

Public Document Pack



**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.

**R. Groves
Acting Monitoring Officer**

Tel: 0151 296 4000
Extn: 4230 Gemma Sung

Your ref:

Our ref GS/RG

Date: 21 July 2021

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, 29TH JULY, 2021** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

There will be 10 socially distanced available seats for the public to attend the meeting. These seats are available on a first come first serve basis, so please contact DemocraticServices@merseyfire.gov.uk with your details if you require one.

The meeting will be available to watch via YouTube on the following link:

<https://youtu.be/2nD5LYTvRa8>

Yours faithfully,

PP – G. Sung

Acting Monitoring Officer

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

29 JULY 2021

AGENDA

Members

Elizabeth Hayden
Sharon Connor, Liverpool City Council
Hugh Malone
Gillian Wood
James Roberts (Chair)
Lisa Preston
Lesley Rennie
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) the following item of business which requires the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information:
 - Agenda item 8 Appendix D “RLB Tender Report”

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

The Minutes of the previous meeting of the Policy and Resources Committee, held on 25th March 2021, are submitted for approval as a correct record and for signature by the Chair.

3. REVENUE & CAPITAL OUTTURN 2020/21 (Pages 11 - 34)

To consider Report CFO/046/21 of the Director of Finance, concerning the Authority’s year-end financial position for 2020/21.

4. **Core Code of Ethics** (Pages 35 - 74)

To consider Report CFO/042/21 of the Acting Monitoring Officer, concerning the Core Code of Ethics and approve its incorporation within the Members Code of Conduct as detailed in Appendix A.

5. **scrutiny forward work plan** (Pages 75 - 82)

To consider Report CFO/047/21 of the Acting Monitoring Officer, concerning the DRAFT Forward Work Plan (FwP) for the Authority's Scrutiny Committee (attached at Appendix A).

6. **Learning & Development Contract** (Pages 83 - 86)

To consider Report CFO/043/21 of the Chief Fire Officer, concerning the extension of the current contract the Authority holds with Brathay Services Ltd ('Brathay'), for the provision of specialist/high performing team development for one year, as permitted under the current contract.

7. **Ofsted Inspection of Apprenticeship Programme** (Pages 87 - 96)

To consider Report CFO/044/21 of the Chief Fire Officer, concerning the outstanding assessment results and the highly positive report received following the Ofsted inspection of our Firefighter Apprenticeship process.

8. **Appointment of Main contractor for New TDA pre construction works** (Pages 97 - 124)

To consider Report CFO/045/21 of the Chief Fire Officer, concerning the pre-construction services agreement (PCSA) for the works required for the new Training and Development Academy and superstation on Long Lane, Aintree.

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

Refreshments

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

MERSEYSIDE FIRE AND RESCUE AUTHORITY

25TH MARCH 2021

MINUTES

Present: Cllr James Roberts (Chair), Councillors Steff O'Keffee, Dan Barrington, Lesley Rennie, Jean Stapleton, Les Byrom, Lisa Preston

Also Present: Cllrs Allan Brame & Edna Finneran (as substitutes for Cllrs Makinson & Coleman)

Apologies of absence were received from: Cllrs Andrew Makinson & Angela Coleman

8. CHAIR'S ANNOUNCEMENT

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

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

A roll call was taken of all Members present, to confirm that they could hear and be heard; and that they 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) Item 3 Exempt minutes of the previous meeting is exempt.

2. Minutes of the Previous Meeting

The Minutes of the previous meeting of the Policy and Resources Committee, held on 10th December 2020, were approved as a correct record and signed accordingly by the Chair.

3. Part 2 EXEMPT Minutes of the Previous Meeting

The Part 2 EXEMPT Minutes of the previous meeting of the Policy and Resources Committee, held on 10th December 2020, were approved as a correct record and signed accordingly by the Chair.

The content of the minutes were not discussed during the meeting.

4. Service Delivery Plan 2020-21 April-December Update

Members considered Report CFO/012/21 of the Chief Fire Officer, concerning the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2020/21 for the period April to December 2020. The Integrated Risk Management Plan actions and HMICFRS action plan are reported twice a year and will be included in the end of year Service Delivery Plan report.

Members were given a brief overview of the report highlighting the following amber or red information from the Service Delivery Plan:

- There will be a site evaluation/feasibility study for a new Training and Development Academy (TDA) build, subject to a public consultation.
- The Joint Emergency Services Interoperability Programme (JESIP) commander course content is being refreshed and take place in October 2021.
- The roll out of Site Information Risk and Hazards (SIRAH) was postponed and other applications are being looked at to obtain and integrate together.
- The Equality, Diversity & Inclusion (ED&I) team will be involved in the TDA new build project as a stakeholder.
- Control Room system 999Eye is reliant on an upgrade of Command and Control system, which is due at the end of the financial year.
- Home Fire Safety Checks (HFSC) have been reduced due to the outbreak of Covid19.
- The expansion and development of Merseyside Fire and Rescue Service (MFRS) volunteers has not progressed as planned due to Covid19.
- The Youth Engagement Programmes have been temporarily suspended due to Covid19.
- Members were reminded that they are due to have an update in the form of a Learning Lunch regarding Merseyside Fire and Rescue Services (MFRS) response to the Grenfell Tower inquiry, as the Protection Team were waiting for legislative changes to take place.
- Training for Protection Staff regarding identifying Modern Slavery Signs and Human Trafficking will be arranged when the pandemic restrictions are lifted.
- The National Resilience website will be complete by the end of this year.
- The ED&I online training package will also be complete before the end of the year.
- A Communications Strategy has been drafted and is expected to be completed by the end of March 2021.

Members were advised that the vast majority of the Service Delivery Plan information was green and progressing well.

Members were then informed that the Benchmark Indicators regarding the services performance were positive.

Members were advised that the total number of emergency calls received is on target and below target, as is number of operational incidents attended, number of fires attended and number of primary fires attended.

The number of deliberate dwelling fires in properties had increased but Prevention Teams continue to work with partner agencies to target the organised crime and Members were advised that they perform really well together.

Members were then told that the overall sickness among all staff was at the target of 4%. Despite Covid19 related absence, which is included in that figure, staff sickness was at an all-time low. Members were advised that staff are able to access Lateral Flow Tests across all stations and premises to that measures were in place to protect staff during this time.

Members resolved that:

The attached reports for publication on the website, be approved.

5. Service Delivery Plan 2021-22

Members considered Report CFO/013/21 of the Chief Fire Officer, concerning the Service Delivery Plan for 2021/22, attached at Appendix 1 and the Community Fire and Rescue Station plans (Station Plans), attached at Appendix 2.

Members were advised that this report contains the information from the previous report, plus the Integrated Risk Management Plan (IRMP) and access to the Station Plans.

Specific actions for crews from the Station Plans were emphasised including Liverpool City having a heightened level of focus on High Rise Buildings and business premises. Heswall focus on vulnerable, isolated individuals within communities who are vulnerable to fire related activities. Each stations focus is slightly different to reflect the environment and area that particular station responds to.

Members asked if there were any substantial changes to the plan and were informed that there is not any in relation to the performance indicators but will be for the targets that relate to them. Targets change over time reflecting the circumstances, which are looked at over the last 5 years. Operating during Covid19 has meant targets have remained the same.

The IRMP objectives and actions change and are always reported back to Members and delivered. The approach and targets are the same and the

Station Plans change to compliment IRMP actions. It has been challenging during the pandemic.

Members added that due to Covid19, many properties including factories, warehouses and shops are closed and this surely would affect the services response and if not performance. It has now been 1 year since the lockdown began and Members wanted to thank staff for all the efforts made. Members are proud of staff and are sure the population of Merseyside are thankful to Merseyside Fire and Rescue Authority also.

Members asked what could be done to reduce the amount of responses to false alarm calls and were advised that a number of years ago MFRS changed the response to automatic fire alarms which seen a significant reduction in the number of calls that were responded to, as 97% of calls were false.

Policy around automatic fire alarms is quite good and robust, but we continue to go to domestic properties where people sleep. People having call line systems has increased which in turn increases the demand on the Service. This year because of Covid19 many people were having fires outside in their gardens to burn refuse and the Service was called out a great deal due to this, only to arrive and see it was a controlled fire - these calls were false alarm good intent calls and this also happened more so over the bonfire period during the pandemic. MFRS would always want people to call them if they suspect or see a fire and the Service would continue to respond to calls.

There were number of incidents on beaches over last summer were people were not aware of the tides and Members asked if there were any measures in place for people to be aware of or any upcoming campaigns. Members were informed that over the summer period people make more use of green spaces, particularly Wirral and Formby Pine Woods. Site specific risk assessments are used for outside areas also and plans are put into place so incidents can be responded to as agilely and as quickly as possible. As stated in the IRMP, Wildfire Teams are to be introduced at Heswall and Formby to be able to proactively respond to any incidents at these locations. There have been proactive campaigns around coastal response and safe access to these locations. MFRS have a good working relationship with the Royal National Lifeboat Institution (RNLI) and coastguard and they all educate and inform people about dangers and encourage people to think before they act because of dangers.

Members added that Local Authorities have dispersal zones currently around some coastal and green areas and it was highlighted that MFRS should assist with partner agencies here rather than enforce. Members were informed that MFRA Street Intervention Teams are deployed to these areas to educate and inform individuals in these areas. Members stated they are thankful for all the work MFRA do with all partner agencies.

Members resolved that:

The attached Service Delivery Plan and Station Plans for 2021/22, prior to publication of a designed version on the Authority's website, be approved.

5. Membership of the Authority 2021-22

Members considered Report CFO/008/21 of the Chief Fire Officer, concerning the proposed overarching Charging Policy (FINPOL01) for the Authority and instruct Officers to ensure their respective functional areas implement the policy and seek to maximise the recovery of income from the permitted but limited range of discretionary fees and charges, as appropriate.

Members were given a brief overview of the report highlighting that if approved it will ensure current charging arrangements are applied consistently across the Service and improve transparency is improved with users of chargeable service goods, by having a formal Charging Policy on the service website to refer customers to if required.

Members were advised that any charge levied is based on a cost recovery basis only and reflects the cost input in delivering the service and that the billing and payment process is consistent with Financial Regulation 4.35(a), also that there are no new charges.

Members asked if there was a conflict with the balance between the necessity to serve the people of Merseyside and to prevent the risk and unduly disadvantaging competitors on providing services. Members were advised that by charging for special services charges, for example lift rescues, it ensures that the private firms who provide similar services do not face unfair competition if Merseyside Fire and Rescue Authority (MFRA) didn't charge for these services, businesses who do charge for them may go out of business - to some degree it ensures private businesses are not put out of business. Members responded by agreeing that this makes sense and that MFRA offers a fair service, whilst also utilising money for its own revenue to make the people of Merseyside safer.

Members resolved that:

- a) The overarching Charging Policy (FINPOL01) for the Authority, be approved;
- b) Officers be instructed to ensure the 'Charging Policy' is adhered to; and
- c) The charges will be uplifted annually as outlined in the policy and details about the charges will be included with each annual budget report for consideration, be noted.

Close

Date of next meeting: 29th July 2021

Signed: _____

Dated: _____

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	29 JULY 2021	REPORT NO:	CFO/046/21
PRESENTING OFFICER:	IAN CUMMINS, DIRECTOR OF FINANCE AND PROCUREMENT		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	REVENUE & CAPITAL OUTTURN 2020/21		

APPENDICES:	APPENDIX A1- A4: 2020/21 REVENUE BUDGET TO ACTUAL
	APPENDIX B: 2020/21 CAPITAL BUDGET TO ACTUAL

Purpose of Report

1. To report upon the Authority's year-end financial position for 2020/21.

Recommendation

2. That Members;
 - a. Note that actual revenue spend compared to the approved budget delivered a net underspend of £1.622m before the creation of year-end reserves, as outlined in Appendix A1 to A3.
 - b. Approve that this underspend be used to;
 - create the required year-end reserves of £0.210m to fund projects that have been rescheduled from 2020/21 into 2021/22, and
 - increase in the capital reserve by £1.412m in order to contribute towards the funding of the proposed new Training & Development Academy (TDA).
 - c. Approve the re-phasing of planned capital spend from 2020/21 into future years of £3.702m, as outlined in Appendix B.
 - d. Approve committed reserves of £26.082m and a general reserve of £3.0m as outlined in Appendix A4.

Executive Summary

The Authority approved a five-year medium-term financial plan (MTFP) at the Budget Authority meeting on 27 February 2020. The approved MTFP delivered a balanced budget for 2020/21 based on key budget assumptions around costs, in particular pay. 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 fund infrastructure investment or act as a hedge against future financial challenges. Members considered a report on the development of a new TDA at the Authority meeting on 15 October 2020 and approved the CFO's proposal to build a new TDA, inclusive of a new superstation rather than refurbish the current site. A new

development is likely to cost in excess of £25m, therefore to reduce the borrowing requirement for this potential scheme Members' approved that any favourable variances be used to increase the capital investment reserve that would then be used to contribute towards the cost of a new TDA / Station development. Members instructed officers to continue to maximise savings in the year and use any additional savings to increase the capital / TDA reserve.

The final accounts of the Authority have now been completed and after taking into account the need to create £0.210m year-end reserves a £1.412m underspend on the revenue budget has been used to fund an increase in the capital / TDA reserve.

At the year-end committed reserves stood at £26.082m and the General Fund balance remains as anticipated at £3.000m.

Capital spending was £7.315m resulting in a variance of £4.153m against the £11.468m budget for 2020/21. The variance can be broken down into:

- A £3.702m re-phasing of planned spend from 2020/21 into future years, requiring the carry forward of capital budget.
- A net underspend and saving on capital projects of £0.451m.

No new borrowing was taken out in the year, as expected.

Introduction and Background

3. This report sets out the actual financial performance of the Authority compared to the approved 2020/21 revenue and capital budgets.
4. At the Budget Authority meeting on 27 February 2020, Members approved the 2020/21 Budget and Medium Term Financial Plan (MTFP). The financial plan made a number of assumptions around future costs including:-
 - Annual pay awards of 2.5% per annum,
 - A 2% per annum general price inflation,
 - That all approved saving options would continue to deliver the required savings,
 - No unavoidable revenue growth would materialise in the year,
 - Capital borrowing costs would be contained within the approved revenue budget,
 - Council Tax and local Business Rates income yield would be consistent with the estimated figures provided by billing authorities, and
 - Committed reserves would be sufficient to offset the relevant associated risks and planned project spend.
5. The delivery of the 2020/21 budget and approved financial plan was monitored closely during the year and Members received quarterly financial review updates. The last report, CFO/005/21, went to the Audit Committee on 11 February 2021, and covered the period up to December 2020. This report now provides Members with the position up to the end of the 2020/21 financial year, 31 March 2021, and covers revenue, capital and reserve movements.
6. In summary, the key assumptions were found to be robust and correct as pay and inflation increases in 2020/21 have in general been as expected and costs contained within the approved budget allocations.

