Authority approves a rolling 5-year MTFP on an annual basis at the Authority's Budget meeting. The 2019/20 MTFP approved at the Budget Authority meeting on 28th February 2019 delivered a balanced financial position up to 2020/2021.

In 2010/11 the revenue budget requirement was £73.3m of which Government support funded 63%. The 2019/20 Budget requirement was £60.3m, therefore over the 2010/11 – 2019/20 period the total revenue budget will have reduced from £73.3m to £60.3m or £13.0m which represents a 18% cash or approximately 40% real reduction.

The cumulative percentage reduction in Government revenue support for the Authority between 2010/11 (£46.3m) and 2019/20 (£30.8m) equates to a 33% cash reduction or approximately 50% in real terms.

Savings options over this period 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 structural changes required to sustain the approved savings within that plan have all been actioned including the final station merger proposal, completed following the opening of the new St Helens fire station in October 2020.

To assist with the Authority's long term financial planning, the current plan extends up to and including 2024/25. However, as the level of uncertainty over future costs and funding beyond 2020/21 is significant, particularly regarding the level of future Government support, any financial challenge from 2021/22 have simply been noted at this time.

Financial Management

The Authority produces a five-year financial plan that takes into account Revenue, Capital, Reserves and Prudential Borrowing forecasts. The Medium Term Financial Plan 2019/20 to 2023-24 and Budget Resolution can be found on the [MFRA website - Finance and Accounts](#) which was agreed at the Authority Budget meeting on 28th February 2019.

Our long term financial challenges and commitments

The Authority's approved savings to deal with the financial challenge identified within the MTFP, including merging fire stations, changes to work patterns/shifts to match resources to demand and further savings from support staff and non-employee expenditure. The Authority is concerned that future Government funding from 2021/22 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 2020-21](#). 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.

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 Authority plans on maintaining the frontline firefighter Full Time Equivalent (FTE) at 642 whilst investing in the Capital Infrastructure of the Authority.

Station mergers were approved by the Authority in three Districts. Two mergers were completed by the end of 2019/20; Prescott (merging Huyton and Whiston fire stations) and Saughall Massie (Upton and West Kirby). The new St Helens (St Helens and Eccleston) fire station opened in October 2020.

The current planning assumptions, that delivered a balanced 2020/2021 financial position, were considered by Members at the January 2020 budget strategy day. As with any assumptions those built into the medium term financial plan will be at risk from factors beyond the Authority's control, such as approved pay awards or actual Government funding levels. If any of these assumptions vary then the forecast budget position will be affected. The Authority receives regular financial review reports throughout the year and any corrective action to keep the budget and MTFP in balance will be considered by Members' as part of this reporting process.

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 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. Consultation with interested parties will take place during 2020/21 when preparing 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 link above.

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 10th December 2020.

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

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	10 DECEMBER 2020	REPORT NO:	CFO/058/20
PRESENTING OFFICER	IAN CUMMINS		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	FINANCIAL REVIEW 2020/21 - JULY 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 2020/21
	APPENDIX C:	APPROVED AUTHORITY CAPITAL PROGRAMME 2020/21 – 2024/25

Purpose of Report

1. To review the financial position, revenue and capital, for the Authority for 2020/21. 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 July to September 2020.

Recommendation

2. That Members;
 - a) note the contents of the report, and
 - b) approve the proposed revenue, capital and reserve budget alignments, and
 - c) approve the use of the £4.440m favourable revenue variance identified within this report to increase the capital investment reserve in order to contribute towards the cost of a new TDA development.
 - d) instruct the Director of Finance to continue to work with budget managers to maximise savings in 2020/21.

Executive Summary

Revenue:

The Authority approved a five-year medium-term financial plan (MTFP) at the Budget Authority meeting on 27 February 2020. The approved MTFP delivers a balanced budget for 2020/21 based on key budget assumptions around costs, in particular pay. A small financial challenge of £0.760m was forecast in 2021/22 rising to £1.490m by 2024/25. However, as Government grant support beyond 2020/21 is unknown the current MTFP strategy is to deal only the known financial challenges at this point and consider any future challenge once it is known or is more certain. This report updates members on the 2020/21 budget position and any issues arising in the year that may impact on the future years' financial position.

The Authority has a strategy of maximising any savings in the year in order to fund increases in reserves or additional debt payments that may free up future budgets to act as a hedge against future financial challenges or fund infrastructure investment.

This report identifies a favourable variance of £4.440m, mainly as the result of reducing planned debt payments to the minimum required (resulting in a £3.069m variance).

Members are asked to approve the use of this favourable variance to increase the capital investment reserve in order to contribute towards the cost of a new TDA development.

The total budget requirement remains at the original budget level of £61.961m. Appendix A1 – A4 outline in detail all the revenue budget and reserve movements since the last financial review report and September 2020.

Capital:

The capital programme planned spend has increased by £0.014m as the result of an increase in ICT spend funded via a revenue contribution. The revised Capital Programme is outlined in Appendix B and C.

Reserves & Balances:

The general balance remains unchanged at £3.000m. 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 2020/21 (April – September 2020).
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 – 2020/21

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:** 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 reserves in line with previously agreed Authority decisions. The budget adjustments in quarter 2 included: -
 - A net contribution to reserves of £0.112m to reflect a required adjustment to the PFI reserve and a repayment back to the energy saving reserve. A breakdown of the reserve movements are outlined in Appendix A4.
 - A £0.511m drawdown from the inflation provision to cover the green book staff annual pay award (2.75%) and other price increases.
 - Self-balancing virements to cover small adjustments within non-employee budget lines.
8. **The net budget requirement remains at £61.961m which is consistent with the original budget.**

9. Update on Budget Assumptions and actual expenditure:

McCloud remedy –

- 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 27th June 2019 the Supreme Court refused the Government the right to appeal against this decision and therefore compensation and remedy is required to redress the situation.
- On 16th July 2020 the Government issued its proposed remedy for consultation (ending 11th October 2020), once the Government finalises the remedy proposals they are likely to be subject to the introduction of future legislation, so potentially the remedy may not be fully “signed-off” until 2021/22 at the earliest. The remedy is likely to offer all public pension scheme members who were in service on or before 31st March 2012 and in service on or after 1st April 2015 the choice of either staying in the new scheme or moving back into their original scheme. However, all staff will move into the new scheme from April 2022.
- The Home Office issued informal guidance on 21st August 2020, informing fire and rescue authorities that members of the FPS facing immediate detriment (individuals approaching retirement) should be given the option to choose between their old scheme and the 2015 scheme. This HO guidance also stipulated that any retrospective employer and employee contributions would have to be made good.
- The 2020/21 Budget assumed any proposed remedy / compensation would not impact on the 2020/21 year as employer costs associated with the impact of the remedy would be taken into account in the 2020 FPS Actuarial review. This review will determine the FPS employer rates from 2023/24.
- Direction on the status of the HO immediate detriment informal guidance is being sought by FRS’s via the LGA, and a number of clarifications on the process are required before the informal guidance can be considered. However, HO finance officers have confirmed that any required retrospective employer contributions will not have to be made good by the employer and the cost will be recovered via the 2020 FPS actuarial review and amended employer rates from 2023/24.
- The Authority has been advised that any compensation payments will be passed to the employer as and when they are actioned.
- In order to manage any risk from the McCloud case the Authority identified the Smoothing Reserve, currently £2m, as an in-year source of funding if

any current McCloud assumptions do not hold true. The Director of Finance believes the Smoothing reserve can cover any costs associated with McCloud and the remedy in 2020/21, but the future funding of such costs will be considered as part of the 2021/22 and future budget processes.

Unplanned growth – The budget assumes all spending requirements can be met from the approved budget. The spread of **COVID-19** has created unprecedented circumstances within which the Authority has had to respond. The following points summarise the potential financial impact of COVID-19; -

- The anticipated financial impact in 2020/2021 is expected to be limited to a loss of commercial and other income (£0.5m) and additional expenditure on protective equipment, cleaning, ICT and other costs (£0.9m). To date the Government has awarded the Authority £1.419m to cover the impact of the virus, and MHCLG have made available funds to cover 95% of lost fees and charges income. Subject to the implications of any future wave(s), these grants should be sufficient to cover the loss of income and additional costs up to the end of 2020/2021.
- The 2020/2021 budget anticipates a level of Council Tax and Business Rate income based on the collection rates assumed by the five Merseyside local authorities. COVID-19 may impact adversely on the assumed collection rates and this will be reflected in the collection fund financial position to be taken into account during the 2021/22 budget process. The Government has announced it will allow any deficit on the Collection Fund to be spread over the 2021/22 – 2023/2024 period.
- Any permanent impact on the Authority's MTFP beyond 2020/2021 is difficult to determine at this point, as the impact of the virus on future local government funding is unknown.
- In addition, the Government have announced that the planned reforms to the Fairer Funding Formula and Business Rates Retention scheme that were expected to impact on the Local Government Settlement for 2021/22 will now be delayed.

Actual expenditure in comparison to Revenue Budget:

10. After reviewing spend and income up to the end of September 2020 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 £0.125m or 0.3% favourable variance against the £35.753m budget.

Non-firefighter employee costs - vacancies arising from staff turnover in the year and a refund of LGPS surplus funds (£0.157m) has resulted in a forecast £0.382m or 3.3% saving on the £11.689m budget.

Other Employee costs – The risks associated with COVID-19 has resulted in a number of training courses being deferred and an anticipated saving on the training budget of £0.100m.

Other Non-Employee Revenue Costs;

The service over-achieved in delivering the £0.426m 2019/20 support savings by £0.099m resulting in a favourable variance in this year and future years. In addition, following a review of various historical technical amendments and non-employee budgets a number of permanent saving have been identified; employer national insurance rate and superannuation rate changes £0.160m; premises utility and rates costs £0.100m; computer and communications supplies £0.070m; various supplies and services £0.086m. In total all these variances provide for a permanent £0.515m annual saving, and this will be taken into account during the 2021/2022 budget process. One-off savings of £0.065m have been identified in the quarter. Most of this is down to the 2020/2021 £0.045m Marine 1 growth option not being required as Merseytravel have agreed to continue with their support in 2020/2021.

Capital Financing;

The current debt repayment strategy (minimum revenue provision, MRP) is to use any additional savings to increase the planned MRP payment so that future debt servicing budget may be freed-up to fund additional investment in frontline services approved by the Authority. This strategy has been in place now for a number of years. In addition, current interest rates are such that the strategy is to reduce investments and borrow for short periods rather than take out new long term borrowing to fund capital investment over the short term. The combined strategy of making additional MRP payments and avoiding new borrowing has meant that if the Authority makes only the statutory MRP payment in 2020/2021 the MRP and interest payments will result in a favourable £3.069m variance this year.

Income;

The Authority receives a s31 grant as compensation for loss of Small Business Rates income lost as a result of Government policy on restricting annual rate increases. The current budget income for this grant is £1.007m, however the latest forecast is for a grant of £1.111m, an additional £0.104m.

Contingency for 2020/21 Pay & Price Increases;

Officers are continuing to control the allocation of non-employee inflation. In the first instance any inflationary pressure is expected to be absorbed from within the relevant budget line. The latest forecast has identified a one-off savings on non-employee lines of £0.100m.

11. Overall the latest forecast has identified a favourable revenue variance of £4.440m, the table below summarises the year-end forecast position based on spend to the end of September 2020:

Anticipated Year-End Revenue Position							
	FIRE SERVICE BUDGET	Fire Authority	NRAT	TOTAL BUDGET	ACTUAL as at 30.09.20	FORE- CAST	VARI- ANCE
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure							
Employee Costs	50,047	353	1,872	52,272	25,137	51,665	-607
Premises Costs	3,042			3,042	1,237	3,042	0
Transport Costs	1,251		6,242	7,493	3,471	7,493	0
Supplies and Services	3,448	101	1,639	5,188	1,991	4,628	-560
Agency Services	6,309		644	6,953	2,830	6,953	0
Central Support Services	434	45	167	646	395	646	0
Capital Financing	8,940		3	8,943	0	5,874	-3,069
Income	-10,404		-10,567	-20,971	-20,311	-21,075	-104
Net Expenditure	63,067	499	0	63,566	14,750	59,226	-4,340
Contingency Pay&Prices	904			904	0	804	-100
Cost of Services	63,971	499	0	64,470	14,750	60,030	-4,440
Interest on Balances	-172			-172	-61	-172	0
Movement on Reserves	-2,337			-2,337	0	-2,337	0
Total Operating Cost	61,462	499	0	61,961	14,689	57,521	-4,440

12. Members considered a report on the development of a new TDA at the Authority meeting on 15 October 2020, and approved that the CFO should look at the option of building a new TDA rather than refurbish the current site, subject to a full business case coming back to Members' for approval. A new development is likely to cost in excess of £20m to £25m and in order to manage any new borrowing requirement Members' are asked to approve the use of the identified £4.440m favourable variance to increase the capital investment reserve in order to contribute towards the cost of a new TDA development.
13. 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.
14. Debtor accounts under £5,000 may be written off by the Director of Finance. No account was written-off under delegated powers in the second quarter.

Capital Programme Position:

15. The last financial review report (CFO/045/20) approved a 5-year capital programme worth £37.153m. This has now been updated for one new ICT hardware scheme for £0.014m funded from revenue.
16. The revised detailed capital programme is attached as Appendix B (2020/21 Capital Programme) and Appendix C (2020/21–2024/25 Capital Programme) to this report.

Use of Reserves:

17. The analysis in Appendix A4 outlines a £0.112m contribution to reserves during the second quarter of 2020/21, as a result of: -
 - A £0.095m adjustment to the PFI annuity reserve to reflect the planned drawdown over the life of the PFI initiative, and
 - A £0.017m planned repayment back to the energy saving reserve from savings made from previous investments (Salix Energy Efficiency Loan Scheme).

In light of the need to fund a new TDA development the CFO and Director of Finance have reviewed the current reserves and this report proposes to re-align £0.700m of reserves to increase the Capital Investment Reserve by;

- Reducing the £3.000m Recruitment Reserve by £0.500m in light of the fact the cost of recruiting firefighters in advance of existing staff retirements has been funded from within the overall employee budget to date and it is felt a reduced reserve of £2.500m is sufficient to meet any future challenges, and
- A reduction in the Inflation Reserve from £0.700m to £0.500m which equates to 1% of the pay budget, and this would provide a short term funding solution IF annual pay awards exceeded the current MTFP 2.5% assumption by up to 1%, and this is deemed prudent.

Subject to Members' approval, the quarter 2 report proposal would increase the Capital Investment reserve by £4.440m.

The general revenue reserve has remained unchanged at £3.000m.

(B) Treasury Management

18. 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 2020.
19. **Prospects for Interest Rates;**
The medium-term global economic outlook remains weak. The second waves of Covid cases have prompted more restrictive measures on a regional and national basis. This ebb and flow of restrictions on normal activity will continue for the

foreseeable future, at least until an effective vaccine is produced and distributed.

The global central bank and government responses have been significant and are in many cases on-going, maintaining more stable financial, economic and social conditions than otherwise might be the case.

The scale of the economic shock to demand, on-going social distancing measures, regional lock downs and reduced fiscal support will mean that the subsequent pace of recovery is limited. Early signs of this are already evident in the UK monthly GDP and PMI data, even before the latest restrictions.

This situation will result in central banks maintaining low interest rates for the medium term. In the UK, Brexit is a further complication. Bank Base Rate is therefore likely to remain at low levels for a very long time, with a distinct possibility of being cut to zero. Money markets have already priced in a chance of a negative Bank Rate.

Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations of potentially even lower rates and insipid inflation expectations. There is a chance yields may follow a slightly different path in the medium-term, depending on investor perceptions of growth and inflation, or if the UK leaves the EU without a deal.

The Bank of England Base Rate is expected to remain at the current level of 0.10%. We can expect additional monetary loosening in the future, most likely through further financial asset purchases. Whilst the central case for Bank Rate is no change, further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out.

The PWLB certainty rate for borrowing is linked to Gilt yield plus 1.80%. Gilt yields will remain very low in the medium-term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out a negative Bank Rate or growth/inflation prospects improve. PWLB rates for longer term loans have risen slightly, by 0.06% since the start of the financial year, to 2.60% by the end of the second quarter.

The current environment remains 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 2020/21. In this scenario, the strategy was to reduce investments and borrow for short periods and possibly at variable rates when required.

20. 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 2020/21. Current market conditions continue to be unfavourable for any debt rescheduling.

21. **Annual Investment Strategy;**

The investment strategy for 2020/21 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 2020 the average rate of return achieved on average principal available was 0.50%. This compares with an average seven-day deposit (7 day libor) rate of 0.06%.

The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2020/21 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 £48.2m as at 30th September 2020, (this included a £25.8m firefighters' pension grant received in July that will be utilised in the year):

ANALYSIS OF INVESTMENTS END OF QUARTER 2 2020/21

Institution	Credit Rating	MM Fund*	Bank / Other	Building Society	Local Authority	Average Interest
		£	£	£	£	%
Aberdeen Global	AAA	3,000,000				0.70
Federated Investors	AAA	3,000,000				0.69
Fidelity	AAA	3,000,000				0.70
JP Morgan	AAA	3,000,000				0.54
LGIM (Legal & General)	AAA	3,000,000				0.69
Morgan Stanley	AAA	700,000				0.63
Close Brothers	A		2,000,000			0.76
HSBC (MFRS Deposit Account)	A		500,000			0.00
Santander	A		2,000,000			0.58
Coventry BS				1,000,000		0.80
Leeds BS				2,000,000		0.75
Newcastle B Soc				1,000,000		0.75
Nottingham B Soc				2,000,000		0.68
Aberdeen Council					2,000,000	0.58
Blackburn Council					2,000,000	0.63
Blackpool Council					2,000,000	0.61
Broxbourne DC					2,000,000	0.53
Broxtowe BC					2,000,000	0.86
Guildford BC					2,000,000	0.55
Lancashire CC					2,000,000	0.63
PCC Lancashire					2,000,000	0.80
Slough BC					2,000,000	0.79
Tameside MBC					2,000,000	0.71
Thurrock Council					2,000,000	0.86
Totals		15,700,000	4,500,000	6,000,000	22,000,000	0.66
Total Current Investments					48,200,000	

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

22. External Debt Prudential Indicators;

The external debt indicators of prudence for 2020/21 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt:	£64 million
Operational boundary for external debt:	£58 million

Against these limits, the maximum amount of debt reached at any time in the period 1 July to 30 Sept 2020 was £37.3 million.

23. Treasury Management Prudential Indicators;

The treasury management indicators of prudence for 2020/21 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 July to 30 Sept 2020 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 July to 30 Sept 2020 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%	8%	8%
24 months and within 5 years	50%	0%	1%	1%
5 years and within 10 years	50%	0%	0%	0%
10 years and above	95%	0%	90%	90%

c) Total principal sums invested for periods longer than 365 days

The limit for investments of longer than 365 days was set at £2 million for 2020/21. One investment of £2 million for 365 days was placed in the second quarter of 2020/21.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

27. See Executive Summary.

Risk Management, Health & Safety, and Environmental Implications

28. 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*

29. 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/008/20 "MFRA Budget and Financial Plan 2020/2021-2024/2025" Authority 27th February 2020.

CFO/045/20 "Financial Review 2020/21 – April to June" Audit Committee 24th September 2020.

GLOSSARY OF TERMS

This page is intentionally left blank

2020/21 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2019/20	SERVICE REQUIREMENTS	Base Budget 2020/21	Qtr 1 Budget 2020/21	Reserve Draw- down	Virements	Qtr 2 Budget 2020/21
£'000		£'000	£'000	£'000	£'000	£'000
63,361	Fire Service	65,759	62,671	-112	508	63,067
520	Corporate Management	522	496	0	3	499
0	NRAT MFRS Lead Authority (Budget Neutral)	0	0	0	0	0
0	2017 - 18 Dynamic Savings	0	0	0	0	0
63,881		66,281	63,167	-112	511	63,566
0	Contingency for Pay/Price Changes	1,423	1,415	0	-511	904
63,881	TOTAL SERVICE EXPENDITURE	67,704	64,582	-112	0	64,470
-301	Interest on Balances	-172	-172	0	0	-172
63,580	NET OPERATING EXPENDITURE	67,532	64,410	-112	0	64,298
	<u>Contribution to/(from) Reserves:</u>					
	Emergency Related Reserves					
0	Bellwin / Emergency Planning Reserve	0	0	0	0	0
116	Insurance Reserve	0	0	0	0	0
355	Facing The FUTURE COVID-19 Reserve	0	0	0	0	0
	Modernisation Challenge		0			
1,550	Smoothing Reserve	0	0	0	0	0
0	Pensions Reserve	0	0	0	0	0
0	Recruitment Reserve	0	0	0	0	0
-346	Invest to Save Reserve	-223	-223	0	0	-223
	Capital Investment Reserve					
-6,005	Capital Investment Reserve	-5,329	-2,207	0	0	-2,207
-124	PFI Annuity Reserve	-91	-91	95	0	4
	Specific Projects					
3	Community Sponsorship Reserve	0	0	0	0	0
-1	Equipment Reserve	0	0	0	0	0
-17	Community Engagement Reserve	0	0	0	0	0
0	Training Reserve	0	0	0	0	0
-15	Health and Wellbeing Reserve	0	0	0	0	0
0	Inflation Reserve	0	0	0	0	0
86	Clothing Reserve	0	0	0	0	0
	Ringfenced Reserves					
43	Princes Trust Reserve	0	0	0	0	0
-7	Community Risk Management Reserve	0	0	0	0	0
-11	Energy Reserve	72	72	17	0	89
75	New Dimensions Reserve	0	0	0	0	0
1,000	Appropriation to / From Revenue Balances	0	0	0	0	0
-3,298	Movement in Reserves	-5,571	-2,449	112	0	-2,337
60,282	BUDGET REQUIREMENT	61,961	61,961	0	0	61,961
-31,502	Settlement Funding Assessment	-31,433	-31,433	0	0	-31,433
-253	Collection Fund Deficit	-225	-225	0	0	-225
0	Transitional Funding Pension	0	0	0	0	0
-27,946	Precept Income	-30,303	-30,303	0	0	-30,303
-59,701	BUDGET FUNDING	-61,961	-61,961	0	0	-61,961

2020/21 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2019/20	SERVICE REQUIREMENTS	Base Budget 2020/21	Qtr 1 Budget 2020/21	Reserve Draw- down	Virements	Qtr 2 Budget 2020/21
£'000		£'000	£'000	£'000	£'000	£'000
	EMPLOYEES					
	Uniformed					
31,064	Firefighters	33,134	33,134			33,134
1,290	Control	1,364	1,364			1,364
2,202	Additional Hours	1,255	1,255			1,255
34,556	TOTAL UNIFORMED	35,753	35,753	0	0	35,753
	APT&C and Manual					
9,441	APT&C	10,147	10,369		310	10,679
146	Tender Drivers	132	133		11	144
170	Catering	186	190		6	196
556	Transport Maintenance	647	617			617
50	Hydrant Technicians	56	57		-4	53
43	Casuals	0	0			0
10,406	TOTAL APT&C/MANUAL	11,168	11,366	0	323	11,689
	Other Employee Expenses					
82	Allowances	59	59		1	60
0	Removal Expenses	1	1			1
509	Training Expenses	516	455		41	496
42	Other Expenses	18	34			34
5	Staff Advertising	7	7		-2	5
82	Development Expenses	80	80			80
52	Employee Insurance	170	170			170
0	MPF Pen Fixed Rate	0	0			0
53	Enhanced Pensions	52	52			52
3	SSP & SMP Reimbursements	0	0			0
134	Catering Expenditure	118	118			118
-563	HFRA Capitalisation Payroll	-375	-375			-375
399	TOTAL OTHER EMPLOYEE EXPENSES	646	601	0	40	641
	Pensions					
1,778	Injury Pension	1,790	1,790			1,790
154	Ill Health Retirement Charges	174	174			174
1,932	TOTAL PENSIONS	1,964	1,964	0	0	1,964
47,293	TOTAL EMPLOYEES	49,531	49,684	0	363	50,047
	PREMISES					
19	Building Maintenance Repairs	32	29			29
16	Site Maintenance Costs	14	16			16
1,030	Energy	950	1,012	-17		995
60	Rent	46	47			47
1,589	Rates	1,552	1,551		35	1,586
276	Water	301	301			301
17	Fixtures	15	15		2	17
0	Contract Cleaning	0	0			0
49	Insurance	51	51			51
3,056	TOTAL PREMISES	2,961	3,022	-17	37	3,042
	TRANSPORT					
327	Direct Transport	381	330			330
6	Tunnel & Toll Fees	11	11			11
123	Operating Lease	133	133			133
423	Other Transport Costs	470	470		1	471
69	Car Allowances	92	92		1	93
196	Insurance	213	213			213
1,144	TOTAL TRANSPORT	1,300	1,249	0	2	1,251

2020/21 FIRE SERVICE REVENUE BUDGET MOVEMENT (continued)

Actual 2019/20	SERVICE REQUIREMENTS	Base Budget 2020/21	Qtr 1 Budget 2020/21	Reserve Draw- down	Virements	Qtr 2 Budget 2020/21
£'000		£'000	£'000	£'000	£'000	£'000
	SUPPLIES & SERVICES					
9	Administrative Supplies	14	13		1	14
231	Operational Supplies	273	266		-2	264
9	Hydrants	11	11			11
43	Consumables	43	43			43
90	Training Supplies	107	107		1	108
59	Fire Prevention Supplies	65	58		2	60
33	Catering Supplies	30	27		2	29
592	Uniforms	306	308		3	311
78	Printing & Stationery	91	95			95
3	Operating Leases	1	1			1
471	Professional Fees/Service	711	729		27	756
752	Communications	802	804		1	805
15	Postage	14	14			14
7	Command/Control	8	8			8
260	Computing	251	257		1	258
181	Medicals	264	264			264
76	Travel & Subsistence	80	79		-1	78
98	Grants/Subscriptions	93	103		2	105
6	Advertising	1	1			1
22	Insurances	23	23			23
8	Furniture	13	13			13
61	Laundry	82	81			81
7	Hospitality	4	4			4
118	Seconded Officers In	0	102			102
3,229	TOTAL SUPPLIES & SERVICES	3,287	3,411	0	37	3,448
	AGENCY SERVICES					
114	Super Fund Admin	126	126			126
1,515	ICT Service Provider	1,483	1,483		12	1,495
424	ICT Managed Suppliers	434	434		3	437
2,804	PFI Unitary Charges ((Int/Principal/Op Costs)	2,800	2,800	-95	161	2,866
1,296	Estates Service Provider	1358	1358		27	1,385
6,153	TOTAL AGENCY SERVICES	6,201	6,201	-95	203	6,309
	CENTRAL EXPENSES					
416	Finance & Computing	432	432			432
2	Central Expenses	0	0		2	2
418	TOTAL CENTRAL EXPENSES	432	432	0	2	434
	CAPITAL FINANCING					
10,036	PWLB Debt Charges	6,317	6,317			6,317
54	MRB Debt Charges	60	60			60
3,731	Revenue Contribution to Capital	5,675	2,556		7	2,563
13,821	TOTAL CAPITAL FINANCING	12,052	8,933	0	7	8,940
75,114	TOTAL EXPENDITURE	75,764	72,932	-112	651	73,471
	INCOME					
8,245	Specific Grants	7,379	7,461		48	7,509
10	Sales	1	1			1
1,418	Fees & Charges	1,083	1,116		33	1,149
13	Reinforcing Moves	5	5			5
1,015	Rents etc	930	930			930
432	Recharges Secondments	256	395			395
279	Contributions	125	125			125
291	Recharges Internal	216	218		62	280
50	Other Income	10	10			10
11,753	TOTAL INCOME	10,005	10,261	0	143	10,404
63,361	NET EXPENDITURE	65,759	62,671	-112	508	63,067

2020/21 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT

Actual 2019/20	SERVICE REQUIREMENTS	Base Budget 2020/21	Qtr 1 Budget 2020/21	Reserve Draw- down	Virements	Qtr 2 Budget 2020/21
£'000		£'000	£'000	£'000	£'000	£'000
	EXPENDITURE					
	Finance & Legal costs					
79	Finance Officer	79	79			79
104	Legal Officer	89	63		3	66
	Democratic Rep (1020)					
15	- Travel & Subsistence	17	17			17
2	- Conference Fees	2	2			2
200	- Members Allowances	208	208			208
0	- Telephones	1	1			1
0	- Training	1	1			1
0	- Hospitality	1	1			1
	Central Expenses (1030)					
12	Bank Charges	15	15			15
30	District Audit Fees	30	30			30
78	Subscriptions	79	79			79
520	TOTAL EXPENDITURE	522	496	0	3	499

2020/21 NATIONAL RESILIENCE ASSURANCE REVENUE BUDGET MOVEMENT

Actual 2019/20	SERVICE REQUIREMENTS	Base Budget 2020/21	Qtr 1 Budget 2020/21	Reserve Draw- down	Virements	Qtr 2 Budget 2020/21
£'000		£'000	£'000	£'000	£'000	£'000
	EXPENDITURE					
1,537	Employee Costs		1,829		43	1,872
5,846	Transport Costs		6,236		6	6,242
1,522	Supplies and Services Costs		1,589		50	1,639
752	Agency Costs		644			644
250	Central Expenditure		182		-15	167
7	Capital Financing Costs		0		3	3
9,914	TOTAL EXPENDITURE	0	10,480	0	87	10,567
	INCOME					
9,914	Income		10,480		87	10,567
0	NET EXPENDITURE	0	0	0	0	0

Budgeted Movement on Reserves 2020/21

	Opening Balance	Qtr 1 Drawdown & changes	Qtr 2 Drawdown & changes	Qtr 2 Re- alignment	Closing Balance
Committed Reserves	£'000	£'000	£'000	£'000	£'000
<u>Emergency Related Reserves</u>					
Bellwin / Emergency Planning Reserve	222				222
Insurance Reserve	499				499
Facing The Future COVID-19 Reserve	355				355
<u>Modernisation Challenge</u>					
Smoothing Reserve	2,000	0			2,000
Pensions Reserve	0	0			0
Recruitment Reserve	3,000	0		-500	2,500
Invest to Save / Collaboration Reserve	326	0			326
<u>Capital Investment Reserve</u>	3,097	3,122	0	700	6,919
<u>PFI Annuity Reserve</u>	1,771	0	95		1,866
<u>Specific Projects</u>					
Community Sponsorship Reserve	33				33
Equipment Reserve	91				91
Community Engagement Reserve	7				7
Training Reserve	150				150
Health and Wellbeing Reserve	20				20
Inflation Reserve	700			-200	500
Clothing Reserve	328				328
<u>Ringfenced Reserves</u>					
Princes Trust Reserve	82				82
Community Risk Management Reserve	318				318
Energy Reserve	80		17		97
New Dimensions Reserve	116				116
Total Earmarked Reserves	13,195	3,122	112	0	16,429
General Revenue Reserve	3,000	0	0	0	3,000
Total Reserves	16,195	3,122	112	0	19,429

This page is intentionally left blank

APPENDIX B

Capital Programme 2020/21

EXPENDITURE		Approved Budget	Q1 Budget	Q2 Re-Phasings	Q2 Virements	Q2 Budget	Actual to 25.09.19
		£	£	£	£	£	£
BUILDING & LAND PROGRAMME							
BLD001	Roofs & Canopy Replacements	40,000	120,500			120,500	9,976
BLD004	Concrete Yard Repairs	40,000	49,400			49,400	0
BLD005	Tower Improvements	10,000	11,700			11,700	0
BLD007	L.E.V. Sys In App Rooms	15,000	24,000			24,000	0
BLD013	Appliance Room Floors	55,000	82,700			82,700	718
BLD014	Boiler Replacements	35,000	56,900			56,900	0
BLD016	Community Station Investment	25,000	60,400			60,400	0
BLD018	Conference Facilities H/Q	20,000	30,000			30,000	0
BLD020	5 Year Electrical Test	120,000	153,200			153,200	0
BLD026	Corporate Signage	15,000	23,000			23,000	0
BLD031	Diesel Tanks	0	33,800			33,800	7,200
BLD032	Power Strategy (Generators)	10,000	48,100			48,100	2,000
BLD033	Sanitary Accommodation Refurb	50,000	77,000			77,000	0
BLD034	Office Accommodation	15,000	53,000			53,000	0
BLD036	L.L.A.R. Accommodation Formby	0	0			0	-20,391
BLD039	F.S. Refurbishment Heswall	450,500	500,500			500,500	0
BLD041	F.S. Refurbishment Aintree	0	0			0	0
BLD042	St Helens Conversion	75,000	102,700			102,700	0
BLD044	Asbestos Surveys	35,000	63,000			63,000	0
BLD050	LLAR Accommodation Belle Vale	50,000	50,000			50,000	0
BLD053	Lighting Replacement	25,000	25,000			25,000	0
BLD055	F.S. Refurbishment Bromborough	290,000	292,800			292,800	0
BLD056	F.S. Refurbishment Eccleston	40,000	50,000			50,000	0
BLD057	F.S. Refurbishment Crosby	150,000	150,000			150,000	600
BLD058	H.V.A.C. Heating, Vent & Air Con	75,000	94,300			94,300	0
BLD060	D.D.A. Compliance Work	170,000	199,800			199,800	0
BLD061	Lighting Conductors Surge Protectors	25,000	38,000			38,000	0
BLD062	Emergency Lighting	20,000	35,000			35,000	0
BLD063	F.S. Refurbishment Kirby	365,000	375,000			375,000	0
BLD067	Gym Equipment Replacement	50,000	76,600			76,600	0
BLD070	Workshop Enhancement	50,000	77,400			77,400	0
BLD071	Station Refresh	52,400	77,700			77,700	15,719
BLD073	SHQ Museum	191,000	191,000			191,000	0
BLD075	Llar Accommodation Newton Le Willows	270,700	277,600			277,600	770
BLD081	SHQ Stage C Works	0	0			0	-15,014
BLD083	St Helens Fire Station Build	2,500,000	3,049,200			3,049,200	2,597,919
BLD084	F.S. Refurbishment Croxteth	250,000	293,500			293,500	5,093
BLD085	F.S. Refurbishment Speke/Garston	150,000	150,000			150,000	0
BLD086	F.S. Refurbishment Old Swan	150,000	150,000			150,000	0
BLD088	F.S. Refurbishment Kensington	40,000	40,000			40,000	0
BLD089	F.S. Refurbishment Toxteth/Hub	0	0			0	0
BLD090	F.S. Refurbishment Wallasey	0	50,000			50,000	0
BLD091	Refurbishment TDA	4,493,800	250,000			250,000	13,956
BLD092	Service HQ. Offices	90,000	115,600			115,600	0
BLD093	Refurbishment MF1	0	0			0	0
BLD094	Security Enhancement Works	25,000	31,600			31,600	4,043
CON001	Energy Conservation Non-Salix	25,000	134,300			134,300	0
CON002	Energy Conservation Salix	0	1,000			1,000	0
EQU002	Fridge/Freezer Rep Prog	10,000	26,000			26,000	973
EQU003	Furniture Replacement Prog	20,500	40,900			40,900	5,414
Total		10,588,900	7,832,200	0	0	7,832,200	2,628,975
FIRE SAFETY							
FIR002	Smoke Alarms (H.F.R.A.)	235,000	235,000			235,000	54,624
FIR005	Installation Costs (H.F.R.A.)	375,000	375,000			375,000	0
FIR006	Deaf Alarms (H.F.R.A.)	25,000	25,000			25,000	0
FIR009	Risk Management Residential Blocks	96,500	101,000			101,000	-65,931
Total		731,500	736,000	0	0	736,000	-11,307