7. The rest of the report will now review the budget movements and the financial performance for the year.

How the 2020/21 Budget changed during the year

Revenue:

8. The Authority Revenue Budget for 2020/21 was set at £61.961m.
9. Further minor budget amendments have been made since the last financial review report, CFO/005/21, that reflect already approved policy decisions. These were;
- The net increase in reserves of £3.278m. A new Collection Fund Deficit reserve was created to cover the expected deficit on the 2021/22 Collection fund due to lower Council Tax and Business Rates income in 2020/21 due to the impact of Covid-19. The reserve was funded from the expected Government specific grants the Authority will receive to compensate it for this issue. As planned the Service incurred costs of £0.510m on projects for which specific reserves had been established and these funds were drawdown in quarter 4, this included £0.303m from the clothing reserve following the issue of new uniforms and PPE to firefighters.
 - A number of self-balancing virements within the revenue account. The most significant virement was for a £1.798m increase in specific grants, this included additional Covid-19 grants of £1.406m and the loss of fees and charges grants (due to Covid-19) of £0.275m.

These changes are summarised in the table below:

	Original Budget	Approved Qtr 3 Budget	Qtr 4 Amend-ments	Final Budget	Original to Final Budget Movements
	£'000	£'000	£'000	£'000	£'000
Net Expenditure					
Fire Service	65,759	59,103	-3,256	55,847	-9,912
Corporate	522	500	-18	482	-40
National Res. Assurance	0	0	0	0	0
	66,281	59,603	-3,274	56,329	-9,952
Interest on Balances	-172	-172	0	-172	0
Inflation Provision	1,423	114	-4	110	-1,313
Contribution (from) to Reserves	-5,571	2,416	3,278	5,694	11,265
Total Net Expenditure	61,961	61,961	0	61,961	0
Funded By					
Government Support	-31,433	-31,433	0	-31,433	0
Council Tax	-30,528	-30,528	0	-30,528	0
	-61,961	-61,961	0	-61,961	0

Capital:

10. The Budget Authority meeting approved a five-year capital investment programme (2020/21 – 2024/25), of £33.390m, with a planned expenditure in 2020/21 of £18.246m. During the year members' approved adjustments to the programme to reflect various re-phasing of schemes and other adjustments. Following the approval of the April – December 2020 financial review report the five-year capital programme was increased to £37.191m with a planned spend in 2020/21 of £11.545m.

11. In the last quarter, January to March 2021, some small 2020/21 capital budget changes have been action as outlined below.

- A net small reduction in the capital budget of £0.076m. The capitalised HFSC salaries budget was reduced by £0.130m as Covid-19 impacted on the number of HFSC carried out in the year. As this expenditure is funded from the freed-up revenue employee budget, this reduced the level of revenue / specific funding by a similar amount. A small increase in the ICT equipment spend of £0.039m was required, funded from ICT revenue budget contributions. Finally, £0.015m of operational equipment spend was re-phased from 2021/22 into 2020/21.
- The overall total level of budgeted borrowing was consistent with the approved quarter 3 figure, although £0.015m of borrowing was re-phased from 2021/22 to 2020/21.
- The overall movement in the capital programme reflects the re-phasing of major schemes over the 2020/21 to 2024/25 period reported to members through the quarterly financial review reports.

These changes are summarised in the table below:

	Original Budget	Approved Qtr 3	Qtr 4 Amendments	Final Budget	Original to Final Budget Movements
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Building & Land	10,588.9	5,201.2	0.0	5,201.2	-5,387.7
Fire Safety	731.5	736.0	-130.0	606.0	-125.5
ICT	1,467.6	2,420.9	38.8	2,459.7	992.1
Operational Equip & Hydrants	1,908.5	1,017.6	14.9	1,032.5	-876.0
Vehicles	3,549.1	2,169.0	0.0	2,169.0	-1,380.1
	18,245.6	11,544.7	-76.4	11,468.3	-6,777.3
Funding					
Specific Non-Borrowing	8,627.8	4,115.5	-91.3	4,024.3	-4,603.5
Borrowing	9,617.8	7,429.2	14.9	7,444.1	-2,173.7
	18,245.6	11,544.7	-76.4	11,468.3	-6,777.3

Reserves:

12. The 2020/21 Budget Authority approved a reserves strategy which maintained a general reserve of £3.000m and had anticipated £17.955m of committed earmarked reserves at the start of 2020/21. After taking into account the committed reserves movements at the end of 2019/20, committed reserves increased by £0.811m and therefore the opening committed reserves figure for 2020/21 was £18.766m.

Financial Performance in the Year

13. **2020/21 Revenue Outturn Position:** The table below summarises the actual revenue position for 2020/21, excluding the Home Office National Resilience Assurance (NRAT) and other Lead Authority schemes budget and costs. NRAT and other Lead Authority schemes are 100% funded from the Government and relate to national and international rather than MFRS funded initiatives for which the Service provides the lead role on behalf of the Government and all year-end variances are carried forward and belong to the Home Office / Government. **Appendix A1 to A3** provides a more detailed analysis of the budget to actual variances:

	Fire Service Budget	Fire Authority / Corporate Mgt	Total Budget	Actual (before Year-end reserves / adjustments)	Variance	Year-End Reserves	Variance Post Reserves / Adjustment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure							
Employee Costs	50,068	348	50,416	50,003	-413		-413
Premises Costs	2,987	0	2,987	2,901	-86		-86
Transport Costs	1,040	0	1,040	1,016	-24		-24
Supplies & Services	3,716	9	3,725	3,524	-201	81	-120
Agency Services	6,392	0	6,392	6,315	-77	18	-59
Central Support Services	512	125	637	611	-26	8	-18
Capital Financing	5,785	0	5,785	5,785	0		0
Income	-14,653	0	-14,653	-15,311	-658	103	-555
Net Expenditure	55,847	482	56,329	54,844	-1,485	210	-1,275
Contingency Pay & Prices	110		110	0	-110		-110
Interest on Balances	-172		-172	-199	-27		-27
	55,785	482	56,267	54,645	-1,622	210	-1,412
Movement on Reserves	5,694		5,694	5,694	0	1,412	1,412
Overall Financial Position	61,479	482	61,961	60,339	-1,622	1,622	0

14. 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 fund infrastructure investment or act as a hedge against future financial challenges. Members considered a report on the development of a new TDA and superstation 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. A new development is likely to cost in excess of £25m, therefore to reduce the borrowing requirement for this potential scheme Members' approved that any favourable variances be used to increase the capital investment reserve that would then be used to contribute towards the cost of a new TDA development. After taking into account the year-end earmarked reserve requests of £0.210m, net expenditure was £1.412m lower than the budget. The £1.412m underspend on the revenue budget has been used to fund an increase in the capital / TDA reserve, and therefore the Authority's overall expenditure is consistent with its budget. The movement in year-end reserves is outlined further on in this report.

15. The main variations were:

Employee Costs, -£0.413m (0.8%) favourable variance –

- Non-operational vacancies / staff not being at the top of their budget grade (£0.321m), combined with firefighter retirements / vacancies being slightly ahead of schedule (£0.085m), meant a direct employee saving of £0.406m.
- Other, -£0.007m; other smaller variances over a number of other direct and non-direct employee budgets.

Premises Costs, -£0.086m (2.9%) favourable variance –

- Following the sale of Formby LLAR house, Huyton, Eccleston and St Helens fire stations the Service benefited from a small one-off saving on the rates and utilities budgets of £0.074m. The balance is made up from small savings on other premises costs.

Transport Costs, -£0.024m (2.3%) favourable variance –

- Spend on vehicle and car mileage and associated costs as a result of lower activity due to covid-19 restrictions resulted in a saving of £0.026m. The balance is made-up from small variances on other transport costs.

Supplies and Services, -£0.201m (5.4%) favourable variance –

- Professional fees saving, £0.197m, of this £0.072m must be carried forward via year-end reserves as it is to fund projects such as the AFSA National Conference, ICT developments, consultations etc. that will be completed in 2021/22. A further £0.060m relates to unspent grant monies for building risk and protection uplift works that are now re-phased into 2021/22 along with the relevant grant income. Additional one-off savings identified in the last quarter and held on the professional fees account code account for the balance, £0.065m.
- Expenditure on computing software exceeded the budget by £0.099m, and most of this related to the new protection and prevention system for which a reserve has now been established to fund all remaining works.
- Officers are continuing to strictly manage controllable expenditure lines such operational, prevention and training supplies in light of the financial challenge, resulting in a small favourable variance of £0.103m.

Agency Services, -£0.077m (1.2%) favourable variance.

- Small one-off efficiency savings on outsourced contracts delivered a £0.077m saving.

Central Support Services, -£0.026m (4.1%) favourable variance.

- Small savings on the financial systems contract consultancy line as some development work was done in-house or deferred until 2021/22 resulted in a £0.012m saving. The balance relates to a small saving on bank charges and other costs of £0.014m.

Capital Financing, £0.000m (0.0%).

- Spend was within the approved budget.

Income (including interest on balances), £0.685m (4.4%) favourable variance.

- Increase in specific grants was £0.431m greater than the budget. The Authority received a new grant at the year-end to cover the McCloud pension administration costs, £0.055m, and a £0.048m grant to cover protective equipment for firefighters. Both these grants are to be carried forward into 2021/22 as a reserve to reflect when the planned spend will be incurred. Following confirmation of the actual apprenticeship spend (employee, training and other costs) £0.389m of levy grant was drawdown at the year-end to off-set the expenditure charged to other accounts. £0.061m of expected grant(s) was not credited to the accounts in 2020/21 as the spend and grant will now be incurred in 2021/22. Most of this related to protection and infrastructure grant received late in 2020/21.
- Fees and charges income was £0.132m higher than expected due to an increase in special services income, work carried out for national projects and the recovery of catering income following the return of staff to the workplace.
- Rent income was £0.079m higher than expected due to the old St Helens site being used by Public Health England for Covid-19 testing and inflationary increases.
- Interest earned on investments and balances exceeded the budget by £0.027m as the level of investments was higher than expected throughout the year as a result of unapplied capital grants (NRAT asset replacement was re-phased) and the level of reserves being held during the year.

- The balance, £0.016m is due to small increases on other income lines, external contributions and other income.
16. The spread of COVID-19 created an unprecedented circumstance within which the Authority had to respond. The Government provided the Authority with grants totalling £1.711m by 31.03.2021 to cover the costs associated with Covid-19. The 2020/21 budget had assumed a level of Council Tax and Business Rate income based on the collection rates provided by the five Merseyside local authorities, that were determined prior to the impact of Covid-19. The billing authorities have now assessed the actual level of income they will collect and have forecast a £3.788m deficit on the collection fund that they will need to recovery from the Authority in 2021/22 – 203/24. As outlined in paragraph 9, a reserve has been established, £3.788m, to cover the recovery of the deficit. £1.211m of the Covid-19 grants was used to contribute towards the collection fund deficit reserve. Other covid-19 costs incurred related to a loss of commercial and other income, additional expenditure on protective equipment, cleaning, ICT and other costs that after spend savings due to Covid-19 and MHCLG loss of income grants, utilised £0.299m of the covid-19 grant. The balance of covid-19 grant, £0.201m has been carried forward in a reserve to cover planned spend in 2021/22. Therefore, the covid-19 grants should be sufficient to cover the loss of income and additional costs at least up to mid-2021/22.

2020/21 Movement on Reserves.

17. This report identifies a net increase in committed earmarked reserves (opening balance £18.766m and a closing balance £26.082m) of £7.316m of which £2.416m was approved as part of the quarterly financial review reports. The increase of £4.900m in the last quarter relates to:
- a. Quarter 4 approved changes, £3.278m
 - b. Year-end adjustments, £1.622m.
18. Quarter 4 (January – March 2021). Reserves of £0.510m have been drawdown to meet approved expenditure, of which £0.303m was to cover new PPE for firefighters and £0.154m to cover Covid-19 related spend. Also, a new £3.788m Collection Fund Deficit reserve was created in the fourth quarter to meet the collection fund deficit charge in 2021/22 and future years for lower than anticipated 2020/21 income from Business Rates and Council Tax due to Covid-19 economic impacts and Government policy changes. This issue was outlined at the Budget Authority meeting on 25 February 2021, in the MTFP report CFO/010/21 and Members' approved the created of this reserve, funded from expected Government grants.
19. Year-end reserves of £1.622m have been created to cover costs associated with specific risks and projects now expected to be incurred in 2021/22 or future years:
- The Authority received a £0.055m Pension Administration grant to cover some of the expected costs associated with dealing with the McCloud remedy. As these costs will be incurred in 2021/22 – 2022/23, the grant has been carried forward via a pension reserve.
 - Planned spend of the 2020/21 New Dimensions grant of £0.048m has been re-phased into 2021/22 and will be carried forward as part of the New Dimensions reserve.
 - Some community initiatives, equipment purchases, and health and safety schemes have been re-phased into 2021/22 and the relevant existing reserves have been increased by £0.107m to cover this planned spend.
 - To reduce the borrowing requirement for the new TDA and superstation scheme Members' approved that any favourable variances be used to increase the capital

investment reserve that would then be used to contribute towards the cost of a new TDA development. Therefore, the net underspend on the revenue budget after the above year-end reserves was £1.412m, and has been used to fund an increase in the capital reserve.

20. The Authority held £10.382m of unapplied Home Office capital monies as at 31 March 2021 for NRAT national asset refresh. The Authority is required to include the £10.382m within the Authority's Statutory Financial Statements as a usable reserve, BUT as this money is not available to the Authority to fund any of its own investments it has been excluded from the available reserve balance quoted in this report.
21. The general reserve remained unchanged at £3m or 5% of the operating budget.
22. The table below summarises the reserve movements in the year and Appendix A4 provides more details on the changes throughout the year.