APPENDIX B

Capital Programme 2020/21

EXPENDITURE		Approved Budget	Q1 Budget	Q2 Re-Phasings	Q2 Virements	Q2 Budget	Actual to 25.09.19
		£	£				£
ICT							
FIN001	F.M.I.S. Replacement	180,000	253,500			253,500	0
IT002	I.C.T. Software	354,000	397,800			397,800	280,924
IT003	I.C.T. Hardware	342,100	490,200		13,950	504,150	98,117
IT005	I.C.T. Servers	79,000	162,400			162,400	0
IT018	I.C.T. Network	17,000	236,500			236,500	3,334
IT019	Website Development	0	22,200			22,200	5,886
IT026	I.C.T. Operational Equipment	258,500	258,500			258,500	14,305
IT027	I.C.T. Security	2,000	3,100			3,100	0
IT028	System Development Portal	0	9,700			9,700	0
IT030	I.C.T. Projects / Upgrades	5,000	5,000			5,000	0
IT047	Legal Case Management system	0	1,200			1,200	220
IT055	C3i C&C Comms and Info system	5,000	5,000			5,000	294
IT056	PFI Access Door System	0	6,200			6,200	0
IT058	New Emergency Services Network	54,000	59,700			59,700	0
IT059	ESMCP Project Control room integration	26,000	92,000			92,000	0
IT062	Capita Vision 3 Update	145,000	950,000			950,000	464,587
	Total	1,467,600	2,953,000	0	13,950	2,966,950	867,668
OPERATIONAL EQUIP. & HYDRANTS							
OPS001	Gas Tight Suits Other Ppe	20,000	20,000		-15,000	5,000	0
OPS003	Hydraulic Rescue Equipment	0	0			0	0
OPS005	Resuscitation Equipment	30,000	34,900			34,900	0
OPS009	Pod Equipment	75,000	112,500			112,500	0
OPS011	Thermal Imaging Cameras	0	0			0	0
OPS016	Gas Detection Equipment	20,000	25,300			25,300	0
OPS022	Improvements To Fleet	30,000	33,600			33,600	1,465
OPS023	Water Rescue Equipment	10,000	12,600		15,000	27,600	5,445
OPS024	BA equipment / Comms	54,500	76,600			76,600	0
OPS026	Rope Replacement	10,000	17,000			17,000	0
OPS027	Light Portable Pumps	20,000	20,000			20,000	0
OPS031	Cctv Equipment/Drone	15,000	21,000			21,000	0
OPS033	Marine Rescue Launch	10,000	10,000			10,000	0
OPS034	Operational Ladders	66,000	73,200			73,200	0
OPS036	Radiation Detection Equipment	65,000	65,000			65,000	0
OPS038	Water Delivery System	15,000	30,000			30,000	0
OPS039	Water Delivery Hoses	15,000	40,400			40,400	6,818
OPS049	Bulk Foam Attack Equipment	120,000	143,000			143,000	0
OPS052	DEFRA FRNE Water Rescue Grant	16,000	16,000			16,000	0
OPS054	Electrical Equipment	20,000	34,500			34,500	0
OPS055	NRAT National Asset Refresh	1,250,000	1,489,900			1,489,900	0
OPS056	PV Solar Panels	10,000	16,000			16,000	0
HYD001	Hydrants (New Installations)	18,500	18,500			18,500	1,440
HYD002	Hydrants (Rep Installations)	18,500	18,500			18,500	0
	Total	1,908,500	2,328,500	0	0	2,328,500	15,167
VEHICLES							
VEH001	Wtl'S Purchased	1,745,800	1,812,000			1,812,000	0
VEH002	Ancillary Vehicles	531,250	584,920			584,920	0
VEH004	Special Vehicles	1,272,050	1,346,150			1,346,150	655
VEH005	Vehicles water Strategy	0	16,400			16,400	0
VEH010	Marine Rescue Vessels	0	2,500			2,500	0
WOR001	Workshop Equipment	0	34,000			34,000	13,750
	Total	3,549,100	3,795,970	0	0	3,795,970	14,405
	Grand Total	18,245,600	17,645,670	0	13,950	17,659,620	3,514,908

APPENDIX B

Capital Programme 2020/21

EXPENDITURE		Approved Budget	Q1 Budget	Q2 Re-Phasings	Q2 Virements	Q2 Budget	Actual to 25.09.19
		£	£				£
Capital Receipts							
	Sale of Formby LLAR House	350,000	350,000			350,000	
	Sale of Newton 2 LLAR House	275,000	275,000			275,000	
	Sale of St Helens FS	100,000	100,000			100,000	
	Sale of Eccleston FS	600,000	600,000			600,000	
R.C.C.O. / Capital Reserve							
99995575	Capitalisation of Sals HFRA (FIR005)	375,000	375,000			375,000	
01105575	St Helens FS New Build (BLD083) Cap Inv Res	2,177,800	2,177,800			2,177,800	2,177,800
01105575	TDA Refurbishment (BLD091) Cap Inv Res	3,500,000	0			0	
	ICT Equipment (IT003)				13,950	13,950	
Grant							
OPS055	NRAT National Resilience Grant	1,250,000	1,489,920			1,489,920	
	Total Non Borrowing	8,627,800	5,367,720	0	13,950	5,381,670	2,177,800
Borrowing Requirement							
	Unsupported Borrowing	9,617,800	12,277,950	0	0	12,277,950	1,337,108
	Borrowing	9,617,800	12,277,950	0	0	12,277,950	1,337,108
	Total Funding	18,245,600	17,645,670	0	13,950	17,659,620	3,514,908

This page is intentionally left blank

Capital Program

Capital Expenditure	Total Cost £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Building/Land	14,356,100	7,832,200	5,198,900	705,000	305,000	315,000
Fire Safety	3,276,000	736,000	635,000	635,000	635,000	635,000
ICT	6,470,350	2,966,950	667,100	927,100	797,100	1,112,100
Operational Equipment & Hydrants	3,673,500	2,328,500	256,000	240,000	462,000	387,000
Vehicles	9,390,800	3,795,970	1,887,930	1,913,300	478,100	1,315,500
Expenditure	37,166,750	17,659,620	8,644,930	4,420,400	2,677,200	3,764,600
<i>2020/21 - 2024/25 Q1 Balance</i>	<i>37,152,800</i>	<i>17,645,670</i>	<i>8,644,930</i>	<i>4,420,400</i>	<i>2,677,200</i>	<i>3,764,600</i>
Q2 Changes	13,950	13,950	0	0	0	0
Q2 Movements Explained by: RCCOs (IT003)	13,950	13,950				
Q2 Movement	13,950	13,950	0	0	0	0
Financing Available	Total £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2023/24 £
Capital Receipts	1,325,000	1,325,000	0	0	0	0
RCCO	1,888,950	388,950	375,000	375,000	375,000	375,000
Capital Reserves	5,677,800	2,177,800	3,500,000	0	0	0
Grants	1,489,920	1,489,920	0	0	0	0
Total Non Borrowing	10,381,670	5,381,670	3,875,000	375,000	375,000	375,000
Unsupported Borrowing	26,785,080	12,277,950	4,769,930	4,045,400	2,302,200	3,389,600
Total Funding	37,166,750	17,659,620	8,644,930	4,420,400	2,677,200	3,764,600
<i>Q2 Funding Level for 2019/20 - 2023/24 Programme</i>	<i>37,152,800</i>	<i>17,645,670</i>	<i>8,644,930</i>	<i>4,420,400</i>	<i>2,677,200</i>	<i>3,764,600</i>
Q2 to Q1 Change	13,950	13,950	0	0	0	0
Funding Change Explained by: RCCO	13,950	13,950	0	0	0	0
Q2 Movements	13,950	13,950	0	0	0	0

Buildings Capital Programme 2020/21 to 2024/25

Type of Capital Expenditure	Total Cost £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Major Site Refurbishments						
BLD016 Community Station Investment	85,400	60,400	25,000			
BLD039 FS Refurbishment Heswall	500,500	500,500				
BLD041 FS Refurbishment Aintree	159,900		159,900			
BLD042 FS Refurbishment St Helens	102,700	102,700				
BLD055 FS Refurbishment Bromborough	292,800	292,800				
BLD056 FS Refurbishment Eccleston	50,000	50,000				
BLD057 FS Refurbishment Crosby	150,000	150,000				
BLD063 FS Refurbishment Kirkby	375,000	375,000				
BLD070 Workshop Enhancement	77,400	77,400				
BLD071 Station Refresh	102,700	77,700	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		
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	250,000	4,259,000			
BLD093 Marine Fire 1 Refurbishment	150,000		150,000			
	7,913,900	2,620,000	4,893,900	400,000		
Station Mergers						
BLD083 St Helens FS New Build (CFO/059/15)	3,049,200	3,049,200				
	3,049,200	3,049,200				
Other						
BLD073 SHQ Museum	191,000	191,000				
	191,000	191,000				
LLAR Accommodation Works						
BLD050 LLAR Accommodation Belle Vale	50,000	50,000				
BLD075 LLAR Accommodation Newton-le-Willows	277,600	277,600				
	327,600	327,600				
General Station Upgrade Works						
BLD001 Roofs & Canopy Replacements	280,500	120,500	40,000	40,000	40,000	40,000
BLD004 Concrete Yard Repairs	129,400	49,400	20,000	20,000	20,000	20,000
BLD005 Tower Improvements	51,700	11,700	10,000	10,000	10,000	10,000
BLD013 Non Slip Coating to Appliance Room Floors	202,700	82,700	30,000	30,000	30,000	30,000
BLD014 Boiler Replacements	116,900	56,900	15,000	15,000	15,000	15,000
BLD020 Electrical Testing	233,200	153,200	20,000	20,000	20,000	20,000
BLD031 Diesel Tanks	33,800	33,800				
BLD033 Sanitary Accommodation Refurbishment	157,000	77,000	20,000	20,000	20,000	20,000
BLD044 Asbestos Surveys	103,000	63,000	10,000	10,000	10,000	10,000
BLD060 DDA Compliance	239,800	199,800	10,000	10,000	10,000	10,000
	1,548,000	848,000	175,000	175,000	175,000	175,000
Other Works						
BLD007 L.E.V. System in Appliance Rooms	44,000	24,000	5,000	5,000	5,000	5,000
BLD018 Conference Facilities SHQ	50,000	30,000	5,000	5,000	5,000	5,000
BLD026 Corporate Signage	43,000	23,000	5,000	5,000	5,000	5,000
BLD032 Power Strategy	68,100	48,100	5,000	5,000	5,000	5,000
BLD034 Office Accommodation	113,000	53,000	15,000	15,000	15,000	15,000
BLD053 Headquarters Lighting	25,000	25,000				
BLD058 HVAC - Heating, Ventilation & Air Con	94,300	94,300				
BLD061 Lightening Conductors & Surge Protection	58,000	38,000	5,000	5,000	5,000	5,000
BLD062 Emergency Lighting	55,000	35,000	5,000	5,000	5,000	5,000
BLD067 Gym Equipment Replacement	156,600	76,600	20,000	20,000	20,000	20,000
BLD092 Service Headquarters Offices	115,600	115,600				
BLD094 Security Enhancement Works	131,600	31,600	25,000	25,000	25,000	25,000
CON001 Energy Conservation Non-Salix	214,300	134,300	20,000	20,000	20,000	20,000
CON002 Energy Conservation Salix	1,000	1,000				
EQU002 Replacement programme for Fridge Freezers	66,000	26,000	10,000	10,000	10,000	10,000
EQU003 Furniture Replacement Programme	90,900	40,900	10,000	10,000	10,000	20,000
	1,326,400	796,400	130,000	130,000	130,000	140,000
	14,356,100	7,832,200	5,198,900	705,000	305,000	315,000

Fire Safety C

Type of Capital Expenditure		Total Cost £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
FIR002	Smoke Alarms (100,000 HFRA target)	1,175,000	235,000	235,000	235,000	235,000	235,000
FIR005	Installation costs (HFRA)	1,875,000	375,000	375,000	375,000	375,000	375,000
FIR006	Deaf Alarms (HFRA)	125,000	25,000	25,000	25,000	25,000	25,000
FIR007	Replacement Batteries (12,000)						
FIR009	Fire Risk Management in Residential Blocks	101,000	101,000				
		3,276,000	736,000	635,000	635,000	635,000	635,000

ICT Capital

Type of Capital Expenditure	Total Cost £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
IT002 ICT Software						
Software Licences	10,000	2,000	2,000	2,000	2,000	2,000
New Virtualisation Infrastructure	118,800	43,800			75,000	
Windows 7 Security Assurance (Extended Security Update)	12,000	12,000				
5 Year Antivirus & Filtering Software	200,000			200,000		
MDT Software Solution Refresh	100,000			100,000		
Microsoft SQL Upgrade	50,000				50,000	
Logpoint Security Information and Event Mgmt (SIEM) Refresh	160,000	80,000			80,000	
Microsoft EA Agreement (Servers & Security)	210,000	42,000	42,000	42,000	42,000	42,000
Microsoft EA Agreement (Windows & Office)	1,020,000	204,000	204,000	204,000	204,000	204,000
Microsoft EA Agreement (Application Development)	70,000	14,000	14,000	14,000	14,000	14,000
	1,950,800	397,800	262,000	562,000	467,000	262,000
IT003 ICT Hardware						
Desktops (target 20%)	238,150	77,750	40,100	40,100	40,100	40,100
Laptops/Tablets & Docking Stations (target 20%)	353,600	105,600	62,000	62,000	62,000	62,000
Monitors & Monitor Arms (target 20%)	70,600	14,600	14,000	14,000	14,000	14,000
Peripherals replacement (target 20%)	19,000	7,000	3,000	3,000	3,000	3,000
Mobile device replacement (target 20%)	16,200	4,200	3,000	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				10,000	
Audio Visual Conference Facility - SHQ	120,000	120,000				
Audio Visual Refresh - Fire Stations	75,000	75,000				
Audio Visual Refresh - TDA	75,000	75,000				
	1,052,550	504,150	172,100	122,100	132,100	122,100
IT005 ICT Servers						
Server/storage replacement (target 20%)	398,000	138,000	65,000	65,000	65,000	65,000
Server/storage growth	80,400	24,400	14,000	14,000	14,000	14,000
SAN 5 Year Refresh	135,000					135,000
	613,400	162,400	79,000	79,000	79,000	214,000
IT018 ICT Network						
Local Area Network replacement (discrete)	215,000	215,000				
Network Switches/Router replacement	10,600	2,600	2,000	2,000	2,000	2,000
Network Switches/Routers Growth	26,300	6,300	5,000	5,000	5,000	5,000
Network Data Port Replacement	52,600	12,600	10,000	10,000	10,000	10,000
Core Network Switch/Router upgrade	200,000					200,000
MDT Wireless Network Replacement	25,000					25,000
Public Wi-Fi Replacement	15,000					15,000
Vesty Road Network Link Refresh	40,000					40,000
Secondary FireControl backup telephony refresh	40,000					40,000
	624,500	236,500	17,000	17,000	17,000	337,000
IT026 ICT Operational Equipment						
Pagers/Alerters	98,500	78,500	5,000	5,000	5,000	5,000
Station Equipment Replacement	50,000	10,000	10,000	10,000	10,000	10,000
GPS Repeaters	50,000	50,000				
Toughpad Asset Refresh - Vehicles	150,000					150,000
MDT Replacement (Not incl. in ESMCP)	195,000	120,000			75,000	
	543,500	258,500	15,000	15,000	90,000	165,000
IT058 New Emergency Services Network (ESN)						
ESN Radios / Infrastructure - Estimate	59,700	59,700				
	59,700	59,700				
IT063 Planning Intelligence and Performance System (PIPS)						
PIPS System upgrade	120,000			120,000		
	120,000			120,000		
Other IT Schemes						
IT019 Website Development	22,200	22,200				
IT027 ICT Security - Remote Access Security FOBS	11,100	3,100	2,000	2,000	2,000	2,000
IT028 System Development (Portal)	119,700	9,700	110,000			
IT030 ICT Projects/Upgrades	25,000	5,000	5,000	5,000	5,000	5,000
IT047 Legal Case Management System	1,200	1,200				
IT055 C.3.I. C.&C Communication & Information System	25,000	5,000	5,000	5,000	5,000	5,000
IT056 Door Access System	6,200	6,200				
IT059 ESMCP Project Control Room Integration	92,000	92,000				
IT062 Capita Vision 3 Update (CFO/058/17)	950,000	950,000				
FIN001 FMIS/Eproc/Payroll/HR Replacement	253,500	253,500				
	1,505,900	1,347,900	122,000	12,000	12,000	12,000
	3,470,350	3,966,950	667,100	927,100	797,100	1,112,100

Operational Equipment

Type of Capital Expenditure	Total Cost £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
OPS003 Hydraulic Rescue Equipment						
Hydraulic Rescue Equipment - Replacement Programme	580,000		60,000	85,000	85,000	350,000
	580,000		60,000	85,000	85,000	350,000
OPS005 Resuscitation Equipment						
Resuscitation Rescue Equipment	34,900	34,900				
Appliance Resuscitation Equipment & Cylinders	45,000		45,000			
	79,900	34,900	45,000			
OPS024 BA Equipment/Communications						
BA Cylinder Replacement	28,200	28,200				
BA Test Rig	20,200	20,200				
BA Set Batteries	28,200	28,200				
	76,600	76,600				
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	48,900	48,900				
Bulk Foam Stock	94,100	94,100				
	143,000	143,000				
Other Operational Equipment						
OPS001 Gas Tight Suits Other PPE	22,000	5,000	5,000	6,000	6,000	
OPS009 POD Equipment (Demountable Unit Refurb 2013/14 II	112,500	112,500				
OPS011 Thermal imaging cameras	187,000		12,000		175,000	
OPS016 Gas Detection Equipment (MYRA DS)	33,300	25,300		8,000		
OPS022 Improvements to Fleet	123,600	33,600	30,000	30,000	30,000	
OPS023 Water Rescue Equipment	72,600	27,600	15,000	15,000	15,000	
OPS026 Rope Replacement	47,000	17,000	10,000	10,000	10,000	
OPS027 Light Portable Pumps	20,000	20,000				
OPS031 CCTV Equipment	21,000	21,000				
OPS033 Marine Rescue Equipment	40,000	10,000	10,000	10,000	10,000	
OPS034 Operational Ladders	121,200	73,200	17,000	14,000	17,000	
OPS038 Water Delivery System	30,000	30,000				
OPS039 Water Delivery Hoses	89,400	40,400	15,000	17,000	17,000	
OPS052 DEFRA FRNE	16,000	16,000				
OPS054 Electrical Equipment	102,500	34,500		8,000	60,000	
OPS055 NRAT Asset Refresh	1,489,900	1,489,900				
OPS056 PV Stop (Solar Panels)	16,000	16,000				
	2,544,000	1,972,000	114,000	118,000	340,000	
Hydrants						
HYD001 Hydrants (New Installations)	92,500	18,500	18,500	18,500	18,500	18,500
HYD002 Hydrants (Replacements)	92,500	18,500	18,500	18,500	18,500	18,500
	185,000	37,000	37,000	37,000	37,000	37,000
	3,673,500	2,328,500	256,000	240,000	462,000	387,000

Vehicles Capital Programme 2020/21 to 2024/25

Type of Capital Expenditure	Price Per Unit	Total		2020/21		2021/22		2022/23		2023/24		2024/25	
		Unit s	Cost £	Unit s	£	Unit s	£	Unit s	£	Unit s	£	Unit s	£
VEH002 Ancillary Vehicles													
Cars													
Pool Cars - Skoda Fabia	12,215	27	329,800	18	219,870	9	109,930						
Pool Cars - Possible Electric	18,000	20	360,000									20	360,000
Officer Response Cars- Insignia	22,650	6	135,900					6	135,900				
Officer Response Cars- Octavia 4x4	20,857	7	146,000							7	146,000		
Climbing Wall Vehicle	25,500	1		1	25,500								
4X4s													
Isuzi	24,000	4	96,000			3	72,000					1	24,000
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				
Master/Transit Panel 3	23,500	1	23,500									1	23,500
Ford Connect	12,500	2	25,000	2	25,000								
Dog Van Mercedes Vito	49,750	1	49,750	1	49,750								
Mini Buses													
Princes Trust	24,600	4	98,400	4	98,400								
			1,533,650		584,920		181,930		213,300		146,000		407,500
VEH004 Special Vehicles													
CPL - Aerial Appliance	730,000	2	1,534,100		74,100			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	2	250,000	2	250,000								
Refurbish of PODs - Bulk Foam Unit			24,000				24,000						
Refurbish PODs-Gen Purpose Unit			12,000		12,000								
Modification of DK08 GJX to MTA			18,000		18,000								
Crew Van for Drone	32,000	1	32,000	1	32,000								
Wildfire Appliance 4x4	50,000	2	100,000	2	100,000								
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				
			3,533,250		1,346,150		215,000		1,660,000		312,100		
VEH010 Marine Rescue Vessels													
RNLI Class 75 Rib Boats			357,500		2,500		355,000						
			357,500		2,500		355,000						
Other Vehicles													
VEH001 - Fire Appliances													
2019/20 Price	272,400		699,200		699,200								
2020/21 Price	278,200	4	1,112,800	4	1,112,800								
2021/22 Price	284,000	4	1,136,000			4	1,136,000						
2024/25 Price	290,000	3	870,000									3	870,000
VEH005 - Vehicles Water Strategy			16,400		16,400								
			3,834,400		1,828,400		1,136,000						870,000
WOR001 Workshop Equipment													
Equipment			64,000		34,000						20,000		10,000
Rolling Road Replacement (MOT bay)			10,000										10,000
Smoke Analyser (MOT bay)			8,000										8,000
Smoke Analyser (HGV)			10,000										10,000
Workshop Equip Somers vehicle Lift.	20,000	2	40,000					2	40,000				
			132,000		34,000				40,000		20,000		38,000
			9,390,800		3,795,970		1,887,930		1,913,300		478,100		1,315,500

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	10 DECEMBER 2020	REPORT NO:	CFO/065/20
PRESENTING OFFICER	IAN CUMMINS		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	TREASURY MANAGEMENT INTERIM REPORT 2020/21		
APPENDICES:	APPENDIX A:	TREASURY MANAGEMENT INTERIM REPORT 2020/21	

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 2020/21.

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 2020/21 Treasury Management Strategy Statement was contained within the Budget and Financial Plan report CFO/008/20 approved by the

Authority at its meeting on 27th February, 2020. 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 2020/21. 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. The base revenue costs associated with capital borrowing make up a significant proportion of the Authority's revenue budget (approximately 11% or +£6m). 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/008/19 “MFRA Budget and Financial Plan 2020/2021 – 2024/25” Authority 27th February 2020.

GLOSSARY OF TERMS

CIPFA The Chartered Institute for Public Finance & Accountancy.

This page is intentionally left blank

TREASURY MANAGEMENT INTERIM REPORT 2020/21

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 2020/21.
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 2020/21 and was contained within the Budget and Financial Plan report CFO/008/20 approved by the Authority at its meeting on 27th February, 2020. 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 2020.
3. **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 £0.45m is due to be repaid in the second half of 2020/21.
 - Financial Investments at 30 September 2020 stood at £48.2m, with associated income of £0.104m compared to an annual budget target of £0.172m for the year.
 - The Bank of England (BOE) base rate has remained at 0.10% throughout the period.
 - Longer term Public Works Loan Board (PWLb) rates have risen slightly during the first half of the year by 0.06% from 2.54% at the start of the year to 2.60 % at 30 September 2020.
 - Treasury Management activity for 2020/21 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.

PROSPECTS FOR INTEREST RATES

3. The medium-term global economic outlook remains weak. The second waves of Covid cases have prompted more restrictive measures on a regional and national basis. This ebb and flow of restrictions on normal activity will continue for the foreseeable future, at least until an effective vaccine is produced and distributed.

The global central bank and government responses have been significant and are in many cases on-going, maintaining more stable financial, economic and social conditions than otherwise might be the case.

The scale of the economic shock to demand, on-going social distancing measures, regional lock downs and reduced fiscal support will mean that the subsequent pace of recovery is limited. Early signs of this are already evident in the UK monthly GDP and PMI data, even before the latest restrictions.

This situation will result in central banks maintaining low interest rates for the medium term. In the UK, Brexit is a further complication. Bank Base Rate is therefore likely to remain at low levels for a very long time, with a distinct possibility of being cut to zero. Money markets have already priced in a chance of a negative Bank Rate.

Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations of potentially even lower rates and insipid inflation expectations. There is a chance yields may follow a slightly different path in the medium-term, depending on investor perceptions of growth and inflation, or if the UK leaves the EU without a deal.

The Bank of England Base Rate is expected to remain at the current level of 0.10%. We can expect additional monetary loosening in the future, most likely through further financial asset purchases. Whilst the central case for Bank Rate is no change, further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out.

4. The PWLB certainty rate for borrowing is linked to Gilt yield plus a margin of 1.80%. Gilt yields will remain very low in the medium-term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out a negative Bank Rate or growth/inflation prospects improve. PWLB rates for longer term loans have risen slightly by 0.06% 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	1.90%	1.87%	2.11%	2.60%	2.33%
Date	21/09/20	31/7/20	31/7/20	18/6/20	24/4/20
High	2.14%	2.19%	2.39%	3.00%	2.85%
Date	08/4/20	08/4/20	08/4/20	28/8/20	28/8/20
30/9/20	1.96%	1.94%	2.22%	2.76%	2.60%
Average	2.00%	2.00%	2.24%	2.74%	2.53%

(figures do not include 20bps certainty rate discount)

CAPITAL BORROWINGS AND DEBT RESCHEDULING

5. 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 2020/21.
6. 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

7. The investment strategy for 2020/21 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.
8. 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 2020 the average rate of return achieved on average principal available was 0.50 %. This compares with an average seven day deposit (7 day labor) rate of 0.08 %.

9. The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2020/21 are as follows:

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

10. The Authority had investments of £48.2m as at 30th September 2020 (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 2020/21

Institution	Credit Rating	MM Fund*	Bank / Other	Building Society	Local Authority	Average Interest
		£	£	£	£	%
Aberdeen Global	AAA	3,000,000				0.70
Federated Investors	AAA	3,000,000				0.69
Fidelity	AAA	3,000,000				0.70
JP Morgan	AAA	3,000,000				0.54
LGIM (Legal & General)	AAA	3,000,000				0.69
Morgan Stanley	AAA	700,000				0.63
Close Brothers	A		2,000,000			0.76
HSBC (MFRS Deposit Account)	A		500,000			0.00
Santander	A		2,000,000			0.58
Coventry BS				1,000,000		0.80
Leeds BS				2,000,000		0.75
Newcastle B Soc				1,000,000		0.75
Nottingham B Soc				2,000,000		0.68
Aberdeen Council					2,000,000	0.58
Blackburn Council					2,000,000	0.63
Blackpool Council					2,000,000	0.61
Broxbourne DC					2,000,000	0.53
Broxtowe BC					2,000,000	0.86
Guildford BC					2,000,000	0.55
Lancashire CC					2,000,000	0.63
PCC Lancashire					2,000,000	0.80
Slough BC					2,000,000	0.79
Tameside MBC					2,000,000	0.71
Thurrock Council					2,000,000	0.86
Totals		15,700,000	4,500,000	6,000,000	22,000,000	0.66
Total Current Investments					48,200,000	

*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

10. The external debt indicators of prudence for 2020/21 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt:	£64 million
Operational boundary for external debt:	£58 million

Against these limits, the maximum amount of debt that was reached in the period April to September 2020 was £37.3 million.

TREASURY MANAGEMENT PRUDENTIAL INDICATORS

11. The treasury management indicators of prudence for 2020/21 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 2020 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 2020 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	95%	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 2020/21. One investment of £2m for 365 days was placed in the first half of 2020/21.

11. 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.

13. 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 2020.

Investments – Internal returns compared to the 7 day LIBOR rate. The return in the period April to September 2020 was 0.42% above the benchmark.

TREASURY MANAGEMENT ADVISORS

14. 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.
15. Whilst Liverpool City Council and its advisors provide the treasury function, ultimate responsibility for any decision on treasury matters remains with the Authority.

CONCLUSION

16. Treasury Management activity in 2020/21 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:	10 DECEMBER 2020	REPORT NO:	CFO/060/20
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	CORPORATE RISK REGISTER 2020-21 APRIL-SEPT UPDATE		
APPENDICES:	APPENDIX A: CORPORATE RISK REGISTER 2020/21 APRIL TO SEPTEMBER 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 2020.

Recommendation

2. That Members approve the updated Corporate Risk Register for 2020/21 which incorporates the current status of those risks to September 2020.

Introduction and Background

3. It is good practice to regularly review the internal and external risks to the on-going delivery of services 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 2020/21. 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. Risk 4.11 in Environmental and Political - Diesel fuel vehicles being phased out in the future has been merged with Risk 4.9 which has been rewritten to incorporate this risk.
7. The Covid 19 outbreak has also been considered/referenced in a number of risk areas.

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.

BACKGROUND PAPERS

GLOSSARY OF TERMS

This page is intentionally left blank

MFRA RISK MATRIX

Increasing Impact B		Likelihood A			
		1	2	3	4
1	Slight	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement
2	Minor				
3	Significant			Develop Reduction measures	Compulsory Risk reduction
4	Major		Develop Reduction measures	Compulsory Risk reduction	



**MERSEYSIDE
FIRE & RESCUE
SERVICE**

April 2020 –March 2021

APRIL 2020 to SEPTEMBER 2020
update

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.

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

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

Corporate Risk Category	Risk Appetite	Explanation
Budget and financial	Low	The appetite for Budget and financial risk is low. 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.

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

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 2020/21

Page 92

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										
1.	Budget /Financial Risks	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence	1.1.1	1,2,3,4	Increased risk to all MFRS staff safety - increased numbers of injuries.	15	Resilience exists within departments to task staff with priority work steams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place. April-Sep Update GM Training constantly reviews staffing levels at the Training Development Academy and has explored different pilot delivery	12	AM Operational Preparedness

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

							<p>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 Local Performance Indicators</p> <p>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>Resilience still in place within departments to task staff with priority work streams when required. Business Continuity Plans have been updated from Covid 19 responses and new ICT provisions</p> <p>Recruited 2 new workshop staff. Workshops review still in progress and green book staff is to be arranged. Looking at Succession</p>		
--	--	--	--	--	--	--	---	--	--

								Planning for Transport Manager. Business Continuity Officer in place. Operational Procedure Review Team project on target to deliver. Increased courier risk due to kit movements that were meant to drop off through TRM.		
1.	Budget/Financial Risks			1.1.2	1,2,3,4	Increased risk of property loss	12	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. April-Sep Update No change this period	10	AM Operational Preparedness
1.	Budget/Financial Risks			1.1.3	1,2,3,4	Reducing ability to respond or maintain competent workforce.	15	The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff	10	Director of POD

								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		
1.	Budget/Financial Risks			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 Safe Person Assessments and the training planner for all operational staff. TRM staff utilise Voluntary Additional Hours to ensure appliances are fully staffed. April-Sep Update MFRA continues (including during the pandemic lockdowns) 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 Local Performance Indicators.	10	AM Operational Response/ Preparedness

								Additional training is provided at a local level (SPA & Learnpro) to ensure staff have underpinning knowledge across a range of skills and competencies. Apprenticeship/competency scheme in place.		
1.	Budget/Financial Risks	1.2	<p>Insufficient staff to maintain current 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>	1.2.1	1,2,3,4	Increased fires, deaths and injuries	15	<p>MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through PMG.</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 The approach to Home Safety has been indifferent this year due to COVID. Advocates continue to deliver Safe and Well and operational crews will</p>	10	<p>AM Prevention</p> <p>AM Protection</p>

								<p>deliver HFSCs if the risk of fire outweighs COVID in the main this is post fire. We have experienced 4 fatal fires in quarter 1 but performance against accidental dwelling fires targets is positive.</p> <p>AM Prevention</p> <p>Protection are in the process of recruiting a number of Watch Managers and trainee FSI(S) in order to maintain current performance and increase future capacity.</p> <p>AM Protection</p>		
1.	Budget/Financial Risks	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	1,2,3,4	Increased risk of property loss in the community	15	<p>MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.</p> <p>April-Sep Update No change this period Despite the Covid 19 pandemic we have been able to maintain response</p>	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 2020/21 Pay awards have been settled within the overall established provision (2.75% for non-Firefighter staff, 2% for firefighters)	0	Treasurer
1.	Budget/Financial Risks	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 Despite the pandemic, services have largely been maintained even with some staff working from home during lockdowns.	6	SLT

								The Authority have produced a balanced 2020/21 Budget without the need to find further employee savings		
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	<p>Utilising MFRS resources to fulfil Role and responsibilities.</p> <p>Budget constantly reviewed with Home Office Colleagues</p> <p>April to Sep update Grant payments from Home Office have been unaffected at present time with additional grants now being made available to MFRA to support asset refresh and Long Term Capability Management elements. Working relationship with HO remains very positive with periodic finance meetings being held with relevant stakeholders. Given the timing of the New Dimensions 2 project and the current arrangements for Lead Authority status that are on place, we would</p>	12	AM National Resilience

								not anticipate any will from Home Office to change the current arrangements and therefore extension to the Lead Authority arrangements and the associated funding, whilst not yet confirmed, is likely to continue.		
1.	Budget/Financial Risks	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 No known issues have been identified to date.</p>	15	Senior Solicitor, Head of Procurement & Democratic Services
1.	Budget/Financial Risks	1.10	"McCloud" - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the			Any remedy / compensation awarded by the Tribunal may have a significant financial impact on the Authority both in terms retrospective compensation payments for	12	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	8	Director of Finance / CFO / SLT

			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.			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. 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.		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. April – Sept update The 2019 LGPS actuarial review has established an employer rate inclusive of the costs associated with any McCloud remedy from 2020/21 and therefore mitigated the impact of any final remedy proposals. HMT have indicated the cost of firefighters returning to their legacy schemes, with a significantly higher employer rate are likely to be built into the 2020 FPS Actuarial review and new employer rates from 2023/24. The proposed 2021/22 MTFP will take into account a forecast for the cost of any employer rate increase from 2023/24.		
--	--	--	---	--	--	---	--	--	--	--

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	MITIGATED SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										

2.	Legal and Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	1,2,3	Damage to MFRS reputation. Impact on public and partner goodwill.	15	The IRMP process is thorough and consulted on widely. research and analysis activities are carried out, risks are assessed and strategies and processes adopted to deal with them. April-Sep Update	8	SLT
----	-----------------------------	-----	--	-------	-------	---	----	--	---	-----

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

2.	Legal and Legislative Risks			2.1.2	1,2,3	Inability to respond to major national resilience incidents	15		8	SLT
				2.1.3	1,2,3	Increased fires, deaths and injuries	15		12	SLT

2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25	This can be mitigated to some degree by correct application of SOP's. Service Instructions, training and Health and Safety legislation to avoid injury and damage. April-Sep Update	12	SLT
2.	Legal and Legislative Risks	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 Judicial Review regardless of the perceived merits or otherwise of such an application. April-Sept update No challenges in the form of Judicial Review or other have been received within this period	8	Senior Solicitor, Head of Procurement and Democratic Services

2.	Legal and Legislative Risks	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	<p>The Equality and Diversity Policy is regularly reviewed (most recently 2017)</p> <p>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.</p> <p>An E&D Annual Report details outcomes in line with the Equality Act and Action Plan</p> <p>A Public Sector Equality Duty data report is produced annually and analysed to feed in the action planning process</p> <p>Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change</p> <p>A desk top exercise was carried out in 2016/17 to gather information in</p>	8	Director of Strategy and Performance
----	-----------------------------	-----	--	-------	---	--	----	--	---	--------------------------------------

							<p>relation to the LGA Equality and Diversity Framework</p> <p>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</p> <p>Face to Face ED&I training has been limited this period due to the pandemic, but virtual training is being used temporarily with an intention to return to face to face when possible.</p>		
--	--	--	--	--	--	--	--	--	--

								<p>Equality Impact Assessments and work with staff networks has continued.</p> <p>The Authority has complied with the Public Sector Equality Duty and published the required reports despite the requirement to do so being suspended during the pandemic.</p> <p>The staff survey was postponed in the summer but will take place in November/December.</p>		
2.	Legal and Legislative Risks	2.6	Policing and Crime Act 2017	2.6.1	2,3	Potential change to Governance	15	<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>	12	AM Preparedness

								April-Sep Update As Above, in addition the Blue Light Collaboration Programme Board have created a working group to consider strategic direction for collaboration delivery for 2021 and beyond.		
2.	Legal and Legislative Risks			2.6.2	2,3	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	The Policing and Crime Act 2017 places a duty on MFRA to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness MFRA's position is therefore to consider collaboration where it provides for a more efficient and/or effective service, where it improves	8	AM Preparedness

								the safety of the public, or is in the interests of economy. 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. April-Sep Update No change this period		
--	--	--	--	--	--	--	--	--	--	--

2.	Legal and Legislative Risks	2.7	Increased Litigation costs	2.7.3	2,4	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents. April- Sep update	6	Senior Solicitor, Head of Procurement & Democratic Services
----	-----------------------------	-----	----------------------------	-------	-----	---	----	---	---	---

								No change to this period as the engagement with health and safety and training continues to be implemented		
2.	Legal and Legislative Risks			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 This remains an apparent risk however the liaison with Estates and Health and Health and safety continues and any incidents managed well and risks reduced</p>	6	Senior Solicitor, Head of Procurement & Democratic Services.
2.	Legal and Legislative Risks	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</p> <p>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>	8	SLT

								April-Sep Update Compliance with the Transparency Regulations is kept under review and information updated on the website as required.		
--	--	--	--	--	--	--	--	--	--	--

2.	Legal and Legislative Risks	2.10	Health & Safety audits, failures and investigations	2.10.1	1,2,3	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection. April-Sep Update No change this period	10	AM Operational Response
2.	Legal and Legislative Risks	2.11	Lead Authority for National Resilience	2.11.1	1,2,3,4	Increased responsibility and liability; capacity issues and reputational risk.	15	Mitigation in part through careful contract management. April-Sep Update The management of the contract and liability of the Authority continues to be mitigated	10	Senior Solicitor.