	Opening Balance	Qtr 3 Value	Qtr 4 Draw-down	Qtr 4 Closing Balance	Year-End Reserves	Closing Balance
	£'000	£'000	£'000	£'000	£'000	£'000
Committed Reserves						
Emergency Related Reserves						
Bellwin / Emergency Planning Reserve	222	222		222		222
Insurance Reserve	499	499		499		499
Facing The Future COVID-19 Reserve	355	355	-154	201		201
Collection Fund Deficit Reserve	0	0	3,788	3,788		3,788
Modernisation Challenge						
Smoothing Reserve	2,000	2,000		2,000		2,000
Pensions Reserve	0	0		0	55	55
Recruitment Reserve	3,000	2,000		2,000		2,000
Invest to Save / Collaboration Reserve	549	326	-43	283	0	283
Capital Investment Reserve	8,426	12,182	-10	12,172	1,412	13,584
PFI Annuity Reserve	1,862	1,866		1,866		1,866
Specific Projects						
Community Sponsorship Reserve	33	33		33	41	74
Equipment Reserve	91	91		91	61	152
Community Engagement Reserve	7	7		7		7
Training Reserve	150	150		150		150
Health and Wellbeing Reserve	20	20		20	5	25
Inflation Reserve	700	500		500		500
Clothing Reserve	328	328	-303	25	0	25
Ringfenced Reserves						
Princes Trust Reserve	82	82		82		82
Community Risk Management Reserve	318	308		308		308
Energy Reserve	8	97		97		97
New Dimensions Reserve	116	116		116	48	164
Total Committed Earmarked Reserves	18,766	21,182	3,278	24,460	1,622	26,082
General Revenue Reserve	3,000	3,000	0	3,000	0	3,000
Total Reserves	21,766	24,182	3,278	27,460	1,622	29,082
Usable Reserves Held on behalf of HOME OFFICE (NRAT REFRESH):	3,590					10,382
<i>rounding adjustment</i>		1				1
USABLE RESERVES REPORTED in the 2020/21 Financial Statements	25,357					39,465

2020/21 Capital Expenditure.

23. Actual spend in the year was £7.315m resulting in a variance of £4.153m against the £11.468m budget for 2020/21. The variance can be broken down into:

- A £3.702 re-phasing of planned spend from 2020/21 into future years, requiring the carry forward of capital budget.
- A net underspend and saving on capital projects of £0.451m.

The actual capital receipts in the year exceeded the expected value by £0.615m and this combined with the net underspend of £0.451m, resulted in actual borrowing in the year being £1.066m lower than budgeted for.

A summarised capital programme outturn position statement is outlined below:

	Final Budget	Actual	Re-phasing into future years	Variance
	£'000	£'000	£'000	£'000
Expenditure				
Building & Land	5,201.2	3,575.6	1,498.7	-126.9
Fire Safety	606.0	312.7	0.0	-293.3
ICT	2,459.7	1,796.5	661.8	-1.3
Operational Equip & Hydrants	1,032.5	457.0	545.8	-29.7
Vehicles	2,169.0	1,173.2	995.8	0.0
	11,468.3	7,315.0	3,702.1	-451.2
Funding				
Specific Non-Borrowing	4,024.3	4,003.3	636.2	615.2
Borrowing	7,444.0	3,311.7	3,065.9	-1,066.4
	11,468.3	7,315.0	3,702.1	-451.2

24. The year-end re-phasing of capital schemes into 2021/22 is outlined in the table below:

Re-phasing £'m	Scheme	Explanation
0.362	Refurbishment of Heswall.	Work commenced on the scheme just after Christmas and is expected to be completed in 2021.
0.097	Station roofs and canopy replacements (Crosby & Bromborough)	The contract has been finalised and work is expected to commence in mid-summer 2021.
0.120	Kirkby Station refurbishment	Work was rescheduled due to delay in determining options on the new TDA build. Looking to commence work in 2021/22.
0.920	Other Building works.	A number of routine planned fire station and general building investment schemes are commencing slightly later than planned as delays in finalising specifications re-tendering work, and scheme priorities has put completion dates back slightly.
0.123	Capita Vision 3 Update	A £0.9m scheme commenced in April 2021 and final phase will begin in September 2021 for completion in 2021/22.
0.109	I.C.T. Network	A £0.237m scheme to upgrade the station network. Telent are finalising negotiations with Virgin Media to ensure the final required work is completed in 2021/22.
0.138	ICT Servers	Server Hardware and associated Licences development and improvement work was planned to commence at the end of 2020/21, but due to the complexity of the project Telent are still finalising specifications. This project is expected to commence Q1 2021/22.
0.292	ICT Schemes	The commencement of other schemes was delayed due to delays in receiving hardware, completion of building / cabling works, or competing demands on

		limited staff resources resulting in the prioritisation of work.
0.286	Operational Equipment – NRAT Asset Refresh	The Authority acts as the lead authority for the Home Office for the procurement of national resilience assets. The Home Office are reviewing capability needs in light of what the future challenge may be, and therefore delayed the commencement of the asset replacement programme.
0.260	Operational Equipment	Reviews are ongoing about what the future ask and need of the Service is. Therefore, the equipment requirements will only be known once these reviews are finalised, and orders will be placed for the replacement equipment.
0.829	Appliances	A number of appliances are part built and following final build work are expected to be delivered before the end of 2021.
0.166	Vehicles	Orders have been raised later than planned for new vehicles, but delivery is expected in 2021/22.
<u>3.702</u>		

25. A full detailed breakdown of the 2020/21 capital budget movements, year-end variances and proposed slippage can be found attached to this report as Appendix B.

Equality and Diversity Implications

26. The Budget Authority set the approved allocation of resources to meet the needs of the Service, and this report confirms spend is consistent with the budget.

Staff Implications

27. Over 70% of revenue expenditure is directly staff related.

Legal Implications

28. The Accounts and Audit (Amendment) Regulations 2021 extended the statutory audit deadline for 2020/21 and 2021/22 for the publication date for audited accounts from 31 July to 30 September (2021 and 2022). The 2020/21 financial statements are currently with the Authority's Auditor and the audited statement will come to members for approval in September.

Financial Implications & Value for Money

29. Members approved a strategy of utilising any additional one-off savings to fund an increase in the capital reserve in order to contribute towards the cost of a new TDA build. After taking into account year-end reserve requests of £0.210m, net expenditure was £1.412m lower than the budget. The £1.412m revenue saving has been utilised to increase the capital reserve in 2020/21, and therefore the Authority's overall expenditure is consistent with its budget.

30. Capital spending was £7.315m resulting in a variance of £4.153m against the £11.468m budget for 2020/21. The variance can be broken down into:
- A £3.702 re-phasing of planned spend from 2020/21 into future years, requiring the carry forward of capital budget.
 - A net underspend and saving on capital projects of £0.451m.
31. The General Fund Balance as at 31st March 2021 was, as anticipated, £3.000m. MFRA committed reserves as at 31st March 2021 stand at £26.082m (excluding the £10.382m unapplied Home Office capital monies held by the Authority for the NRAT asset refresh).

Risk Management, Health & Safety, and Environmental Implications

32. The Budget Authority set the approved allocation of resources to meet the needs of the Service and the investments outlined in the asset management plans, and this report confirms spend is consistent with the budget.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK. One team, putting its communities first.*

33. 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 vision.

BACKGROUND PAPERS

- CFO/008/20** "MFRA Budget and Financial Plan 2020/2021-2024/2025" Authority 27 February 2020.
- CFO/010/21** "MFRA Budget and Financial Plan 2021/2022-2025/2026" Authority 25 February 2021.
- CFO/045/20** "Financial Review 2020/21 – April to June" Audit Committee 24 September 2020.
- CFO/058/20** "Financial Review 2020/21 – April to September" Policy and Resources Committee 10 December 2020.
- CFO/005/21** "Financial Review 2020/21 – April to December" Audit Committee 11 February 2020"

GLOSSARY OF TERMS

- CAPITAL EXPENDITURE** Section 40 of the Local Government and Housing Act 1989 defines 'expenditure for capital purposes'. This includes spending on the acquisition of assets either directly by the Authority or indirectly in the form of grants to other persons or bodies. Expenditure that does not fall within this definition must be charged to a revenue account.
- RESERVES** Amounts set aside to meet future contingencies but the use does not affect the Authority's net expenditure in a given year. Appropriations to and from reserves may not be made directly from the revenue account.

REVENUE This is money spent on the day-to-day running costs of providing services. It is usually of a constantly recurring nature and produces no permanent asset.

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2020/21 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2019/20	SERVICE REQUIREMENTS	Base Budget 2020/21	Qtr 3 Budget 2020/21	Reserve Draw- down	Virements	Qtr 4 Budget 2020/21	Qtr 4 Actual 2020/21	Variance	Year-End Reserves & Adjustment
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
63,361	Fire Service	65,759	59,103	-3,278	22	55,847	54,379	-1,468	210
520	Corporate Management	522	500	0	-18	482	465	-17	0
0	NRAT MFRS Lead Authority (Budget Neutral)	0	0	0	0	0	0	0	
63,881		66,281	59,603	-3,278	4	56,329	54,844	-1,485	210
0	Contingency for Pay/Price Changes	1,423	114	0	-4	110	0	-110	
63,881	TOTAL SERVICE EXPENDITURE	67,704	59,717	-3,278	0	56,439	54,844	-1,595	210
-301	Interest on Balances	-172	-172	0	0	-172	-199	-27	
63,580	NET OPERATING EXPENDITURE	67,532	59,545	-3,278	0	56,267	54,645	-1,622	210
	<u>Contribution to/(from) Reserves:</u>								
	Emergency Related Reserves								
0	Bellwin / Emergency Planning Reserve	0	0	0	0	0	0	0	
116	Insurance Reserve	0	0	0	0	0	0	0	
355	Facing The Future COVID-19 Reserve	0	0	-154	0	-154	-154	0	
0	Collection Fund Deficit Reserve Reserve	0	0	3,788	0	3,788	3,788	0	
	Modernisation Challenge								
1,550	Smoothing Reserve	0	0	0	0	0	0	0	
0	Pensions Reserve	0	0	0	0	0	0	0	55
0	Recruitment Reserve	0	-1,000	0	0	-1,000	-1,000	0	
-346	Invest to Save Reserve	-223	-223	-43	0	-266	-266	0	0
	Capital Investment Reserve								
-8	PFI Reserve	0	0	-10	0	-10	-10	0	0
0	FMIS Reserve	0	0	0	0	0	0	0	
2,100	TDA Refurbishment Reserve	-3,500	5,918	0	0	5,918	5,918	0	1,412
0	Equality and Accessibility Reserve	0	0	0	0	0	0	0	
-8,097	Asset/Capital Investment Reserve	-1,829	-2,162	0	0	-2,162	-2,162	0	
0	Capital Investment Reserve (Salix)	0	0	0	0	0	0	0	
-6,005	Capital Investment Reserve	-5,329	3,756	-10	0	3,746	3,746	0	1,412
-124	PFI Annuity Reserve	-91	4	0	0	4	4	0	
	Specific Projects								
3	Community Sponsorship Reserve	0	0	0	0	0	0	0	41
-1	Equipment Reserve	0	0	0	0	0	0	0	61
-17	Community Engagement Reserve	0	0	0	0	0	0	0	
0	Training Reserve	0	0	0	0	0	0	0	
-15	Health and Wellbeing Reserve	0	0	0	0	0	0	0	5
0	Inflation Reserve	0	-200	0	0	-200	-200	0	
86	Clothing Reserve	0	0	-303	0	-303	-303	0	0
	Ringfenced Reserves								
43	Princes Trust Reserve	0	0	0	0	0	0	0	
-7	Community Risk Management Reserve	0	-10	0	0	-10	-10	0	
-11	Energy Reserve	72	89	0	0	89	89	0	
75	New Dimensions Reserve	0	0	0	0	0	0	0	48
1,000	Appropriation to / From Revenue Balances	0	0	0	0	0	0	0	0
-3,298	Movement in Reserves	-5,571	2,416	3,278	0	5,694	5,694	0	1,622
60,282	BUDGET REQUIREMENT	61,961	61,961	0	0	61,961	60,339	-1,622	
-31,502	Settlement Funding Assessment	-31,433	-31,433	0	0	-31,433	-31,433	0	
-253	Collection Fund Deficit	-225	-225	0	0	-225	-225	0	
0	Transitional Funding Pension	0	0	0	0	0	0	0	
-27,946	Precept Income	-30,303	-30,303	0	0	-30,303	-30,303	0	
-59,701	BUDGET FUNDING	-61,961	-61,961	0	0	-61,961	-61,961	0	0

2020/21 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2019/20	SERVICE REQUIREMENTS	Base Budget 2020/21	Qtr 3 Budget 2020/21	Reserve Draw- down	Virements	Qtr 4 Budget 2020/21	Qtr 4 Actual 2020/21	Variance	Year-End Reserves & Adjustment
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	EMPLOYEES								
	Uniformed								
31,064	Firefighters	33,134	33,583		6	33,589	32,552	-1,037	
1,290	Control	1,364	1,419		6	1,425	1,350	-75	
2,202	Additional Hours	1,255	1,283		33	1,316	2,343	1,027	
34,556	TOTAL UNIFORMED	35,753	36,285	0	45	36,330	36,245	-85	0
	APT&C and Manual								
9,441	APT&C	10,147	10,115	43	86	10,244	9,935	-309	0
146	Tender Drivers	132	143		1	144	147	3	
170	Catering	186	196		1	197	177	-20	
556	Transport Maintenance	647	632		3	635	597	-38	
50	Hydrant Technicians	56	53			53	52	-1	
43	Casuals	0	0		32	32	76	44	
10,406	TOTAL APT&C/MANUAL	11,168	11,139	43	123	11,305	10,984	-321	0
	Other Employee Expenses								
82	Allowances	59	60		2	62	70	8	
0	Removal Expenses	1	1			1	0	-1	
509	Training Expenses	516	420		-81	339	407	68	
42	Other Expenses	18	28			28	11	-17	
5	Staff Advertising	7	5			5	1	-4	
82	Development Expenses	80	80		-24	56	54	-2	
52	Employee Insurance	170	144		-4	140	144	4	
0	MPF Pen Fixed Rate	0	-157			-157	-157	0	
53	Enhanced Pensions	52	52			52	55	3	
3	SSP & SMP Reimbursements	0	0			0	4	4	
134	Catering Expenditure	118	118		49	167	119	-48	
-563	HFRA Capitalisation Payroll	-375	-375		130	-245	-245	0	
399	TOTAL OTHER EMPLOYEE EXPENSES	646	376	0	72	448	463	15	0
	Pensions								
1,778	Injury Pension	1,790	1,790			1,790	1,773	-17	
0	Pension Other	0	0		21	21	4	-17	
154	Ill Health Retirement Charges	174	174			174	189	15	
0	Injury Gratuity	0	0			0	8	8	
1,932	TOTAL PENSIONS	1,964	1,964	0	21	1,985	1,974	-11	0
47,293	TOTAL EMPLOYEES	49,531	49,764	43	261	50,068	49,666	-402	0
	PREMISES								
19	Building Maintenance Repairs	32	29		-18	11	7	-4	
16	Site Maintenance Costs	14	16		-3	13	11	-2	
1,030	Energy	950	933		-2	931	909	-22	
60	Rent	46	47		-1	46	43	-3	
1,589	Rates	1,552	1,586			1,586	1,576	-10	
276	Water	301	300			300	256	-44	
17	Fixtures	15	17		-5	12	14	2	
0	Contract Cleaning	0	0		37	37	37	0	
49	Insurance	51	51			51	48	-3	
3,056	TOTAL PREMISES	2,961	2,979	0	8	2,987	2,901	-86	0
	TRANSPORT								
327	Direct Transport	381	329		-34	295	293	-2	
6	Tunnel & Toll Fees	11	11		-3	8	8	0	
123	Operating Lease	133	134		-1	133	137	4	
423	Other Transport Costs	470	471		-171	300	286	-14	
69	Car Allowances	92	92		-24	68	56	-12	
196	Insurance	213	232		4	236	236	0	
1,144	TOTAL TRANSPORT	1,300	1,269	0	-229	1,040	1,016	-24	0

2020/21 FIRE SERVICE REVENUE BUDGET MOVEMENT (continued)

Actual 2019/20	SERVICE REQUIREMENTS	Base Budget 2020/21	Qtr 3 Budget 2020/21	Reserve Draw- down	Virements	Qtr 4 Budget 2020/21	Qtr 4 Actual 2020/21	Variance	Year-End Reserves & Adjustment
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	SUPPLIES & SERVICES								
9	Administrative Supplies	14	13		-2	11	8	-3	
231	Operational Supplies	273	267		97	364	360	-4	
9	Hydrants	11	11		-3	8	7	-1	
43	Consumables	43	44		143	187	182	-5	
90	Training Supplies	107	107		-11	96	81	-15	9
59	Fire Prevention Supplies	65	64		42	106	104	-2	
33	Catering Supplies	30	29		-17	12	3	-9	
592	Uniforms	306	318	303	13	634	632	-2	
78	Printing & Stationery	91	95		-17	78	72	-6	
3	Operating Leases	1	1			1	3	2	
471	Professional Fees/Service	711	438	-1,057	1,052	433	236	-197	72
752	Communications	802	775		-7	768	756	-12	
15	Postage	14	15		-2	13	10	-3	
7	Command/Control	8	8			8	9	1	
260	Computing	251	247		120	367	466	99	
181	Medicals	264	271		-15	256	231	-25	
76	Travel & Subsistence	80	74		-54	20	6	-14	
98	Grants/Subscriptions	93	113		-4	109	101	-8	
6	Advertising	1	1			1	0	-1	
22	Insurances	23	30			30	29	-1	
8	Furniture	13	13		29	42	42	0	
61	Laundry	82	81		-13	68	68	0	
7	Hospitality	4	4		-2	2	3	1	
118	Seconded Officers In	0	102			102	105	3	
3,229	TOTAL SUPPLIES & SERVICES	3,287	3,121	-754	1,349	3,716	3,514	-202	81
	AGENCY SERVICES								
114	Super Fund Admin	126	126			126	106	-20	
1,515	ICT Service Provider	1,483	1,495		2	1,497	1,480	-17	
424	ICT Managed Suppliers	434	437		-2	435	412	-23	
2,804	PFI Unitary Charges ((Int/Principal/Op Costs)	2,800	2,866	10		2,876	2,876	0	0
1,296	Estates Service Provider	1,358	1,385		73	1,458	1,441	-17	18
6,153	TOTAL AGENCY SERVICES	6,201	6,309	10	73	6,392	6,315	-77	18
	CENTRAL EXPENSES								
416	Finance & Computing	432	523		-23	500	488	-12	8
2	Central Expenses	0	6		6	12	5	-7	
418	TOTAL CENTRAL EXPENSES	432	529	0	-17	512	493	-19	8
	CAPITAL FINANCING								
10,036	PWLB Debt Charges	6,317	3,248			3,248	3,255	7	
54	MRB Debt Charges	60	60			60	53	-7	
3,731	Revenue Contribution to Capital	5,675	2,571	0	-94	2,477	2,477	0	
13,821	TOTAL CAPITAL FINANCING	12,052	5,879	0	-94	5,785	5,785	0	0
75,114	TOTAL EXPENDITURE	75,764	69,850	-701	1,351	70,500	69,690	-810	107
	INCOME								
8,245	Specific Grants	7,379	7,807	2,577	1,723	12,107	12,538	431	-103
10	Sales	1	1		23	24	23	-1	
1,418	Fees & Charges	1,083	1,316		-472	844	976	132	
13	Reinforcing Moves	5	5		3	8	18	10	
1,015	Rents etc.	930	930			930	1,009	79	
432	Recharges Secondments	256	395			395	376	-19	
279	Contributions	125	170		43	213	229	16	
291	Recharges Internal	216	113		4	117	95	-22	
50	Other Income	10	10		5	15	47	32	
11,753	TOTAL INCOME	10,005	10,747	2,577	1,329	14,653	15,311	658	-103
63,361	NET EXPENDITURE	65,759	59,103	-3,278	22	55,847	54,379	-1,468	210

2020/21 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT

Actual 2019/20	SERVICE REQUIREMENTS	Base Budget 2020/21	Qtr 3 Budget 2020/21	Reserve Draw- down	Virements	Qtr 4 Budget 2020/21	Qtr 4 Actual 2020/21	Variance	Year-End Reserves & Adjustment
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	EXPENDITURE								
	Finance & Legal costs								
79	Finance Officer	79	79			79	79	0	
104	Legal Officer	89	66			66	54	-12	
	Democratic Rep (1020)								
15	- Travel & Subsistence	17	17		-8	9	10	1	
2	- Conference Fees	2	2		-2	0	0	0	
200	- Members Allowances	208	208		-5	203	204	1	
0	- Telephones	1	1		-1	0	0	0	
0	- Training	1	1		-1	0	0	0	
0	- Hospitality	1	1		-1	0	0	0	
	Central Expenses (1030)								
12	Bank Charges	15	15			15	9	-6	
30	District Audit Fees	30	31			31	31	0	
78	Subscriptions	79	79			79	78	-1	
520	TOTAL EXPENDITURE	522	500	0	-18	482	465	-17	0

2020/21 NATIONAL RESILIENCE ASSURANCE REVENUE BUDGET MOVEMENT

Actual 2019/20	SERVICE REQUIREMENTS	Base Budget 2020/21	Qtr 3 Budget 2020/21	Reserve Draw- down	Virements	Qtr 4 Budget 2020/21	Qtr 4 Actual 2020/21	Variance	Year-End Reserves & Adjustment
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	EXPENDITURE								
1,537	Employee Costs		1,889		72	1,961	1,097	-864	
0	Premises Costs		0			0	1	1	
5,846	Transport Costs		6,243		1	6,244	5,969	-275	
1,522	Supplies and Services Costs		1,794		302	2,096	1,734	-362	
752	Agency Costs		644			644	494	-150	
250	Central Expenditure		0			0	0	0	
7	Capital Financing Costs		4		3	7	7	0	
9,914	TOTAL EXPENDITURE	0	10,574	0	378	10,952	9,302	-1,650	0
	INCOME								
9,914	Income		10,574		378	10,952	9,302	-1,650	
0	NET EXPENDITURE	0	0	0	0	0	0	0	0

Budgeted Movement on Reserves 2020/21

	Opening Balance	Original Planned Budget Use	Total Draw-down to Qtr 3	Qtr 4 Draw-down	Qtr 4 Closing Balance	Year-End Reserves	Closing Balance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Committed Reserves							
Emergency Related Reserves							
Bellwin / Emergency Planning Reserve	222				222		222
Insurance Reserve	499				499		499
Facing The Future COVID-19 Reserve	355			-154	201		201
Collection Fund Deficit Reserve	0			3,788	3,788		3,788
Modernisation Challenge							
Smoothing Reserve	2,000				2,000		2,000
Pensions Reserve	0				0	55	55
Recruitment Reserve	3,000		-1,000		2,000		2,000
Invest to Save / Collaboration Reserve	549	-223		-43	283	0	283
Capital Investment Reserve	8,426	-5,329	9,085	-10	12,172	1,412	13,584
PFI Annuity Reserve	1,862	-91	95		1,866		1,866
Specific Projects							
Community Sponsorship Reserve	33				33	41	74
Equipment Reserve	91				91	61	152
Community Engagement Reserve	7				7		7
Training Reserve	150				150		150
Health and Wellbeing Reserve	20				20	5	25
Inflation Reserve	700		-200		500		500
Clothing Reserve	328			-303	25	0	25
Ringfenced Reserves							
Princes Trust Reserve	82				82		82
Community Risk Management Reserve	318		-10		308		308
Energy Reserve	8	72	17		97		97
New Dimensions Reserve	116				116	48	164
Total Earmarked Reserves	18,766	-5,571	7,987	3,278	24,460	1,622	26,082
General Revenue Reserve	3,000	0	0	0	3,000	0	3,000
Total Reserves	21,766	-5,571	7,987	3,278	27,460	1,622	29,082

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Capital Programme 2020/21

EXPENDITURE	Approved Budget	Q3 Budget	Q4 Re-Phasings	Q4 Virements	Q4 Budget	Actual to 31.03.21	Year-End Re-Phasing into Future Years	Year-End Variance
	£	£	£	£	£	£	£	£
BUILDING & LAND PROGRAMME								
Roofs & Canopy Replacements	40,000	120,500			120,500	23,418	97,100	18
Concrete Yard Repairs	40,000	49,400			49,400	0	49,400	0
Tower Improvements	10,000	11,700			11,700	5,146	6,600	46
L.E.V. Sys In App Rooms	15,000	24,000			24,000	1,497	22,500	-3
Appliance Room Floors	55,000	57,700			57,700	718	57,000	18
Boiler Replacements	35,000	31,900			31,900	9,119	22,800	19
Community Station Investment	25,000	60,400			60,400	5,756	54,600	-44
Conference Facilities H/Q	20,000	10,000			10,000		10,000	0
5 Year Electrical Test	120,000	53,200			53,200		53,200	0
Corporate Signage	15,000	3,000			3,000		3,000	0
Diesel Tanks	0	33,800			33,800	7,200	26,600	0
Power Strategy (Generators)	10,000	48,100			48,100	35,025	13,100	25
Sanitary Accommodation Refurb	50,000	37,000			37,000	767	36,200	-33
Office Accommodation	15,000	33,000			33,000	1,221	31,800	21
F.S. Refurbishment Heswall	450,500	500,500			500,500	138,918	361,600	18
St Helens Conversion	75,000	62,700			62,700			-62,700
Asbestos Surveys	35,000	38,000			38,000	14,985	23,000	-15
LLAR Accommodation Belle Vale	50,000	0			0			0
Lighting Replacement	25,000	0			0			0
F.S. Refurbishment Bromborough	290,000	42,800			42,800	5,330	37,500	30
F.S. Refurbishment Eccleston	40,000	50,000			50,000	0		-50,000
F.S. Refurbishment Crosby	150,000	25,000			25,000	600	24,400	0
H.V.A.C. Heating, Vent & Air Con	75,000	54,300			54,300	20,864	33,400	-36
D.D.A. Compliance Work	170,000	49,800			49,800	6,510	43,300	10
Lighting Conductors Protectors	25,000	8,000			8,000	0	8,000	0
Emergency Lighting	20,000	5,000			5,000	0	5,000	0
F.S. Refurbishment Kirby	365,000	125,000			125,000	5,532	119,500	32
Gym Equipment Replacement	50,000	26,600			26,600		26,600	0
Workshop Enhancement	50,000	77,400			77,400	65,558	11,800	-42
Station Refresh	52,400	77,700		-6,700	71,000	26,161	44,800	-39
SHQ Museum	191,000	0			0			0
LLAR Accom. Newton Le Willows	270,700	77,600			77,600	5,170	72,400	-30
St Helens Fire Station Build	2,500,000	3,089,200			3,089,200	3,075,131		-14,069
F.S. Refurbishment Croxteth	250,000	43,500			43,500	6,099	37,400	-1
F.S. Refurbishment Speke/Garston	150,000	0			0			0
F.S. Refurbishment Old Swan	150,000	0			0			0
F.S. Refurbishment Kensington	40,000	0			0			0
F.S. Refurbishment Wallasey	0	50,000		2,000	52,000	51,993		-7
Refurbishment TDA	4,493,800	50,000			50,000	18,401	31,600	1
Service HQ. Offices	90,000	40,600			40,600	6,016	34,600	16
Security Enhancement Works	25,000	31,600		4,700	36,300	25,852	10,400	-48
Energy Conservation Non-Salix	25,000	34,300			34,300	1,355	32,900	-45
Energy Conservation Salix	0	1,000			1,000		1,000	0
Fridge/Freezer Rep Prog	10,000	26,000			26,000	4,013	22,000	13
Furniture Replacement Prog	20,500	40,900			40,900	7,286	33,600	-14
Total	10,588,900	5,201,200	0	0	5,201,200	3,575,639	1,498,700	-126,861
FIRE SAFETY								
Smoke Alarms (H.F.R.A.)	235,000	235,000			235,000	118,624	0	-116,376
Installation Costs (H.F.R.A.)	375,000	375,000	-130,000		245,000	245,000	0	0
Deaf Alarms (H.F.R.A.)	25,000	25,000			25,000	15,000	0	-10,000
Risk Management Residential Block	96,500	101,000			101,000	-65,931		-166,931
Total	731,500	736,000	-130,000	0	606,000	312,693	0	-293,307