2.	Legal and Legislative Risks	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	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. Apr-Sep Update No change this period. The Driving school will assess and decide when to put individuals through training.	10	Director of HR, AM Operational Preparedness
----	-----------------------------	------	---	--------	--	---	----	---	----	---

2.	Legal and Legislative Risks	2.13	Insufficient experienced staff to	2.13.1	1,2,3	Damage to MFRS reputation with the business partner and	12	Resilience is provided to ensure that any loss of key	9	AM Protection
----	-----------------------------	------	-----------------------------------	--------	-------	---	----	---	---	---------------

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

			manage existing Primary Authority Partnerships			the government Department of Business, Energy and Industrial Strategy.		<p>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>April – Sep Update The Protection Team continues to train and upskill its staff in order to satisfy the needs of the Primary Authority Scheme. A dedicated Station Manager and Watch Manager deal with the Primary Authority Scheme.</p>		
2.	Legal and Legislative Risks	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	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	9	AM Protection

							<p>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 Protection have recruited and trained a number of Watch Managers as Protection Response Officers. This team provides 24/7 response to any incident where Fire Safety concerns are raised and can deal with them appropriately. This includes moving to formal legislative requirements under the Fire Safety Order.</p>		
--	--	--	--	--	--	--	---	--	--

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										
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	<u>Treasurer</u> Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well. Apr- Sep Update Following COVID19 first wave, new agile ICT equipment has been procured to enable flexible working – Head of Technology New agile working and ICT provision in place for staff to work elsewhere if required. Business Continuity plans updated and in place Secondary Fire control and buddy arrangements continue to be in place – AM Preparedness	8	Head of Technology, Treasurer, AM Operational Preparedness

3.	Loss of Strategic Sites/Assets	3.2	Loss of FSHQ, FIRE CONTROL, TADA, fire stations and National Resilience Control	3.2.1	1,2,4	Inability to respond, delay in providing core services	20	Head of Technology & AM Operational Preparedness. Secondary Fire Control is available at TDA for relocation and '999's can be diverted regardless of the availability of SHQ. 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.	8	Head of Technology, Treasurer, AM Operational Preparedness
		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	<p>Apr- Sep Update</p> <p>For resilience purposes during COVID-19 restrictions, Fire Control Day Watch located in Secondary Control (TDA) and Night Watch at the Primary Control (SHQ). This ensures a degree of social distancing and reduces the likelihood of passing on infection.</p> <p>A significant piece of work took place especially in the early stages of the Covid-19 lock down. Enabled MFRA staff to undertake agile</p>	8	

								<p>working during Covid-19 lockdown using Surface Pros.</p> <p>The rollout off MS Teams during the Covid-19 pandemic allowed internal and external meeting take place whilst MFRA staff worked in a hybrid home and/or in the workplace.</p> <p>Training New agile working and ICT provision is in place for staff to work elsewhere if required. Business Continuity plans have been updated and are in place. Plans in place for Core training to be carried out on fire stations if required and TDA unavailable.</p> <p>Fire Control As previous statement</p>		
--	--	--	--	--	--	--	--	--	--	--

3.	Loss of Strategic Sites/Assets	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	<p>A Protective Security Group is led by the Director of Legal and includes representatives of several departments with security responsibilities. There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security. 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 group did not meet during April to September but was reinstated in November. Despite this, work has continued through normal business to ensure security remains an area of focus.</p>	9	Director of Strategy and Performance
----	---------------------------------------	-----	--	-------	---------	--	----	---	---	--------------------------------------

3.	Loss of Strategic Sites/Assets			3.5.3	1,2,3,4	St Helens	25	<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 utilised for response in the wider St. Helens area.</p> <p>Apr-Sep Update New station build completed and opened on 16th October Station completed and opened on 16th October.</p>	12	Senior Solicitor, Head of Procurement & Democratic Services.
3.	Loss of Strategic Sites/Assets	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		<p>See 6.2 and 6.9.</p> <p>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.</p>		Head of Technology

								<p>April-Sep Update</p> <p>No reduction or impact on Fire Control services due to cybercrime related activities during this period.</p> <p>As MFRA upgrades its command and control system from Vision 3 to Vision 5 the new solution will incorporate cyber protection and a cyber-security penetration test will take place before go-live in Feb 2021.</p>		
--	--	--	--	--	--	--	--	--	--	--

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	MITIGATED SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
4.	Environmental and Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	1,4	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders. April-Sep Update No change this period	10	AM Operational Response
4.	Environmental And Political	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	4	AM Operational Preparedness

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

								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 No change this period. A Memorandum of Understanding with United Utilities is in place for Water supplies.		
4.	Environmental and Political	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	1,2,3	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) & associated deliberate fire setting.	12	AM Prevention
				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	Increased antisocial	12	

Aims: 1) Excellent Operational Preparedness.

2) Excellent Operational Response.

3) Excellent Prevention & Protection.

4) Excellent People

								<p>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> <p>We continue to deliver a range of Prevention activities across all LA areas of Merseyside. We actively monitor all aspects of performance – some services have been altered this year due to the pandemic and outcomes have been reported through Performance Management Group, we are in the planning stage now for the Bonfire Period and have had some success in securing funding for Street Intervention Teams in each LA area. Advocates remain focused on the delivery of Safe and Well visits and we will see a targeted “flyer” campaign for Older Persons Day and beyond in the final reporting period of this year.</p> <p>Corporate Communications activity is focussed on protecting the reputation of the Service whilst providing advice and guidance to communities and promoting</p>		
--	--	--	--	--	--	--	---	--	--

4.	Environmental and Political	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	<p>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.</p> <p>April-Sep Update</p> <p>Corporate Communications have significantly increased their staff communications output during the period to provide up to date information and guidance and staff during the pandemic. This also involved increased external communications to ensure the public were advised of risks specific to the pandemic and lockdown as well as maintaining regular safety communications. Engagmeent with partner organisations increased to</p>	12	Director of Strategy and Performance
----	------------------------------------	-----	------------	-------	---------	--	----	--	----	--------------------------------------

								enable this. Additional resources were required to facilitate this work. The period has also seen the preparation for the bonfire period and preparation for firefighter and Control recruitment.		
--	--	--	--	--	--	--	--	---	--	--

4.	Environmental and Political	4.5	Increased flood risk	4.6.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	Response Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.7.1	1,2	Spate conditions will impact on ability to respond	15	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. April-Sep Update No change this period	10	AM Operational Preparedness & Operational Response

4.	Environmental and Political	4.7	Civil Unrest	4.8.1	1,2,3	Inability to respond effectively to civil unrest	15	MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol). April-Sep Update No change this period	10	AM Operational Preparedness & Operational Response

4.	Environmental and Political	4.9	Diesel fuel vehicles being phased out in the future	4.9.1	1,2,3	Initiate an Electrical charging infrastructure and electric vehicles considering the Local Authority aim to introduce pollution charges.		April-Sep Update A Task and finish group has been established to look at an electrical charging infrastructure and electric vehicles. The group is initialling examining Procurement frameworks available and assessing electric capacity on MFRS properties		AM Operational Preparedness
4.	Environmental and Political	4.10	Fuel Strike			Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.		Merseyside Resilience Forum Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions April-Sep Update MFRS Fuel Plan is currently being reviewed		AM Operational Preparedness

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	MITIGATED SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
5.	Loss of Key Staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident, significant incident	5.1.1	1,2,3,4	Loss of Key staff, Inability to provide core services	15	<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 Resilience still in place within departments to task staff with priority work streams when required, Business Continuity Plans have been updated from Covid 19 responses and new ICT provisions – AM Preparedness	10	AM Operational Preparedness & Operational Response

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

5.	Loss of Key Staff	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		<p>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.</p> <p>April-Sep Update Resilience team members continual to be supplemented by new recruits entering the service ensuring any reductions due to retirements are offset.</p>	12	Director of POD
5.	Loss of Key Staff	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</p>	12	Director of POD

								<p>shortage, and ensure adequate training, promotion or recruitment to address those needs</p> <p>April-Sep Update</p> <p>A significant number of substantive appointments have been made in line with Workforce Planning arrangements and ensuring newly introduced duty systems are fully resourced. External transfers in to MFRA have been facilitated at both FF and Supervisory manager level.</p>		
--	--	--	--	--	--	--	--	---	--	--

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										
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>ICT 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>Apr- Sep update No change during this period.</p> <p><u>Systems Support</u></p>	6	<p>Head of Technology</p> <p>Director of Strategy & Performance</p> <p>FMIS Manager</p>

								There will be an individual update for this area in future reports		
								Apr- Sep update No concerns around arrangements for maintaining third party software provision during this period. Finance & HR There will be an individual update for this area in future reports		
6.	Technology Risks	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	12	Head of Technology Director of Strategy & Performance

								The ICT Board and applications governance referred to above has continued throughout the period which ensures that any issues are identified and responded to. The Protective Security Group has now been reinstated, but work has continued in that area throughout the period.		
6.	Technology Risks	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	<p>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 appropriate innovations, whilst having an ICT infrastructure that is robust, secure, reliable and resilient.</p> <p>For this reason, our ICT strategy is encapsulated in our ICT strategic framework</p>	12	Head of Technology

								and our asset management plan, and is then aligned to wider organisation strategy at the quarterly held S&P ICT Board.		
								April-Sep Update November 2020 will see a restart of the Strategic Framework meetings as ICT return to Business as Usual working during Covid-19. Prior to Nov 2020 ICT has been operating a Business Continuity meeting structure.		

6.	Technology Risks	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	There are policies for Information Security and Governance, Acceptable use of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information	12	Director of Strategy and Performance
----	------------------	-----	---	-------	---------	---	----	--	----	--------------------------------------

								assets, records management and Freedom of Information. Work to implement the General Data Protection Regulation was successful. This included: 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. April – Sep update Work continues to ensure that data processing (new and existing) complies with legislation and good practice.		
6.	Technology Risks	6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	1,2,3	Radio voice services cannot be guaranteed for the transition	16	ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services. The ESMCP presents a high-risk potential for MFRA, dependent on external	9	Head of Technology

							<p>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 Work on the trial and testing of the Emergency Services</p>		
--	--	--	--	--	--	--	--	--	--

								<p>Network Direct 2.0 products is nearing completion. The successful trials should ensure the final PRIME product due in Q3 2021 will deliver an effective operational replacement to the Airwave product.</p> <p>Work to ensure the continued availability and support of the Airwave radio system are ongoing including upgrades within the Airwave network and fibre links to our onsite equipment.</p>		
6.	Technology Risks	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 is ongoing to replace this application.</p>	12	Director of Strategy and Performance
6.	Technology Risks	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	12	Head of Technology

							<p>external attacks include applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware 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 received warnings from North West Warning & Advice Reporting Point (NW WARP and the Head of ICT attended quarterly NW WARP meetings for the first time.</p>		
--	--	--	--	--	--	--	---	--	--

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	MITIGATED 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 Additional training is being arranged for Procurement staff to ensure the management of contracts is at the highest professional level	8	Head of Procurement
7.	Procurement	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 No areas of concern have been identified	12	Head of Procurement

		1.8	Changes to insurance discount rates	1.8.1	1,2,3,4	Increased insurance premiums	15	This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect. <u>Removed Sept 2019</u>	12	Director of Legal, Procurement & Democratic Services
				3.5.2	1,2,3,4	Saughall Massie		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. <u>Removed Sept 2019</u>	6	Head of Estates

4.	Environmental and Political	4.11	Diesel fuel vehicles being phased out in the future	4.11.1	1,2,3	Impact on fleet and lease vehicles		Long term planning for vehicle and asset refresh. April-Sep Update Risk merged with 4.9 with change to descriptor – November 2020		AM Operational Preparedness
6.	Technology Risks	6.10	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.			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.		We will engage with Home Office and NFCC to try and ensure that access to the system is not lost. 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. Closed March 2020	12	Director of Strategy and Performance

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	10 DECEMBER 2020	REPORT NO:	CFO/061/20
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2020-21 APRIL-SEPT UPDATE		

APPENDICES:	APPENDIX A:	KPI UPDATES APRIL TO SEPT 20/21
	APPENDIX B:	FUNCTIONAL PLAN 2020/21
	APPENDIX C:	UPDATES APRIL TO SEPTEMBER
	APPENDIX D:	IRMP 19/21 APRIL TO OCT UPDATES HMICFRS ACTION PLAN UPDATE – NOVEMBER 2020

Purpose of Report

1. To request that Members scrutinise performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2019/20 for the period April to September 2020, the Integrated Risk Management Plan actions and the HMICFRS action plan.

Recommendation

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

Introduction and Background

3. The 2020/21 Service Delivery Planning process began in January 2020. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the IRMP and Service Delivery Plan.
4. The April to September Service Delivery Plan Performance Report for 2020/21 is the document that reports and updates on the Functional Plan action points and Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2020.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators (Appendix A)

6. In March 2020 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance measures would continue to be grouped in the following way:
 - Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are
 - Service Plan outcomes - Key Performance Indicators
 - Tier 1 - Outputs – contributory outcomes and Local Performance Indicators
 - Tier 2 – Output - Local Performance Indicators
 7. Performance indicators have been grouped according to incident type:
 - Dwelling fire
 - Non domestic property fire
 - Anti-social behaviour and other fire
 - Road traffic collisions
 - Special service
 - Fire alarms
 - Staff welfare, risks and competency
 - Energy and the environment
 8. The Key Performance Indicator TC05 Special Service Calls attended no longer has a target and is for quality assurance only. This decision was made due to the type of incidents attended. It was agreed that MFRS would not want to discourage many of the calls received, nor are we able to influence performance in some areas such as assisting partner agencies. Areas MFRS could influence such as RTC's attended and water rescue incidents, while still included in this indicator are also recorded separately as RC11 and RC24.
 9. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
 10. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's and people living in areas of deprivation.
 11. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meetings of relevant managers and the Strategic Leadership Team Strategy and Performance Board. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
 12. All performance for April to September 2020 is covered in detail in the appendices to this report including an update on IRMP 2019/21 actions for the period April to October 2020/21.
-

13. As is to be expected, the pandemic has had some impact on performance this year, with a number of activities not being carried out due to the restrictions. Rather than request an adjustment to the targets, the Chief Fire Officer has maintained the current target as this enables Authority Members to see what that impact has been. However, it is important to note that performance against performance indicators remains very positive.

Functional Plan updates (Appendix B)

14. A colour coding has been added to the Functional Plan updates:

Key for Progress Reporting

- ⇒ Action is now business as usual/complete
- ⇒ Action is well underway/completion anticipated by a stated date
- ⇒ Action is on hold or not started

IRMP update (Appendix C)

15. Although IRMP actions are included within Functional Plan objectives, a full update against all IRMP actions are included at Appendix C.

HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services) action plan update (Appendix D)

16. An update against the actions contained within the Service's 2019 HMICFRS inspection report is contained at Appendix D.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

20. There are no direct legal implications contained within this report.
-

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

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

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

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

BACKGROUND PAPERS

GLOSSARY OF TERMS

SERVICE DELIVERY PLAN 2020-21

July - September 2020

Report



SERVICE PLAN – JULY – SEPTEMBER 2020

OPERATIONAL PREPAREDNESS:

TRAINING:

FP/20/21/1.1:

Complete feasibility study and a detailed costing exercise for the proposed redevelopment of the Training and Development Academy (TDA) and Croxteth Fire Station (including collaboration with internal and external partners).

- ⇒ Work is ongoing under the Training and Development Academy (TDA) project board.
- ⇒ Planning permission was granted for the redevelopment of the Croxteth site.
- ⇒ A site evaluation/feasibility is being considered for a new TDA development, which will be reported to Strategic Leadership Team.

FP/20/21/1.2:

Enhance Command Training to ensure fire service assets are directed assertively, effectively and safely at incidents including regular assessment of command competence.

- ⇒ A proposed new Command Strategy has been presented at the Operations Board.
- ⇒ Simulation exercises have been introduced and the strategy continues to be developed, with a progress report due to be presented at the Operational Board on 26.11.2020.

FP/20/21/1.3:

Ensure all staff skills are up to date and promote organisational awareness of the method to record training.

- ⇒ Organisational Training Needs Analysis produced and presented to the Operational Board on 28.09.2020.
- ⇒ The appraisals process is complete.
- ⇒ A multi-agency 3-year calendar has been produced and will be presented at the Operational Board on 26.11.2020.
- ⇒ The support staff and Fire Control ELearning system is now live with Marine Rescue Unit ELearning aspect still under development.

COLLABORATION & INTEROPERABILITY:

FP/20/21/1.4:

Ensure collaborative opportunities are fully explored and kept under review in line with the Policing & Crime Act 2017,

<p>reviewing our Shared Estate, Operations and Support Services. Opportunities will be explored where they are in the interests of efficiency, effectiveness or public safety.</p>	<ul style="list-style-type: none"> ⇒ Work continues to be focused on the co-ordination of joint response to Covid 19, by supporting Tactical Command Group and the Emergency Service Cell. ⇒ JESIP command courses taking place during 2020.
<p><u>FP/20/21/1.5:</u></p> <p>Continue to embed and improve interoperability through JESIP by working together and working with partners to achieve a better outcome for our communities.</p>	<ul style="list-style-type: none"> ⇒ JESIP Control Room supervisor courses booked for October 2020. ⇒ JESIP Commander courses booked from September 2020 onwards.
<p>FIRE CONTROL:</p>	
<p><u>FP/20/21/1.6:</u></p> <p>Implement a comprehensive review of staffing and consider future ways of working for Fire Control.</p>	<ul style="list-style-type: none"> ⇒ A Fire Control review update was presented to the Operational Board on 29.06.2020 and 28.09.2020. ⇒ Eight workshops were held in January 2020 with staff and an online survey sent to all. A summary report was produced, an ELearning planner launched and all other face to face training is now being recorded.
<p>OPERATIONAL PLANNING & INTELLIGENCE:</p>	
<p><u>FP/20/21/1.7:</u></p> <p>Continuous review of Standard Operational Procedures (SOPs) and training packages in line with National Operational Guidance (NOG) and support the ongoing development and maintenance of NOG through the completion of a Strategic Gap Analysis.</p>	<ul style="list-style-type: none"> ⇒ A National Operational Guidance Gap Analysis was completed with a 95% compliance, new amendments are being received regularly which are reviewed by the Operational Performance Review Team on a monthly basis. ⇒ An Internal Governance Group meet and discuss changes and amendments to Service Operational Procedures through the ongoing review process. ELearning modules aligned to Service Operational Procedures (SOPs), have been launched on a monthly basis. ⇒ By December 2020, a full suite of modules will be available to staff through the Station Training Planner. ⇒ ELearning presentation went to Ops Board 14.8.2020.
<p><u>FP/20/21/1.8:</u></p> <p>To continue to review how operational risk information is provided to front line crews, including the future conversions of</p>	<ul style="list-style-type: none"> ⇒ SIRAH (Site Information Risk and Hazard) application is continuing to be tested at Heswall Fire Station.

<p>MFRS Site Specific Risk Information (SSRI) into the development and implementation of Site Information Risk and Hazards (SIRAH).</p>	<ul style="list-style-type: none"> ⇒ Cross Border risk information was shared with North West partners via Resilience Direct. ⇒ North West Fire Rescue Service risk information (SSRI) is available on the Service Portal and MDTs (Mobile Data Terminals)
<p><u>FP/20/21/1.9:</u></p> <p>Share Cross Border risk information with neighbouring FRSs through the use of ICT platforms and emerging technology and examine how best to enhance cross border training with neighbouring FRSs to assist when responding to over the border incidents.</p>	<ul style="list-style-type: none"> ⇒ Cross border risk info shared with NW partners via Resilience Direct. ⇒ North West FRS risk information (SSRI) available on Service Portal and MDTs (Mobile Data Terminals) – completed. ⇒ Cross border training – review continues; being discussed at the North West Training Mangers Group. ⇒ Multi-agency training calendar is currently being produced.
<p><u>FP/20/21/1.10:</u></p> <p>Identify and plan to reduce Foreseeable Risk to the community and the environment.</p>	<ul style="list-style-type: none"> ⇒ A review of any foreseeable risk within Merseyside was completed last quarter. Within this, the Community Risk Register was cross referenced with historic incident data, but also aligning new emerging local risk, as there has been some growth within the Port of Liverpool. ⇒ Due to the postponement of the Business Continuity Exercise, validation was completed through the Senior Leadership Team Meeting and Budget Strategy Meeting.
<p>OPERATIONAL RESOURCES AND TRANSPORT:</p>	
<p><u>FP/20/21/1.11:</u></p> <p>Progress and implement authorised recommendations from the Strategic Leadership Team as to the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response.</p>	<ul style="list-style-type: none"> ⇒ The Transport Strategy review is ongoing within appliances, special appliances and People & Organisational Development Review. ⇒ The outcome of the review is currently being drafted to submit to the Resources Board in November.

<p><u>FP/20/21/1.12:</u></p> <p>Implement a review of Workshop staffing pay rates.</p>	<ul style="list-style-type: none"> ⇒ The staffing pay review was reported to the Operational Board on 28.08.2019 and 26.09.2019 respectively. ⇒ Green Book staff pay review is still being progressed. ⇒ Red Book staff is now completed.
<p><u>FP/20/21/1.13:</u></p> <p>Implement a comprehensive review of Courier staffing and consider future ways of working.</p>	<ul style="list-style-type: none"> ⇒ Awaiting the outcome of discussions with Representative Bodies. ⇒ The review has been reported to the Operational Board on 27.01.2020.
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/1.14 - E&D CARRYOVER:</u></p> <p>To review the Training and Development Academy facilities and Croxteth Fire Station site in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</p>	<ul style="list-style-type: none"> ⇒ The facilities at the Training and Development Academy have been reviewed and the staffing numbers required exceed the provision at present. ⇒ A request has been placed with the Estates Department to procure portacabins which will provide additional showers and toilets for the site and be utilised mainly by the recruit firefighters. ⇒ A site survey has been completed and quotes are currently being reviewed.
<p><u>ED/20/21/1.15:</u></p> <p>Utilise our positive action campaigns for recruitment within all departments to ensure diversity.</p>	<ul style="list-style-type: none"> ⇒ The Operational Preparedness Directorate will seek advice from People and Organisational Development department on all recruitment aspects within the directorate.
<p><u>ED/20/21/1.16:</u></p> <p>Collaborate and work with other agencies to horizon scan and benchmark any ED & I processes.</p>	<ul style="list-style-type: none"> ⇒ This is incorporated into all the function's areas through ongoing regular meetings and also with collaboration partners across both organisations.

<p><u>ED/20/21/1.17:</u></p> <p>Research, Develop and Implement Supportive technology, e.g. 999Eye, What3Words.</p>	<p>⇒ New applications are being considered through ongoing project board meetings, for the implementation of a new mobilising software within fire control.</p>
<p><u>ED/20/21/1.18:</u></p> <p>Uniforms, ensure that are inclusive for all, and the availability of specialist uniform for different faiths/cultures.</p>	<p>⇒ All uniform decisions will be subject to engagement and testing trials with staff/users and consultation with representative bodies when appropriate.</p>
<p><u>ED/20/21/1.19:</u></p> <p>Involve ED & I in all review processes.</p>	<p>⇒ All work streams relating to Equality and Diversity with particular reference to any new equipment, procedures, vehicles, uniforms and training will be subject to engagement and testing trials with staff/users; to ensure a positive impact on any protected groups.</p> <p>⇒ An Equality Impact Assessment has been submitted for any affected change.</p> <p>⇒ Staff are actively encouraged to raise any concerns, seek information and offer opinions to line managers to take account of the feedback.</p> <p>⇒ Staff are supported through the appraisal process and we will at every level, ensure staff have the rights skills to fulfil their potential.</p>

OPERATIONAL RESPONSE:	
<p><u>FP/20/21/2.1:</u></p> <p>Continue to maintain the Health, Safety and Welfare of all Merseyside Fire & Rescue Service (MFRS) staff and promote and support a positive Health and Safety Culture.</p>	<p>⇒ Health and Safety department has developed a suite of now published Risk Assessments, Service Instructions and guidance documents/communications, to support the response to Covid and keep staff safe and premises Covid secure. This has been under constant review by the Health and Safety team, and suitable and appropriate adjustments made in reaction to any changes in government guidance.</p> <p>⇒ Key functions have continued to operate including the meetings of road risk and workplace review, to ensure safe management and action of risk across the premises, fleet and staff.</p>

	<ul style="list-style-type: none"> ⇒ The Health and Safety committee meeting has also been held during this period in which the annual Health and Safety report for the period of 19/20 was presented and agreed. This showed really positive results with all but one of the Local Performance Indicators being achieved under target (injuries at risk critical training exceeded the target of 4 by one). ⇒ Near miss reporting is still continuing to rise, which aligns to a continued positive Health and Safety culture and 5 safety flashes have been published. ⇒ This period has also seen the reintroduction of the annual general Health and Safety audit of Service premises by the Health and Safety Technical Officers, and to date, has seen a completion rate of just over half. Furthermore, the Health and Safety team developed and introduced a COVID specific audit to be conducted at each Merseyside Fire and Rescue Authority premise. This concentrates on the elements within in our own and government guidance, that makes a premise COVID secure and ensures 'compliance' immediately actioning deficiencies were present. This to date has a 90+% completion rate and has been completed by Health and Safety technical officers and station based station managers.
<p><u>FP/20/21/2.2:</u></p> <p>Continue to strengthen Operational Response through improvements identified via effective monitoring, audit, assurance and review of the Operational Response function.</p>	<ul style="list-style-type: none"> ⇒ Operational Assurance activities have continued to full during this period and have had a specific focus on COVID related matters, including the assurance of correct levels of PPE at incidents. This period has also seen the declaration via Fire Control of the COVID related PPE in use. This is further discussed and monitored at the tri-weekly Operational Assurance Team morning meetings ⇒ There have been 3 Serious Incident Reviews (SIR's) completed during this period with 2 awaiting final Quality Assurance and one finalised, shared and learning being acted upon. These are for Venture Polymers (20P Fire); Lightbody Street (Water incident) and Orsted BESS (Lithium Ion battery unit fire). The Orsted BESS fire has had learning shared nationally, and a working group has been established to continue the learning in this relatively unknown area. ⇒ Station audits have recommenced for this period via the station based station managers and concentrated on a variety of themes

	<p>including radiation, as gaps were identified following the operational assurance of a recent radiation incident.</p> <p>⇒ The introduction of the revised Group Manager weekend inspection and Area Manager visits has been running and embedded through this period with positive results and feedback. Group Manager inspections have seen an uplift of the standards of both stations and appliances whilst the Area Manager visits are providing assurance of the ownership of station plans and risks by station staff.</p>
<p><u>FP/20/21/2.3:</u></p> <p>Develop our people within Operational Response via continued and improved engagement to deliver a professional service which impacts positively on our communities and our workplace; and continue to effectively and efficiently manage resources to deliver an excellent operational response.</p>	<p>⇒ Operational Response Station Managers continued to support and engage crews either face to face or via Microsoft Teams, as a result of the pandemic.</p> <p>⇒ During lockdown, operational crews delivered vital medicines to shielding/vulnerable members of the community, and delivered leaflets in the Liverpool north area on behalf of the city council.</p> <p>⇒ During the most recent outbreak there has been a very small number of occasions when appliance availability has been effected. Staff survey delayed due to the pandemic but taking place in November/December. Crew Manager Development process continues to develop staff.</p> <p>⇒ The Hybrid station at Watson Street, St Helens opened in October and staff identified from across a number of different shift systems. A number of Community Impact Fund nominations are currently being vetted</p>
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/2.4:</u></p> <p>Embed Inclusive Leadership and Management Coaching for Station Managers with the Diversity and Consultation Manager to ensure Managers have opportunities to learn and develop their Inclusive Management Skills (EO1, EO5).</p>	<p>⇒ Prior to COVID, inclusive leadership was discussed with Station Managers during one to one meetings and monthly standardisation. The Station Manager cohort had previously undergone unconscious bias training to better understand elements of inclusivity and develop their own skills, and have been practically applying these skills in the workplace. Furthermore, and since the last update, a number of Station Managers have also recently completed coaching training which supports other skill sets.</p> <p>⇒ The Response Group Managers continue to act as mentors to a number of the response Station Manager group and a couple of</p>

	experienced Station Managers are acting as mentors to the newer Station Managers to help develop their management and leadership styles. This has been extended to the Station Manager A development role in Health and Safety with the Operational Assurance Station Manager acting as a mentor.
<u>ED/20/21/2.5:</u> Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSCs (EO1, EO2, EO3, EO4, EO5).	<p>⇒ Following on from the previous quarterly update in which the country was within a strict lockdown, restrictions had eased and activity started to pick up again. However, having recently progressed into a tiered restriction, followed by another national lockdown; Home Fire Safety Check activity is still below the normal completion rate.</p> <p>⇒ Comparisons have therefore been less indicative however, the Equality and Diversity data capture on Home Fire Safety Check forms continues to be monitored and continues to be discussed with station based Station Manager's during one to one meetings.</p>
<u>ED/20/21/2.6:</u> Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups (EO1, EO4, EO5).	<p>⇒ Inappropriate behaviour is challenged by staff when it is observed and this is continually being embedded across the response function.</p> <p>⇒ The values, ground rules and code of conduct are the foundations of empowering staff to identify and challenge inappropriate behaviour and as the Service resumes to a degree of normality, these will continue to be used to form discussions with staff.</p> <p>⇒ Support is in place and offered from the Station Manager cohort.</p>

PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP/20/21/3.1:

<p>To support delivery of the organisational People Strategy and lead on the review of the Strategy for 2021-24.</p>	<ul style="list-style-type: none"> ⇒ Phase one of the People Strategy has been delivered ⇒ A re-write is being completed and re-designated People Plan in line with other key documents ⇒ The implementation plan will be reviewed and amended accordingly ⇒ Individual actions are built into the respective Departments functional plans for continuity of reporting.
<p><u>FP/20/21/3.2:</u></p> <p>To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.</p>	<ul style="list-style-type: none"> ⇒ Completed workforce plan for Grey Book ⇒ The Workforce Planning Group is in place to inform all people ⇒ planning within the organisation and associated Financial planning ⇒ This is supported with Workforce Development Group and the Gateway. ⇒ Succession Planning, fast track development is ongoing ⇒ Work ongoing for the Green Book workforce plan.
<p><u>FP/20/21/3.3:</u></p> <p>To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.</p>	<ul style="list-style-type: none"> ⇒ Firefighter apprenticeship recruitment is ongoing ⇒ Revision of positive action strategies is underway ⇒ Revised application process, and physical entry testing has been compiled ⇒ Continued use of apprentices across the organisation is ongoing ⇒ Gateway process has been revised and re-launched ⇒ Discussion with staff networks surrounding process ⇒ Coaching and mentoring progressing well ⇒ Continuing to develop and expand appointments board process ⇒ General recruitment conducted online
<p><u>FP/20/21/3.4:</u></p>	<ul style="list-style-type: none"> ⇒ Delivered exceptional services throughout lockdown and now potential second phase

<p>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</p>	<ul style="list-style-type: none"> ⇒ Award winning mental health strategies fully supportive of our staff, utilised by other organisations ⇒ Extensive level of support options for staff available ⇒ Positive contractual relationship with Health works ongoing ⇒ Capability management proven successful.
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/3.5:</u></p> <p>To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.</p>	<p>⇒ Whilst the impacts of Covid-19 have prevented us from carrying out a full range of Positive Action events, we have still continued to liaise with key community stakeholders; develop our social media platforms to showcase and promote role models within the organisation; and work with staff networks to highlight our careers opportunities.</p>
<p><u>ED/20/21/3.6:</u></p> <p>To continue to consider reasonable adjustments which can impact on an employee's capability to undertake their role to their full potential.</p>	<p>⇒ We continue to consider reasonable adjustments and this will be an ongoing practice.</p>
<p><u>ED/20/21/3.7:</u></p> <p>Each Service Instruction is assessed and a relevant Equality Impact Assessment produced as applicable.</p>	<p>⇒ We continue to undertake Equality Impact Assessments/Positive Impact Assessments when necessary.</p>

PREVENTION:**PREVENTION:****FP/20/21/4.1:**

Implement the revised Home Safety Strategy inclusive of using person and place based factors to keep people safer in their homes. Our revised strategy document will feature within revised IRMP Planning timeframe for 2021 – 2024.

- ⇒ MFRS Prevention Directorate have had a very challenging year in terms of performance – advocates continue to deliver Safe and Well to high risk people, operational crews have delivered very limited Home Fire Safety Checks (HFSC) numbers due to Covid 19 (these in the main have been delivered in post-fire situations). Staff have been assisting partner organisations in their response to the pandemic as detailed in the COVID-19 update to Authority in October.
- ⇒ Home Safety Week and Older Persons Day has seen Fire and Rescue Service staff focus on delivering Home Safety leaflets and advice in this high risk wards, this targeted approach will see the mass delivery of leaflets to those neighbourhoods throughout Quarter 3.
- ⇒ The Community Risk Management (CRM) Board were presented with Home Office Fire Statistics and Benchmarking figures (this highlighted several positive examples of Merseyside Fire and Rescue Service's performance from 2019/20).
- ⇒ MFRS Home Safety Strategy continues to deliver in a different way but we understand the simplistic nature of its approach (age, health and deprivation).
- ⇒ Data was presented to the Community Risk Management (CRM) Board around Merseyside Fire and Rescue Service's accidental dwelling fires - the figures continue to drop over the 15-year average. We have seen a significant increase in corporate communications messages throughout these last six months, to support Home Safety Delivery.

FP/20/21/4.2:

Ensure that Safeguarding is fully embedded in the Service.

- ⇒ MFRA Strategic Safeguarding Officer (Vice Chair of National Fire Chiefs Council Safeguarding Work stream) is managing the national implementation of the new Safeguarding Adults, Children and Young People Guidance. The self-assessment toolkit that has been sent to all Chief Fire Officer's following launch at the National Fire Chief's Council (NFCC) Prevention, Protection and Health Conference in Leicester (November 2019).

	<ul style="list-style-type: none"> ⇒ Creation of a Safeguarding Committee (Chaired by Assistant Chief Fire Officer) that is a decision-making governance meeting, to ensure that Merseyside Fire and Rescue Service are compliant with section 11 (Children) and section 14 (adults) audits. ⇒ Level 1 Safeguarding Awareness Training took place on Learn Pro launched on 1st July 2020 – to date this has been completed by 468 staff and will be included in the on board induction process. ⇒ Bespoke training to be created and delivered to staff appropriate to their role. ⇒ Merseyside Fire and Rescue Authority Strategic Safeguarding Officer is receiving Level 3 and Level 4 'Train the Trainer' Training from National Fire Chiefs Council (NFCC). This will be delivered to all FRS sector between January – June 2021. ⇒ National Fire Chiefs Council (NFCC) Professional Supervision Training and Safer Recruitment Training will be delivered between July – December 2021.
<p><u>FP/20/21/4.3:</u></p> <p>Further expansion and development of MFRS volunteers.</p>	<ul style="list-style-type: none"> ⇒ Since March 2020, the Prevention Department have had to postpone much of the community safety activities undertaken by external volunteers due to COVID19. As a result of the Health, Safety and welfare requirements placed upon Merseyside Fire and Rescue Service, this continues to be maintained as a result of operating covid secure workplaces.
COMMUNITY SAFETY:	
<p><u>FP/20/21/4.4:</u></p> <p>Produce and implement a Community Safety Strategy that encapsulates Arson, Road and Water Safety and Youth Engagement. Our revised strategy document will feature within the revised IRMP Planning timeframe for 2021-2024.</p>	<ul style="list-style-type: none"> ⇒ As a result of Functional Delivery Planning, a revised Community Safety Strategy has been produced that includes all of the activity listed.

	<p>⇒ In terms of delivery, we have maintained a higher level of focus on Anti-Social Behaviour throughout this year, but some of the Road and Water safety related engagement has been impacted upon (direct engagement with schools for example). This will further be revised in keeping with Integrated Risk Management Planning.</p>
<p><u>FP/20/21/4.5:</u></p> <p>We will effectively engage with children and young people to determine their views in the delivery of MFRS Youth Engagement Programmes.</p>	<p>⇒ We are currently conducting a thorough review of the Youth Engagement department and how we deliver services across Merseyside.</p> <p>⇒ In line with many services, we are moving towards becoming trauma informed and responsive and the intention is, that our interactions with children and young people will be cognisant of the trauma that many will have experienced.</p> <p>⇒ The staff team have received significant investment around their training and development, and advantage was taken of the period during lockdown when unfortunately, our delivery was suspended.</p> <p>⇒ This period has impacted on our ability to consult, however, consultation across the board including with children, young people and their families; will form a part of the review and our way of working as we move forward.</p>
EQUALITY, DIVERSITY AND INCLUSION:	
<p><u>ED/20/21/4.6:</u></p> <p>To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups.</p>	<p>⇒ Application development is ongoing to support data capture, particularly in relation to Equality, Diversity and Inclusion data.</p> <p>⇒ Prevention are working with Application Development Team to ensure all fields are appropriate, and ensure that our activity is representative of those in our communities.</p> <p>⇒ Application to be delivered in line with Senior Leadership Team priorities.</p>

<p><u>ED/20/21/4.7:</u></p> <p>To increase the use of partnerships to support Knowing our Communities and deliver campaigns.</p> <p>We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.</p>	<p>⇒ We continue to have representation on all Local Safeguarding Partnership Boards (LSPB) and Community Safety Partnerships (CSP).</p> <p>⇒ The focus of the LSPs has been different due to COVID, however Liverpool City Council have made advances with its Place Based Plan.</p> <p>⇒ We continue to have embedded officers in the Violence Reduction Partnership (VRP) which brings benefits to partnership working.</p>
<p><u>ED/20/21/4.8:</u></p> <p>To continue to deliver and embed a MF&RS Safeguarding Strategy.</p>	<p>⇒ Update as above.</p>

PROTECTION:	
PROTECTION:	
<p><u>FP/20/21/5.1:</u></p> <p>To implement the Protection Strategy including a focus on:</p> <ul style="list-style-type: none"> ● Resource and Asset Review- To analyse demand on the department against external and internal drivers to reduce risk. ● Data and Digital Solutions (MIS) – Develop applications for the Management of Protection Information (MIS) so that Protection activity can be effective and efficient. 	<p><u>Resource and Asset Review</u></p> <p>⇒ A Premises Risk Model (PRM) Review has been completed which has provided the analysis of demand, in terms of Fire Safety Audits for 2020 -2021.</p> <p>⇒ Due to the Coronavirus Pandemic, Protection activity has been adjusted in line with Government restrictions and National Fire Chiefs Council (NFCC) Guidance.</p> <p>⇒ The Government's Building Risk Review (BRR) requires further assessment and/or Audit of Residential High Rise Buildings.</p> <p>⇒ These two areas represent the key internal and external drivers to reduce risk. Resources will be increased to meet this demand through development of existing staff, and increased government funding provided to Protection Departments.</p> <p><u>Data and Digital Solutions-Management Information System (MIS)</u></p>

	<ul style="list-style-type: none"> ⇒ Work is continuing on the replacement Management Information System (MIS) which is now being called the Protection Information Management System (PIMS). ⇒ Progress has not been sustained, as any additional support that can be offered to the in house development team has been offered as a priority.
<p><u>FP/20/21/5.2:</u></p> <p>Information and Guidance Establish a Framework for Information and Guidance to provide both our department and partners with clear up to date and appropriate information.</p>	<p>The Information and guidance project is one of 4 sections within the Protection Transformation Programme.</p> <p>Five Work Packages have been identified within the project: -</p> <p>WP1. Framework for Information and Guidance WP2. Policies and Service Instructions WP3. Enforcement and Investigation WP4. Standard Paragraphs and letters WP5. Protection Guidance Notes.</p> <ul style="list-style-type: none"> ⇒ The Protection Guidance Governance Group is maintaining good progress through prioritising of work packages with lead officers
<p><u>FP/20/21/5.3:</u></p> <p>The built environment Review our approach to high risk and tall buildings, considering the Grenfell Tower Inquiry, to maximise efficiency and effectiveness of operational response to incidents and protection activity in line with risk based inspection.</p>	<ul style="list-style-type: none"> ⇒ Work is underway on the Building Risk Review (BRR) ⇒ The Building Risk Review (BRR) has created a schedule of inspections to be completed by December 2021, to cover the allocated High Rise Residential Buildings (HRRB) ⇒ An MFRS Group Manager is now part of the National Fire Chief Council (NFCC) Fires in Tall Buildings Work Group, to address the implementation of key areas of the Grenfell Tower Inquiry. ⇒ The Grenfell Tower Inquiry (GTI) Project is underway with a cross functional analysis now completed for all Grenfell Tower Inquiry Phase 1 recommendations. <p>This approach will ensure management of organisational risk and developing a route map for implementation for approval by SLT.</p>

	<p>SLT have approved the delay of some recommendations pending the outcome of legislative change due this year.</p> <p>Initial findings and proposals will be presented to the CRM Protection Board in August.</p>
EQUALITY, DIVERSITY AND INCLUSION:	
<p><u>ED/20/21/5.4:</u></p> <p>The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking. The provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.</p>	<p>⇒ We are currently in the process of identifying officers for training in recognising Modern Day Slavery through protection activity, and ways of delivering such training with partner agencies.</p>
NATIONAL RESILIENCE:	
<p><u>FP/20/21/6.1:</u></p> <p>To utilise the National Strategic Risk Assessment and value for money principles as a foundation to inform the Home Office New Dimensions 2 project.</p>	<p>⇒ New Dimensions 2 programme board is now established with work stream updates being fed in to this group accordingly.</p> <p>⇒ Urban Search and Rescue (USAR) work packages are well progressed with 2 executive summary papers (transport and incident types) due to be presented to the next board meeting 02.11.20.</p> <p>⇒ High Volume Pump (HVP) and Enhanced Logistic Support (ELS) governance structures are established and initial scoping papers produced.</p>
<p><u>FP/20/21/6.2:</u></p> <p>To conduct national business continuity planning surveys and provide an accurate position in regards to broader Fire and Rescue Service resilience arrangements.</p>	<p>⇒ The Internal Assurance Business Continuity Plan survey for 2020/21 concluded 4th September 2020.</p> <p>⇒ A summary document was provided for the Strategic Resilience Board meeting held 13.10.20.</p> <p>⇒ The final report is due to be completed by mid-November 2020.</p>

<p><u>FP/20/21/6.3:</u></p> <p>Contribute to the TDA site development project to ensure facilities that are sourced/developed are suitable and sufficient to enable MFRS to continue to host and deliver National Resilience skills acquisition and refresher courses.</p>	<ul style="list-style-type: none"> ⇒ A National Resilience requirements document has been submitted to the project board, providing information of elements that National Resilience would look to have included at a redeveloped or new build Training and Development Academy site. ⇒ National Resilience continue to be represented on the project board as well as the user requirements task and finish group.
<p><u>FP/20/21/6.4:</u></p> <p>Develop relationships with National Fire Chiefs Council (NFCC) in pursuit of a more proactive approach to communications, so as to heighten awareness of National Resilience across the sector and with other stakeholders</p> <p>Increase the use of Social media and podcasts to highlight positive elements within National Resilience and to enhance coordination during incidents of national interest.</p>	<ul style="list-style-type: none"> ⇒ Processes are now in place to ensure National Fire Chiefs Council communication teams are notified of any relevant incidents that warrant broader communications across the sector. ⇒ This includes the use of National Fire Chiefs Council national social media messaging systems. ⇒ These measures have been utilised for several wildfire incidents during the summer period and were suitably robust. ⇒ Measures will continue to be monitored to ensure they remain fit for purpose. ⇒ <u>This action is now closed</u>
<p><u>FP/20/21/6.5:</u></p> <p>Deliver phase 2 of the National Resilience website development project.</p>	<ul style="list-style-type: none"> ⇒ Website migration to the new development is progressing well. ⇒ National Resilience Board have agreed the extension of the development team to support this process beyond March 2021, as this work will extend slightly due to COVID impacts. ⇒ The initial assurance analysis tool to support the National Resilience Assurance Team assurance cycle has been built, and will be enhanced over the coming months, to align with the requirements detailed in the associated assurance framework process that has been developed.

STRATEGY & PERFORMANCE:

FP/20/21/7.1:

- a. **To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.**
- b. **To deliver the fourth staff survey – using the engagement and Think People principles.**

- ⇒ Face to face ED&I Essentials training has been suspended due to the pandemic (although it did restart for a period in the summer). Online training is being used in the interim, but it is planned to return to in person training when possible.
- ⇒ Discussions have taken place with Merseyside Police to explore collaborative options for Unconscious Bias training
- ⇒ Staff networks have continued to meet virtually including meetings with Principal Officers and Diversity Team staff to develop the roles of the networks.
- ⇒ A review of the Authority's Equality and Diversity Objectives will be carried out to tie into the development of an IRMP for 2021/2
- ⇒ The staff survey was due to take place in the summer but was postponed due to the pandemic and will now take place between 9th November and 14th December with results reported to Authority in the Spring

FP/20/21/7.2:

To make the most effective use of organisational information whilst continuing to improve information security and governance.

- a) **Continuing to digitally transform the organisation**
- b) **Continuing to ensure compliance with information governance and security legislation and regulations.**

- ⇒ Following the decision to rollout the Airbus Mobile Data Terminals, with the Site Information Risk and Hazard (SIRAH) application following three weeks later; a rollout plan was agreed which meant Airbus Mobile DTs started to be rolled out w/c 14th September 2020 and SIRAH w/c 5th October 2020. The rollout for both products started with Heswall and continued to the rest of the Wirral stations. Following the bonfire period, Liverpool stations will start to receive the Mobile Data Terminals and SIRAH applications from w/c 16th November 2020.
- ⇒ The rollout will continue across all stations with an estimated conclusion in January 2021. This work stream will begin once Site Information Risk and Hazard (SIRAH) has been rolled out to stations.
- ⇒ National Resilience - Between July and September 2020, the focus of development has been on replacing the current 'assurance toolkit' with the new 'analysis tool'. Fire and Rescue Services can now report exercises and miscellaneous events (such as risk planning, awareness training etc) on the application. The post incident evaluations functionality has been slightly redeveloped, removing unnecessary sections that are no longer required. For incident evaluations, exercises and miscellaneous events, Fire and

	<p>Rescue Service personnel can submit debriefs, were they would state any noticeable observations they made for the event. Some additional phase 1 enhancements were also developed. The main priority was automating multiple manual processes relating to user accounts. Other minor changes aimed towards system support were also implemented. The next quarter of development will focus on the National Resilience assurance cycle.</p>
<p><u>FP/20/21/7.3:</u></p> <p>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p>	<ul style="list-style-type: none"> ⇒ The team has continued to produce high volumes of internal pandemic related communications during this period and continued to make extensive use of social media to engage with communities, including the launch of an Instagram account in September. ⇒ "normal business" continues however with preparations for the bonfire period, firefighter and control staff recruitment, and communications and marketing support for youth engagement and prevention teams in particular. ⇒ The new website continues to be well received and is significantly easier to update and develop than its predecessor. ⇒ Work on the Communications strategy has been delayed due to the additional work generated by the pandemic and it is hoped to start in quarter three or four.
<p><u>FP/20/21/7.4:</u></p> <p>Create a 2021-2024 Integrated Risk Management Plan aligned to the Medium Term Financial Plan and People Strategy.</p>	<ul style="list-style-type: none"> ⇒ Work is underway to produce a new IRMP for 2021/24 with initial public consultation taking place in October. The draft IRMP will be presented to Authority at the Budget meeting in February 2021.
<p><u>FP/20/21/7.5:</u></p> <p>Work with other functions to deliver a successful HMICFRS inspection for MFRS.</p>	<p>The full HMICFRS inspection planned for the summer was postponed due to the pandemic and is expected to take place in 2021/22.</p> <ul style="list-style-type: none"> ⇒ HMICFRS has instead carried out a COVID inspection to establish the way in which FRSs dealt with the implications of the pandemic and gather and share good practice. MFRS's inspection was carried out virtually in September and it is expected that the CFO

	will receive a letter detailing the Inspectorate's findings in January 2021.
<p><u>FP/20/21/7.6:</u></p> <p>Implement an ICT Infrastructure that will enable efficiency through current and emerging technology.</p>	<p>Three (3) key activities in the ICT service pipeline this year are:</p> <p>6.1 CAD-MIS Project: Replacement of the Vision 3 CAD-MIS</p> <ul style="list-style-type: none"> ⇒ The production system is in place and is being populated with data. ⇒ Plans and preparation are ongoing to facilitate two Functional Demonstrations on the 27/10/2020 and 29/10/2020, using the Production System and Merseyside Fire and Rescue Authority data. ⇒ The training room has been commissioned and Vision training is underway. <p>6.2 Complete the rollout of Windows 10</p> <ul style="list-style-type: none"> ⇒ This has currently been superseded with the rollout of Surface Pro devices, in line with Covid-19 Business Continuity. A decision to restart this work will be taken in October 2020. <p>6.3 Move to Office365 which includes e-mail hosting by Microsoft</p> <ul style="list-style-type: none"> ⇒ A number of Telent staff and a number of the Development Team have been successfully migrated to O365. ⇒ Failover testing is planned for October 2022 and if successful, migration of mail boxes will resume.
<p><u>FP/20/21/7.7:</u></p> <p>Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the Emergency Services Network (ESN) which will provide broadband-type connectivity, allowing us to utilise application-type systems.</p>	<ul style="list-style-type: none"> ⇒ The Direct 2.0 trials and testing of our Emergency Services Network (ESN) connection and early devices with the Home Office have been completed successfully, with Merseyside Fire and Rescue Service in a strong position to benefit from early adoption of the ESN products in 2021.

<p>Consequently, we are working to ensure the infrastructure and software systems support this.</p>	<ul style="list-style-type: none"> ⇒ Following the agreement to become an “Assurance Partner”, the initial phase of the activities has begun; in order to make our Fire Control systems reach a state of “Technical Readiness” for future trials. ⇒ Testing planned for Quarter 3 2021. ⇒ Further discussions will follow with representatives from the Home Office and Capita. ⇒ Coverage testing continues as we capture and monitor the EE mobile signal strength for locations across Merseyside using the “Assure” devices located within service vehicles.
<p><u>FP/20/21/7.8:</u></p> <p>Consider ways in which catering services can become more environmentally sustainable.</p>	<ul style="list-style-type: none"> ⇒ The pandemic has resulted in the canteen services at Headquarters and the Training and Development Academy being closed for several months and the subsequent need to provide pre-packaged foods during the reopening period makes this action more of a challenge. However, it will be considered during quarter 3.
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/7.9:</u></p> <p>Create a strong cohesive organisation that is positive to rising to the future challenges we face.</p>	<p>The outcomes relating to these Organisational Equality, Diversity and Inclusion Objectives are reported back as part of the ED&I Annual Report which is presented to Authority each year.</p>
<p><u>ED/20/21/7.10:</u></p> <p>Ensure that people from diverse communities receive equitable services that meet their needs.</p>	
<p><u>ED/20/21/7.11:</u></p> <p>Reducing fires and other incidents amongst the vulnerable protected groups.</p>	

ED/20/21/7.12:

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.”

FINANCE:

FP/20/21/8.1:

Monitor the development of the Comprehensive Spending Review (CSR) 2020; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review.

- ⇒ The Government has announced that due to COVID-19 and the uncertainty over future public finances, they will only be announcing a 1- year settlement (21/22) and all changes to the funding.

FP/20/21/8.2:

To monitor the outcome of the McCloud pension challenge.

- ⇒ A draft remedy was published for consultation, which has now ended.
- ⇒ No final remedy expected until early in the new year 2021.
- ⇒ Current indications are that the cost to the employer in relation to the pension scheme will be built into the FPS 2020 actuarial review, and new employer rates from 2023/24.
- ⇒ An estimate of the impact will be built into the 2023/24 future years forecast.
- ⇒ Compensation payment are unknown and may impact on the Service for the current and future year(s).
- ⇒ The £2m smoothing reserve is available to fund such costs if the Government do not provide specific funding. Note, the impact on the Local Government Pension Scheme has been taken into account in the current employer pension on-cost rates.
- ⇒ Pension Administrators are discussing the administration challenge with software suppliers, but the impact on the service to provide historical information may be significant.

FP/20/21/8.3:

Maintain and Update the Authority on the progress of implementing the approved 2020/21 financial plan, and in particular any expenditure assumptions and the ongoing delivery of approved saving proposals.

- ⇒ A Report was submitted to Authority Members via the quarterly financial reviews - no issues are expected to be identified in 2020/21

FP/20/21/8.4:

Consider the potential future challenge beyond 2020/2021 in relation to:

- **CSR 2020 and what that might mean IF the Authority has to make significant revenue savings over the CSR 2020 period, (2021/2022 –2024-2025).**
- **The affordability and sustainability of the current level of Annual capital spend funded through borrowing (£3.4mp.a. based on the 2024/2025 capital programme) and what can be done to reduce the pressure on the current and future MRP/Interest budget up to 2029/2030.**
- **Funding of new and additional investment in the Service beyond 2020/2021 required to modernise and invest in up-to-date infrastructure –taking into account the previous bullet points.**

- ⇒ Senior Leadership Team have commenced work on the 2021/22 - 2025/26 Medium Term Financial Plan (MTFP) but it is difficult to determine the challenge ahead given the announcement of a 1-year settlement.
- ⇒ Work will continue on developing the 2021/22 MTFP up to the Budget Authority meeting in February 2021.

LEGAL, PROCUREMENT, ESTATES AND DEMOCRATIC SERVICES

LEGAL:

FP/20/21/9.1:

Explore the provision of an overarching insurance policy for UK ISAR further to MFRA appointed as lead authority.

- ⇒ The appointed broker is seeking quotes for an overarching policy however the hardening insurance market and the impact on insurers from the coronavirus pandemic is making this process more difficult

PROCUREMENT:

FP/20/21/9.2:

Deliver new projects and further improvements in respect of National Resilience asset refresh and LTCM activity.

- ⇒ An opportunity was advertised for the supply of Detection and Monitoring Equipment for Gases and Vapours, to establish a Framework on behalf of National Fire Chief's Council (NFCC) and National Resilience.
- ⇒ This equipment will be procured for use by Fire & Rescue Services, Police Forces and Health Services, when responding to incidents involving a release of chemical, biological and radiological substances.

FP/20/21/9.3:

Undertake review of procurement policies, procedures and processes to ensure current best practice in utilised across the Authorities.

- ⇒ A business case has been submitted and Gateway approval received for a new procurement portal. Amongst the benefits will be the publication in real time of Local Government Transparency Code requirements.

DEMOCRATIC SERVICES:	
<p><u>FP/20/21/9.4:</u></p> <p>To make greater use of technology to improve engagement between Members and staff; and to raise awareness of the Authority and its Committees.</p>	<ul style="list-style-type: none"> ⇒ Given the ongoing pandemic and the introduction of the Remote Meeting Regulations as a result, during this period, technology has been used to far greater effect within Democratic Services. All meetings of the Authority and its Committees have been taking place remotely, via Zoom and live streamed to the Corporate YouTube page. ⇒ The Authority's bi-annual Strategy Day also took place remotely, via Zoom during September 2020; and Authority Members have also been provided with presentations and Learning Lunches via Zoom. ⇒ Consideration is currently being given as to how this increased use of technology can be further expanded moving forward, to enable engagement between Authority Members and staff to continue; and hopefully improve. ⇒ Options are also being considered as to how the Authority can raise its profile amongst staff, making greater use of technology; and will be considered by the Member Development & Engagement Group at its next meeting in November 2020.
<p><u>FP/20/21/9.5:</u></p> <p>To embed improved scrutiny processes and practices across the Authority, to ensure scrutiny is adding value and contributing to tangible outcomes.</p>	<ul style="list-style-type: none"> ⇒ In the current Pandemic situation with meetings taking place remotely, during the period; consideration was given as to how effective scrutiny could continue to take place and be embedded. ⇒ A positive meeting of the Scrutiny Committee took place remotely during September 2020, at which Members undertook a review of the work undertaken around positive action in recruitment, which was contained within the forward working plan. ⇒ Authority Members were provided with a presentation, were shown a video, and heard first hand from individuals who had been involved directly in positive action activity. ⇒ Consideration is currently being given to the provision of further scrutiny training for Authority Members and Officers, to ensure that the Authority's Scrutiny arrangements continue to add value and contribute to positive outcomes. This will be progressed during the next quarter.

ESTATES AND FACILITIES:

FP/20/21/9.6:

Implementation of the 5-year capital build programme, taking into consideration potential future station mergers and changes in the IRMP.

EQUALITY, DIVERSITY AND INCLUSION:

ED/20/21/9.7:

To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably.

⇒ The Legal, Procurement, Democratic Services and Estates teams have continued to develop their skills and knowledge to support other departments and Members equitably and this has also been reflected in how they serve the community. The learning delivered through internal and external sources has served the employees with the skills knowledge and experience to assist the team members in fulfilling these roles and this objective.

Glossary of Terms:	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
BBFa	Better Business for All
C&C	Command and Control
CBT	Crew Based Training
CFOA	Chief Fire Officers Association
CFP	Community Fire Prevention
CFP	Community Fire Protection
CPD	Continuous Professional Development
CQC	Care Quality Commission
CRM	Community Risk Management
CSP	Community Safety Partnership
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DCWTR	Day Crewing Whole-time Retained
DIM	Detection, Identification and Monitoring
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
E,D& I	Equality, Diversity and Inclusion
EET	Education, Employment or Training
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment

ELS	Enhanced Logistic Support
EMR	Emergency Medical Response
ESMCP	Emergency Services Mobile Communication Programme
ESN	Emergency Services Network
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRS	Fire & Rescue Service
GDPR	General Data Protection Regulations
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump
IC	Incident Commander
ICCS	Integrated Communication Control System
ICT	Information Communication Technologies
ICU	Incident Command Unit
IIT	Incident Investigation Team
IRMP	Integrated Risk Management Plan
IRS	Incident Reporting System
ITHC	Information Technology Health Check
JCC	Joint Control Centre
KSI	Killed and Seriously Injured (in relation to road safety)
LCR	Liverpool City Region
LFRS	Lancashire Fire & Rescue Service
LJMU	Liverpool John Moores University
LLAR	Low Level Activity Risk
LPB	Local Pensions Board
LPI	Local Performance Indicators

LSP	Local Safeguarding Partnership
MAIC	Multi Agency Information Cell
MASH	Multi Agency Safeguarding Hub
MDT	Mobile Data Terminal
MERPOL	Merseyside Police
MFD	Multi-Functional Device
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
MHFA	Mental Health First Aid
MIS	Management Information System
MORR	Management of Road Risk
MoU	Memorandum of Understanding
MRSP	Merseyside Road Safety Partnership
MTFA	Marauding Terrorist and Firearms
MTFP	Medium Term Financial Plan
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NOG	National Operational Guidance
NOL	National Operational Learning
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NPG	National Procurement Group
NW	North West
NWAS	North West Ambulance Service
NWFO	North West Finance Officer
NWFRS	North West Fire and Rescue Services
NWRPT	North West Regional Procurement Team
OH	Occupational Health
OIG	Operational Intelligence Group
OJEU	Official Journal of the European Union
USAR	Urban Search and Rescue
PAS	Primary Authority Scheme
PCC	Police & Crime Commission
PID	Project Initiation Document
POC	Proof of Concept

POD	People & Organisational Development
PQQ	Pre-Qualification Questionnaire
PPE	Personal Protective Equipment
PPRS	Prevention, Protection and Road Safety
PRM	Premises Risk Model
PTI	Physical Training Instructor
PVP	Protecting Vulnerable People
RBIP	Risk Based Inspection Programme
RM1	Risk Management 1
RNLI	Royal National Lifeboat Institute
RLSS	Royal Life Saving Society
RRRG	Road Risk Review Group
RSL	Registered Social Landlord
RTC	Road Traffic Collision
SCG	Strategic Command Group
SI	Service Instruction
SIR	Serious Incident Review
SIRAH	Site Information Risk and Hazard
SIT	Street Intervention Team
SLT	Strategic Leadership Team
SME's	Small Medium Enterprises
SM	Station Manager
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operational Procedure
SPA	Safe Person Assessment
SSRI's	Site Specific Risk Information
StARS	Staff Attendance Record System
T&C's	Terms and Conditions
TCG	Tactical Command Group
TDA	Training and Development Academy
TRM	Time and Resource Management

VPI	Vulnerable Person Index
UAT	User Acceptance Test
UKFRS	United Kingdom Fire and Rescue Service
VR	Virtual Reality
WTR	Whole-time Retained
YE	Youth Engagement
YOS	Youth Offending Scheme
YPS	Your Pension Service

This page is intentionally left blank

SERVICE DELIVERY PLAN 2020-21:

April 2020 to September 2020

INDEX

Total emergency calls

Total incidents

Total fires

Primary fires

Secondary fires

Special services

False alarms

Attendance standard

Sickness absence

Carbon output

Objective:

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



BENCHMARK INDICATORS

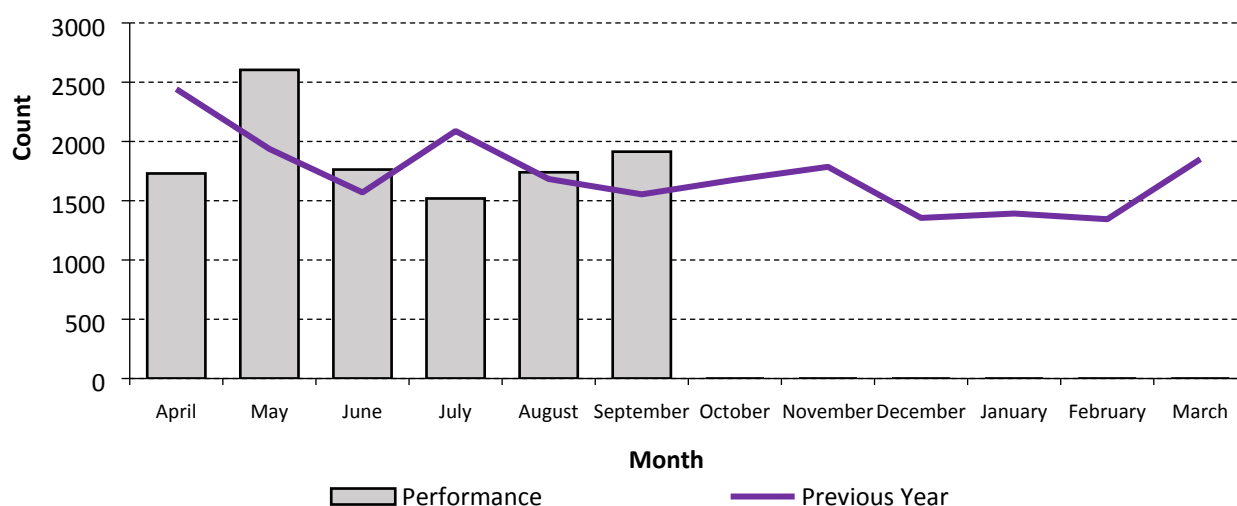
TC00 Total number of emergency calls received

Service Plan Target

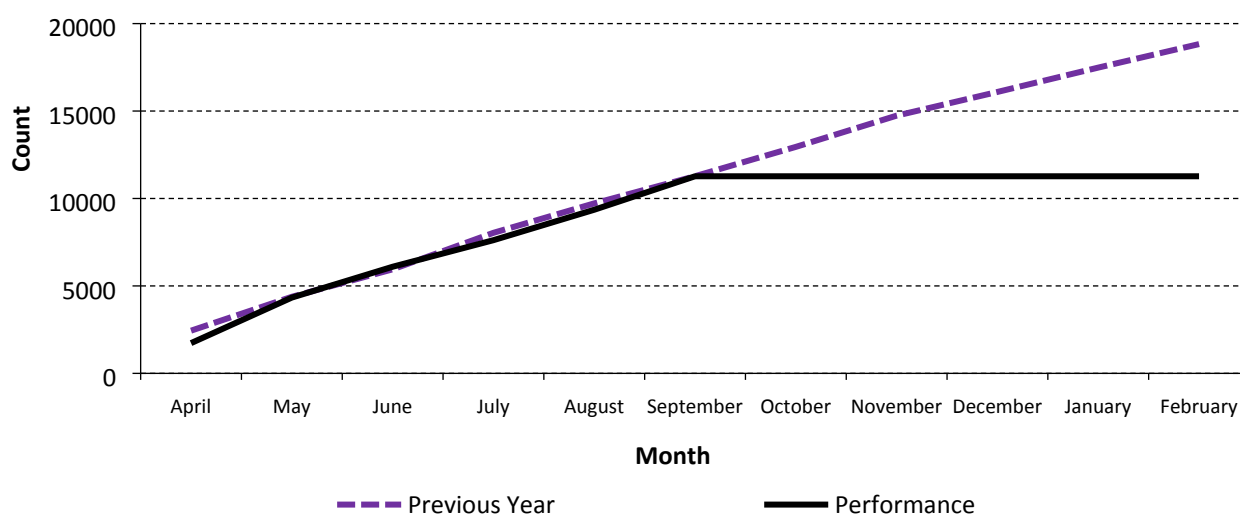
Quality Assurance

Progress to Date

11270



Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

TC00

During the first six months of 2020/21, 11270 emergency calls were received at Fire Control. This is almost the same as at this time in 2019/20 when 11274 calls were received. During September, when calls number started to rise, on 3 days more than 100 calls were received but the daily average for that month was 64 calls. This indicator does not have a target it is monitored for quality assurance only

DO22

Cumulatively 98.3% of 999 calls were answered within 10 seconds. This achieved the 95% target.

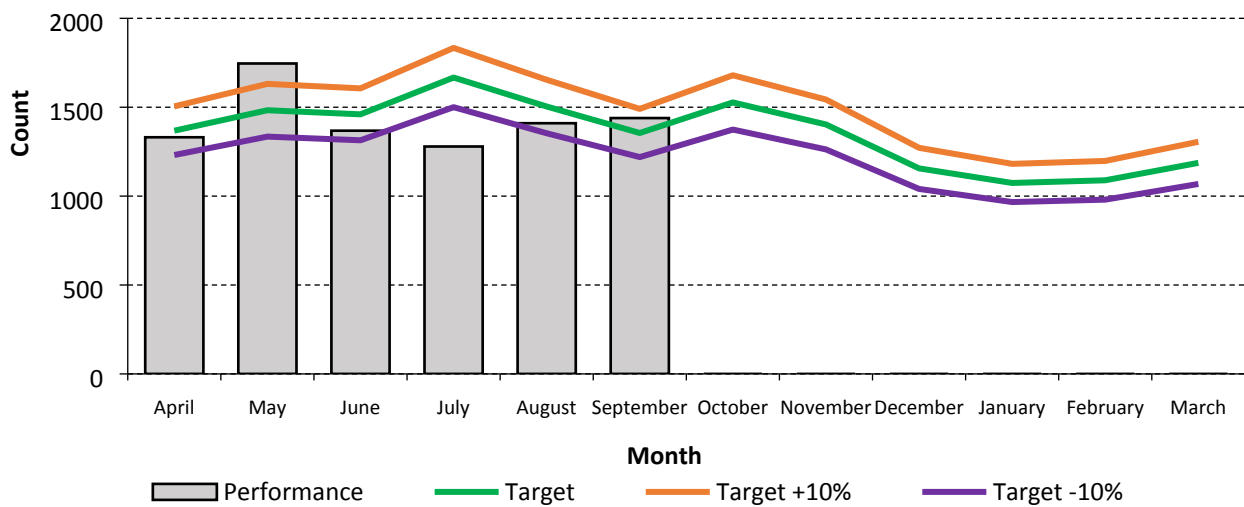
TC01 The total number of incidents attended

Service Plan Target
Apr-Sep 2020/21

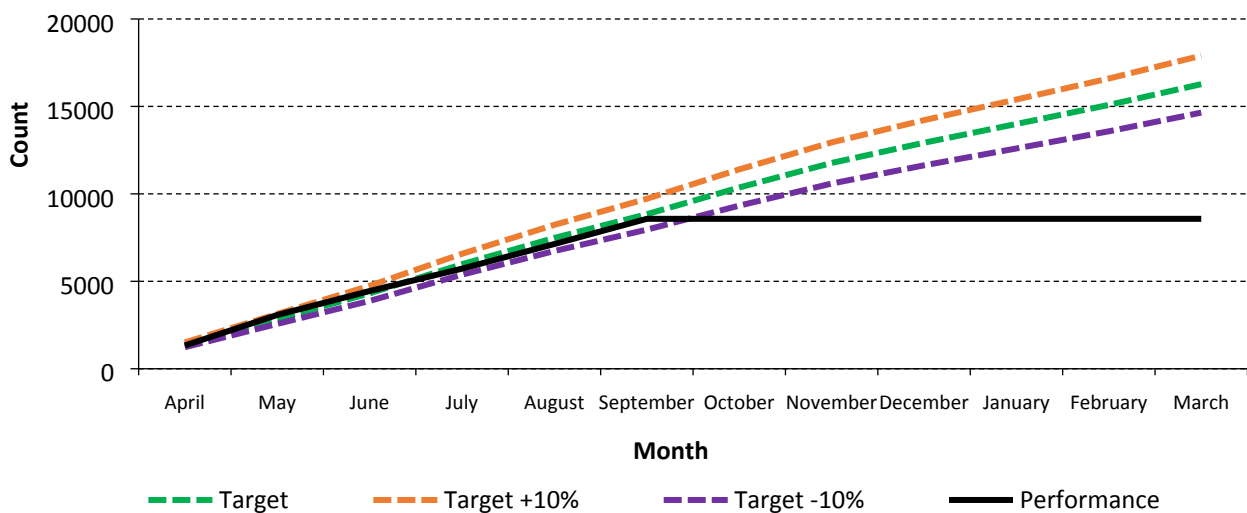
8837

Progress to Date

8573



Cumulative Performance



TC01 Total number of incidents attended

TC01

Following a spike in incidents during May 2020 which saw a high number of incidents attended (1746) the number of incidents attended have remained stable. Despite Covid 19 restrictions throughout most of this period crews have attended more incidents (8573) than in the first half of 2019/20 when 7959 incidents were attended.