Capital Programme 2020/21

EXPENDITURE	Approved Budget	Q3 Budget	Q4 Re-Phasings	Q4 Virements	Q4 Budget	Actual to 31.03.21	Year-End Re-Phasing into Future Years	Year-End Variance
	£	£	£	£	£	£	£	£
ICT								
F.M.I.S. Replacement	180,000	0			0			0
I.C.T. Software	354,000	397,800			397,800	387,973	9,800	-27
I.C.T. Hardware	342,100	358,000		38,750	396,750	314,060	82,700	10
I.C.T. Servers	79,000	162,400			162,400	24,688	137,700	-12
I.C.T. Network	17,000	236,500			236,500	127,381	109,100	-19
Website Development	0	22,200			22,200	6,486	15,700	-14
I.C.T. Operational Equipment	258,500	185,000			185,000	131,372	53,600	-28
I.C.T. Security	2,000	0			0			0
System Development Portal	0	9,700			9,700		9,700	0
I.C.T. Projects / Upgrades	5,000	0			0			0
Legal Case Management system	0	1,200			1,200			-1,200
C3i C&C Comms and Info system	5,000	1,600			1,600	1,548		-52
New Emergency Services Network	54,000	59,700			59,700	5,424	54,300	24
ESMCP Control room integration	26,000	66,100			66,100		66,100	0
ICT Station Change		20,700			20,700	20,673		-27
Capita Vision 3 Update	145,000	900,000			900,000	776,866	123,100	-34
Total	1,467,600	2,420,900	0	38,750	2,459,650	1,796,470	661,800	-1,380
OPERATIONAL EQUIP. & HYDRANTS								
Gas Tight Suits Other Ppe	20,000	5,000			5,000	2,280	2,700	-20
Hydraulic Rescue Equipment	0	20,000			20,000	17,136	2,900	36
Resuscitation Equipment	30,000	0	14,900		14,900	14,831		-70
Pod Equipment	75,000	52,500			52,500		52,500	0
Gas Detection Equipment	20,000	5,300			5,300		5,300	0
Improvements To Fleet	30,000	81,400			81,400	74,453	6,900	-47
Water Rescue Equipment	10,000	27,600			27,600	26,217	1,400	17
BA equipment / Comms	54,500	26,600			26,600	14,535	12,100	35
Rope Replacement	10,000	17,000			17,000	3,234	13,800	34
Light Portable Pumps	20,000	30,000			30,000		30,000	0
Cctv Equipment/Drone	15,000	23,200			23,200	23,195		-5
Marine Rescue Launch	10,000	10,000			10,000	0	10,000	0
Operational Ladders	66,000	43,200			43,200	15,977	27,200	-23
Radiation Detection Equipment	65,000	15,000			15,000		15,000	0
Water Delivery System	15,000	30,000			30,000	12,834	17,200	34
Water Delivery Hoses	15,000	40,400			40,400	6,818	33,600	18
Bulk Foam Attack Equipment	120,000	23,000			23,000		23,000	0
DEFRA FRNE Water Rescue Grant	16,000	0			0			0
Electrical Equipment	20,000	34,500			34,500	34,322		-178
NRAT National Asset Refresh	1,250,000	489,900			489,900	203,676	286,200	-24
PV Solar Panels	10,000	6,000			6,000		6,000	0
Hydrants (New Installations)	18,500	18,500			18,500	2,846		-15,654
Hydrants (Rep Installations)	18,500	18,500			18,500	4,679	0	-13,821
Total	1,908,500	1,017,600	14,900	0	1,032,500	457,031	545,800	-29,669
VEHICLES								
Wt'S Purchased	1,745,800	1,812,000			1,812,000	982,841	829,200	41
Ancillary Vehicles	531,250	171,580			171,580	164,562	7,000	-18
Special Vehicles	1,272,050	135,000			135,000	4,940	130,100	40
Vehicles water Strategy	0	16,400			16,400		16,400	0
Workshop Equipment	0	34,000			34,000	20,860	13,100	-40
Total	3,549,100	2,168,980	0	0	2,168,980	1,173,202	995,800	22
Grand Total	18,245,600	11,544,680	-115,100	38,750	11,468,330	7,315,035	3,702,100	-451,195

Capital Programme 2020/21

FUNDING	Approved Budget	Q3 Budget	Q4 Re-Phasings	Q4 Virements	Q4 Budget	Actual to 31.03.21	Year-End Re-Phasing into Future Years	Year-End Variance
	£	£			£	£	£	£
Capital Receipts								
Sale of Formby LLAR House	350,000	350,000			350,000		350,000	0
Sale of Newton 2 LLAR House	275,000	0			0			0
Sale of St Helens FS	100,000	100,000			100,000	599,490		499,490
Sale of Eccleston FS	600,000	600,000			600,000	705,638		105,638
Vehicles & Equipment > £10,000					0	10,175		10,175
R.C.C.O. / Capital Reserve								
Capitalisation of Sals HFRA	375,000	375,000	-130,000		245,000	245,000		0
St Helens FS New Build Cap Res	2,177,800	2,177,800			2,177,800	2,177,800		0
TDA Refurbishment Cap Inv Res	3,500,000	0			0			0
ICT Equipment		22,800		38,750	61,550	61,550		0
Grant								
NRAT National Resilience Grant	1,250,000	489,920			489,920	203,676	286,244	0
Total Non Borrowing	8,627,800	4,115,520	-130,000	38,750	4,024,270	4,003,328	636,244	615,302
Borrowing Requirement								
Unsupported Borrowing	9,617,800	7,429,160	14,900	0	7,444,060	3,311,707	3,065,856	-1,066,497
Borrowing	9,617,800	7,429,160	14,900	0	7,444,060	3,311,707	3,065,856	-1,066,497
Total Funding	18,245,600	11,544,680	-115,100	38,750	11,468,330	7,315,035	3,702,100	-451,195

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	29 JULY 2021	REPORT NO:	CFO/042/21
PRESENTING OFFICER	RIA GROVES		
RESPONSIBLE OFFICER:	RIA GROVES	REPORT AUTHOR:	RIA GROVES
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	MEMBERS CODE OF CONDUCT - CORE CODE OF ETHICS		

APPENDICES:	APPENDIX A:	MEMBERS CODE OF CONDUCT
	APPENDIX B:	CORE CODE OF ETHICS FOR FIRE AND RESCUE SERVICES

Purpose of Report

1. To request that Members, consider the Core Code of Ethics and approve its incorporation within the Members Code of Conduct as detailed in Appendix A

Recommendation

2. That Members;
 - a. Note the Core Code of Ethics published by the National Fire Chiefs Council ('NFCC');
 - b. Approve the incorporation of the core code of ethics into the Members Code of Conduct as detailed in Appendix A and
 - c. Approve the constitution to be updated to reflect the inclusion of the Core Code of Ethics to the Members Code of Conduct (as per Appendix A)

Introduction and Background

3. The Core Code of Ethics for Fire and Rescue Services has been produced as a result of work undertaken by the National Fire Chiefs Council, the Local Government Association and the Association of Police and Crime Commissioners and consultation within the sector.
4. The Core Code of Ethics sets out five ethical principles; Putting Our Communities First, Integrity, Dignity and Respect, Leadership, and Equality, Diversity and Inclusion. The basis of these principles is to promote good behaviour and challenge inappropriate behaviour.

5. It is recommended as part of the guidance on the Core Code of Ethics that Fire and Rescue Authorities demonstrate their commitment to the Core Code of Ethics by championing its use.
6. While the Seven Principles of Public Life are the foundation of the ethical principles in the Core Code of Ethics which are already included within the Members Code of Conduct, it is proposed to Members to include the ethical principles in addition to the current draft of the Members Code of Conduct. The adoption of the ethical principles within the Members own Code of Conduct not only champions its use but demonstrates the Authority's commitment to upholding such standards.
7. Members will recall that on 20th May 2021 Members approved a new Members Code of Conduct which was incorporated further to the Model Code of Conduct for Members developed and issued by the LGA. Further to discussion across the Liverpool City Region a localised version for the Region was proposed and agreed by Members. In order to remain as close as possible to the City Region Code of Conduct for Members it is proposed that the addition of the ethical principles from the Core Code of Ethics be added as an appendix within the Code. These are highlighted in yellow within Appendix A.

Equality and Diversity Implications

8. The incorporation of the Core Code of Ethics and ethical principles within the Members Code of Conduct will only further strengthen and embed the standards Members conduct themselves to, which includes ED&I, a copy of which is contained within Appendix B.

Staff Implications

9. There is no direct implication to staff arising out of this report notwithstanding the impact the Code has for staff in regard to training and advice to Members which is provided currently in any regard.

Legal Implications

10. There are no direct legal implications arising from this report as the Authority is already in compliance with the Localism Act 2011 as it has a code of conduct for members and co-opted members when they are acting in that capacity; however, the inclusion of the ethical principles from the Core Code of Ethics will allow MFRA to adhere to the guidance and best practice recommended by the NFCC and the LGA for all Fire and Rescue Authorities.

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

12. Considering best practice for fire and rescue services and implementing improvements will help maintain sound corporate governance and the integrity of local authority decision making, minimising risk of challenge, corruption, improper conduct and standards complaints.
13. There are no Environmental Implications that directly arise out of this report.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK. One team, putting its communities first.*

14. Having a robust Members Code of Conduct adhered to by all Members will demonstrate that Members are accountable and transparent to the community they serve. The Code is designed to protect the democratic role of Members, encourage good conduct and safeguard the public's trust in local government, and the proposed amendments only serves to strengthen this.

BACKGROUND PAPERS

GLOSSARY OF TERMS

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

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Introduction

This Authority and those across the Liverpool City Region have adopted this Code of Conduct to promote and maintain high standards of conduct and underpin public confidence in the authority and its members and co-opted members. It is adapted from the Local Government Association (LGA) Model Councillor Code of Conduct 2020 published on 19th January 2021.

The LGA Model Code was introduced by a Joint Statement from the political groups that:

“The role of councillor across all tiers of local government is a vital part of our country’s system of democracy. It is important that as councillors we can be held accountable and all adopt the behaviours and responsibilities associated with the role. Our conduct as an individual councillor affects the reputation of all councillors. We want the role of councillor to be one that people aspire to. We also want individuals from a range of backgrounds and circumstances to be putting themselves forward to become councillors.

As councillors, we represent local residents, work to develop better services and deliver local change. The public have high expectations of us and entrust us to represent our local area; taking decisions fairly, openly, and transparently. We have both an individual and collective responsibility to meet these expectations by maintaining high standards and demonstrating good conduct, and by challenging behaviour which falls below expectations.

Importantly, we should be able to undertake our role as a councillor without being intimidated, abused, bullied or threatened by anyone, including the general public.

This Code has been designed to protect our democratic role, encourage good conduct and safeguard the public’s trust in local government.”

The Code sets out general obligations about the standards of conduct expected of Members and co-opted members of the Authority, together with provisions about registering and declaring interests. It was adopted under section 27 of the Localism Act 2011 by the Authority on 20th May 2021.

The LGA Model Code is to be reviewed annually and is supported by Guidance issued in mid-2021.

Definitions

For the purposes of this Code of Conduct, a “Member” means a member or co-opted member of a local authority [or a directly elected mayor]. A “co-opted member” is

defined in the Localism Act 2011 Section 27(4) as “a person who is not a member of the authority but who:

- a) is a member of any committee or sub-committee of the authority, or;
- b) is a member of, and represents the authority on, any joint committee or joint sub-committee of the authority;

For the purposes of this Code of Conduct, “local authority” includes the upper tier councils, town or parish councils and the combined authorities (the Liverpool City Region Combined Authority, the Merseyside Fire and Rescue Authority and the Merseyside Recycling and Waste Authority) together with any joint committee of two or more of the local authorities across the Liverpool City Region.

Purpose of the Code of Conduct

The purpose of this Code of Conduct is to assist you, as a Member, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow Members, local authority officers and the reputation of local government. It sets out general principles of conduct expected of all Members and your specific obligations in relation to standards of conduct. The fundamental aim of the Code is to create and maintain public confidence in the role of Members and local government.

General principles of Member Conduct

Everyone in public office at all levels – all who serve the public or deliver public services, including ministers, civil servants, Members and local authority officers should uphold the Seven Principles of Public Life, also known as the Nolan Principles.

In addition, **Members of Fire and Rescue Authorities should also uphold the ethical principles in the [Core Code of Ethics for Fire and Rescue Services](#) issued by the NFCC and detailed within Appendix C.**

Building on these principles, the following general principles have been developed specifically for the role of Member.

In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty
- I act lawfully
- I treat all persons fairly and with respect; and
- I lead by example and act in a way that secures public confidence in the role of Member.

In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community
- I do not improperly seek to confer an advantage, or disadvantage, on any person
- I avoid conflicts of interest
- I exercise reasonable care and diligence; and
- I ensure that public resources are used prudently in accordance with my local authority's requirements and in the public interest.

Application of the Code of Conduct

This Code of Conduct applies to you as soon as you sign your declaration of acceptance of the office of Member or attend your first meeting as a co-opted member and continues to apply to you until you cease to be a Member.

This Code of Conduct applies to you when you are acting in your capacity as a Member which may include when:

- you misuse your position as a Member; or
- your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a Member.

The Code applies to all forms of communication and interaction, including:

- at face-to-face meetings
- at online or telephone meetings
- in written communication
- in verbal communication
- in non-verbal communication
- in electronic and social media communication, posts, statements and comments.

You are also expected to uphold high standards of conduct and show leadership at all times when acting as a Member.

Your Monitoring Officer has statutory responsibility for the implementation of the Code of Conduct, and you are encouraged to seek advice from your Monitoring Officer on any matters that may relate to the Code of Conduct. Town and parish Members are encouraged to seek advice from their Clerk, who may refer matters to the Monitoring Officer.

Standards of Member conduct

This section sets out your obligations, which are the minimum standards of conduct required of you as a Member. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.

Guidance is included to help explain the reasons for the obligations and how they should be followed.

General Conduct

1. Respect

As a Member:

1.1 I treat other Members and members of the public with respect.

1.2 I treat local authority employees, employees and representatives of partner organisations and those volunteering for the local authority with respect and respect the role they play.

Respect means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a Member, you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to personal attack.

In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in Members.

In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidatory or threatening you are entitled to stop any conversation or interaction in person or online and report them to the local authority, the relevant social media provider or the police. This also applies to fellow Members, where action could then be taken under the Member Code of Conduct, and local authority employees, where concerns should be raised in line with the local authority's Member- officer protocol.

2. Bullying, harassment and discrimination

As a Member:

2.1 I do not bully any person.

2.2 I do not harass any person.

2.3 I promote equalities and do not discriminate unlawfully against any person.

The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act 2010 places specific duties on local authorities. Members have a central role to play in ensuring that equality issues are integral to the local authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

3. Impartiality of officers of the local authority

As a Member:

3.1 I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the local authority.

Officers work for the local authority as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

4. Confidentiality and access to information

As a Member:

4.1 I do not disclose information:

- a. given to me in confidence by anyone**
- b. acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless**
 - i. I have received the consent of a person authorised to give it;**
 - ii. I am required by law to do so;**
 - iii. the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or**
 - iv. the disclosure is:**
 - 1. reasonable and in the public interest; and**
 - 2. made in good faith and in compliance with the reasonable requirements of the local authority; and**
 - 3. I have consulted the Monitoring Officer prior to its release.**

4.2 I do not improperly use knowledge gained solely as a result of my role as a Member for the advancement of myself, my friends, my family members, my employer or my business interests.

4.3 I do not prevent anyone from getting information that they are entitled to by law.

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents and other information relating to or held by the local authority must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

5. Disrepute

As a Member:

5.1 I do not bring my role or local authority into disrepute.

As a Member, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other Members and/or your local authority and may lower the public's confidence in your or your local authority's ability to discharge your/it's

functions. For example, behaviour that is considered dishonest and/or deceitful can bring your local authority into disrepute.

You are able to hold the local authority and fellow Members to account and are able to constructively challenge and express concern about decisions and processes undertaken by the local authority whilst continuing to adhere to other aspects of this Code of Conduct.

6. Use of position

As a Member:

6.1 I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.

Your position as a member of the local authority provides you with certain opportunities, responsibilities, and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

7. Use of local authority resources and facilities

As a Member:

7.1 I do not misuse local authority resources.

7.2 I will, when using the resources of the local or authorising their use by others:

- a. act in accordance with the local authority's requirements; and**
- b. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the local authority or of the office to which I have been elected or appointed.**

You may be provided with resources and facilities by the local authority to assist you in carrying out your duties as a Member.