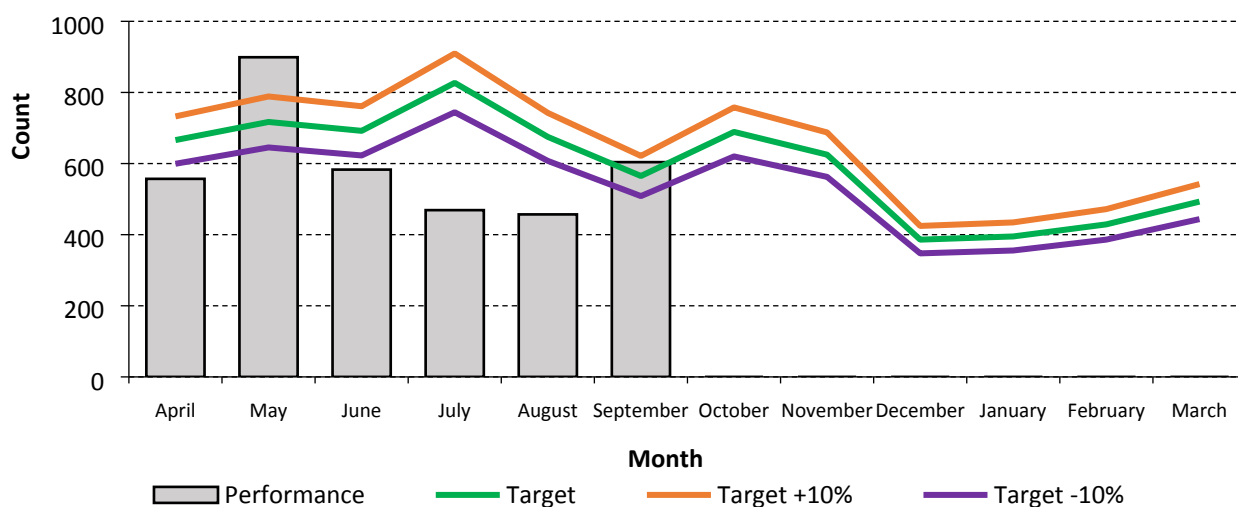
TC02 Total number of fires attended in Merseyside

Service Plan Target
Apr-Sep 2020/21

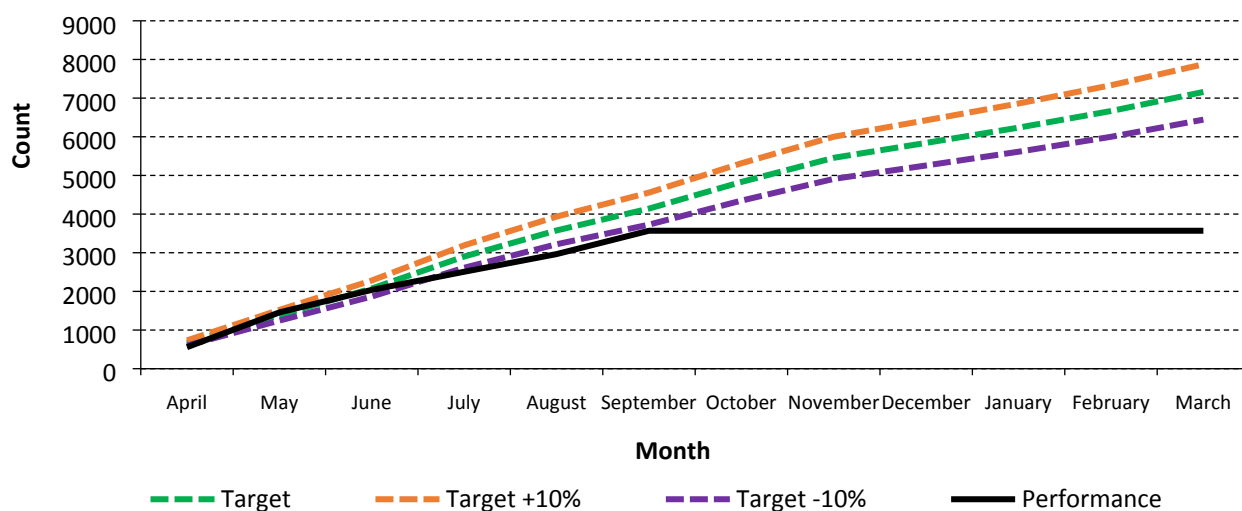
4142

Progress to Date

3569



Cumulative Performance



TC02 Total number of Fires attended in Merseyside

TC02

May saw 899 fires attended, though this was a very hot, dry month. There was another rise in fires attended in September (604) compared to 389 in Sept 2019. This was due to increased numbers of secondary, deliberate anti-social behaviour and accidental small fires. Overall the target for this period has been met.

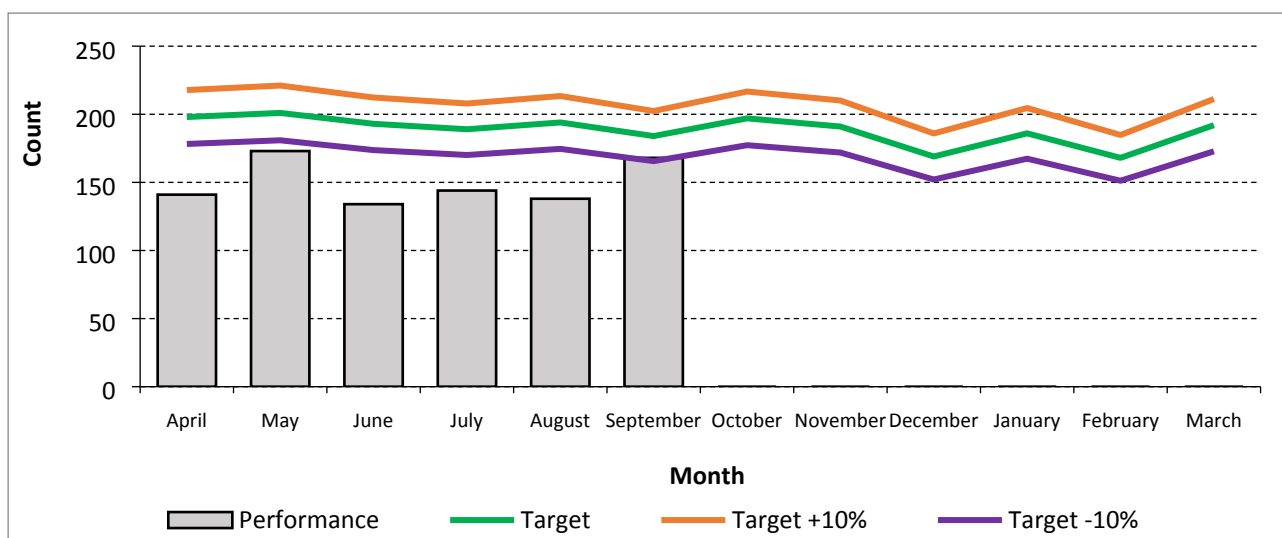
TC03 Total number of primary fires attended

Service Plan Target
Apr-Sep 2020/21

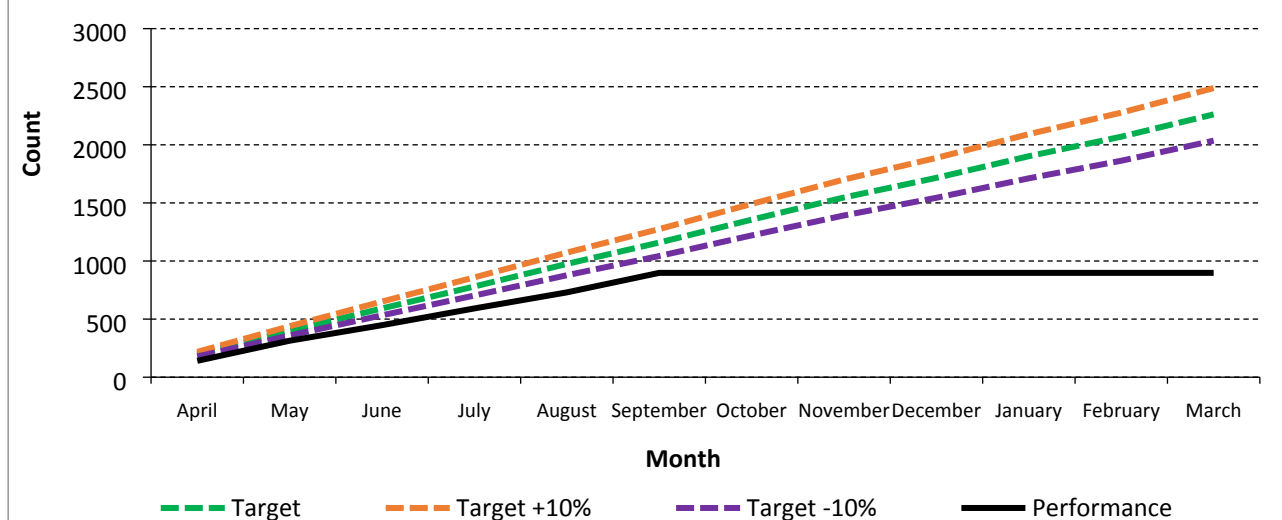
1159

Progress to Date

898



Cumulative Performance



TC03 Total number of primary fires attended

TC03

There were 898 Primary fires during the first half of 2020/21. This is 177 less than at this time in 2019/20. This is possibly linked to the Covid 19 lockdown as homes have been occupied, fewer businesses being open and due to movement restrictions - fewer deliberate acts against others and their property.

Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where 5 or more appliances are in attendance.

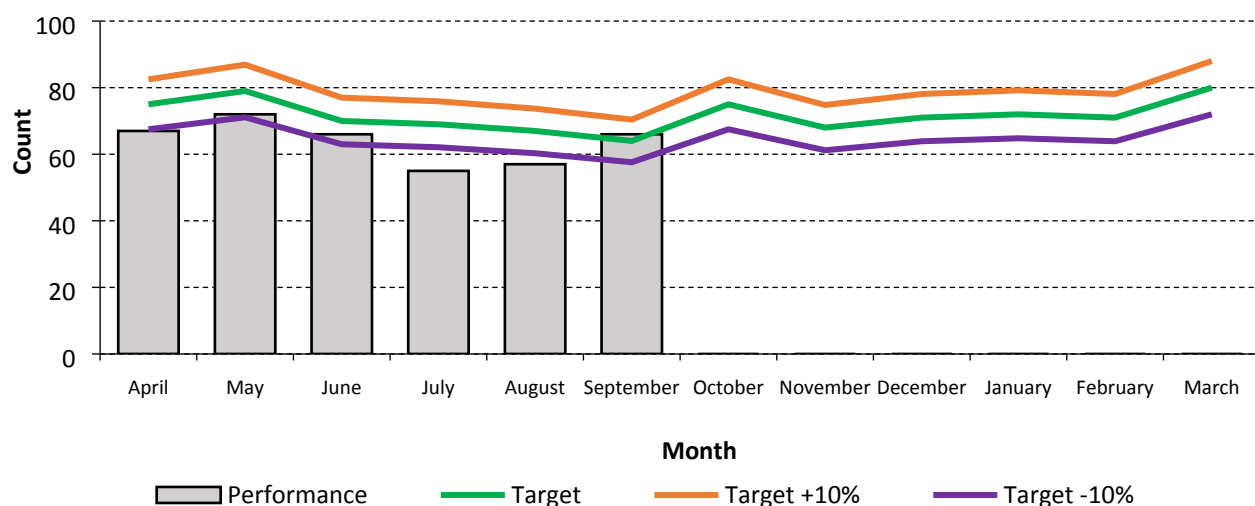
DC11	Number of accidental dwelling fires	
DC12	Number of fatalities in accidental dwelling fires	
DC13	Number of injuries in accidental dwelling fires	
DC14	Number of deliberate dwelling fires in occupied properties	
DC15	Number of deliberate dwelling fires in unoccupied properties	
DC16	Number of deaths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

COMMENTARY:

DC11	Accidental dwelling fires (383) achieved the cumulative target (424) for the year to date and was considerably less than 2019/20 when 436 fires had been attended. This performance reflects the continued success of the Home Safety and Arson Reduction Strategies. This is particularly of note due to almost all residents being at home in lock-down for a large part of this period.
DC12	Sadly, there have been 4 fatalities (2 during both April and May) in accidental dwelling fires during 2020/21 to date. There have been no further deaths during quarter two.
DC13	There were 32 injuries in Accidental Dwelling Fires, which is 17 fewer than during the same period in 2019/20.
DC14	Deliberate dwelling fires in occupied property (73) increased with 15 more incidents than last year (58). Prevention teams continue to work with partner agencies to target this incident type
DC15	Deliberate fires in unoccupied properties (12) were on target (12).
DC16 DC17	There have been no fatalities in the deliberate dwelling fires to date and 7 injuries, 3 of which occurred in the same incident in July.

DC11 Number of accidental fires in dwellings

Service Plan Target Apr-Sep 2020/21	424	Progress to Date	383
--	-----	------------------	-----



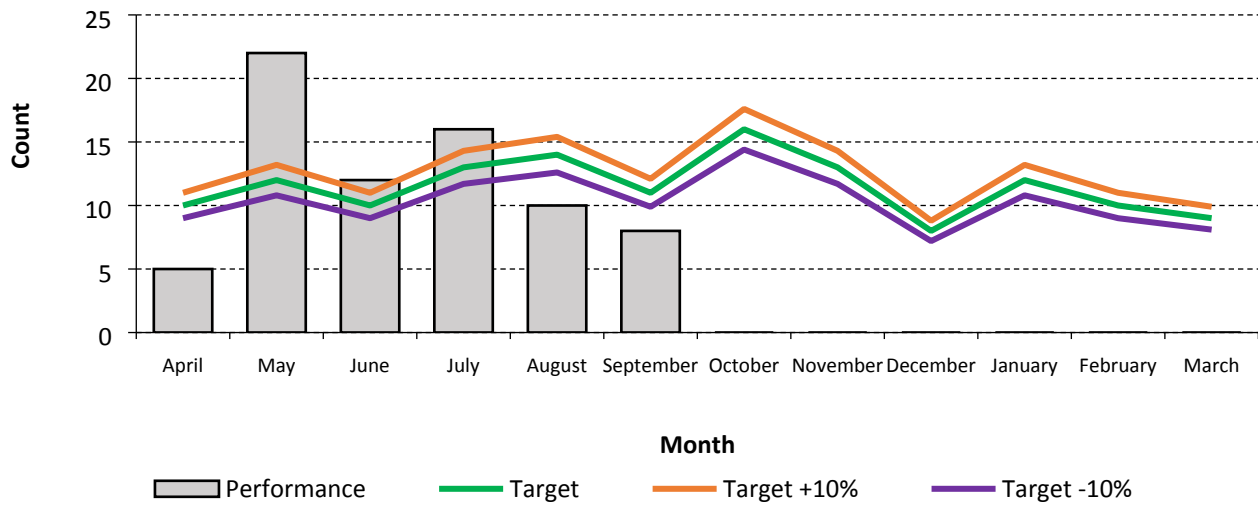
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target
Apr-Sep 2020/21

70

Progress to Date

73



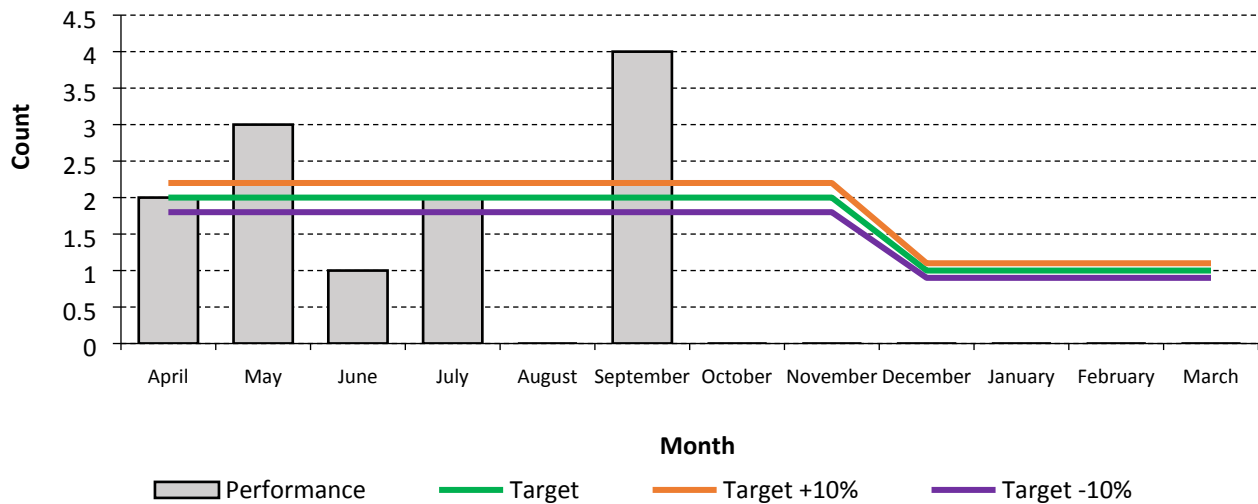
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target
Apr-Sep 2020/21

12

Progress to Date

12



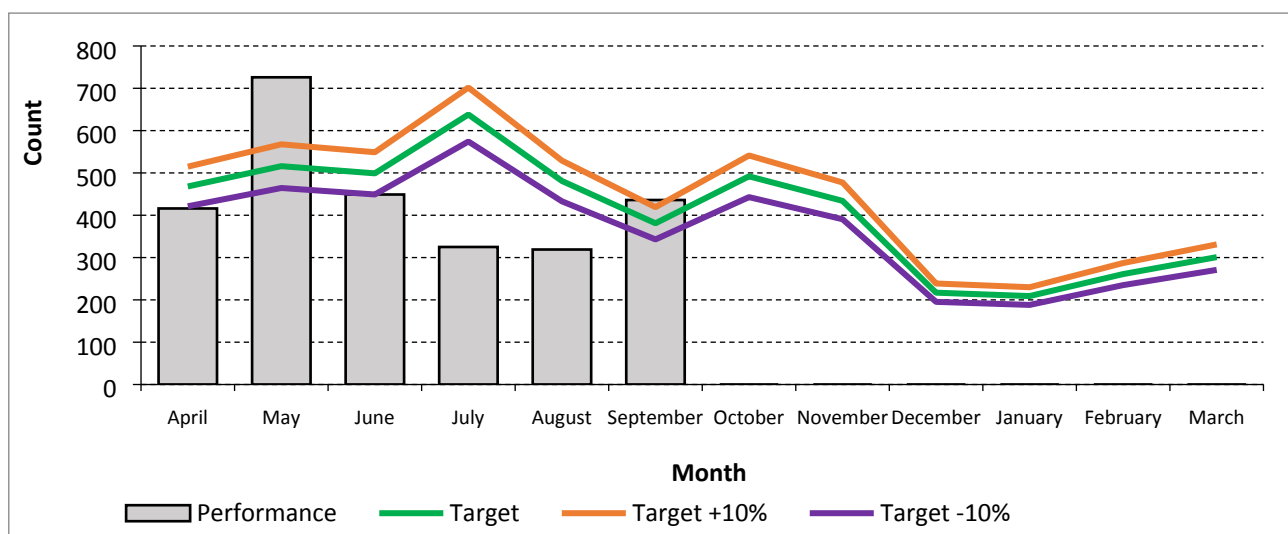
TC04 Total number of secondary fires attended

Service Plan Target
Apr-Sep 2020/21

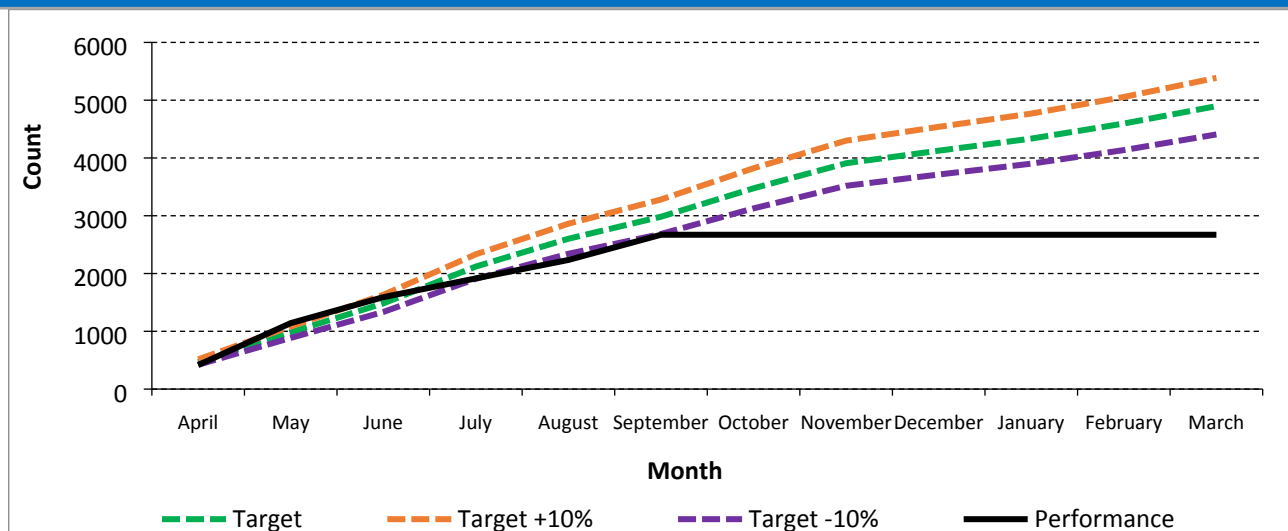
2983

Progress to Date

2671



Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 2671 secondary fires during this reporting period. This is 522 more fires than at September 2019/20 (2149). However this is because of the very high numbers of rubbish/waste fires attended in May (726) and June (449) with a further spike September (436) due in part to extended periods of dry weather during the month. It should be noted that of the 436 incidents, 113 were not considered as being malicious – i.e. deliberate.

AC13

There was a spike in the number of anti-social behaviour fires attended in May (431) and June (314). However since then performance has been below target each month, September saw crews attend 323 incidents compared to 179 last year, this was still below the monthly target of 325.

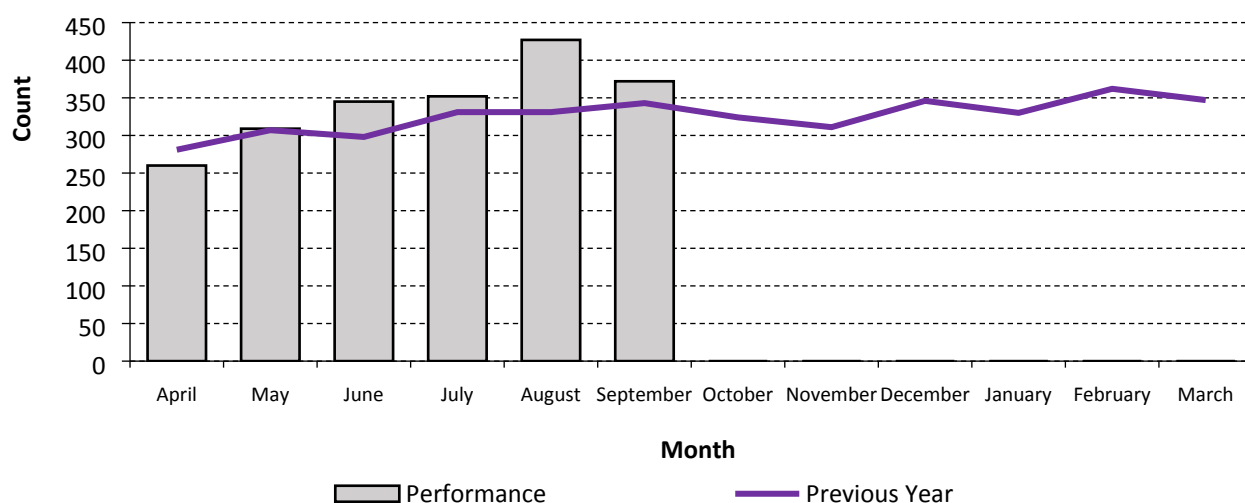
TC05 Total number of special services attended

Service Plan Target

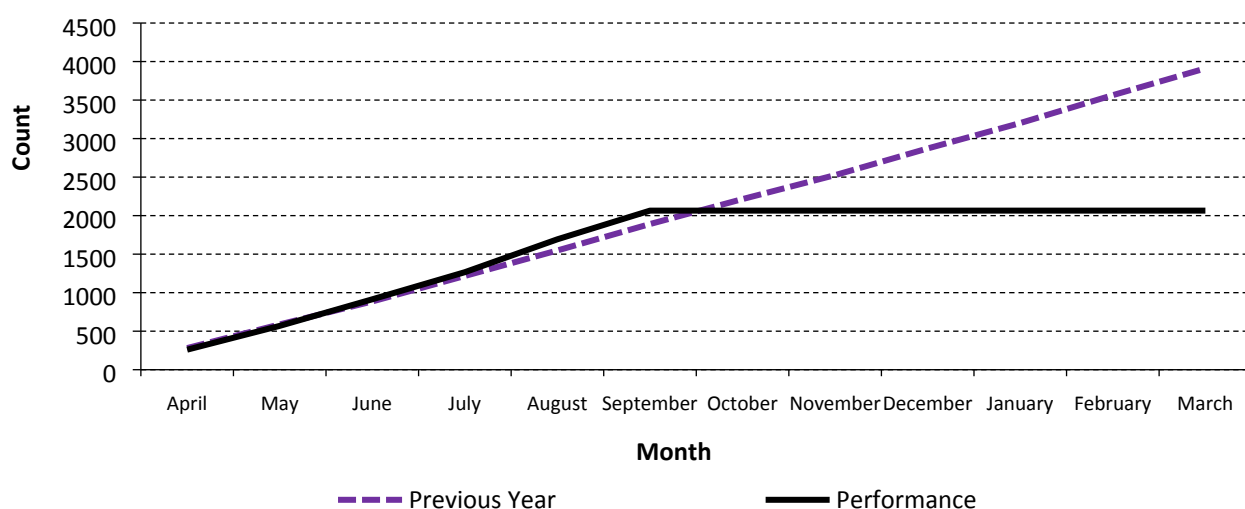
Quality Assurance

Progress to Date

2065



Cumulative Performance



TC05 Total number of Special Services attended

For quality assurance only

TC05

There is no target for special service calls attended as this is recorded for quality assurance only. There are a number of calls we are not able to influence nor would we want to discourage callers. Many are related to assisting partner agencies such as the Police and Ambulance, particularly related to providing assistance (which has increased markedly since March 2020) and effecting entry. Incident types we can influence such as road traffic collisions and water rescue incidents exist as separate indicators. The number of special services attended (2065) is higher than 2019/20 (1891).

RC11
RC12
RC13

The number of RTC's attended (259) is lower than at this time in 2019/20 (342). This is most likely due to the reduction in vehicles on the road due to the Covid 19 lockdown with low numbers in April to July, though as lockdown relaxed - numbers of RTC's did increase in August (66) and September (61). Sadly, there have been 5 fatalities in RTC's attended by MFRS and 108 injuries compared to 172 at the end of September 2019.

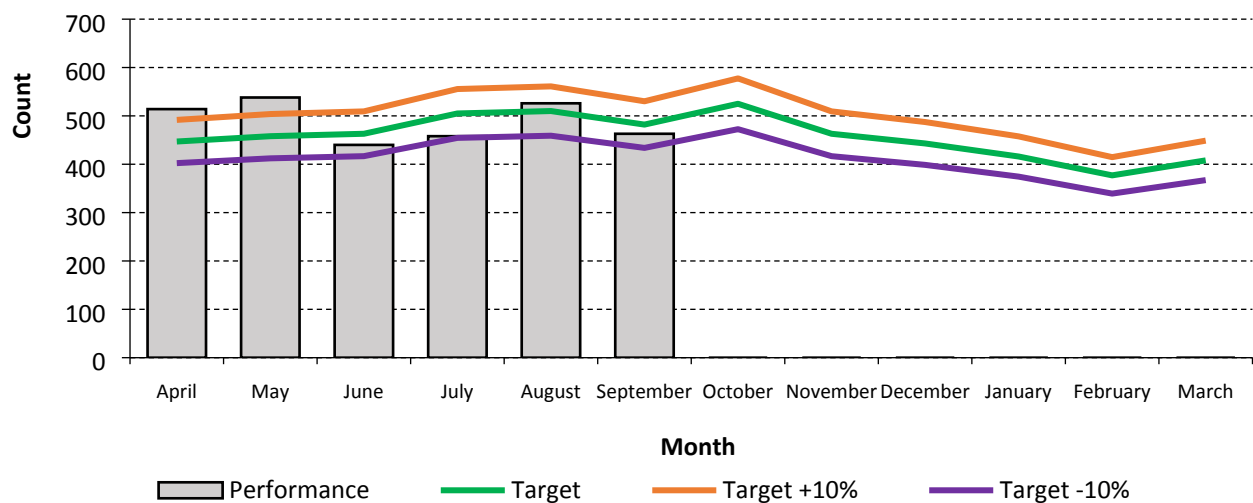
TC06 Total number of false alarms attended

Service Plan Target
Apr-Sep 2020/21

2865

Progress to Date

2939



TC06 Total number of false alarms attended

TC06

The number of false alarms attended (2939) remains within 10% of target (2865) but more than at September 2019 (2844)

This is primarily due to a large increase in False Alarm Good Intents incidents - associated with controlled burning of refuse and vegetation, (which was in part due to garden waste collections ceasing for part of the spring lockdown period). Since June, these incidents have fallen in count, though still slightly higher than the equivalent period for 2019/20.

Automatic False Alarm incidents in both Dwelling (1452) and Non Domestic properties (233) have reduced when compared to this period last year (1506 & 321 respectively) and also against targets.

Repeat attendances continue to be predominantly sheltered self-contained accommodation. Community Risk Management teams work closely with these premises to reduce false alarm calls.

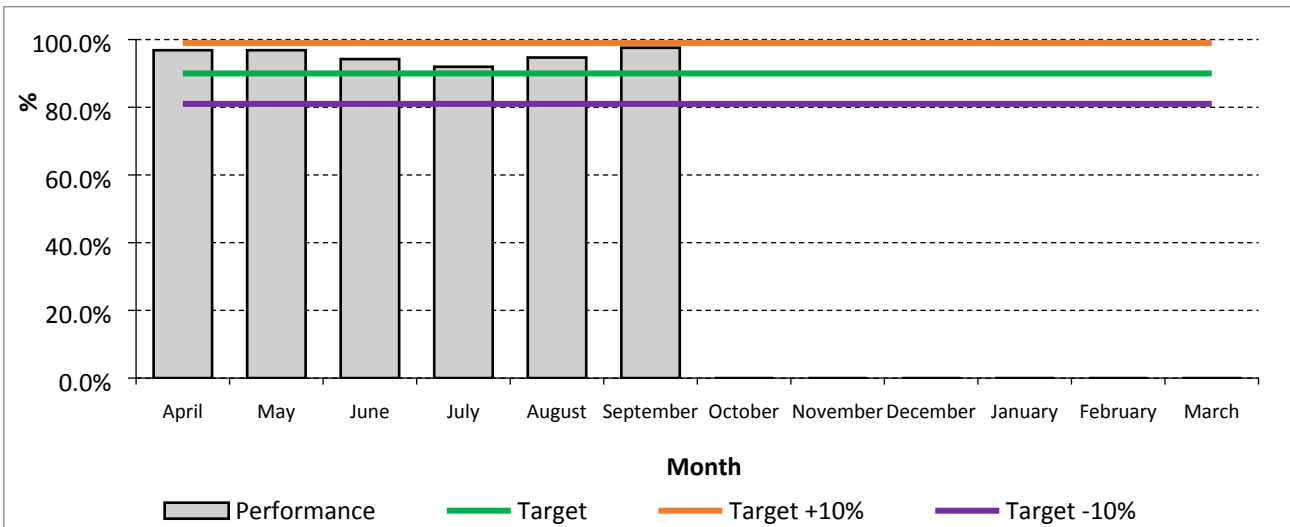
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target
Apr-Jun 2020/21

90%

Progress to Date

95.4%



TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes
DR23 Alert to mobile in under 1.9 minutes

TR08

Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 95.4% of occasions, achieving the target of 90%. Performance remained high during the lockdown period.

DR23

Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 96.5% of incidents achieving the target 95%.

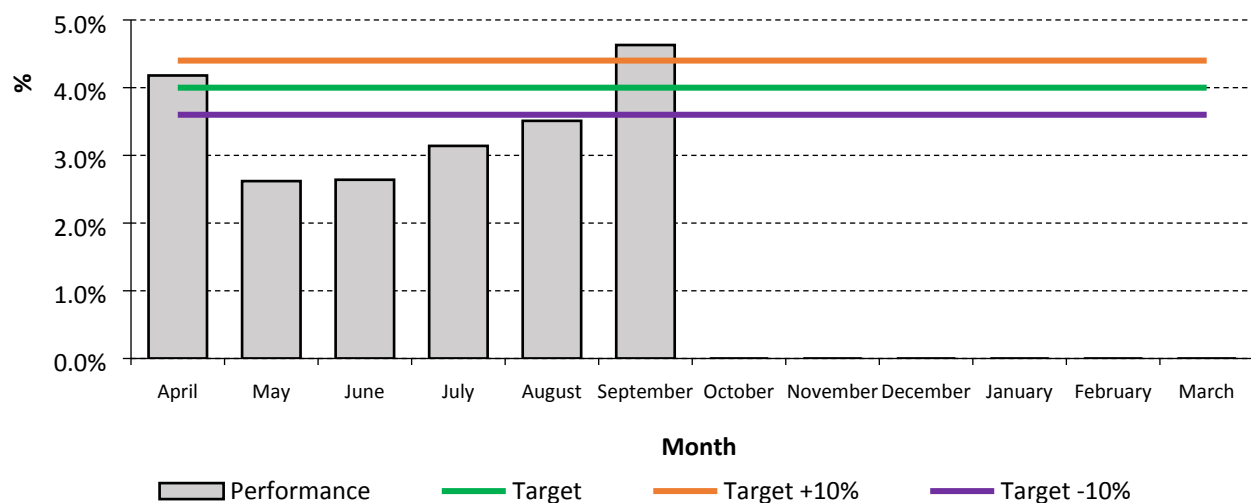
TD09 The % of available shifts lost to sickness absence, all personnel

Service Plan Target
Apr-Sep 2020/21

4%

Progress to Date

3.45%



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

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

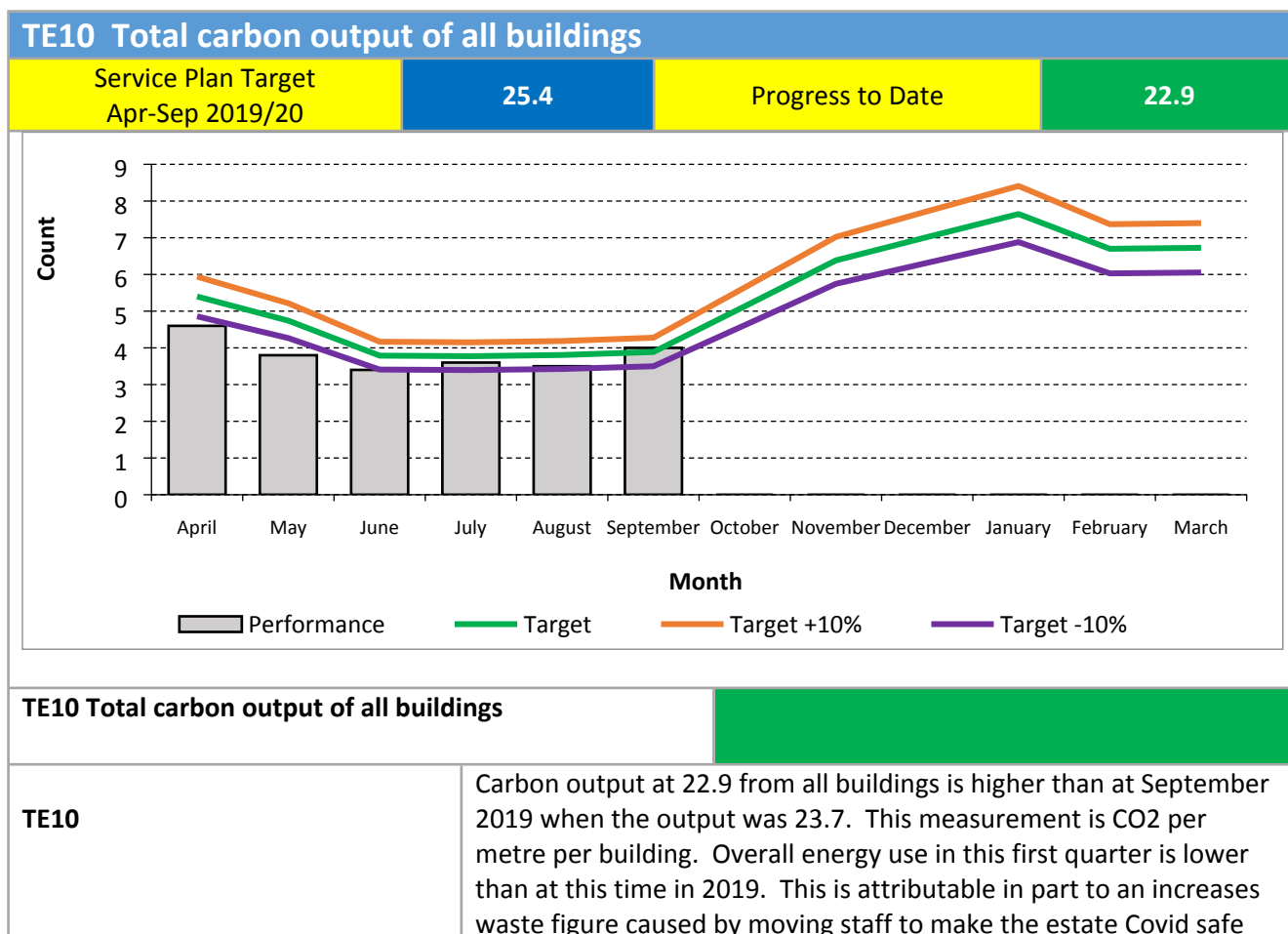
WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel

TD09

Overall sickness among all staff at 3.45% shifts lost to sickness absence is below the 4% target. Despite Covid related absence, which is included in this figure, this is lower than at this time in 2019 (3.66%). If Covid 19 related absence is removed then sickness would have been 3.01%.