Examples include:

- office support
- stationery
- equipment such as phones, and computers
- transport
- access and use of local authority buildings and rooms.

These are given to you to help you carry out your role as a Member more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the local authority's own policies regarding their use.

8. Complying with the Code of Conduct

As a Member:

8.1 I undertake Code of Conduct training provided by my local authority.

8.2 I cooperate with any Code of Conduct investigation and/or determination.

8.3 I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.

8.4 I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.

It is extremely important for you as a Member to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the local authority or its governance. If you do not understand or are concerned about the local authority's processes in handling a complaint you should raise this with your Monitoring Officer.

Protecting your reputation and the reputation of the local authority

9. Interests

As a Member:

9.1 I register and disclose my interests.

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of Members of the local authority.

You need to register your interests so that the public, local authority employees and fellow Members know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting, but it can be helpful for

you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be disclosed by you or other Members when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

You should note that failure to register or disclose a disclosable pecuniary interest as set out in **Table 1**, is a criminal offence under the Localism Act 2011.

Appendix B sets out the detailed provisions on registering and disclosing interests. If in doubt, you should always seek advice from your Monitoring Officer.

10. Pre-Determination or Bias

As a Member I:

10.1 Never place myself under any financial or other obligation to outside individuals or organisations who might seek to influence me in the performance of my official duties.

10.2 Consider all matters with an open mind and make decisions based upon weighing the best evidence before me, fairly and on merit.

Where you have been involved in campaigning in your political role on an issue which does not impact on your personal and/or professional life, you should not be prohibited from participating in a decision in your role as Member. However, you must ensure that your integrity is not compromised.

You may be pre-disposed to a number of outcomes to a decision, based upon your, philosophy, beliefs or political allegiance (including any application of a Group whip), but this must not predetermine your actions or the outcome of a decision you are to make. You must always remain open to the potential for further evidence or argument to alter any previously expressed or held viewpoint at the time of making your decision. For this reason, particularly in relation to contractual matters or those affecting individuals' civil rights, it is often best to be cautious about how or if your views are expressed before coming to make a decision.

11. Gifts and hospitality

As a Member:

11.1 I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do

business with the local authority or from persons who may apply to the local authority for any permission, licence or other significant advantage.

11.2 I register with the Monitoring Officer any gift or hospitality with an estimated value of at least £50 within 28 days of its receipt.

11.3 I register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.

In order to protect your position and the reputation of the local authority, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a Member. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a Member, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a Member. If you are unsure, do contact your Monitoring Officer for guidance.

Appendices

Appendix A – The Seven Principles of Public Life

The principles are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Annex B – Registering Interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in “The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012”. You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

“**Disclosable Pecuniary Interest**” means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

“**Partner**” means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

“**Standard Dispensation**” means a dispensation that has been granted by the Authority relieving the member or co-opted member from the restrictions or obligations under this Code as detailed in **Table 3** below.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A ‘sensitive interest’ is as an interest which, if disclosed, could lead to the Member, or a person connected with the Member, being subject to violence or intimidation.
3. Where you have a ‘sensitive interest’ you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Disclosure and non-participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation or a Standard Dispensation applies. If it is a ‘sensitive interest’, you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.
5. Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise

of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

Disclosure of Other Registerable Interests and Non-Registerable Interests (Personal and Prejudicial Interests)

Personal Interests

6. Where a matter arises at a meeting which **affects**:
 - a. your own financial interest or well being;
 - b. a financial interest or well-being of a relative, close associate; or
 - c. a body included in those you need to disclose under Other Registrable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing the interest the following test should be applied

Prejudicial Interests

7. In the following instances, you must disclose the interest and you may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise, you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

- a. Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (as set out in **Table 2**).
- b. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate.
- c. Where a matter **affects** your financial interest or well-being:
 1. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
 2. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

8. Where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must make sure that any written statement of that decision records the existence and nature of your interest.

Overview and Scrutiny Committees

9. You also have a prejudicial interest in any business before an overview and scrutiny committee of your authority (or of a sub-committee of such a committee) where:
 - (a) that business relates to a decision made (whether implemented or not) or action taken by your authority's Cabinet, board or another of your authority's committees, sub-committees, joint committees or joint subcommittees; and
 - (b) at the time the decision was made or action was taken, you were a member of the Cabinet, board, committee, sub-committee, joint committee or joint sub-committee mentioned in sub-paragraph (a) and you were present when that decision was made or action was taken.
10. Paragraph 9 does not prevent you attending and participating in a meeting if you are required to attend a meeting of an overview or scrutiny committee, by such committee exercising its statutory powers.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
Sponsorship	Any payment or provision of any other financial benefit (other than from the local authority) made to the Member during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a Member, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the Member or his/her spouse or civil partner or the person with whom the Member is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council — (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land and Property	Any beneficial interest in land which is within the area of the council. 'Land' excludes an easement, servitude, interest or right in or over land which does not give the Member or his/her spouse or civil partner or the person with whom the Member is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.

Licenses	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer
Corporate tenancies	Any tenancy where (to the Member's knowledge)— (a) the landlord is the council; and (b) the tenant is a body that the Member, or his/her spouse or civil partner or the person with whom the Member is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
Securities	Any beneficial interest in securities* of a body where— (a) that body (to the Member's knowledge) has a place of business or land in the area of the council; and (b) either— (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the Member, or his/ her spouse or civil partner or the person with whom the Member is living as if they were spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registrable Interests

You have a personal interest in any business of your authority where it relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority
- b) any body
 - (i) exercising functions of a public nature
 - (ii) any body directed to charitable purposes or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

Table 3: Standard Dispensations

1. You will not be regarded as having a prejudicial interest in any business of your authority in respect of any Other Registerable Interest:
 - (a) where that business relates to:
 - (i) another local authority of which you are also a member;
 - (ii) another public authority or body exercising functions of a public nature in which you hold a position of general control or management;
 - (iii) a body to which you have been elected, appointed or nominated by your authority, but only in the circumstance where the sole purpose of participating is to make representations, answer questions or give evidence relating to the business at the request of the [elected mayor, cabinet, cabinet member or] Committee meeting
 - (iv) your role as a school governor, unless it relates particularly to the school of which you are a governor; or
 - (v) your role as a member of a National Health Service board or governing body;
 - (b) except that no dispensation described in sub-paragraph (a) above will apply where the business to be transacted at the meeting is the determination of any regulatory approval, consent, licence, permission or registration (*for example, determination of an application for planning permission or consent or licence under the Licensing Act 2003*).

2. You will not be regarded as having a prejudicial interest in any business where that business relates to:
- (a) the housing functions of your authority where you hold a tenancy or lease with your authority, provided that you do not have arrears of rent with your authority of more than two months, and provided that those functions do not relate particularly to your tenancy or lease;
 - (b) the functions of your authority in respect of school meals, transport and travelling expenses, where you are a guardian, parent, grandparent or have parental responsibility (as defined in section 3 of the Children Act 1989) of a child in full time education, unless it relates particularly to the school which that child attends;
 - (c) the functions of your authority in respect of statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of such pay from your authority;
 - (d) the functions of your authority in respect of an allowance or payment made under sections 22(5), 24(4) and 173 to 176 of the Local Government Act 1972, an allowance or pension under section 18 of the Local Government and Housing Act 1989 or an allowance or payment under section 100 of the Local Government Act 2000;
 - (e) any ceremonial honour given to one or more Members; or
 - (f) the setting of the authority's council tax requirement, council tax, levy or a precept under the Local Government Finance Act 1992 (except that this dispensation does not apply if you are two months or more in arrears with their Council Tax you must declare this to the meeting and must not vote on budget recommendations, as to do otherwise can be a criminal offence).

Appendix C - Our Five Fire and Rescue Service ethical principles

With reference to the Nolan Principles, Members should follow and promote the following ethical principles:

1. Putting our communities first

We put the interests of the public, the community, and service users first.

As a Member to demonstrate this, I:

- act with empathy, compassion, and respect, caring equally for everyone I deal with
- consider the diverse needs of my communities and tailor my work to best meet their specific needs
- understand and evaluate the impact I have on the public's safety and wellbeing
- continuously improve my performance to better serve the public and my communities
- am an ambassador for my Fire and Rescue Service and a role model in my communities
- identify and remove barriers to people joining or accessing our service.

2. Integrity

We act with integrity including being open, honest, and consistent in everything that we do.

As a Member to demonstrate this, I:

- am honest, open, and fair when dealing with everyone
- can evidence my decisions and am able to explain my behaviour
- build trusting relationships and demonstrate an understanding of everyone's roles and responsibilities
- welcome challenge and adapt the way I work and my behaviour as a result of what I learn
- challenge behaviour that does not comply with our Core Code or my service's values
- never behave in a way that may cause others to act outside our ethical principles
- remain impartial and objective

- never act in an improper way, or in a manner that could create a perception of improper behaviour for personal gain. I declare relevant interests and relationships and maintain personal and professional boundaries.

3. Dignity and respect

We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.

As a Member to demonstrate this, I:

- use unbiased judgement and behaviour and act respectfully
- act with decency and impartiality, recognising that my unconscious bias can prevent me considering all perspectives and needs when I am making decisions
- do the right thing when delivering services, using the ethical principles set out in this Core Code and my service's values
- support the development and opportunity of myself and my colleagues
- create an environment of openness and trust
- treat people with respect and without discrimination, harassment, or bullying; I actively reject these inappropriate behaviours
- challenge all inappropriate behaviour when I am at work.

4. Leadership

We are all positive role models, always demonstrating flexible and resilient leadership.

We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

As a Member to demonstrate this, I:

- take responsibility for continuously improving my own performance and the performance of my service
- am accountable to the public, my employer and my colleagues for my decisions and actions
- take responsibility for my actions and their consequences
- address inappropriate behaviour in ways appropriate to my role
- recognise leaders exist at all levels in my organisation and communities
- always demonstrate the principles of a positive culture of equality, diversity, and inclusion
- am committed to implementing and working by this Core Code

5. Equality, diversity, and inclusion (EDI)

We continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve.

We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

As a Member to demonstrate this, I:

- acknowledge and care about people's diverse needs so they can access the services they need from me and my service
- provide an environment where everyone has an equal voice
- acknowledge my own unconscious bias and consider everyone's perspective
- behave in a way that celebrates diversity in all its forms, everywhere
- tackle discriminatory behaviour, policy, and procedure
- do all I can to encourage people from underrepresented groups to join our Service and feel welcome
- help everyone to be their best and to always learn from one another.

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Core Code of Ethics for Fire and Rescue Services

England

Foreword

You and the Code

This Core Code of Ethics will help you and every other member of the Fire and Rescue Service (FRS) to act in the right way in your service to the public.

We all make difficult decisions every day. This may be while helping a distressed member of the public or managing a complex financial scenario. The Core Code of Ethics is a clear set of principles for you to base your behaviours on.

We believe the Core Code will help us serve our communities and make FRSs even better places to work. It will help everyone to display and promote good behaviours and to challenge conduct that is inconsistent with the Core Code.

Everyone in every FRS is expected to follow the Core Code. This includes those working with, or on behalf of, the FRS.

The principles

The Core Code sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour.

The ethical principles have been produced specifically for Fire and Rescue Services by the National Fire Chiefs Council, the Local Government Association and the Association of Police and Crime Commissioners.

The Seven Principles of Public Life¹ are the foundation of these principles.

We, and the organisations we represent, are all fully supportive of the five ethical principles as set out in this Core Code.

1. www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2

Your FRS and the Code

The principles should be embedded within everything that FRSs and their employees do. FRSs will ensure that the principles of this Core Code are represented within policies and processes and are at the heart of day-to-day activity.

The Core Code is written as a 'Core' Code to recognise differing governance arrangements and is flexible enough for every service to adopt. Fire and Rescue Authorities and Services can add to the Code to reflect their local values, behaviours, and governance arrangements, including where they:

- are part of a county council and obliged to comply with the council's code
- have existing well-developed ethical codes that can be reviewed against the Core Code.

Accompanying guidance will support your FRS to implement the Core Code locally.

We encourage you all to read, understand, and commit to the ethical principles set out in the Core Code.



Councillor Nick Chard

LGA Lead
Core Code of Ethics



CFO Rebecca Bryant

NFCC Lead
Core Code of Ethics



PFCC Roger Hirst

APCC Lead
Core Code of Ethics

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1. Purpose of our Core Code

Public trust and confidence in our FRS rely on us all demonstrating ethical behaviours.

The Core Code sets out these ethical principles and helps us continuously improve our organisational culture and workforce diversity and assists us in supporting our community in the best way. It is effective only when we all consistently demonstrate the ethical behaviours. Everyone in every FRS is expected to follow the Core Code. This includes those working with, or on behalf of, the FRS.

The principles should be embedded within everything that FRSs and their employees do. FRSs will ensure that the principles of this Core Code are represented within policies and processes to ensure they are embedded and at the heart of day-to-day activity.

2. Our Five Fire and Rescue Service ethical principles

Each of our ethical principles is described by a statement and examples to set out what we must each do to ensure we are acting in line with our Core Code.



Putting our communities first

We put the interests of the public, the community, and service users first.



Integrity

We act with integrity including being open, honest, and consistent in everything that we do.



Dignity and respect

We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.



Leadership

We are all positive role models, always demonstrating flexible and resilient leadership.

We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.



Equality, diversity, and inclusion (EDI)

We continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve.

We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

3. Our ethical principles in practice

Putting our communities first

We put the interests of the public, the community, and service users first.

To demonstrate this, I:

- act with empathy, compassion, and respect, caring equally for everyone I deal with
- consider the diverse needs of my communities and tailor my work to best meet their specific needs
- understand and evaluate the impact I have on the public's safety and wellbeing
- continuously improve my performance to better serve the public and my communities
- am an ambassador for my Fire and Rescue Service and a role model in my communities
- identify and remove barriers to people joining or accessing our service.

Some examples of putting our communities first:



- I find out about my local community and risks, to ensure I can offer the best service.
- I seek the views of others about service quality and effectiveness to identify ideas for improvement.
- I work collaboratively with colleagues and partners to improve the service to the public.
- I look to solve problems in different ways, to improve the service I provide.

Integrity

We act with integrity including being open, honest, and consistent in everything that we do.

To demonstrate this, I:

- am honest, open, and fair when dealing with everyone
- can evidence my decisions and am able to explain my behaviour
- build trusting relationships and demonstrate an understanding of everyone's roles and responsibilities
- welcome challenge and adapt the way I work **and my behaviour as a result of what I learn**
- challenge behaviour that does not comply with our Core Code or my service's values
- never behave in a way that may cause others to act outside our ethical principles
- remain impartial and objective
- never act in an improper way, or in a manner that could create a perception of improper behaviour for personal gain. I declare relevant interests and relationships and maintain personal and professional boundaries.

Some examples of acting with integrity:



- I acknowledge and learn from my mistakes and celebrate my successes with the team.
- I recognise and challenge inappropriate behaviour.
- I always strive to deliver against my commitments.
- I persist in the face of obstacles and demonstrate a sense of personal responsibility for delivery.

Dignity and respect

We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.

To demonstrate this, I:

- use unbiased judgement and behaviour and act respectfully
- act with decency and impartiality, recognising that my unconscious bias can prevent me considering all perspectives and needs when I am making decisions
- do the right thing when delivering services, using the ethical principles set out in this Core Code and my service's values
- support the development and opportunity of myself and my colleagues
- create an environment of openness and trust
- treat people with respect and without discrimination, harassment, or bullying; I actively reject these inappropriate behaviours
- challenge all inappropriate behaviour when I am at work.

Some examples of having dignity and respect:



- My manner is always composed and respectful.
- I create an environment where people can be themselves at work and the best they can be.
- I communicate responsibly and with sensitivity and respect for others.
- I strive not to create conflict. When conflict happens, I handle it in a professional manner.
- I build trust with others, creating constructive working relationships to achieve goals.

Leadership

We are all positive role models, always demonstrating flexible and resilient leadership.

We are all accountable for our behaviour, decisions, and actions, and challenge all behaviour that falls short of the highest standards.

To demonstrate this, I:

- take responsibility for continuously improving my own performance and the performance of my service
- am accountable to the public, my employer and my colleagues for my decisions and actions
- take responsibility for my actions and their consequences
- address inappropriate behaviour in ways appropriate to my role
- recognise leaders exist at all levels in my organisation and communities
- always demonstrate the principles of a positive culture of equality, diversity, and inclusion
- am committed to implementing and working by this Core Code

Some examples of leadership:



- I am an ambassador for the Service, taking pride and responsibility for the work we do and encouraging others to do the same.
- I value inclusion and set a positive example of appropriate behaviour for everyone, consistent with our Core Code.
- I look after the people around me and look for signs that someone may need support, ensuring its' availability.
- I create conditions where team members feel confident to suggest and implement creative ideas.
- I make decisions based on evidence and consider all risks.

Equality, diversity, and inclusion

We continually recognise and promote the value of EDI, both within FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

To demonstrate this, I:

- acknowledge and care about people's diverse needs so they can access the services they need from me and my service
- provide an environment where everyone has an equal voice
- acknowledge my own unconscious bias and consider everyone's perspective
- behave in a way that celebrates diversity in all its forms, everywhere
- tackle discriminatory behaviour, policy, and procedure
- do all I can to encourage people from underrepresented groups to join our Service and feel welcome
- help everyone to be their best and to always learn from one another.

Some examples of equality, diversity, and inclusion:



- I deliberately create an environment where people can be the best they can.
- I value my colleagues and my team and know how to make best use of our diverse skills and strengths.
- I value and appreciate differences in people and treat everyone with kindness and respect.
- I recognise and challenge inappropriate behaviour.
- I avoid making and expressing preconceptions and stereotyping when interacting with others.

4. Commitment to our Core Code

We operate in rapidly changing environments, often with new ethical challenges. Our decisions are sometimes made in difficult, changing, and unclear situations.

The principles in this Core Code guide our individual behaviours and form the basis of ethical decision making as we go about our work. We will also need to consider:

- the needs of communities, partners, our service, and our employees
- our service's values and its guidance, policy, and procedure.

It is vital that we are fully committed to the principles in the Core Code as set out in the commitments.

Commitment from Fire and Rescue Authority and Service

Our behaviour is central to effectively serving our community. We will ensure the resources, policies and procedures are in place, so our organisation acts in accordance with the Core Code.

Through adhering to the Core Code, we will strive to create a positive, responsible, innovative, open, and challenging working environment in which ability and delivery is valued, encouraged, developed, recognised, and rewarded.

We are committed to continually improving the behaviours within the sector at all levels and ensuring that employees treat each other with humanity, dignity, and respect.

We will always act appropriately to address behaviour which falls below the standards set in the Core Code.

My commitment

As a member of the FRS, I will respect and follow the five principles in the Core Code in my service to the public.

I will promote the principles to my colleagues and challenge inappropriate behaviour that does not meet the five principles.

5. Our Five Ethical Principles on a page



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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	29 JULY 2021	REPORT NO:	CFO/047/21
PRESENTING OFFICER	RIA GROVES		
RESPONSIBLE OFFICER:	RIA GROVES	REPORT AUTHOR:	RIA GROVES GEMMA SUNG
OFFICERS CONSULTED:	SCRUTINY COMMITTEE, STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	SCRUTINY FORWARD WORK PLAN		

APPENDICES:	APPENDIX A: DRAFT FORWARD WORK PLAN
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Purpose of Report

1. To request that Members consider and approve the DRAFT Forward Work Plan (FwP) for the Authority’s Scrutiny Committee (attached at Appendix A)

Recommendation

2. That Members;
 - a. Consider the draft FwP for the Authority’s Scrutiny Committee (attached at Appendix A).

Introduction and Background

3. The reintroduction of the forward work plan for the scrutiny committee as a result of the scrutiny review and consultation in 2018 has successfully engaged Members in scrutinising items linked to the IRMP or the Authority’s aims and vision.
4. Members have been provided with presentations of key areas the respective Directorates are working towards in the near future as part of their consideration for a new forward work plan for 2021/22.
5. There are two items which have been proposed to be carried forward into this year’s FwP namely the revised home fire safety strategy plan and the impact of applications within Fire Control due to Covid restrictions and the project plan timetable of implementation respectively. It was also agreed that the Membership of Outside Bodies by the Authority would remain on the FwP however will be stayed for the time being until attendance at such meeting recommence post Covid.

6. It is intended that specific Scrutiny “Rapid Reviews” continue to take place throughout the year; and these are captured within the FwP.
7. The proposed FwP also identifies how each item for scrutiny links to the Authority’s IRMP, or its Vision and Aims, the proposed format for undertaking each review; and the proposed timescales/ dates for reporting back to Members whenever possible.
8. The FwP is indicative. It is recognised that there will be occasions when an item needs to be brought forward for earlier review, or where it is necessary to delay the development of review to a later date therefore the FwP will remain flexible and will be regularly revisited and updated throughout the year as appropriate.

Equality and Diversity Implications

9. Any specific equality and diversity implications, will be fully considered throughout the scrutiny reviews.

Staff Implications

10. Creating a structured FwP for the Scrutiny Committee, will ensure that Officer and Member time is used to best effect, in a manner which will add value and ensure greater accountability.
11. Providing due consideration to the reporting timescales within the FwP, will also ensure that Officers have sufficient opportunity to prepare for the scrutiny reviews.

Legal Implications

12. The Fire and Rescue National Framework, advocates that FRA’s must be accountable to communities for the service they provide; and “In demonstrating their accountability to communities for the service they provide, FRA’s need to: have scrutiny arrangements in place that reflect the high standard communities expect for an important public safety service”. The FwP for the Scrutiny Committee, that is publically available, will ensure that the Authority is fulfilling this requirement. It is also recommended practice from the LGA.

Financial Implications & Value for Money

13. There are no direct financial implications arising from this report.
14. Any specific financial implications, will be fully considered throughout the scrutiny reviews for this e specified within the plan.

Risk Management, Health & Safety, and Environmental Implications

15. There are no direct risk management, health and safety or environment implications arising from this report. However, having robust, effective scrutiny arrangements in place, will ensure that the Authority is best placed to identify any potential implications should they arise.
16. Any specific risk management, health and safety, or environmental implications, will be fully considered throughout the scrutiny reviews.
17. There are no direct environmental implications arising from the report, the items to be scrutinised with address any such risk at the time.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK. One team, putting its communities first.*

18. Having a structured Forward Work Plan for Scrutiny, will enable MFRA to assure itself that it continues to deliver against its

BACKGROUND PAPERS

CFO/111/11 If this report follows on from another, list the previous report(s)

GLOSSARY OF TERMS

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

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FORWARD WORK PLAN FOR SCRUTINY COMMITTEE

SCRUTINY ITEM	REQUESTED BY	DESCRIPTION & TYPE OF ACTION	SCHEDULED DATE	RESPONSIBLE DIRECTORATE & PARTNER INVOLVEMENT	LINK TO VISION/ AIMS, & IRMP	DATE COMPLETED	FURTHER ACTION?
Fire Control	Scrutiny Committee – “Operational Response” 17 th January 2019	<i>The role of Fire Control and the implementation of Vision 5 and associated applications</i> Practical Demonstration in Fire Control	Awaiting Phase 2 of the Vision 5 project to be complete before the implementation of the HALO system and other associated applications	Operational Response	Aim <i>Prepare: We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective</i> <i>Respond: We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe</i> IRMP – Operational Response		
National Resilience	Requested directly by Members	To review the performance and measurable deliverables the Authority is responsible for as Lead Authority for National Resilience through the statement of assurance 2020/21 and the proposals for the upcoming year. Rapid Review (full day)	9th September 2021	Operational Preparedness & National Resilience	Aim <i>Prepare: We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.</i>		

Revised Home Safety Strategy	Requested by Members at Scrutiny Committee 16 th January 2020	<p><i>“To undertake a review of the revised Home Safety Strategy, and the impact of targeted campaigns within the most deprived wards. This review will also provide a breakdown of information concerning the provision of smoke alarms, within those deprived areas.”</i></p> <p>Presentation on Committee Agenda</p>	10th May 2022	Prevention	<p>IRMP - Prevention</p> <p>Aim <i>Prevent: We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities</i></p>		
MFRA’s Membership of Outside Bodies	Requested by Members at Authority Meeting 21 st May 2020	<p><i>“To undertake a review of the Authority’s Membership of the LGA and other outside bodies, to consider effectiveness and value for money”</i></p> <p>Report & Presentation on Committee Agenda</p>	<p>T.B.C To be stayed until such meetings of outside bodies recommence in order to be able to effectively scrutinise</p>	Members of the Authority	<p>Aim <i>Prevent: We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities.</i></p>		
Fleet vehicles and alternative fuels	Requested by Members at Budget Authority 25 th February 2021	<p><i>To review the progress and suitability of fleet of vehicles for a move to alternative fuels</i></p> <p>Report & Presentation on Committee Agenda</p>	T.B.C	Operational Preparedness	IRMP – Preparedness		
Accessibility Audit	Members informed at Authority 20 th May 2021	<p><i>To review the outcome of the report procured on the Authority estates as to accessibility to all (employees and the community) the proposed changes and impact</i></p> <p>Rapid Review</p>	13th January 2022	Strategy & Performance and Estates Department	<p>Aim <i>Prepare: We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.</i></p>		

<p>Equality, Diversity & Inclusion</p>	<p>Requested directly by Members</p>	<p><i>To review the role of the ED&I networks and senior management sponsorship within the organisation and impact on the community</i></p> <p>Presentation on Committee Agenda</p>	<p>3rd March 2022</p>	<p>Strategy & Performance</p>	<p>IRMP – E,D&I</p> <p>Aim <i>Prepare: We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.</i></p>		
<p>People Plan</p>	<p>Requested directly by Members</p>	<p><i>The impact of the People Plan, succession planning, development and retention of staff</i></p> <p>Report & Presentation on Committee Agenda</p>	<p>T.B.C</p>	<p>People and Organisational Development</p>	<p>Aim <i>Prepare</i> <i>We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.</i></p>		

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	29 JULY 2021	REPORT NO:	CFO/043/21
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	GEMMA SUNG	REPORT AUTHOR:	LYNN HUGHES
OFFICERS CONSULTED:	IAN CUMMINS, HYWYN PRITCHARD, STATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	LEARNING & DEVELOPMENT CONTRACT		

APPENDICES:	
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Purpose of Report

1. To seek Members approval to extend the current contract the Authority holds with Brathay Services Ltd ('Brathay'), for the provision of specialist/high performing team development for one year, as permitted under the current contract.

Recommendation

2. That members approve the one-year extension of the current contract with Brathay as allowed under the current contract.

Introduction and Background

3. 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 new recruits, as well as current employees undertaking leadership and development training as part of our corporate succession planning process. This mix of outward bound and group classroom work has proven pivotal in the success of our development of strong teams and engaged individuals.
4. The Authority's current contract with Brathay was for three-years plus the option to extend the contract up to a further two-year period. Officers had intended to go to the market during 2020/21 and therefore only sought to extend the contract for one year, as reported to Members' in report CFO/043/20. Due to the implications of the COVID lockdown being extended for a longer period than expected, officers have not been able to commence the extensive procurement process required for the value of the contract, and therefore it has not been possible to tender for the award of a new contract for the supply of this service.

5. Therefore, to enable the Service to continue to recruit and train new employees to meet its workforce planning strategy, officers would seek to activate the option of the contract extension for a further year, up to July 2022.
6. Officers will commence a full procurement exercise over the coming months following the removal of many of the current COVID restrictions and will ensure a contract with a supply is in place for August 2022.

Equality and Diversity Implications

7. The training programme itself is accessible to all employees and can be amended as required to accommodate individual learning needs. The selection for participation is based on the Authority already agreed Recruitment and Development Policies.

Staff Implications

8. The training is open and available to all employees participating as part of Firefighter recruitment, Apprenticeship Development or Leadership Development. The programmes are highly regarded, receives a high level of positive feedback and so fully contribute to the development of high quality employees.

Legal Implications

9. The contract permits the extension period of up to two years (July 2022) and the recommendation including the expected expenditure remains compliant with the Procurement Regulations 2015 although would require Member approval as the value will exceed £250,000

Financial Implications & Value for Money

10. Based on known and predicted training requirements it is expected the Authority spending during this next year to July 2022 will be in the region of £176,000 for the courses provided within the contract and the amount of employees who would undertake them.
11. The costs can be contained within the organisational training budget.
12. The value of the contract over the original three-year plus the proposed extended two-year will exceed the contract value threshold for MFRS officers to approve, £250,000, and therefore the option to take-up the contract for a further one-year extension requires Members approval. With the 1 year extension approved by Member last year a spend of £279,000 has been incurred to date.

Risk Management, Health & Safety, and Environmental Implications

13. The Authority cannot operate without a contract for the services. The absence of a contract would impact on recruit development and would delay considerably the current new recruit timeframe and associated workforce

strategy. It would equally have an adverse impact on those employees seeking career development. This can create a risk to the organisation in both not having sufficient resources to meet our organisational workforce planning strategy, whilst potentially having recruits receiving different levels of training and the work undertaken during this service embeds the values of the organisations within the employees prior to them starting their new careers within the organisation.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK. One team, putting its communities first.*

14. The Programme has been specifically developed over a number of years to align with the Services values and expectations in order to ensure our people are the best they can be.

BACKGROUND PAPERS

CFO/043/20 “Learning and development contract” Policy and Resources Committee
30 July, 2020.