**WD11
WD12**

Cumulatively, 3.30% of shifts were lost to sickness absence among uniformed staff (2.91% with Covid related absence removed, this included staff self-isolating). Non uniformed staff absence was 3.68% (3.30% without Covid 19 absence). Absence is below target for all staff groups. However absence in September increased to 4.48% of uniformed and 4.86% of non-uniformed shifts lost to sickness which are both over the 4% target. This could be due to improved Covid 19 testing and track and trace



This page is intentionally left blank

IRMP 2017-20 and 2019-21 Supplement - October 2020 Update

Action	Further details (as included in the IRMP/Supplement)	Responsible Department	Update n.b 2020 COVID-19 may impact on some of these responses temporarily	Status (Red, Amber, Green)
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.	Replaced – see below			
2.Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a	Replaced – see below			

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). <i>The secondary contract aspect of this action has been completed.</i>	Replaced – see below			
4. Undertake recruitment between 2017-20 to ensure numbers and competence is maintained (making sure we		People and Organisational Development	This is ongoing and still on target The planned courses are proceeding in 2020/21 with a three year recruitment schedule in place in conjunction with a revised Positive Action strategy to support this.	GREEN

have enough firefighters for the future). <i>To be extended to 2021</i>				
5. We will change some shift patterns from wholetime to days only wholetime crewing (retained cover provided at night).		Response	Delivered	GREEN
<u>Alternative 2019-21 IRMP Supplement Proposal – Replacing 1, 2, 3 above</u>				
<i>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</i>		Response/Preparedness	This is now delivered following the opening of the new St Helens station on 16 th October.	GREEN

<i>Retained). This is an increase on the 26 proposed in our original 2017-20 IRMP.</i>				
<i>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 wholtime retained fire engines which are available on a 30 minute recall 24/7)</i>	<i>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 and Rescue fire appliance. In practical terms this will mean that during the day we will have 27 (inc Search and Rescue</i>	Response/Estates	This is now delivered following the opening of the new St Helens station on 16 th October.	GREEN

	<i>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).</i>			
<i>To achieve this we intend to increase the number of firefighters employed by Merseyside Fire and Rescue Authority from 620 to 642.</i>	<i>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.</i>	Response/People and Organisational Development	<p>We are delivering three recruit courses a year.</p> <p>We have achieved 642 posts and are currently above this number (including recruits at the Training and Development Academy) Service-wide.</p>	GREEN
<i>This proposal also includes a</i>		Response	This is now delivered following the opening of the new St Helens station on 16 th October.	GREEN

<i>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.</i>				
<i>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</i>		Preparedness	<p>This action is continuing. A number of moves have been made but some remain to be completed.</p> <p>A Transport Strategy review has commenced to review ancillary vehicles, appliances, specialist appliances, senior officer vehicles and sponsorship of vehicles.</p>	AMBER

<i>of the duty system and the capacity of a fire station to house the additional asset.</i>				
<i>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.</i>	<i>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)</i> <i>The Hybrid would deliver immediate and continuous night-time cover at both Liverpool City and Wallasey fire stations</i>	Response/Estates	This is now delivered following the opening of the new St Helens station on 16 th October.	GREEN
Two fire engines immediately available during	In practice, staff will work across all three appliances on a	Response/Estates	As above.	GREEN

<p>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</p>	<p>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:</p> <ul style="list-style-type: none">• 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			
---	---	--	--	--

	<p>night shift (2030- 0830hrs)</p> <p>These stations would enhance our response capabilities to terrorist threat, marine and environmental (flood) risk.</p> <p>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.</p> <p>This proposal is based on the analysis of risk, demand, vulnerability and performance (further details are available in the IRMP</p>			
--	--	--	--	--

	<p>Supplement 2019-21).</p> <p>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.</p>			
Original proposals IRMP 2017-20				
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 – <i>Prescot is now complete and open,</i>		Estates	Now completed.	GREEN

<i>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).</i>				
<u>New - 2019-21 IRMP Supplement Proposal</u>				
<i>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</i>		Response/Estates/Preparedness	We continue to review options for future mergers. These are at the initial stage of investigation.	AMBER

<i>services and whether there is any scope for further station mergers.</i>				
Original proposals IRMP 2017-20				
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 – <i>this will remain in the IRMP and be reviewed when the outcomes of national negotiations are known</i>		Response/Preparedness	It remains our intention to implement EMR. Discussion is still ongoing.	AMBER
Operational Preparedness				
Original proposals IRMP 2017-20				

<p>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.</p>		<p>Preparedness</p>	<p>It is our intention to implement MTFA capability very soon. Training was suspended due to the COVID 19 pandemic.</p> <p>In September the Service began training (through Microsoft Teams) for all operational staff to improve knowledge and capability across all stations.</p> <p>Procurement and delivery of kit completed.</p> <p>Working with partners to understand relevant principles; including exercises.</p>	<p>AMBER</p>
<p>9.We intend to supplement the resilience of the Urban Search and Rescue (USAR) team capability by training all new recruits into</p>		<p>Preparedness</p>	<p>During this IRMP the Authority changed the length and content of the recruit course to allow three recruit courses per year.</p> <p>Recruits do not complete USAR training as part of the recruit course but are given an awareness of USAR and do have the opportunity to move to the USAR team after their training course. There are increasing numbers of FF recruits wishing to join the SRT therefore the</p>	<p>AMBER</p>

MFRA to USAR technician level and create opportunities for staff to work in the USAR team.			numbers of NR USAR trained staff is increasing.	
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.		Preparedness	<p>During this IRMP the Authority changed the length and content of the recruit course to allow three recruit courses per year.</p> <p>Recruits do not receive swift water rescue training as part of the course due to time constraints and the loss of skills if they are not at a water rescue station. If put on a water specialist station training is given.</p>	GREEN
11. We are committed to maintaining robust assurance arrangements for the National Resilience		National Resilience	<p>The assurance cycle is a current process within National Resilience working arrangements. The impacts of COVID-19 have affected the cycle for 2020/21 due to an inability to undertake assurance visits during the social distancing measures.</p> <p>National Resilience Assurance Team have completed an analysis of the impact that COVID-19 restrictions have</p>	AMBER

capabilities located across the English FRS on behalf of the Home Office.			had on the assurance cycle and will identify the necessary remedial measures as part of a recovery plan.	
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.		National Resilience	National Resilience Lead Authority is fully embedded within MFRA with current agreements with Home Office now extended to 2024.	GREEN
13.As part of the collaboration programme with Merseyside Police, we are planning to include the Police MATRIX		Preparedness	Completed. This proposal is linked to the Joint Emergency Services Interoperability Programme which was set up to improve the way the emergency services work together. Our Detection, Investigation and Monitoring team (part of our approach to National	GREEN

team in similar joint training plans to enhance response capability at major incidents.			Resilience) currently trains with Matrix team and the location of the North West Ambulance Hazardous Area Response Team at Croxteth fire station means that fire and rescue and ambulance service teams work closely Together.	
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		Preparedness	This is now completed and treated as business as usual through the Collaboration Board (Fire/Police/Ambulance).	GREEN
<u>New - 2019-21 IRMP Supplement Proposal</u>				
<i>We will explore the feasibility of introducing a drone capability which would be provided on a</i>		Preparedness	A report to Operations Board 29.6.2020, detailed outline requirements to implement the capability. More detailed examination of staffing impact is being undertaken to report back to Operations Board.	AMBER

<i>retained basis by crews operating from a hybrid station.</i>				
<i>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).</i>		Preparedness/Strategy and Performance	<p>Preliminary work has been undertaken in relation to the 999Eye application. Detailed consideration is to be given to this once the Computer Aided Dispatch (Control room) system upgrade is complete.</p> <p>Response Halo is also being explored; this is a tool to enable more dynamic mobilising of appliances.</p>	AMBER
<i>In light of findings from the 2018 fire and rescue service inspection process we intend to</i>		Preparedness/Response	Cross border risk information has now been delivered and was initially only available through Resilience Direct. To improve accessibility all available risk	AMBER

<i>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.</i>			<p>information is now available to operational staff via appliance Mobile Data Terminals and intranet Portal pages.</p> <p>Longer term solutions are still being considered.</p>	
<i>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.</i>		Preparedness	<p>Business as usual as part of Joint Emergency Services Interoperability Programme.</p> <p>Cross border training is considered and arranged through North West Training Managers' meetings.</p>	AMBER
Community Risk Management				
Original proposals IRMP 2017-20				

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.		Prevention	MFRS Prevention Advocates are currently delivering Safe and Well visits across Merseyside. We have a planned meeting with Matt Ashton (Director of Public Health) regarding the COVID 19 situation and how to utilise Safe and Well for Health Intelligence and Insight over the coming months.	AMBER
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		Prevention	<p>MFRS is embedded in the Wirral Hub, but the approach differs across Merseyside and the same arrangements may not be suitable in all areas.</p> <p>Some aspects of this work have diversified with the creation of the Violence Reduction Partnership (VRU), this is a Home Office sponsored project that brings multi-disciplinary teams and agencies together to reduce crime in particular those who are most at risk across Merseyside. MFRS is embedded in the Violence Reduction Partnership.</p>	AMBER

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		Prevention	<p>This has not made significant progress in 2019 – 20. As a result of the learning from COVID-19. We will now consider broadening the remit of this action point to explore whether we can deliver a standalone/virtual Home Safety Application that can be of self-service for members of the community.</p> <p>It is proposed that the Authority amends this priority due to Local Authority change of priority since our IRMP was written.</p>	AMBER

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.		Prevention	<p>MFRS volunteers programme has been established.</p> <p>As a result of COVID-19 we sought to expand the use of volunteers with existing staff. Over 250 staff registered and interest in volunteering and fulfilling key tasks within the COVID-19 response.</p>	GREEN

18a. MFRA would like to explore opportunities for funding and sponsorship from the private sector to support its Youth Engagement programmes.		Prevention	A review of Youth Engagement provision will explore more commercialisation and targeting of Merseyside and City Region Community Safety budgets.	AMBER
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.		Protection	A Risk Based Inspection Programme has been developed and implemented and is now business as usual.	GREEN

New - 2019-21 IRMP Supplement Proposal				
<p><i>We will increase the number of staff in our Protection team to carry out legislative fire safety work.</i></p> <p><i>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,</i></p>	<p>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.</p> <p>We believe that Protection is key to keeping people safe in public and</p>	Protection	<p>Internal development of staff has resulted in a total of 14 Fire Safety Inspectors and six Fire Safety Auditors within current budgetary limitations.</p> <p>We have also been able to secure an additional three Watch Managers as part of the investment proposed in the 2019 – 2021 IRMP Supplement. This has enabled us to resource our Risk Based Inspection Programme more fully. However, the loss of four fully qualified Fire Safety Inspectors, mainly to the Private Sector continues to be an adverse factor on resourcing the Department.</p> <p>Recruitment and selection of a Fire Engineer has been completed. The new post holder is a Level 5 qualified fire Inspector and recently enrolled on the Level 6 Fire Engineering Degree at UCLAN. Recruitment of a further six permanent fire safety inspectors is being delivered during the autumn period.</p> <p>Recruitment of a further two fixed term contract fire safety inspectors is being delivered during the same period. Three fire safety auditors have recently successfully moved into fire safety inspector positions.</p>	GREEN

	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 (this role has now been upgraded to Business Safety Auditors) will complement the work of Protection by further supporting our risk based strategy, developing initiatives and campaigns to target specific		Protection	<p>Business Safety Auditors and Fire Safety Inspectors continue to deliver against local and national campaigns, most recently the NFCC Business Safety Week Campaign.</p> <p>All 4 roles within the Protection Response Officer Team have now been filled by WMB's two of these posts are still development roles and we will be requesting that the two WMs are made permanent within Protection to ensure that the proposals within the 2019 -2021 IRMP supplement are met.</p> <p>The Team have been central in the development of Operational fire safety, including extending Simple Operational Fire Safety Assessment activity to additional premises types and delivering Service wide High Rise training to operational crews through targeted sessions.</p>	GREEN

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		Protection	Currently we have been unable to make progress due to the Business Support Group becoming inactive. We understand that this is due to the loss of representatives from a number of key partners and we will be reviewing how Protection can best meet this objective.	AMBER

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.		Protection	Currently we have been unable to make progress due to the Business Support Group becoming inactive. We understand that this is due to the loss of representatives from a number of key partners and we will be reviewing how Protection can best meet this objective.	RED

Finance				
Original proposals IRMP 2017-20				
23. Financial proposals: <ul style="list-style-type: none"> • 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 		Finance	Complete 2020/21 budget set and confirmed all actions were completed in 2019/20 budget.	GREEN

<p>£1m in frontline services and increase the number of firefighters from 620 to 642.</p> <ul style="list-style-type: none">• 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.				
---	--	--	--	--

This page is intentionally left blank

	Inspection theme	Area for improvement	Outcome/s required/evidence of success	Update November 2020	RAG
	Formal Areas for improvement				
1	Protecting the Public through fire regulation	The Service should ensure it allocates enough resources to a prioritised and risk-based inspection programme	<p>Numbers of competent protection officers increase (CRM records).</p> <p>Priority inspections are carried out in line with the strategy (Protection records, LPIs).</p>	<p>Our 2019/21 IRMP Supplement included a commitment to enhance our Protection capability.</p> <p>To date, internal development of staff has resulted in a total of 14 Fire Safety Inspectors and six Fire Safety Auditors within current budgetary limitations.</p> <p>We have also been able to secure an additional three Watch Managers as part of the investment proposed in the 2019 – 2021 IRMP Supplement.</p> <p>This has enabled us to resource our Risk Based Inspection Programme more fully.</p> <p>However, the loss of four fully qualified Fire Safety Inspectors, mainly to the Private Sector continues to be an adverse factor on resourcing the Department.</p> <p>Recruitment and selection of a Fire Engineer has been completed. The new post holder is a Level 5 qualified fire Inspector and recently enrolled on the Level 6 Fire Engineering Degree at UCLAN.</p> <p>Recruitment of a further six permanent fire safety inspectors is being delivered during the autumn period.</p> <p>Recruitment of a further two fixed term contract fire safety inspectors is being delivered during the same period.</p> <p>Three fire safety auditors have recently successfully moved into fire safety inspector positions.</p>	GREEN
2	Responding to fires and other emergencies	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	<p>Assessments meet the targets set (Preparedness records, LPIs)</p> <p>Assessment processes are robust and comprehensive (Preparedness and Response records)</p>	<p>Arrangements have been put in place to ensure the maintenance of Command Competence (ensuring Officers remain “in ticket”) is managed via the Operational Performance System (OPS) maintained by the Command Department and Training & Development Academy</p> <p>MFERS completed all Level 1 assessments with all relevant staff being in ticket following HMICFRS visit. There is a two-year frequency for assessment. This has been impacted due to COVID-19 but is being monitored and schedule adjusted</p> <p>Processes are evidenced, Policy and SI being finalised.</p>	GREEN

				A revised Command Strategy has been presented at the Operations Board on 30 th November 2020.	AMBER
3	Promoting the right values and culture	The service should ensure its values and behaviours are understood and demonstrated by staff.	<p>Feedback shows that staff understand the values and behaviours (staff survey 2020)</p> <p>Feedback shows that staff and managers believe that they and others are displaying the desired behaviours and demonstrating the values (staff survey 2020).</p>	<p>Work has taken place to review the Service's Values which are due to be introduced in the new year.</p> <p>Values are embedded as part of our recruitment and appraisal processes.</p> <p>Work has taken place on establishing the MFRS Leadership Process and Message with outcomes also due early in the new year.</p> <p>Our Ground Rules were refreshed (following engagement with staff) and reissued in January 2020.</p> <p>ED& I Training is being delivered to all staff (50% complete), but delivery is currently limited due to the pandemic. Online training is being considered as an interim arrangement, but face to face is preferred because it encourages more interaction. Inclusive leadership coaching has also commenced and work is ongoing to ensure it is embedded in any future organisational approach to coaching.</p> <p>Unconscious Bias training took place virtually during the pandemic and work is ongoing to determine whether we can introduce a collaborative approach to Unconscious Bias training with the Police. Reward and Recognition programmes are being considered that also include improved insight through "pulse" surveys.</p> <p>We have launched three staff networks (Gender, BAME and LGBT) with all of Strategic Leadership Team taking a Strategic Sponsor roll. Network chairs attend the ED&I Strategic Board and are included in engagement relating to key change and decision making including the response to the pandemic.</p> <p>Our bi-annual staff survey was due to take place in June/July 2020, but was postponed due to the pandemic. It is now taking place in November/December.</p>	AMBER
4	Getting the right people with the right skills	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	Training needs are assessed for all staff and training provided accordingly (POD and Preparedness records).	An Operational Training Needs Assessment has been completed and is reviewed annually for uniformed personnel. This is also presented annually at the Operations Board.	AMBER

		method of recording when they have received training.	Similar/equivalent methods of recording skills acquisition and training are used for all staff.	<p>A similar Organisational (non-uniformed) Training Needs Assessment has been completed and both are in the process of being implemented.</p> <p>Training will be allocated based on a role and also as a result of appraisals where appropriate.</p> <p>Resource link records all training including that initially recorded in the Operational Performance System (OPS), ensuring a complete set of records for all employees.</p> <p>OPS records internal training including core and non-core training, and is now used to record internal training for both uniformed and non-uniformed personnel. An upgrade of the OPS system is required over the next year.</p> <p>A team was put together in November 2019 to review of the LearnPro online training system, this has taken place and improvements to e-learning packages have been made in consultation with staff. The next stage is to ensure all staff use LearnPro for corporate training. This phase is ongoing with the aim of standardising the Learn pro across the organisation.</p>	
5	Ensuring fairness and promoting diversity	To identify and tackle barriers to equality of opportunity, and make its workforce more representative, the service should ensure diversity and inclusion are well understood and become important values of the service.	<p>Staff from protected and underrepresented groups feel more positive about working for MFRS (Staff survey 2020).</p> <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>The responses to 3 above are also relevant to this action.</p> <p>In addition, the Service continues to use Positive Action to encourage people from underrepresented groups to apply for firefighter and Control positions. A team continues to work on this, including Staff Network representatives.</p> <p>As an example, to encourage more BAME people to apply for firefighter roles we have the following:</p> <ul style="list-style-type: none"> • Have-a-Go days (specifically for FF roles (which are now part of an apprenticeship)). Candidates are given the opportunity to 'have a go' at the selection assessments and learn more about the FF selection process so that they can prepare prior to an advert going live. • Use social media to demonstrate information on selection processes and to capture the stories of BAME role models within the Service. • Promote our apprenticeships and vacancies to our community groups who represent BAME interests within Merseyside. • Distribute promotional materials which showcase the diverse range of careers at MFRS to our community groups. • Attend school / colleges / university careers events to promote our apprenticeship and vacancy opportunities. • Work with our BAME staff network to promote our vacancies / apprenticeship opportunities. 	AMBER

				<div>Gender/Ethnicity splits for all recruits starting after 01/01/19 below:</div> <table><thead><tr><th>Gender</th><th>Total</th><th>%</th></tr></thead><tbody><tr><td>Male</td><td>121</td><td>81.21%</td></tr><tr><td>Female</td><td>28</td><td>18.79%</td></tr></tbody></table> <table><thead><tr><th>Ethnicity</th><th>Total</th><th>%</th></tr></thead><tbody><tr><td>White British</td><td>131</td><td>87.92%</td></tr><tr><td>White Irish</td><td>2</td><td>1.34%</td></tr><tr><td>Other White</td><td>1</td><td>0.67%</td></tr><tr><td>Mixed White & Black African</td><td>1</td><td>0.67%</td></tr><tr><td>Other Asian</td><td>1</td><td>0.67%</td></tr><tr><td>Other Mixed</td><td>5</td><td>3.36%</td></tr><tr><td>Prefer Not to Say</td><td>2</td><td>1.34%</td></tr><tr><td>No Data</td><td>6</td><td>4.03%</td></tr></tbody></table> <div>This approach is being extended to progression.</div>	Gender	Total	%	Male	121	81.21%	Female	28	18.79%	Ethnicity	Total	%	White British	131	87.92%	White Irish	2	1.34%	Other White	1	0.67%	Mixed White & Black African	1	0.67%	Other Asian	1	0.67%	Other Mixed	5	3.36%	Prefer Not to Say	2	1.34%	No Data	6	4.03%	
Gender	Total	%																																							
Male	121	81.21%																																							
Female	28	18.79%																																							
Ethnicity	Total	%																																							
White British	131	87.92%																																							
White Irish	2	1.34%																																							
Other White	1	0.67%																																							
Mixed White & Black African	1	0.67%																																							
Other Asian	1	0.67%																																							
Other Mixed	5	3.36%																																							
Prefer Not to Say	2	1.34%																																							
No Data	6	4.03%																																							
6	Managing performance and developing leaders	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)	<div>As mentioned in 3 above work has taken place on establishing the MFRS Leadership Process and Message with outcomes due soon.</div> <div>Our Gateway (progression) process has been reviewed and was relaunched in April and now encompasses all staff groups. It explains to staff the support they can receive to assist them in future progression.</div>	AMBER																																				

	Inspection theme	Area for improvement	Outcome/s required/ evidence of success	Update November 2020	RAG
	Other areas identified in the report				
7	Responding to fires and other emergencies	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.	Staff understanding is improved and demonstrated	Incident logging has been established and Operational Discretion is now included in the relevant policy documents.	AMBER

		They were also not always sure how to log significant decisions		Instructions have been issued on how to do this and work will take place to reinforce this including sampling to ensure staff understand.	
8	Responding to fires and other emergencies	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).	<p>The following work has been undertaken:</p> <ul style="list-style-type: none"> Hot debriefs taking place at stations. Smaller incident debriefs are easier to undertake at the incident ground. Work is ongoing to develop the process around larger incidents. Automating these processes is a priority. 	AMBER
9	Responding to national risks	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, the service was upgrading the computers it has on fire engines, where this information will be made available.	Cross border risk information is more accessible to crews (Preparedness records).	<p>Cross border risk information has now been delivered and was initially only available through Resilience Direct. To improve accessibility all available risk information is now available to operational staff via appliance Mobile Data Terminals and intranet Portal pages.</p> <p>Longer term solutions are still being considered.</p>	AMBER
10	Making the fire and rescue service affordable now and in the future	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).	<p>Applications development has continued through this period and processes also continued to be streamlined through the use of InfoPath forms and processes on the SharePoint Portal.</p> <p>The new SSRI application, SIRAH, is being rolled out, but the Service is now aware that a commercial off the shelf package is available, that was not available when internal application development commenced. The suitability of this for Prevention, Protection and SSRI purposes is under review as this may provide a suitable alternative.</p>	AMBER
11	How well does the service look after its people?	<p>Staff don't always view the promotion process as open and fair.</p> <p>We didn't find this to be the case, but the service still has work to do to allay these workforce concerns.</p>	Staff are more accepting that the promotion process is open and fair (Staff survey 2020).	<p>The launch of the new Gateway process is hoped to reassure staff that the promotion process is open and fair and no complaints have been received.</p> <p>The response to the staff survey (taking place Nov/December 2020) will provide more supporting evidence.</p>	GREEN
12	Ensuring fairness and promoting diversity	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.	<p>Staff understand the equality, diversity and inclusion objectives (Staff survey 2020)</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>Prior to the pandemic, ED&I Essentials training had been rolled out to half the staff and was very well received. Some face to face training resumed between the two lockdowns and online training has commenced. The aim is to reinstate face to face training as this is believed most effective.</p> <p>Unconscious Bias training took place virtually during lockdown for approximately 70 staff who are in management positions or involved</p>	AMBER

				<p>in recruitment, performance management etc. Work is ongoing to determine how future unconscious bias training will take place.</p> <p>Staff networks have continued during the pandemic and the network chairs have been directly engaged with about the pandemic and are also involved in the quarterly ED&I strategic boards enabling them to engage directly with strategic leaders and contribute to ED&I outcomes.</p>	
1	Ensuring fairness and promoting diversity	The service doesn't fully reflect the communities it serves	Future recruitment shows continued improvements in diversity (POD records, PSED report)	See 5 above.	AMBER
1	Ensuring fairness and promoting diversity	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)	<p>Work has been undertaken in 2020 to review the organisation's leadership message and values with the outcomes due in early 2021. Numerous staff from throughout MFRS were interviewed to allow them share their experiences of leadership and what they would like leadership in MFRS to look like in the future.</p> <p>This work has incorporated a review of the organisational values which will be relaunched at the same time.</p> <p>Increasing work with the Staff Networks will support improvement in this area.</p> <p>Area Manager visits reinforce our values and behaviours.</p> <p>This extensive piece of work is expected to address these concerns from staff.</p>	AMBER
1	Ensuring fairness and promoting diversity	[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)	<p>2017 -18 - There was a total of 33 disciplinary cases. Three cases were recorded as bullying and harassment.</p> <p>2018-19 - There was a total of 20 disciplinary cases. One case was recorded as bullying and harassment.</p> <p>2019-20 - There was a total of 18 disciplinary cases. None were recorded as bullying and harassment</p> <p>The 4 disciplinary cases which have been recorded as bullying and harassment during the last 3 years were all relating to male members of staff.</p>	GREEN
1	Managing performance and developing leaders	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	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.	Unconscious Bias training was delivered during lockdown to managers and others responsible for recruitment, performance management etc.	GREEN

		Service recognises this gap and plans to introduce relevant training		Work is ongoing to deliver more training in this area including the potential for collaboration with the Police.	
--	--	--	--	--	--

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	10 DECEMBER 2020	REPORT NO:	CFO/064/20
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:			
TITLE OF REPORT:	IRMP 2021/24 INITIAL PUBLIC ENGAGEMENT		

APPENDICES:	APPENDIX A: IRMP PUBLIC ENGAGEMENT REPORT NOVEMBER 2020
-------------	---

Purpose of Report

1. To inform Members of the outcomes of a public engagement exercise which will inform the development of the 2021/24 Integrated Risk Management Plan (IRMP) (Appendix A) and the process to be applied in the development of the plan.

Recommendation

2. That Members note the content of this report.

Introduction and Background

3. Members will be aware that the Fire and Rescue Service National Framework 2018 requires each Fire and Rescue Authority to produce an IRMP and each plan must:
 - reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
 - demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
 - outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
 - set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
 - cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;

- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
 - be easily accessible and publicly available.
4. In July 2019, the Authority approved a two year IRMP Supplement that extended the previous 2017/20 IRMP. That Supplement is due to end in July 2021 and the process for developing a replacement has begun. Members will recall that potential areas for initial public engagement were discussed at the Members' Strategy Day in September. These ideas were then discussed with members of the public at online forums in October and November fulfilling the National Framework requirement to engage people in the development of the IRMP at a formative stage.
 5. As has been the case for a number of years, five forums were held (one for each local authority area) and these were facilitated by Opinion Research Services. The attendees were a mix of people who had previously taken part and those newly recruited through random direct dialling to achieve a demographically mixed group or participants.
 6. The attendees were provided with background information about the Authority and Service, introduced to the way in which Risk, Demand and Vulnerability are considered by the Authority when planning services for the future and invited to review the previously agreed Planning Principles (which were themselves the product of earlier engagement and consultation), before being asked to give their opinions on a number of areas under consideration for inclusion in the new IRMP. The participants were invited to ask questions at all stages and to vote on a number of Zoom polls throughout the evening. Participants were informed that if possible and financially viable, MFRS is considering:
 - Maintaining 642 firefighters as a minimum, while increasing its retained capabilities;
 - Increasing its diversity through continued 'positive action' recruitment, so its staff reflect the communities it serves;
 - Directing its Prevention activity toward the areas of highest deprivation and the most vulnerable;
 - Increasing the number of Protection officers in light of Grenfell Tower Inquiry and recommendations;
 - Aiming to increase its resilience (by increasing the number of fire engines if possible), for example by introducing innovative duty systems such as Hybrid Stations;
 - Enhancing its specialist and non-specialist capabilities for terrorist incidents and providing additional kit and equipment to firefighters;

- Ensuring its specialist capabilities reflect foreseeable risk and are located/deployed based on that risk;
- Assisting the ambulance service when it is facing a surge in demand, like that experienced through the pandemic (whilst maintaining response to fires/other emergencies); and
- Enhancing firefighter training (in relation to, for example, high rise incidents, terrorist attacks, marine response, Emergency Medical Response, flooding and wildfire etc.) by building a new training facility that is fit for purpose and reflects new/emerging foreseeable risk.

7. The summary of outcomes can be found below, with the full report available at Appendix A.

There was support for MFRS factoring risk, demand and vulnerability into the way it uses its resources

While there was strong support for MFRS factoring risk, demand and vulnerability into the way it uses its resources, concerns were expressed that:

- Resourcing to risk and demand could leave lower risk/demand areas without adequate fire and rescue cover;
- Relying too heavily on patterns of demand could prove dangerous given how changeable they are;
- Vulnerability is not a particularly easy metric to define, quantify or mitigate against; and
- The burden of identifying vulnerability should not fall solely on MFRS, but should be done in partnership with others.

There was, though, a great deal of trust generally that MFRS would: ensure proper levels of cover across all of its area; ensure it is properly monitoring demand patterns and resource accordingly; and work with its partner agencies to improve the safety and wellbeing of those with vulnerabilities.

Participants were asked to give their views on which of the three factors discussed - risk, demand and vulnerability - are most important for MFRS to consider. A majority felt they are all equally important.

MFRS's Planning Principles were largely considered appropriate, but there was support for a couple of 'tweaks'

The general consensus was that MFRS's 'Planning Principles' remain appropriate, but there was support for amending that which reads 'keep fire stations open using different duty systems rather than close stations' (no-one agreed that it is never acceptable to close and/or merge stations and there was strong support for doing so in the event that response times can be improved or maintained).

Participants also agreed to the inclusion of a principle around Protection given the forthcoming necessary increased focus on it as a result of the Grenfell Tower inquiry and recommendations – and for amending that which currently supports proposals for MFRS to respond along with NWS to Cardiac Arrest incidents with ‘the public and Fire Authority would support MFRS assisting the ambulance service when it is facing a surge in demand, like that experienced through the pandemic (whilst maintaining response to fires/other emergencies)’.

Prevention, Protection, Response and Firefighter training were all considered important – but Response most so

When asked to rank MFRS’s four main areas of activity (Prevention, Protection, Response and Firefighter Training) from 1 to 4 (with 1 being most important and 4 least important), Response was rated highest, with Firefighter Training only slightly behind in second place. Prevention was ranked third, with Protection fourth. The fact that all four areas received an average ranking of under three demonstrates, however, that none were considered unimportant.

MFRS’s ‘proposals’ were supported

There was widespread support for all of MFRS’s suggested IRMP ‘proposals’ [initial ideas rather than formal proposals].

8. Following the receipt of this report and the support it provides for the Authority’s approach to the IRMP and the areas that it is considering as it developing its proposal, a draft IRMP is currently being prepared. This will be discussed with Members at the Budget Strategy Day in January 2021, with a final draft IRMP being presented to the Budget Authority meeting in February. This draft will be subject to twelve week’s stakeholder consultation and a final IRMP will be presented to Authority in late June or early July.

Equality and Diversity Implications

9. An equality impact assessment will be developed alongside the draft IRMP.

Staff Implications

10. Staff will invited to comment on the IRMP during the twelve week consultation process for the draft plan.

Legal Implications

11. The Authority is required to publish an IRMP as detailed in paragraph 3 and engagement and consultation is required as part of that process,.

Financial Implications & Value for Money

-
12. The IRMP is clearly linked to the Authority's budget in that the proposals contained within the plan must be affordable. The 2021/22 budget settlement will impact on the content of the IRMP and the latter will be considered alongside the Medium Term Financial Plan at the February Budget Authority meeting.
 13. The Government has stated the 2021/22 funding settlement will only be a one year announcement this means funding beyond 2021/22 remains uncertain. This makes planning beyond 2021/22 more challenging as the level of funding and therefore available resources is unknown. The Government have said the 2021 CSR will provide a multi-year (3 year settlement).

Risk Management, Health & Safety, and Environmental Implications

14. The assessment of risk is a key part of the preparation of the IRMP and health and safety and Environmental implications are also considered as part of the planning process.

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

15. The IRMP is the key document that sets out how the Authority will deliver services to the community.

BACKGROUND PAPERS

GLOSSARY OF TERMS

This page is intentionally left blank



Merseyside Fire & Rescue Service

Integrated Risk Management Planning (IRMP) Engagement 2020 Report of findings



Merseyside Fire & Rescue Service

Integrated Risk Management Planning (IRMP) Engagement 2020

Opinion Research Services

The Strand • Swansea • SA1 1AF

01792 535300 | www.ors.org.uk | info@ors.org.uk

As with all our studies, findings from this report are subject to Opinion Research Services' Standard Terms and Conditions of Contract.

Any press release or publication of the findings of this report requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation

This version of the report will be deemed to have been accepted by the client if ORS has not been informed of any amendments within a reasonable period of time (1 month)

This study was conducted in accordance with ISO 20252:2012 and ISO 9001:2008.

© Copyright November 2020

Contents

1. The Engagement Process6

Overview of the engagement6

Background to the review6

The commission6

Deliberative engagement.....6

The report9

2. Key Findings10

Key engagement findings.....10

3. Focus Group Findings11

Detailed engagement findings11

Introduction11

Main findings11

Table of Figures.....31

The ORS Project Team

Project design, management
and reporting

Kelly Lock

Focus group facilitators

Kelly Lock

Alastair Layne

Samuel Urbano

Fieldwork management

Max Davies

Acknowledgements

Opinion Research Services (ORS) is pleased to have worked with Merseyside Fire and Rescue Service (MFRS) on the five engagement focus groups reported here. The diverse participants engaged with the issues and discussed their ideas readily, so we trust that this report of findings will help to inform service planning.

We thank MFRS for commissioning the project as part of its on-going regular programme of public and stakeholder engagement and consultation about its risk management and budget planning.

We particularly thank the senior officers and staff who attended the sessions to listen to the public's views and answer questions. Such meetings benefit considerably from the readiness to answer participants' questions fully and frankly, as in this case.

We are grateful to all the 67 members of the public who took part in the five meetings to share their views with us: they were patient in listening to important and detailed background information before entering positively into open discussions about challenging topics.

At all stages of the project, ORS's status as an independent organisation engaging with the public as fairly as possible was recognised and respected. We are grateful for the trust, and we hope this report will contribute usefully to thinking about future service delivery.

1. The Engagement Process

Overview of the engagement

Background to the review

- 1.1 'Integrated Risk Management' is the development of a balanced approach by Fire and Rescue Services to reducing risk within the community. This is achieved by combining Prevention, Protection and Emergency Response, on a risk-assessed basis, in order to improve the safety of the community and create a safer working environment for firefighters.
- 1.2 In 2016, Merseyside Fire & Rescue Authority (MFRA) developed and consulted on its most recent Integrated Risk Management Plan (IRMP) 2017-20, which was subsequently approved. Since then, a number of significant national and international incidents have occurred and these, combined with changes to the City Region infrastructure and the findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), gave the Chief Fire Officer and Authority cause to review the sustainability of its plans to ensure that they were still fit for purpose. In light of this, an IRMP supplement was drafted to extend the Plan to 2021, aligning it to MFRA's medium-term financial plans. A number of alternative proposals were consulted on and approved in 2019.
- 1.3 The Service is now beginning to develop its IRMP for 2021 and beyond and is seeking input from a range of stakeholders on how it might provide fire and rescue services during this period.

The commission

- 1.4 Opinion Research Services (ORS) - a spin-out company from Swansea University with a UK-wide reputation for social research - was appointed to convene, facilitate and report five online focus groups with members of the public, one in each of the five areas of Merseyside (Knowsley, Liverpool, Sefton, St Helens and Wirral). Pre-consultation listening and engagement and formal consultation meetings have been undertaken with residents across Merseyside on a regular cycle; and in this context ORS has facilitated both district-based and all-Merseyside focus groups for the Service for many years.

Deliberative engagement

Focus groups

- 1.5 The focus group meetings reported here used a 'deliberative' approach that encouraged members of the public to reflect in depth about MFRS's proposed direction of travel while both receiving and questioning extensive background information. The fact that the groups were part of an 'early stage engagement' rather than 'formal consultation' process was stressed: participants were told they would be 'testing' MFRS's ideas for how it might provide services over the lifetime of its next IRMP, rather than discussing any firm proposals.
- 1.6 The meetings (which were held on the online videoconferencing platform Zoom) lasted for around two hours and in total there were 67 diverse participants. The dates of the meetings and attendance levels by members of the public at each focus group are as shown in the table overleaf.

FOCUS GROUP	DATE	NUMBER OF ATTENDEES
Knowsley	26 th October 2020	12
Wirral	27 th October 2020	14
Sefton	28 th October 2020	12
St Helens	29 th October 2020	13
Liverpool	2 nd November 2020	16

- 1.7 The attendance target for each of the focus groups was 12-15 people – so the total of 67 participants was on-target. Just over half of participants had participated in one or more previous ORS-run MFRA forums or focus groups; the others were ‘fresh’ recruits.
- 1.8 Previous participants were recruited through random-digit telephone dialling from the ORS Social Research Call Centre. Having been initially contacted by phone, all participants were then written to - to confirm the invitation and the arrangements; and those who agreed to come then received telephone or email reminders shortly before each meeting. New participants were recruited by Acumen Field, a specialist recruitment agency, who initially sent out a screening questionnaire as an online survey to a database of contacts and, more widely, on social media platforms. They then collated the responses to establish a pool of potential recruits, which was ‘sifted’ to establish a contact list. People were then contacted by telephone, asked to complete a more detailed screening questionnaire and either recruited or not to match the required quotas. Those recruited were sent all the necessary details in a confirmation email and telephoned a day or two before the events to confirm their attendance.
- 1.9 In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors. The recruitment process was monitored to ensure social diversity in terms of a wide range of criteria including, for example: gender; age; working status; and disability/limiting long-term illness (LLTI). Overall, as demonstrated in the table below, participants represented a broad cross-section of residents – and as standard good practice, people were recompensed for their time and efforts in and taking part.

GENDER	AGE	WORKING STATUS	LIMITING ILLNESS OR DISABILITY	ETHNIC GROUP
Male: 32 Female: 35	16-34: 18 35:54: 29 55+: 20	Working full- or part-time: 45 Not working/retired: 2	12	White British: 65 BAME: 2

- 1.10 Although, like all other forms of qualitative engagement, deliberative focus groups cannot be certified as statistically representative samples of public opinion, the meetings reported here gave diverse members of the public the opportunity to participate actively. Because the meetings were inclusive, the outcomes are broadly indicative of how informed opinion would incline on the basis of similar discussions.

The agenda

- 1.11 The focus groups began with an ORS presentation to provide some contextual background information around Merseyside Fire and Rescue Service (MFRS)'s purpose and vision; and the reasons for the engagement. The slides used to outline this information can be seen below.

Why the fire and rescue service exists – MFRS's Purpose



- The Fire and Rescue Services Act 2004
 - Respond
 - Prevent (home and community safety)
 - Protect (commercial and public building)
 - Educate and inform
- The Civil Contingencies Act 2004
 - Work with other agencies to deal with emergencies
- **The National Framework 2018**
 - Identify & Assess Risk
 - Prevent & Protect
 - Respond
 - Collaborate
 - Business Continuity (Intervention)
 - National Resilience
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

They consider:

 - Efficiency
 - Effectiveness
 - People



...and its Vision – to be the best



- Currently the best FRS in UK (HMICFRS)
- Operationally strong – assertive, professional, competent
- Outstanding at preventing fires and other incidents
- The only FRS to be re-investing in the front line
- National capabilities – extending beyond our borders
- Led the National Response to COVID-19
- Home Office Lead Authority for National Resilience – influencing at the highest level

"We are in a good place – but we want to be better"



So what is today's consultation about?

The National Framework requires each Fire and Rescue Authority (FRA) to produce a publicly-available Integrated Risk Management Plan (IRMP) covering at least a three-year time span which, amongst other things:

- Is regularly reviewed and revised and reflects up to date risk information, consultation and evaluation of outcomes
- Demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost-effective way
- Provides details of how FRAs deliver their objectives and meet the needs of communities through working with partners



The National Framework

Identify and Assess

2.1 Every fire and rescue authority **must assess all foreseeable fire and rescue related risks that could affect their communities, whether they are local, cross-border, multi-authority and/or national in nature from fires to terrorist attacks.**

2.2 Fire and rescue authorities **must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or building new capability.**



1.12 The subsequent discussion then covered the following areas:

Whether MFRS should factor risk, demand and vulnerability into the way it uses its resources – and whether MFRS's previous actions in doing so seem reasonable;

The ways in which the world has 'spun' over recent years and affected the Service's foreseeable risk;

Whether MFRS's Planning Principles are still appropriate;

The relative importance of Prevention, Protection, Response and Firefighter Training; and

MFRS's ideas for how it plans to provide services over the lifetime of its forthcoming IRMP.

1.13 Participants were encouraged to ask questions throughout, and the meetings were thorough and truly deliberative in listening to and responding openly to a wide range of evidence and issues.

The report

1.14 This report reviews the sentiments and judgements of respondents and participants on how MFRS might deliver its services in future. Verbatim quotations are used, in indented italics, not because we agree or disagree with them - but for their vividness in capturing recurrent points of view. ORS does not endorse any opinions but seeks only to portray them accurately and clearly. The report is an interpretative summary of the issues raised by participants.

2. Key Findings

Key engagement findings

There was support for MFRS factoring risk, demand and vulnerability into its resourcing

- 2.1 While there was strong support for MFRS factoring risk, demand and vulnerability into the way it uses its resources, concerns were expressed that:

This could leave lower risk/demand areas without adequate fire and rescue cover;

Relying too heavily on patterns of demand could prove dangerous given how changeable they are;

Vulnerability is not a particularly easy metric to define, quantify or mitigate against; and

The burden of identifying vulnerability should not fall solely on MFRS, but should be done in partnership with others.

- 2.2 There was, though, a great deal of trust generally that MFRS would: ensure proper levels of cover across all of its area; ensure it is properly monitoring demand patterns and resource accordingly; and work with its partner agencies to improve the safety and wellbeing of those with vulnerabilities.
- 2.3 Participants were asked to give their views on which of the three factors discussed - risk, demand and vulnerability - are most important for MFRS to consider. A majority felt they are all equally important.

MFRS's Planning Principles were largely considered appropriate, but there was support for a couple of 'tweaks'

- 2.4 The general consensus was that MFRS's 'Planning Principles' remain appropriate, but there was support for amending that which reads 'keep fire stations open using different duty systems rather than close stations' (no-one agreed that it is never acceptable to close and/or merge stations and there was strong support for doing so in the event that response times can be improved or maintained).
- 2.5 Participants also agreed to the inclusion of a principle around Protection given the forthcoming necessary increased focus on it as a result of the Grenfell Tower inquiry and recommendations – and for amending that which currently supports proposals for MFRS to respond along with NWS to Cardiac Arrest incidents with 'the public and Fire Authority would support MFRS assisting the ambulance service when it is facing a surge in demand, like that experienced through the pandemic (whilst maintaining response to fires/other emergencies)'.

Prevention, Protection, Response and Firefighter Training were all considered important – but Response most so

- 2.6 When asked to rank MFRS's four main areas of activity (Prevention, Protection, Response and Firefighter Training) from 1 to 4 (with 1 being most important and 4 least important), Response was rated highest, with Firefighter Training only slightly behind in second place. Prevention was ranked third, with Protection fourth. The fact that all four areas received an average ranking of under three demonstrates, however, that none were considered unimportant.

MFRS's 'proposals' were supported

- 2.7 There was widespread support for all of MFRS's suggested IRMP 'proposals'.

3. Focus Group Findings

Detailed engagement findings

Introduction

- 3.1 This chapter reports the views from five deliberative online focus groups¹ with members of the public across Merseyside, which were independently facilitated by ORS. Each session had two co-hosts: a main facilitator and a secondary host who was able to observe the session as well as address any technical issues arising from the online format.
- 3.2 The meeting format followed a pre-determined topic guide which allowed space for a general discussion of the key questions under consideration. A series of information slides were shared at set points during the sessions, which ensured that participants had sufficient background information to actively deliberate on the proposals. The meetings were thorough and truly deliberative in listening to and responding openly to a wide range of evidence and issues.
- 3.3 In order to quantify views on some key questions, a series of ‘quick polls’ were undertaken during the groups. Responses to these were captured and are reported in this chapter, but it is important to note that this was a qualitative research exercise and the numerical findings from the polls are not statistically valid.
- 3.4 This is not a verbatim transcript of the five sessions, but an interpretative summary of the issues raised by participants in free-ranging discussions - and as the focus groups did not differ materially in their reactions to the proposals, this report combines the findings from all the meetings in a single account.

Main findings

- There was support for MFRS factoring risk, demand and vulnerability into the way it uses its resources
- MFRS’s previous actions were considered reasonable
- MFRS’s Planning Principles were largely considered to be appropriate, but there was support for a couple of ‘tweaks’
- Prevention, Protection, Response and Firefighter Training were all thought to be important – but Response most so
- There was strong support for MFRS’s ‘proposals’

¹ These meetings were undertaken on Zoom – as this has become a fairly familiar tool for the general public during 2020. Participant familiarity with the software varied and, depending on the platform, some participants struggled to take part in the online voting tasks.

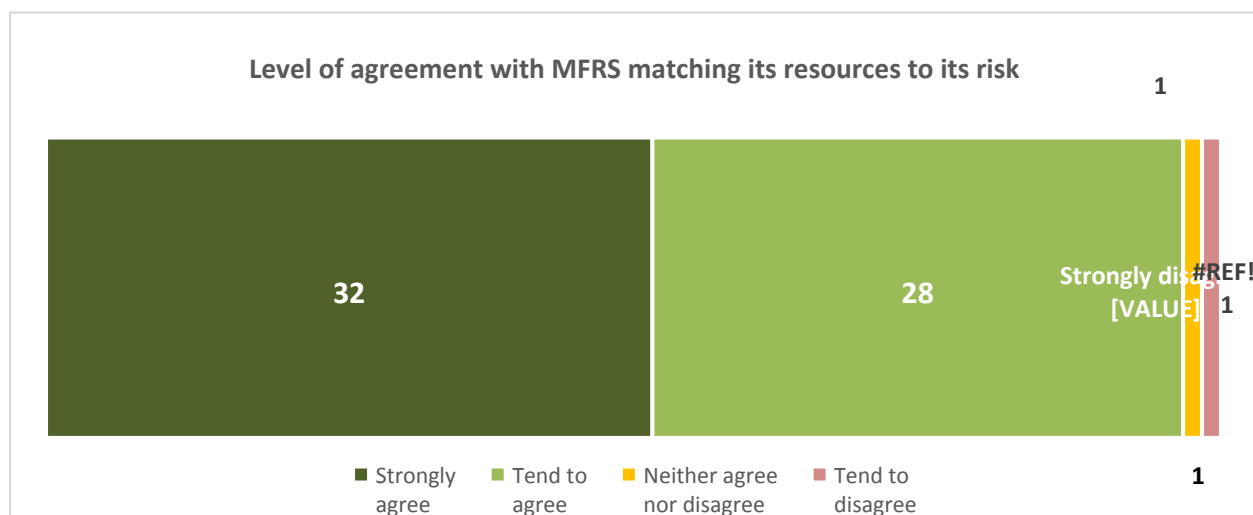
There was support for MFRS factoring risk, demand and vulnerability into the way it uses its resources

- 3.5 Participants were informed that MFRS resources to risk and were shown the slide below to illustrate the different types of risk it must take account of.



- 3.6 They were then asked the following question (via a Zoom poll): “To what extent do you agree or disagree that MFRS should match its resources to its risk?” The results, as shown in Figure 1 below, were very positive, with 60 of the 62 people who took part agreeing (32 strongly).

Figure 1: Extent of agreement with MFRS matching its resources to its risk



Based on responses from 62 people within the focus groups

- 3.7 The general feeling in discussion was that resourcing to risk is entirely sensible, and that this should apply not only to Response activity, but also to Prevention and education.

“If your resources are all in one area, they’re not in another, but ... if those areas are having more problems than the other, then they probably should focus there. And I took the question to relate to not just fires, but the education around it” (Knowsley)

"If you're planning ahead then you will put the resource where you identify the risks. It's not saying that all the money and all the resources go that way, but that you are aware that there are risks and there will be priorities in that. So, it shows forward planning" (Knowsley)

"Limited resources have got to be managed, and we all know the Fire and Rescue Service has limited resources" (Sefton)

"We should also consider Prevention when considering risk" (Wirral)

- 3.8 The main worry at this stage among those who felt they could not *strongly* agree was that resourcing to risk could leave certain areas without adequate fire and rescue cover. Others said they wanted more information about the probability of certain incidents occurring and how resourcing to risk works in practice prior to making a firm judgement. Some typical comments were as below.

"It's having enough resources in reserve to cope with everything. If you target things in too many areas far apart, how much buffer is left just in case?" (Knowsley)

"I tend to agree because it's a public service, there are funding issues, you've got to streamline to the areas that need something the most. However, the nature of fire and rescue is the fact that there is an air of unpredictability. If all the resources are funnelled towards one area then you get something large that you wouldn't expect somewhere else, then that would increase the reaction time. Whilst I do agree, by completely streamlining everything towards one area, other areas could be completely minimised in terms of their possibilities" (Wirral)

"Where I live is probably low risk, but what worries me is that there might still be a risk. There might be a delay before resources get here if there is an incident" (St Helens)

"I would want a bit more information to back-up strongly agreeing ... I don't fully understand what I'm strongly agreeing to. So, I'd like a bit more clarification" (Sefton)

"I think I would have liked to have known the percentage expectation of certain events ... the probability and the budget costs" (Knowsley)

"I don't think we have enough information ... I'd like more facts and figures to digest the information. I'd like a breakdown, firstly, of the risk assessments, and what the risks are; and then, how they're mitigated; and then all the other information. I'd just like a bit more detail to digest..." (Liverpool)

- 3.9 There was, though, a great deal of trust generally that MFRS would ensure proper levels of cover across all its area.

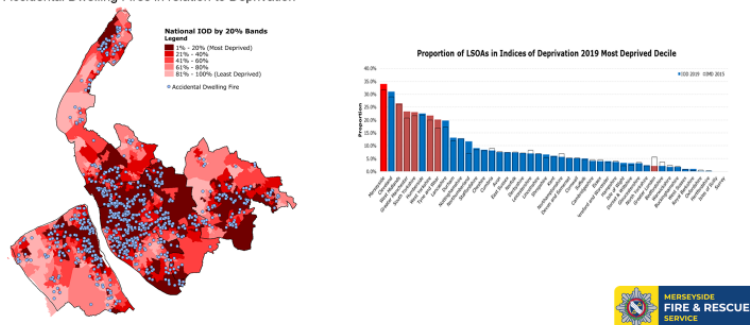
"I didn't feel that eggs would be all in one basket as the Fire Brigade can be trusted to leave enough for unforeseen circumstances arising" (Knowsley)

"I took the view that the management and the team of the Fire Service itself should know where it needs those resources more than others" (Knowsley)

- 3.10 The groups were then told that MFRS also resources to meet demand, which fluctuates both by area and time of day – as illustrated in the following slides.

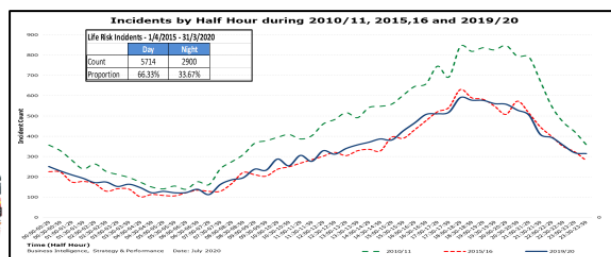
So what about demand? MFRS has identified clear links to deprivation...

Accidental Dwelling Fires in relation to Deprivation



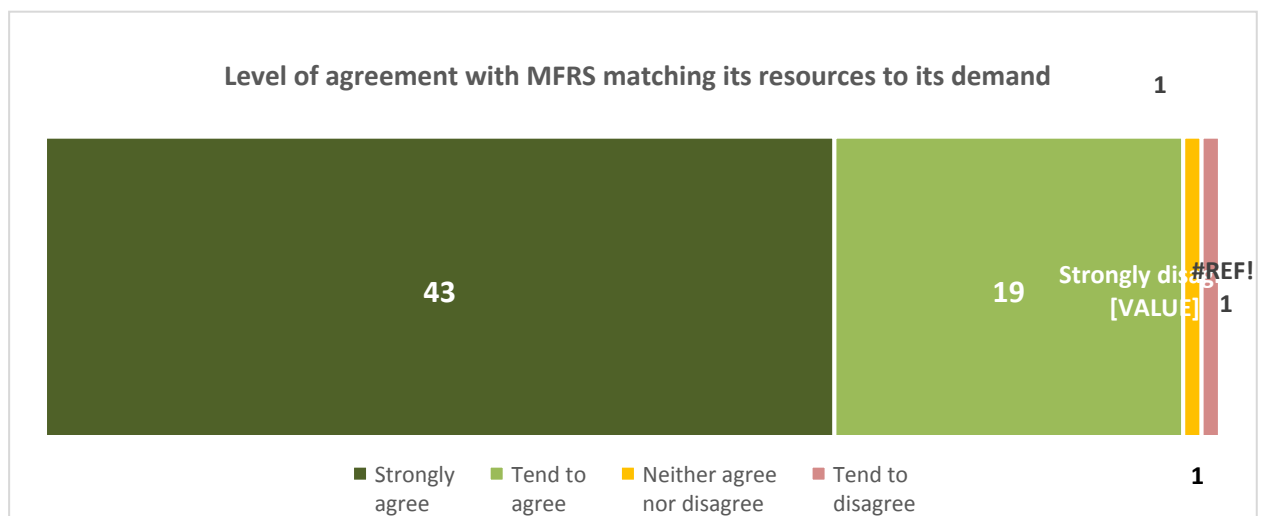
And MFRS knows demand fluctuates (twice as busy during the day than the night)

All Incidents - 1/4/2015 - 31/3/2020		
	Day	Night
Count	48879	28409
Proportion	63.24%	36.76%



- 3.11 They were then asked the following question (via a Zoom poll): *“To what extent do you agree or disagree that MFRS should match its resources to its demand?”* The results, as shown in Figure 2 overleaf, were again overwhelmingly positive, with 62 of the 64 people who took part agreeing (43 strongly).

Figure 2: Extent of agreement with MFRS matching its resources to its demand



- 3.12 Few comments were made around this issue, although some participants expressed reservations about relying too heavily on patterns of demand given how changeable they can be. Moreover, one St Helens resident sought reassurance that resources can be ‘moved around’ to accommodate shifts in demand – and another at Wirral asked whether there are adequate resources overnight despite the lower incident rate.

“I felt demand changes, and can change from day to day, minute to minute, hour to hour. If you try to pre-empt that demand, you could end up putting resources where demand might fall ... I take demand to be to be just reaction, whereas risk assessment is pre-emptive...” (Knowsley)

“You have to take into account things that might not have been foreseen” (St Helens)

“It’s just ensuring there is enough back-up if there are some areas with low demand. And that if all of a sudden there is a spike, you can move things around to meet that demand?” (St Helens)

“It’s fine to say we have more incidents during the day so we need more firefighters on, and less overnight because there is less demand - but there has to be a back-up plan in case of something unexpected happening” (Wirral)

- 3.13 Again, though, participants typically demonstrated trust in MFRS to ensure it is properly monitoring demand patterns and resourcing accordingly.

“The FRS over time, and looking at the peaks in the graphs, they were in the same place regardless of how many years have gone on, so they have an idea about what time they do need those resources. They know through the incidents that they have had to deal with” (Knowsley)

“I just think, obviously, the FRS knows where they’re needed most, because they’ve got the facts and stats” (Knowsley)

“I think we’re looking at a proven service, so it’s just more of the good practice that’s already been established and some of the lessons learnt” (Sefton)

"I have faith in what they're doing and they're going in the right direction ... the people who are in charge are clearly competent ... I tend to agree with what they're doing, and I have faith in what they're doing. I'm happy to go with the flow" (Liverpool)

- 3.14 Finally, the following slides were shown to illustrate the fact that because vulnerability is seen across the whole MFRS area, the Service has a ten-minute response time to all life-risk incidents across Merseyside – which it achieves on 95% of occasions.

But what about vulnerability?



Analysis of 10 years of data:

- Accidental dwelling fire fatalities can occur anywhere – but are higher in deprived areas
- The majority of victims are above the age of 75, male and sole occupants
- Smoking is still one of the primary causes of fire (49%)
- Importantly, MFRS knows where the most vulnerable live – it has the data for over 65s

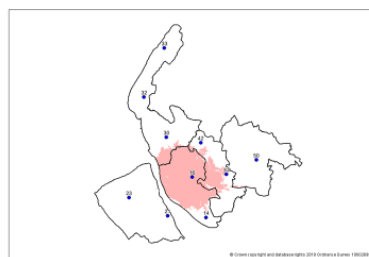


If vulnerability is important, is it right that we spread our resources evenly?

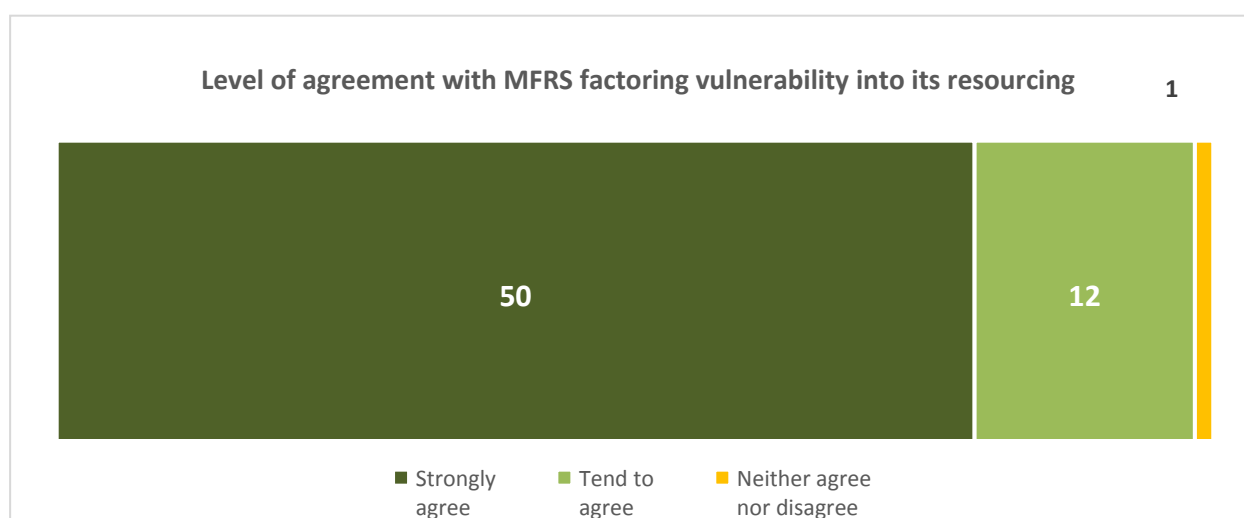
MFRS is achieving its Response Standard on 95% of occasions



10 Key MFRS Community Fire Stations



- 3.15 The groups were then asked the following question (via a Zoom poll): *"To what extent do you agree or disagree that MFRS should factor vulnerability into the way it uses resources?"* 62 of the 63 people who took part agreed that it should, 50 of those strongly.

Figure 3: Extent of agreement with MFRS factoring vulnerability into its resourcing

Based on responses from 63 people within the focus groups

- 3.16 The person who neither agreed nor disagreed was asked to elaborate on their reasons why, and they said that while vulnerability is not unimportant, by resourcing to meet risk and demand, MFRS would to all intents and purposes also be covering it.

"I feel that risk would consider vulnerability" (Knowsley)

- 3.17 There were also some questions at this stage around how exactly MFRS determines vulnerability – and a few Knowsley participants were concerned that it is not a particularly easy metric to either define, quantify or mitigate against.

"Is the vulnerability factor based on age details alone? Or does it include disability etc?" (Knowsley)

"I think it's difficult to assess vulnerability, and it's also difficult to know where that vulnerability is and to know how to respond. In an ideal world, yes, it would be good to take that factor into consideration, but I think it's hard to gain the knowledge of where the vulnerable people are ... you might have one vulnerable person who is miles and miles away from where the resources are. You can't allocate resources for that one person" (Knowsley)

"Ultimately, if you're looking at risk and demand, they can be quite easily quantified, and you can apply an analysis-based approach to it. Whereas, to understand what a vulnerable person is, it would be based on assumptions; it would be based on someone trying to understand what the demographic is and to build up a picture. It's not easily a quantifiable metric to deploy resources to. Also, if the FRS were to deploy resource in terms of back office support to ... do all this research around what the make-up and demographic was, and about what the population was, it could be investment not well spent. It could be a waste of taxpayers' money" (Knowsley)

- 3.18 A couple of participants were keen to understand the mechanics of partnership working in this area, with one particularly seeking reassurance that the burden of identification is not falling solely on MFRS, but that it is working in partnership with others who may be more suited to this area of activity.

“It was that previous reference to working with other agencies and the responsibilities of other agencies. I want vulnerability to be factored in, but there were lots of mention of other agencies who seem like the more natural lead” (Sefton)

“If someone who’s over 75 is having a lot of fires, what mechanisms are in place to make sure they’re passed on to the right agencies?” (Liverpool)

- 3.19 One Liverpool participant was, in fact, able to offer personal experience of how a whole system approach can improve the safety and lives of vulnerable people.

“I found out that my mother was classed as a vulnerable person thanks to Merseyside Fire and Rescue Service ... it was through being identified as being a high-risk person via a home safety check. It turns out she had dementia and was then passed on to the right people. We just think of them going around putting fires out but there’s a lot more that goes on behind the scenes with the Prevention” (Liverpool)

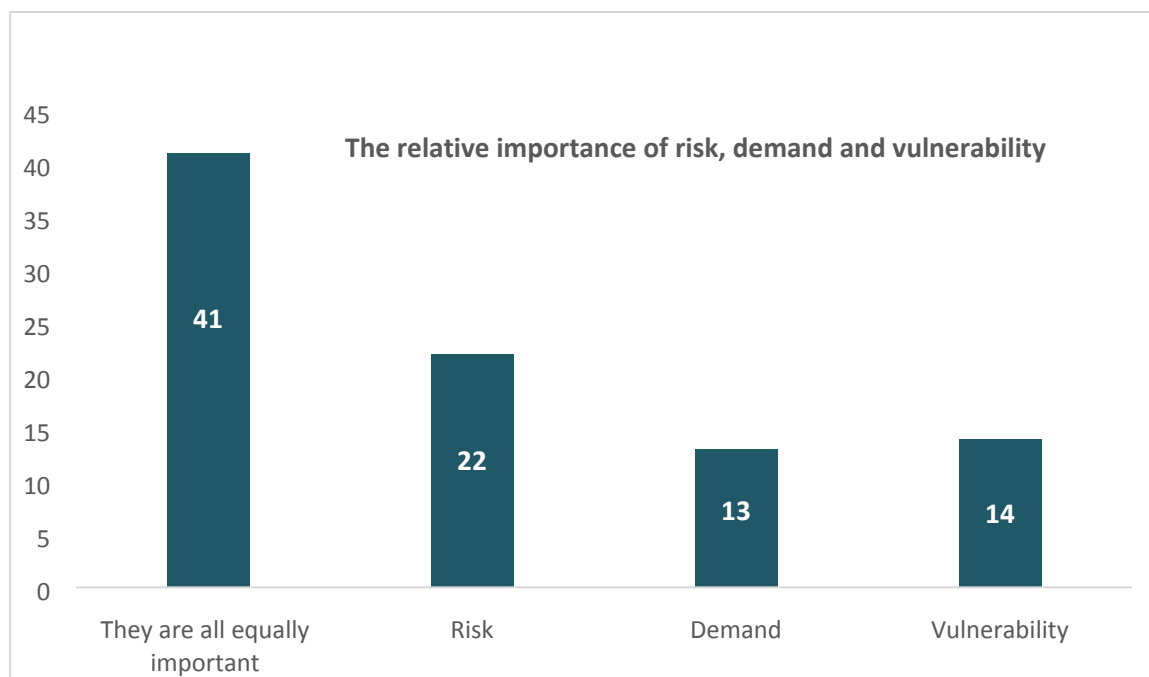
- 3.20 Despite the aforementioned reservations, the general feeling was that resourcing to achieve a 10-minute response time to all life risk incidents is important to accommodate vulnerability, and that the continuance of Prevention work with the at-risk demographic is vital.

“Make sure we’re not leaving anybody vulnerable and being able to cater for them if there was a fire in that area” (Wirral)

“It’s about educating the vulnerable people. Providing them with information, making sure they have everything they need to protect themselves within their own homes. Identifying issues and working with them” (St Helens)

- 3.21 To conclude this section, participants were asked to give their views on which of the three factors discussed - risk, demand and vulnerability – are most important for MFRS to consider. The results from this Zoom poll are below² and they show that, for most people (41 of 64), they are all equally important. Among the others, risk was most frequently chosen (22 times), followed by vulnerability (14 times) and then demand (13 times).

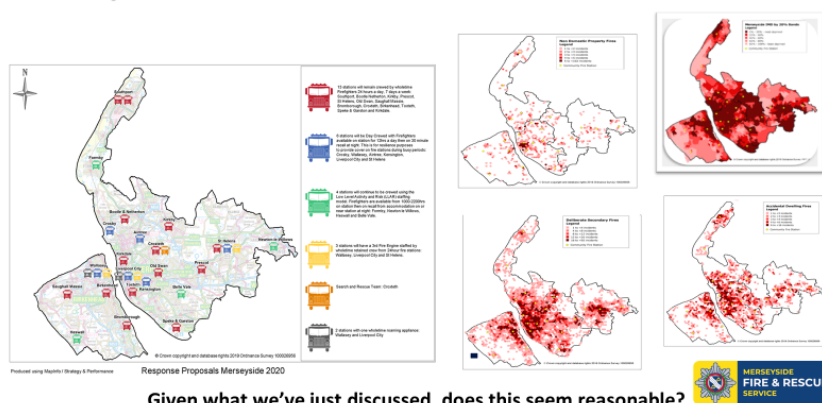
² Please note that this was a multiple-choice question, so participants were able to choose more than one response option.

Figure 4: The relative importance of risk, demand and vulnerability

Based on responses from 64 people within the focus groups

MFRS's previous actions were considered reasonable

Ok; this is what MFRS has done...



3.22 The slide above was shown to outline the previous actions MFRS has taken to ensure it resources to risk, demand and vulnerability, most notably by:

Distributing its appliances in response to these three factors, now having more clustered around Liverpool, East Wirral and some other areas of high demand;

Increasing the number of firefighters from 620 to 642 (plus 20 in training);

Introducing new duty systems where it has been shown to be beneficial;

Building brand new stations in St Helens and Saughall Massie where it was shown these were needed to improve response times;

Enhancing its response to terrorist attacks and marine/flood-related incidents from Liverpool City and Wallasey respectively; and

Introducing a Hybrid Model (that uses a mix of different duty systems) at some stations to enable the introduction of more appliances there and ensure more resilience overall for major incidents and periods of high demand.

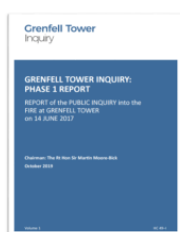
- 3.23 When asked whether these actions seemed reasonable, it was unanimously agreed that they did.

MFRS's planning principles were largely considered appropriate, but there was support for a couple of 'tweaks'

- 3.24 Participants were informed about the impact of three new or relatively new forms of risk and demand on the Fire and Rescue Service as follows:

Grenfell Tower and the increased focus on Protection that will be required as a result of the inquiry and its recommendations.

But the world has spun again...



MFRS will need to have an increased focus on Protection...



The need to work with partners to respond to acts of terrorism.

And again...



The need to work with partners, particularly NWS (North West Ambulance Service), to respond to the Covid-19 pandemic – and to potentially continue this support in future when the ambulance service is facing a similar surge in demand.

And again...



- 3.25 In light of all that, the groups were shown the following MFRS 'Planning Principles' (as developed through consultation with members of the public and the Fire Authority over many years) and asked whether they remain appropriate.

So, with that in mind, are these Planning Principles still appropriate?...

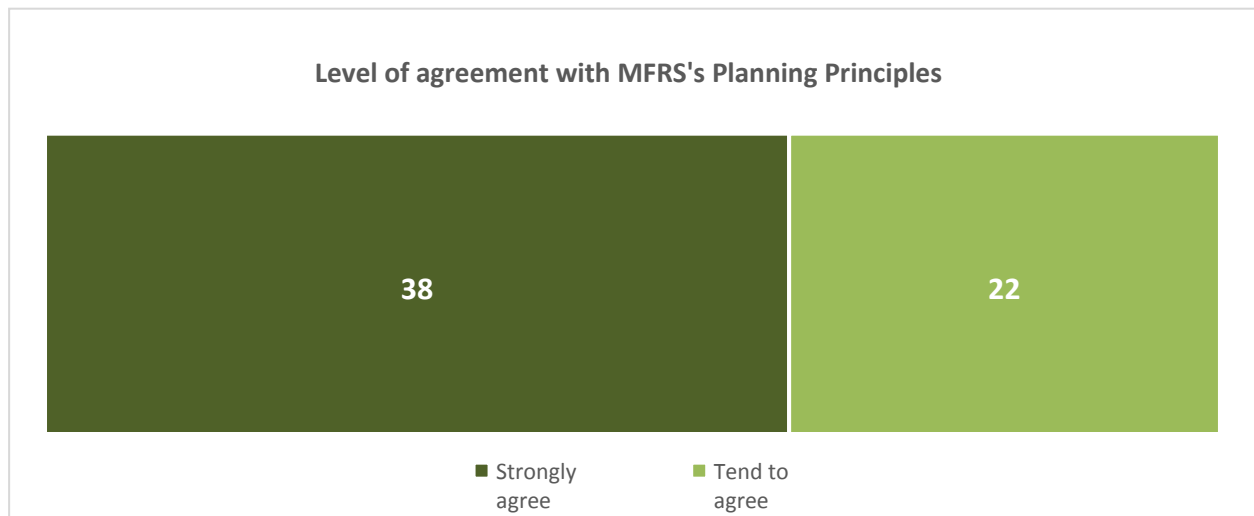
ORS Public Consultation 2012 - 2018

The public and Fire Authority would:

- like MFRS to maintain a standard 10-minute response to all life-risk incidents across Merseyside, rather than have some areas fall outside of that standard
- prefer MFRS to use wholetime (full-time) firefighters to protect its communities rather than retained firefighters"
- like MFRS to secure long-term solutions that protect staff moving forward
- wish to avoid compulsory redundancy
- prefer to keep stations open using different duty systems than close stations
- want performance against the response standard to be a determining factor when implementing change
- expect MFRS to resource to meet the demands placed on the service
- expect MFRS to maximise its productivity to protect the public
- like MFRS to keep prevention at the forefront of its work
- support proposals to respond 'along with' NWS to Cardiac Arrest incidents
- like to see blue light collaboration not integration
- understand the need to MFRS to deliver a balanced budget in line with its medium term financial plan



- 3.26 The general consensus was that they do – as shown in the results from a Zoom Poll that asked this question (Figure 5). Of the 60 people who answered the question, 38 strongly agreed that they are still appropriate, and the other 22 tended to agree.

Figure 5: Extent of agreement with MFRS's Planning Principles

Based on responses from 60 people within the focus groups

- 3.27 However, given the recent fire station mergers in Saughall Massie and St Helens, participants were also asked for their views on whether the fifth bullet point above ('prefer to keep stations open using different duty systems than close stations') could be amended. To gauge their views on this they were asked the following question³:

When might it be acceptable to close/merge stations?

When the station has become unfit/inefficient

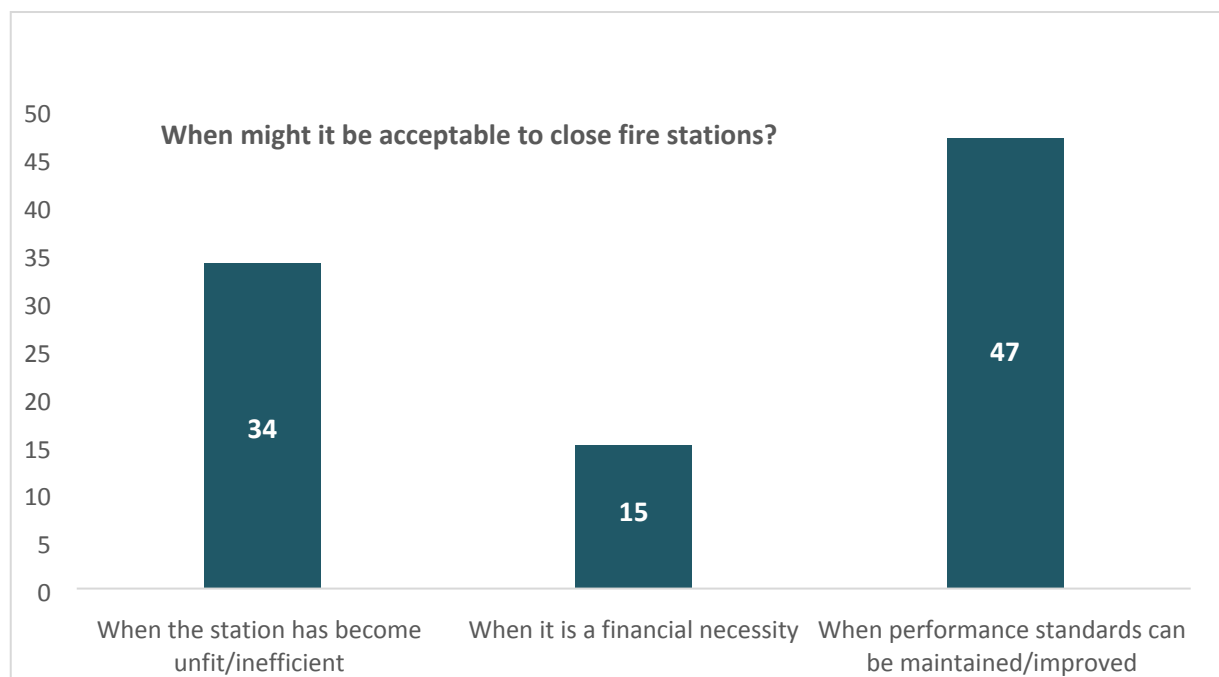
When it is a financial necessity

When performance standards can be maintained/improved

It is never acceptable

- 3.28 No-one chose the final response option – that it is 'never acceptable to close stations'. The level of support or otherwise for the others (seen in Figure 6 overleaf) was as follows: 'when performance standards can be improved/maintained' received the most 'votes' (47), followed by 'when the station has become unfit/inefficient' (34) and 'when it is a financial necessity' (15). Clearly then, in contemplating station closures and/or mergers for either of the latter two reasons, residents will need to be reassured that the former will, where possible, result.

³ Please note that this was a multiple-choice question, so participants were able to choose more than one response option.

Figure 6: When might it be acceptable to close fire stations?

Based on responses from 59 people within the focus groups

- 3.29 A couple of comments were made on this issue, as below – the last of which demonstrates the need for strong reassurance for people in any areas where closures/mergers occur that they will not see a detrimental impact on response times in particular.

"Ideally I would prefer stations not to close but if the demand is not there then the resources should be moved to where the demand is or merge stations" (Knowsley)

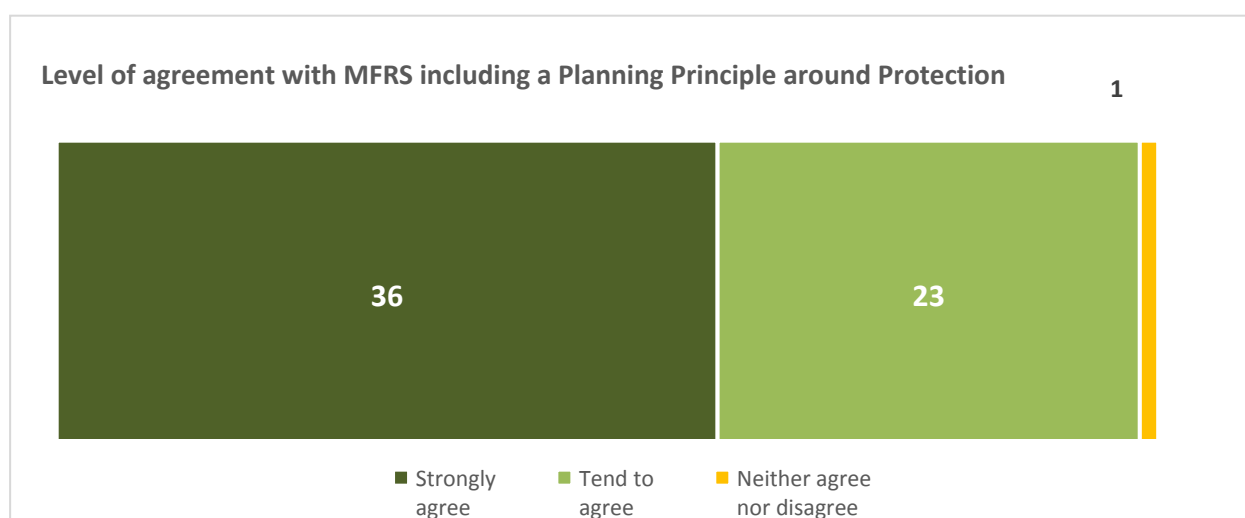
"As long as the response time doesn't alter, it would be ok to merge" (Sefton)

"Not sure about closing stations. It needs strong statistical evidence that shows closing stations would not have a detrimental effect on the community, where the proposed stations will be closed" (Wirral)

- 3.30 Moreover, a Wirral participant said that:

"It would depend on whether those performance standards would include educating the local community or providing somewhere as a centre for the local community. It depends what your standards are before you can decide whether that is something you agree or disagree with" (Wirral)

- 3.31 Given the forthcoming necessary increased focus on it as a result of the Grenfell Tower inquiry and recommendations, participants' appetite for including a principle around Protection was assessed via the following Zoom poll question: *"To what extent do you agree or disagree that MFRS should look to re-invest in Protection without impacting on the front-line (reducing fire engine (30) or firefighter numbers)?"* The results are shown in Figure 7 overleaf, with 59 of the 60 respondents agreeing - 36 strongly.

Figure 7: Extent of agreement with MFRS including a Planning Principle around Protection

Based on responses from 60 people within the focus groups

- 3.32 The person who neither agreed nor disagreed elaborated that, in their view, Protection is covered by the expectation for MFRS to resource according to the demands placed on it.

"Would Protection not come under resourcing? Is there a need, if this is the case, for another standard to be considered?" (Knowsley)

- 3.33 Finally in relation to the Planning Principles, MFRS was keen to understand people's views on whether the one that currently reads 'the public and Fire Authority would support proposals for MFRS to respond along with NWS to Cardiac Arrest incidents' should be replaced with the following:

'The public and Fire Authority would support MFRS assisting the ambulance service when it is facing a surge in demand, like that experienced through the pandemic (whilst maintaining response to fires/other emergencies)'.

- 3.34 The results of the poll reported in Figure 9 below show almost unanimous support for MFRS offering such assistance. This suggests that there would be little to no objection to also amending the Principle accordingly.

Prevention, Protection, Response and Firefighter training were all considered important – but Response most so

- 3.35 Prior to discussion around how MFRS might provide its services for the duration of its next IRMP, participants were reminded that the Service must assess all foreseeable risk, such as:

Incidents like that at Grenfell Tower;

The challenges posed by the built environment (there are 200+ high rise buildings in Merseyside for example, and MFRS also has to be mindful of councils' local housing development plans);

The continuing heightened terror threat;

A global pandemic such as Covid-19;

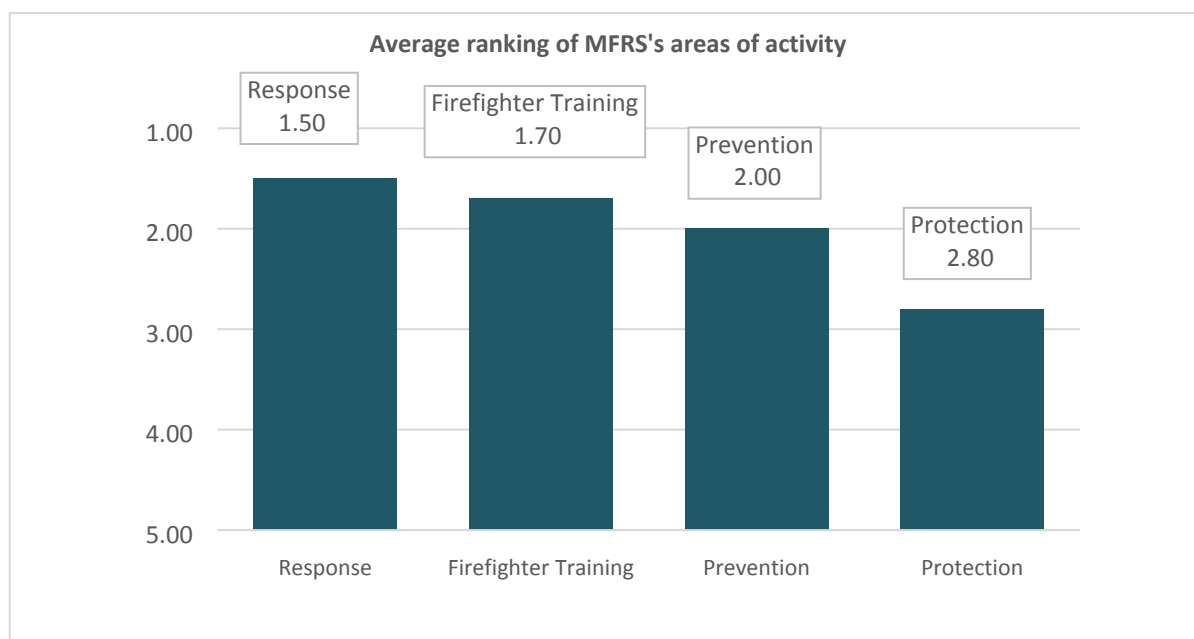
Environmental changes bringing more large wildfires and widespread flooding; and

Marine risk, especially around the Liverpool and Wirral Waters.

3.36 They were also reminded that the service must mitigate against risk to both the public and its firefighters through activity in four main areas: Prevention, Protection, Response and Firefighter Training. In order to determine the importance of these four areas of activity to members of the public, participants were asked to rank them from 1-4 (with 1 being most important and 4 least important) according to their relative importance to them. They were permitted to rank one or more area equally if they wished.

3.37 Figure 8 overleaf shows that Response was rated highest with an average ranking of 1.5, with Firefighter Training only slightly behind in second place (with an average ranking of 1.7). Prevention was ranked third (average ranking of 2), with Protection fourth at 2.8. The fact that all four areas received an average ranking of under three demonstrates, however, that none are considered unimportant.

Figure 8: Average ranking of MFRS's areas of activity



Based on responses from 63 people within focus groups

MFRS's 'proposals' were supported

3.38 Participants were informed that if possible and financially viable, MFRS is considering:

Maintaining 642 firefighters as a minimum, while increasing its retained capabilities;

Increasing its diversity through continued 'positive action' recruitment, so its staff reflect the communities it serves;

Directing its Prevention activity toward the areas of highest deprivation and the most vulnerable;

Increasing the number of Protection officers in light of Grenfell Tower Inquiry and recommendations;

Aiming to increase its resilience (by increasing the number of fire engines if possible), for example by introducing innovative duty systems such as Hybrid Stations;

Enhancing its specialist and non-specialist capabilities for terrorist incidents and providing additional kit and equipment to firefighters;

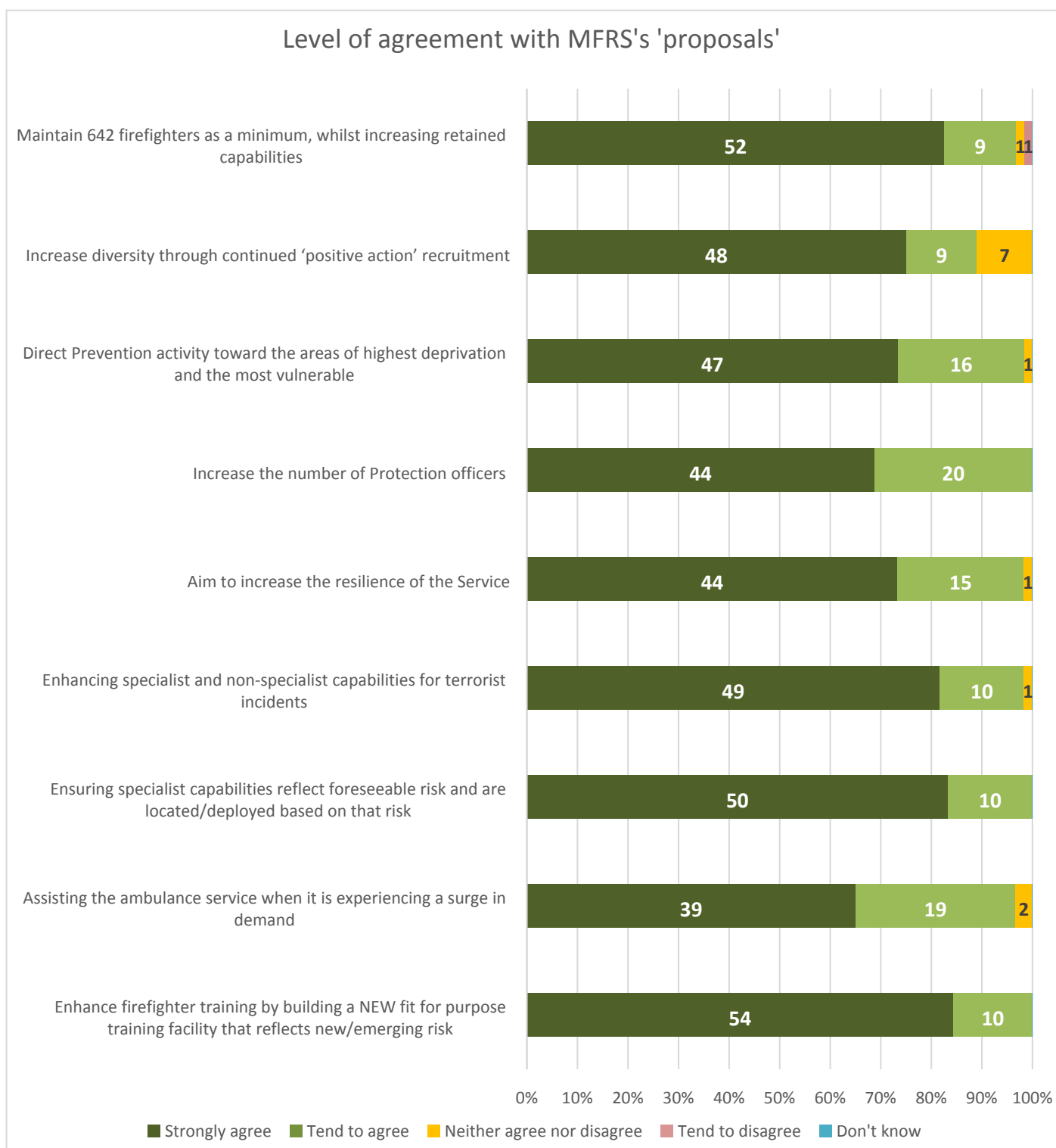
Ensuring its specialist capabilities reflect foreseeable risk and are located/deployed based on that risk;

Assisting the ambulance service when it is facing a surge in demand, like that experienced through the pandemic (whilst maintaining response to fires/other emergencies); and

Enhancing firefighter training (in relation to, for example, high rise incidents, terrorist attacks, marine response, Emergency Medical Response, flooding and wildfire etc.) by building a new training facility that is fit for purpose and reflects new/emerging foreseeable risk.

- 3.39 Zoom polls were used to determine levels of agreement or otherwise with MFRS's considerations. The results from these can be seen in Figure 9 overleaf – which shows very little disagreement with, or even concern around, any of them. Indeed, as one Liverpool participant stated:

"I couldn't disagree with any of the proposals as they're all really good - fingers crossed for the required funding!" (Liverpool)

Figure 9: Extent of agreement with MFRS's 'proposals'

Based on responses from between 60 – 64 people within the focus groups

- 3.40 A supplementary question was asked in relation to MFRS offering assistance to the ambulance service when it is facing a surge in demand: participants were asked for their views on which, if any of the following the service should respond to if it proceeds with this⁴:

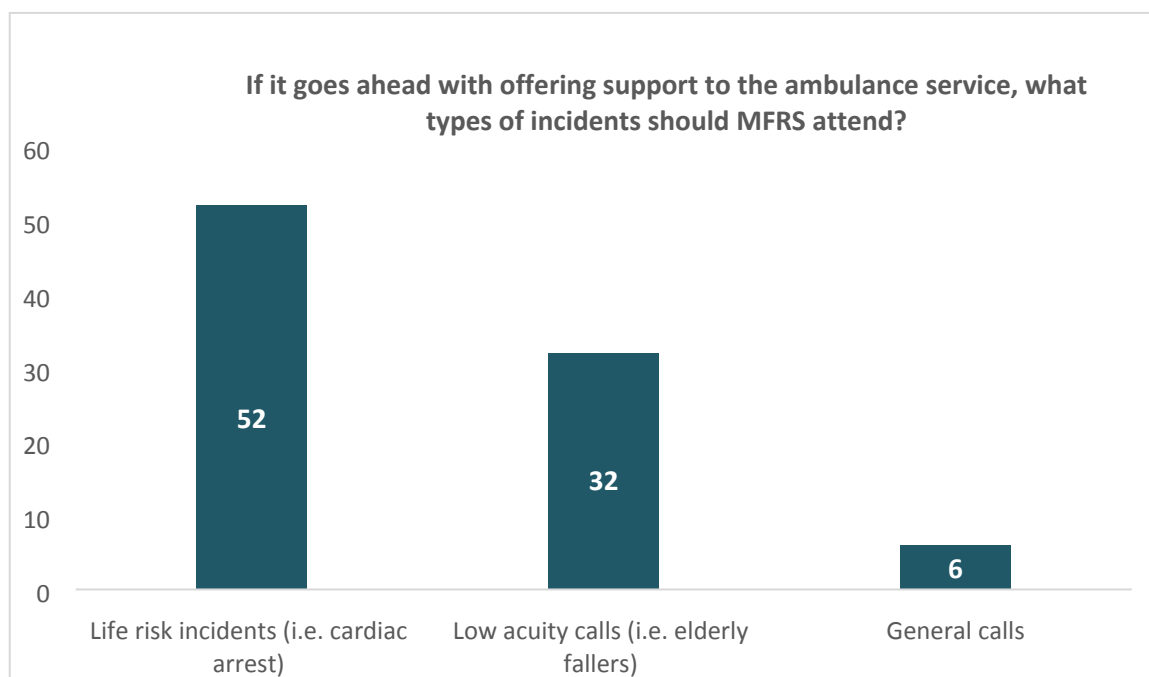
Life-risk incidents such as cardiac arrests;
‘Low acuity’ calls such as elderly fallers; and
General Calls.

- 3.41 They were also given the option of stating that MFRS should not offer any support to the ambulance service, though no-one chose it. The results for the other three options are seen in Figure 10 below, with seemingly a great deal of support for responding to life risk incidents in particular – but also for attending ‘low acuity’ incidents in order to free up paramedics for those of a more serious nature.

"They should be able to respond to life or death situations and if they have the resources available to go to calls to help the elderly etc. then they should do" (Knowsley)

"The way I read it was, the Service is there almost in a support capacity to help the ambulance when they need it. My understanding was that if they were to go to calls that weren't necessarily emergencies that are increasing ... like elderly people, mental health issues. If the fire service can attend these it might free up the ambulance service to deal with the cardiac arrest side" (Wirral)

Figure 10: Support for assisting the ambulance service with certain types of incident



Based on responses from 64 people within the focus groups

⁴ Please note that this was a multiple-choice question, so participants were able to choose more than one response option.

- 3.42 One participant at Sefton was, though, concerned about the parameters of any support MFRS might provide to the ambulance service – and particularly that such support should not detract from its core functions of fire and rescue, including Prevention work.

"I'm not hostile to the idea of the support side; I'm familiar with that. My reservations are about the other things that the Fire and Rescue Service should be doing around preventative work, and community work and everything like that. That's why I neither agree nor disagree, because it's about the framework around that: 'what is the surge in demand?' and 'what are the events, and the parameters around the role?'"

- 3.43 In further discussion of the results of this exercise, the issue of positive action recruitment was raised: a couple of participants said they were particularly pleased to see this on the agenda given the need for young people within BAME and deprived communities to have positive role models within public services.

"What is the Service doing to attract recruitment from the BAME community? I only ask because we struggle to recruit to the NHS from BAME backgrounds, especially to the higher levels. Schools need to see role models in all our services. Hopefully we will see the numbers increasing, especially from the more deprived areas/schools" (Liverpool)

"How do we attract young people from those deprived areas into thinking the fire service is something they could join? If they can see positive role models in their community, that can stop them behaving in ways that don't value their Fire Service and make them aspirational" (Wirral)

- 3.44 However, even following explanations of the difference between positive action and positive discrimination, there remained some concern about 'political correctness' meaning the best candidates might be rejected in favour of those who fill particular 'quotas'. This suggests that careful messaging will be needed for clarity that this will not be the case.

"About the increasing diversity, it's one of the things that concerns me. Yes, we want to increase diversity, but shouldn't it be the best person for the job? Would somebody be employed just so they increase the diversity over somebody who might actually be better for the job?" (Knowsley)

"In the back in my mind I've still got the thought of the target somewhere. My main area of concern is that you recruit the best people for the job, completely colour blind when you do it" (Wirral)

- 3.45 While most people were pleased with the prospect of MFRS maintaining 642 firefighters as a minimum in order to increase its resilience, a few participants suggested that it should be more flexible in being prepared to make reductions if incident levels fall further as a result of ever-improving Prevention and Protection measures.

"If the number of fires continues to drop as it has done in the last few years, there's a question of why you want 642 as a minimum?" (Wirral)

"If you can improve Protection and Prevention, then you might not need so many frontline firefighters; and technology is improving all the time. You can get better smoke alarms, better fire protection systems, better passive protection in buildings to stop the spread of fire" (Sefton)

- 3.46 There was also a sense that frontline resources may need to be reorganised in light of the Grenfell inquiry recommendations, with firefighters potentially being redeployed into Protection activity (particularly in the event of shrinking budgets).

"You've probably not got a lot of Protection officers who are trying to stop fires in big buildings and you might need to shift a few frontline firefighters; you may have to reduce, a little bit, the number of frontline firefighters to put resources into more Protection and maybe more Prevention" (Sefton)

- 3.47 The prospect of a new training centre was welcomed, not only in ensuring firefighters are as safe and effective as possible – but also in allowing MFRS to share its experience and knowledge externally and help raise the standard of fire and rescue services both regionally and nationally.

"I think this is a great initiative. And if we can be the leaders in providing training even better, as we can then be assured that MFRS are setting the standard and driving the standards up across the city region, and helping raise standards across the country" (Liverpool)

- 3.48 Finally, while there was a great deal of support for MFRS's proposed direction of travel, there was concern that future budgetary restrictions (largely as a result of spend on the Covid-19 pandemic) may prove prohibitive. There was also a great deal of sympathy for the Service's difficulties in having to plan on a 'one year at a time' financial basis.

"It's all about Covid-19. We all know mass unemployment is coming; less employment means less taxes, which means they're going to get less money ... it's obvious there are going to be cut-backs in the coming year" (Sefton)

"About the funding. Is it expected, after money spent on furlough scheme, that there will be cuts in budget?" (St Helens)

"It seems incredulous that they're expecting you to deliver on a one year at a time budget" (Sefton)

Table of Figures

Figure 1: Extent of agreement with MFRS matching its resources to its risk	12
Figure 2: Extent of agreement with MFRS matching its resources to its demand	15
Figure 3: Extent of agreement with MFRS factoring vulnerability into its resourcing	17
Figure 4: The relative importance of risk, demand and vulnerability	19
Figure 5: Extent of agreement with MFRS's Planning Principles	22
Figure 6: When might it be acceptable to close fire stations?	23
Figure 7: Extent of agreement with MFRS including a Planning Principle around Protection	24
Figure 8: Average ranking of MFRS's areas of activity	25
Figure 9: Extent of agreement with MFRS matching its resources to its risk	27
Figure 10: Support for assisting the ambulance service with certain types of incident	28

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY & RESOURCES COMMITTEE		
DATE:	10 DECEMBER 2020	REPORT NO:	CFO/066/20
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	MIKE PILKINGTON
OFFICERS CONSULTED:	MIKE REA		
TITLE OF REPORT:	REVIEW OF AREA MANAGER STRUCTURE		

APPENDICES:	
-------------	--

Purpose of Report

1. To advise Members of proposed changes to the Area Manager structure as the first part of a senior management restructure.

Recommendation

2. That Members;
 - a. Approve the establishment of the 4th Area Manager position (AM Protection), currently established on a temporary basis, into a permanent role as part of the Authorised 642 FTE Grey Book Establishment.
 - b. Note the intention to review contractual arrangements for Area Managers to improve efficiency and effectiveness across the Authority.
 - c. Note that subject to approval the Area Managers will cover the 4 statutory areas – Prevention, Protection, Response and Preparedness.

Introduction and Background

3. In 2018 the Authority, recognising the changing environment and new and emerging risks, took the decision to reintroduce the ACFO role into MFRA. This new structure with the resulting improved organisational resilience has been proven effective most recently in mitigating the impact of the Covid-19 pandemic and allowing for MFRA officers to provide sector leadership both nationally and regionally alongside continued delivery of an effective FRS locally under our business continuity arrangements.
4. With the introduction of the ACFO the Authority operated with 3 Area Managers covering the functional roles of Operational Response, Operational Preparedness, and Community Risk Management (Prevention and Protection).

5. This was subsequently amended by the CFO in December 2019 following the publication of the Phase 1 Report of the Grenfell Tower Inquiry. This report included a review of, and recommendations for FRSs nationally with a specific focus on Protection activity.
6. As a result, and in recognition of the increased demands placed upon the Authority, an interim revised senior manager structure was implemented across the Area Manager group with a temporary 4th Area Manager created. This enabled the Authority to split the Community Risk Management function into two separate functions covering the key Prevention and Protection area's each headed by an Area Manager.
7. The interim AM management structure has facilitated an increased focus on Protection activity to ensure the Authority can deliver on the recommendation contained within the report. This has been supplemented by the Authority's bold decision to reinvest resources into Response and Protection as part of the IRMP Supplement 2019/21.
8. Following the retirement of the Director of Legal, Procurement and Democratic Services in April 2020 the CFO has now commenced a review into the organisational structure and membership of the Strategic Leadership Team, and senior managerial positions to ensure structures and functions remain effective and efficient for the future.
9. The first part of this review has focused on the Area Manager structure and the CFO recommendation based on the ongoing and increasing demands placed upon the Authority that the temporary Area Manager post created in December 2019 is made a permanent part on the organisational establishment.
10. As part of the creation of a new Area manager role the CFO has requested the Director of People & Organisational Development review the existing contractual arrangements applicable to the AM role to ensure continued efficiency and effectiveness in the delivery of the role.
11. A further report will be brought to Authority outlining this 2nd stage of the managerial changes proposed, and identifying the full financial effect of the restructure.

Equality and Diversity Implications

12. The creation of a 4th Area manager role on a permanent basis does not have any direct equality and diversity implications.
13. Indirectly providing further senior manager roles provides further career development opportunities for staff.
14. The post will be advertised in accordance with the Authority recruitment policy

Staff Implications

-
15. Establishing this new role will not result in an increase to the agreed 642 FTE grey book establishment that resulted from the £1M reinvestment outlined in IRMP Supplement 2019/21. A substantively vacant grey book post currently used to fund a retained working pilot will be converted to an AM role as part of this change.

Legal Implications

16. The legal framework the Authority operates under in terms of its Protection Activity is under review and its vital that organisational resources are allocated and in place to ensure the Authority meets its obligations.
17. Any restructure or recruitment to a permanent post will adhere to the legal requirements within Employment and the Authority's policies.

Financial Implications & Value for Money

18. The 4th Area Manager that was created in December 2019 on a temporary basis and was funded via the central Government grant received to support the Authority's Protection workloads.
19. The net cost to create a 4th AM role permanently is £59K per annum which will be fully funded from within existing management lines within a revised management structure.

Risk Management, Health & Safety, and Environmental Implications

20. The restructure will provide the capacity for the Authority departments to address all requirements in relation to risk management, Health and safety and environmental implications.

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

21. This restructure supports our mission and ensures the Authority resources are allocated effectively to deliver against its priorities.

BACKGROUND PAPERS

GLOSSARY OF TERMS

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	10 DECEMBER 2020	REPORT NO:	CFO/063/20
PRESENTING OFFICER	PHIL GARRIGAN, CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:	LYNN HUGHES, ORGANISATIONAL DEVELOPMENT MANAGER; ANDY HIGHTON, COMMUNICATIONS MANAGER		
TITLE OF REPORT:	REWARD AND RECOGNITION PROGRAMME		
APPENDICES:	APPENDIX 1: BUSINESS CASE		

Purpose of Report

1. To inform Members of a proposal to procure a “Total Reward” Reward and Recognition Programme that is expected to provide benefits to the authority in relation to staff engagement, embedding organisational values, supporting staff and recognising desired behaviours and good practice.

Recommendation

2. That Members consider and approve the proposal to procure the Perkbox Total Reward programme for one year.
3. That Officers assess the expected benefits of the programme and that the outcome of the assessment is reported back to members via the Scrutiny Committee prior to any extension.

Introduction and Background

4. As part of the Authority’s People Strategy Action Plan and Service Delivery Plan, the Service has been considering ways in which to develop/improve the following:
 - Approaches to reward and recognition to improve staff engagement, morale, recruitment, retention and motivation (Total Reward programmes)
 - Improvements to staff satisfaction/engagement surveys to enable more rapid, tailored and targeted feedback from staff to effect change when it is needed
5. In addition, the Strategic Leadership Team has been considering how they can recognise the challenges staff have faced (and continue to face) during 2020 and the significant commitment they have demonstrated to the Authority and

the community, by showing appreciation of these efforts in a tangible way. This has included considering awarding an additional day's leave to all staff and the procurement of some form of Total Reward package that would make a real difference to staff and their families.

6. Total Reward helps motivate and engage staff and assists an organisation become an employer of choice. These programmes provide opportunities for the Authority to engage with staff in a more dynamic way than is currently available through biannual staff surveys, helping to address positive and negative feedback quickly and effectively to benefit the overall culture of the organisation and improve staff and team performance.
7. Members will recall that the 2019 HMICFRS inspection report for Merseyside Fire and Rescue Service required the Service to work to promote the right values and culture and to ensure its values and behaviours are understood and demonstrated by staff. It is considered that a structured Total Reward programme can provide significant value to the Authority to assist it in achieving this objective.
8. The Recognition and Reward elements of such programmes enable the Authority to identify and acknowledge excellent service and commitment by employees in a consistent way that has the organisational values embedded within it. The opportunity for discounts and wellbeing and financial advice and support helps address the fact that people's performance in work is influenced by their personal life and financial situation, and in the same way as the Authority offers award winning occupational health support to staff, this aspect of a Total Reward programme provides additional support that will help staff to be the best they can be at work.
9. A full business case detailing costs and benefits has been prepared and is attached as Appendix 1 to this report. The business case was approved by the Applications Gateway (part of the Service's applications governance process) on 12th November for submission to Strategic Leadership Team on 17th November and subsequently approved by the Strategic Leadership Team for submission to Policy and Resources Committee on 10th December.
10. The business case considered two providers of similar programmes that can be tailored to MFRSs requirement and branding;
11. When asked for quotations, the lowest price was submitted by Perkbox and as a result, the Chief Fire Officer proposes that Perkbox is purchased for a period of one year to achieve the benefits set out above and in the business case, whilst enabling officers to consider what approach to Reward and Recognition should be taken in the future.
12. An outline of what is provided by Perkbox is provided below. The Chief Fire Officer will consider the extent to which the various features will be implemented:

“Recognition and reward

- Recognition - Encourage the behaviours that achieve your company goals by shining a spotlight on exceptional performance.
- Set company-wide polls to promote friendly competition while drawing attention to outstanding contributions.
- Reward - Send instant rewards from our huge range of big brand gift cards to incentivise goals or celebrate successes.
- Filter the view of recognition being sent to see who's being recognised where and for what.

Employee surveys

- Customise questions or automate pulse surveys based on our organisation psychology-backed questions library.
- Download reports of your findings. Tell stories with your data through a real time dashboard and benchmark your teams.
- Your results will be displayed in organisational heat maps, giving you a meaningful understanding of the health of all areas of your business.

Employee discounts/benefits

- Free perks Most benefit providers don't do free perks; it's what we do best. From Caffè Nero hot drinks to cinema tickets, free movie downloads to birthday hampers, our platform is full of freebies.
- PerksGO Powered by cardlink technology, PerksGO makes saving effortless. Make payments in local restaurants and cafés on your normal bank card and earn back up to 20% of your bill.
- Salary sacrifice schemes Spread the cost of big purchases such as childcare, gym memberships, technology, cars, and bicycles and make big savings on National Insurance contributions.
- Lifestyle discounts Our perks are carefully chosen to support all areas of your employees' lives, from high street and supermarket shopping, to cinema trips and eating out.
- Employee confidential support line Give your whole company 24/7 access to a confidential support line, or upgrade to a full employee assistance programme (EAP).
- Learning and development resources Empower your people to develop personally and professionally with our choice of free and reduced L&D resources including Magpie Learning and Skills Network.
- Boxx guided workouts Get exclusive access to world class workout platform Boxx and unlock free guided HIIT, yoga and cardio classes.
- Nationwide gym memberships Get up to 28% off memberships at leading gyms, including Pure Gym and My Gym, nationwide.

Health support

- Online GP - Book appointments and speak to a registered GP of your choosing within minutes.
- Prescription deliveries - Get medicines including NHS prescriptions delivered to your home, workplace or local pharmacy within two hours of speaking to GP.”

13. This approach is considered preferable to the alternative of awarding a day's leave to all staff as the benefits last for the whole year (and can be shared with family and friends), there are benefits for the Service in terms of ongoing engagement with staff and it comes at a considerably lower cost than that estimated for providing cover for an additional day's leave for uniformed and Control staff (approximately £95,000).
14. Perkbox takes approximately four weeks to implement.

Equality and Diversity Implications

15. A Total Reward programme will provide benefits to all staff in relation to discounts and, advice and support and reward and recognition, but the financial benefits may be particularly useful to lower paid staff during this challenging time.

Staff Implications

16. All staff will be able to use Perkbox in whatever way they wish. Strategic Leadership Team hopes that this will include widespread engagement with the staff insight (pulse survey) facility to improve overall staff engagement. It is hoped that this will provide more up to date information than the current staff survey approach and that using Perkbox for a year will allow officers to consider whether the use of pulse surveys is preferable in the longer term.
17. The implementation of Perkbox is not expected to require considerable amounts of staff time as Perkbox provide an account manager to carry out this work. Support will be required from the Corporate Communications team in relation to branding and marketing and staff contact details will need to be provided to set up Perkbox accounts. A limited amount of ongoing work would be required to ensure Perkbox is updated with starters and leavers; this is not expected to be onerous.

Legal Implications

18. If approved the procurement of such a service will be done under the provision of a suitable legal agreement

The utilisation of the scheme will only be executed in accordance with the Authority's policies, procedures and legal obligations.

Financial Implications & Value for Money

19. The cost for Perkbox is £21,360 for 12 months for 1,000 staff. Any additional staff over 1,000 will be at a cost of £1.78 per person per month.
20. The Treasurer has indicated that the funding for one year can be provided from reserves.

21. The alternative option of giving every member of staff an additional day's leave would cost in the region of £95,000 as cover would have to be provided for uniformed staff.

Risk Management, Health & Safety, and Environmental Implications

22. There are no risk management, health and safety of environmental considerations arising from this report.

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

23. Engaged staff who feel valued, recognised and rewarded for the job that they do will continue to provide high quality services to the people of Merseyside.

BACKGROUND PAPERS

GLOSSARY OF TERMS

This page is intentionally left blank

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

This report is Restricted

This page is intentionally left blank

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

This report is Restricted

This page is intentionally left blank