GLOSSARY OF TERMS

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES		
DATE:	JULY 29TH 2021	REPORT NO:	CFO/044/21
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	NICK MERNOCK
OFFICERS CONSULTED:	LYNN HUGHES ASHLEY ROBERTS JOHN PRICE		
TITLE OF REPORT:	OFSTED INSPECTION OF APPRENTICESHIP PROGRAMME		

APPENDICES:	APPENDIX A:	OFSTED REPORT
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Purpose of Report

1. To advise members of the outstanding assessment results and the highly positive report received following the Ofsted inspection of our Firefighter Apprenticeship process

Recommendation

2. That Members note the content of the report

Introduction and Background

3. Members have previously agreed that the People and Organisational Development Team should progress with an application to attain the categorisation of Employer Provider to support the introduction of its Apprenticeship scheme for recruit Firefighters, and subsequently all Apprenticeships within the Authority.
4. The advantage of doing the scheme in this way is that the Authority self manages its Apprenticeship schemes which effectively maximises the Apprenticeship Levy as it does not have to employ and pay external providers.
5. The Authority attained that Employer provide status, and has been successfully utilising the Apprenticeship scheme for all firefighter recruitment. One of the implications of attaining employer provider status are that the Authority is subject to very short notice Ofsted Inspection.
6. On this occasion the Authority was given two days' notice of its inspection by Ofsted.

7. However due to the quality of work that had been undertaken by the Apprenticeship team, Training & Development Academy and the Station Managers and Watch Mangers with responsibility for management of apprentices on station the department was confident that it had everything in place to secure a positive inspection outcome.
8. The Ofsted report is attached as Appendix A and members can see that confidence was well founded based on the exceptional comments received.
9. The Ofsted inspectors were looking at 3 specific areas as part of their inspection, these were:
 - (1) *How much progress have leaders made in ensuring that the provider is meeting all the requirements of a successful apprenticeship scheme?*
 - (2) *What progress have leaders made in ensuring the apprentices benefit from high quality training that leads to positive outcomes for apprentices?*
 - (3) *How much progress have leaders and managers made in ensuring that effective safeguarding arrangements are in place?*
10. Ofsted have 3 levels of rating from Inadequate through to the highest rating of Significant Improvement, the Authority received an assessment of Significant Improvement in all three areas
11. This is an exceptional result, and demonstrates the fantastic work undertaken by all members of the Team.
12. Before the inspection began the Authority were told not to expect 3 top ratings as that seldom happens so to attain such an outcome is outstanding.
13. Merseyside Fire and Rescue Authority is the only Fire Authority to attain these results, and are one of a very small number across the entire public sector.

Equality and Diversity Implications

14. The Recruits that fill the Apprenticeship vacancies are recruited using the Authority's agreed policies and procedures, and the selection methods all have the appropriate Equality impact assessment completed.

Staff Implications

15. The Apprenticeship course for the recruit firefighter has been specifically constructed to ensure the delivery of a highly qualified firefighter, demonstrating the culture and values of the organisation. All station feedback on the new recruits remains highly positive.

Legal Implications

16. The Authority's Apprenticeship scheme complies with all appropriate legislation.

Financial Implications & Value for Money

17. The Authority has received a separate report explaining and detailing both the level of income brought into the Authority from the Apprenticeship levy, and how that is collected.
18. It has been extremely beneficial to the Authority to utilise the employer provider status and manage its own Apprenticeship process.

Risk Management, Health & Safety, and Environmental Implications

19. The apprenticeship based recruit firefighters complete all levels of training that were delivered prior to it becoming an Apprenticeship scheme and so are in full receipt of all the relevant training and environmental awareness.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK. One team, putting its communities first.*

20. As mentioned previously utilising the Apprenticeship scheme has been beneficial from a financial basis to the organisation, and has delivered a high standard of community firefighter.

BACKGROUND PAPERS

GLOSSARY OF TERMS

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Merseyside Fire and Rescue Authority

Monitoring visit report

Unique reference number:	2625228
Name of lead inspector:	Kim Bleasdale Her Majesty's Inspector
Inspection date(s):	10—11 June 2021
Type of provider:	Independent learning provider
Address:	Training and Development Academy Storrington Avenue Croxteth Merseyside L11 9AP

Monitoring visit: main findings

Context and focus of visit

From October 2018, Ofsted undertook to carry out monitoring visits to all newly directly funded providers of apprenticeship training provision which began to be funded from April 2017 or after by ESFA and/or the apprenticeship levy. This monitoring visit was undertaken as part of those arrangements and as outlined in the *Further education and skills inspection handbook*, especially the sections entitled 'Monitoring visits' and 'Monitoring visits to providers that are newly directly publicly funded'. The focus of these visits is on the themes set out below.

Merseyside Fire and Rescue Authority began to deliver apprenticeships in September 2019. Apprentices work in 23 fire stations across Merseyside. Currently, 93 apprentices are studying level 3 operational firefighter apprenticeship standard. All apprentices are over 19 years of age.

Throughout the period of national COVID-19 restrictions, despite being key workers, leaders and managers ensured that apprentices continued with their learning programme without interruption.

The impact of COVID-19 (coronavirus) has been taken into account in the findings and progress judgements below.

Themes

How much progress have leaders made in ensuring that the provider is meeting all the requirements of successful apprenticeship provision?

Significant progress

Senior leaders and managers have a robust strategy for the curriculum they offer. They ensure that it fully meets the principles and requirements of an apprenticeship. Leaders provide apprenticeships to local people to improve their career choices, their mobility and ultimately, their lives. It is the unwavering intention of governors and leaders to provide the best operational firefighters in the country.

Leaders and managers have developed an ambitious and challenging curriculum. Apprentices receive additional trauma, breathing apparatus and fire behaviour training. As a result, apprentices develop substantial new knowledge, skills and behaviours that extend beyond the requirements of the apprenticeship.

Leaders ensure instructors and watch managers are highly experienced and well-qualified in their roles. They support these staff to continually update their occupational knowledge and skills. For example, instructors undertake watch

manager roles and attend incidents as firefighter crew. However, instructors and watch managers do not receive additional training to develop their teaching skills further.

Governors are passionate about their apprenticeship provision. They speak enthusiastically about the positive impact apprentices have had on their organisation. Governors state that apprentices have “enthused” their workforce and made it a better place to work. Governors are visible, approachable and apprentices value this greatly.

Governors know their provision very well. They care about their apprentices and put them at the heart of everything they do. Governors receive appropriate information from senior leaders and firmly hold them to account. They set clear and measurable targets for senior leaders to improve the quality of education. Governors are very quick to authorise any resources needed to enhance the quality of apprentices’ training.

Leaders and staff support apprentices to volunteer within the local community. Apprentices deliver shopping and prescriptions to vulnerable people and people who are self-isolating. They recently raised £30,000 for charity.

What progress have leaders and managers made in ensuring that apprentices benefit from high-quality training that leads to positive outcomes for apprentices? Significant progress

Apprentices routinely develop substantial new knowledge, skills, and behaviours. They learn how to skilfully manage marauding terrorist attacks as well as a wide range of chemical, biological and radiological incidents. Apprentices become highly skilled, confident firefighters who are making a difference in their community.

Managers and staff who lead on the delivery of the apprenticeship programme coordinate on- and off-the job training very well. Leaders provide comprehensive training to watch managers so that they fully understand their roles and responsibilities in supporting apprentices. Apprentices benefit from routine on-the-job training from their watch manager, crew members and instructors. This enables apprentices to practice what they have learned. For example, how to remove a casualty trapped in a car seat.

Instructors and watch managers teach topics in a logical order to progressively build apprentices’ knowledge, skills, and behaviours over time. At the start of the programme, apprentices learn about the basics of firefighting and how to test and maintain equipment. They then learn how to work sensitively with people in the community to increase their awareness of safety and prevent accidents in the home. Apprentices progress to more complex activities such as contributing to fire safety inspections.

Instructors skilfully develop apprentices' English and mathematical skills. Apprentices calculate ratios when using pumps to ensure the correct water pressure. They confidently speak to vulnerable people in their homes to give them safety advice. Apprentices skilfully complete a community profile report for their station area.

Apprentices know what grades they are aiming for in their end-point assessments and work diligently towards this. Instructors routinely help apprentices to practice their skills. Where necessary, instructors simulate road traffic collisions. As a result, apprentices are very well prepared for their final assessments.

Apprentices who aspire to management positions within the fire service can progress to higher levels of learning, for example in business management.

How much progress have leaders and managers made in ensuring that effective safeguarding arrangements are in place? Significant progress

Governors and leaders support a strong culture of safeguarding and protection within their organisation. Leaders complete a range of appropriate checks when appointing new staff to make sure they are suitable to work with apprentices.

The safeguarding team, staff and apprentices, receive highly effective training on safeguarding and the 'Prevent' duty. All members of the safeguarding team are suitably qualified, including at board level. As part of their curriculum, apprentices gain a mental health first aider qualification. Apprentices routinely report safeguarding referrals from incidents they have attended. For example, apprentices refer vulnerable adults at risk of harm from hoarding, self-neglect and suicide.

Leaders provide an extensive range of support to apprentices to help them with their mental health and wellbeing. In particular, after attending a traumatic incident, leaders spend time speaking in depth with apprentices to help them cope. Apprentices have access to a counsellor, nutritionist, fitness instructors and a chaplaincy team.

Apprentices enjoy their learning. They work safely and are considerate of their colleagues at all times.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	29 JULY 2021	REPORT NO:	CFO/045/21
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	NICK SEARLE	REPORT AUTHOR:	STEWART WOODS
OFFICERS CONSULTED:	HYWYN PRITCHARD – PROCUREMENT IAN CUMMINS – FINANCE RIA GROVES – HEAD OF LEGAL AM PAUL MURPHY – OPS PREPARENESS ANTHONY HOLLAND – DEVELOPMENT MANAGER GM BEN RYDER – TDA PROJECT MANAGER		
TITLE OF REPORT:	APPOINTMENT OF MAIN CONTRACTOR FOR NEW TDA PRE CONSTRUCTION WORKS		

APPENDICES:	APPENDIX A: SITE MASSING DRAWING APPENDIX B: GOVERNANCE STRUCTURE APPENDIX C: QUALITY AND COMMERCIAL SCORES APPENDIX D: RLB COMMERCIAL EVALUATION REPORT
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Purpose of Report

1. To request that Members, approve the pre-construction services agreement (PCSA) for the works required for the new Training and Development Academy and superstation on Long Lane, Aintree.

Recommendation

2. That Members;
 - a. Approve the award of the PCSA contract to Wates Construction Limited to design the new TDA and superstation on Long Lane for a value of £991,848.46
 - b. Award delegated powers to the Chief Fire Officer and Deputy Chief Fire Officer (as the Chair of the TDA Executive board), to approve the provisional sums identified within the financial implications section (paragraph 46), if they are required.

Introduction and Background

3. At the meeting on 30th June 2021 the Authority considered report CFO/039/21 – IRMP, 2021-24 Post Consultation Report and approved the 2021/24 Integrated

risk management plan and its implementation. The plan for 2021/24 detailed changes proposed to our operational response including:

- Combine the stations at Aintree and Croxteth fire stations to create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree
4. The IRMP 2021-24 proposals will help the Authority deal more efficiently and effectively with risk. In essence, the move to a 12-acre site at Long Lane will enable the Authority to replace two very old fire stations along with an outdated training centre which is now unable to meet the demands of a modern fire and rescue service and replace these three locations with new facilities at one site designed to support and develop staff and the communities they serve.
 5. At the same meeting on 30th June, the Authority approved a twelve-week period of public consultation regarding the proposal to merge Aintree and Croxteth Fire stations, in order to create a new multi pump superstation and state of the art Training and development Academy on Long Lane, Aintree. The outcome of the Public consultation will be reported back to Authority following the 12-week period to help them make their decision to progress the scheme.
 6. Officers have successfully negotiated and exchanged contracts on a 12-acre site located on Long Lane Aintree. The completion of the land contract is subject to a number of conditions which need to be achieved prior to the 22nd June 2022, namely:
 - a. the grant of Satisfactory Planning Consent
 - b. Public consultation on the relocation of Croxteth Fire station & Training centre and Aintree Fire station into this site having taken place.
 - c. Formal approval by the Merseyside Fire and Rescue Authority committee;
 7. The 12-acre site at Long Lane, Aintree, Liverpool is large enough to build a Specialist Rescue Station and new Training and Development Academy ('TDA') inclusive of a National Resilience Centre of Excellence, whilst continuing to collaborate with other blue light partners. This site is also predicted to improve our response times to emergencies.
 8. Pre planning application advice has been applied for from Liverpool City Council. A meeting with LCC planners has been arranged for the 21st July 2021, Officers outlined plans for the site, appendix A shows the preferred site massing drawing which was presented. Feedback from the meeting will need to be addressed within the main planning application and will be reported back to Members.
 9. In order to undertake the relevant due diligence of the proposed build and land a substantial amount of pre-construction design and site investigation work will now be required to allow for a robust planning application to be submitted at the end of this year.

10. A route to market review was undertaken by Procurement. It was concluded that the use of a construction framework was the most advantageous route for the Authority given the time restrictions to complete the Land purchase by June 2022.
11. The TDA Executive Group considered a report produced by our appointed cost consultant Rider Levett Bucknall (RLB) at a meeting on 10th March 2021. The report evaluated the available construction frameworks and recommended the use of the Crown Commercial Service (CCS) construction works framework agreement RM 6088. The framework offers further competition from 14 eligible contractors with no access fee for the Authority. As it is a framework agreement in public ownership the fee agreements in place with the contractors would only circulate within the public purse.

Contractor Appointment Process

12. A forthcoming competition notice was sent out to all 14 eligible contractors on the CCS framework on 26th March 2021, allowing the market to be sufficiently prepared for our tender opportunity.
13. A set of Gateway questions were sent to the 14 Contractors on the 16th April, asking if they were interested in being involved in the tender process along with four questions on their suitability. Clarification responses to bidders' questions about the Gateway questions were provided on the 28th of April. Eight contractors responded to these first gateway questions on or before the deadline of 5th May. The responses were evaluated and scored by a team within estates and procurement, narrowing the contractors from eight to six.
14. Detailed feedback was provided to the two unsuccessful bidders (17th May). Both had failed to provide sufficient evidence that their organisations can demonstrate the ability to meet our requirement. The examples provided limited or no Blue light experience (stated in their submission) and the previous examples did not sufficiently demonstrate comparable projects in terms of value. The successful bidders were advised that they had been selected for the next stage in the process on the 18th of May.
15. The six remaining contractors were sent the Invitation To Tender (ITT) documentation on the 4th June. The documentation required the contractors to produce a commercial bid for pre-construction, design, preliminaries, overheads and profit for the project based on a nominal construction value of £21m. The contractor's response to the commercial aspect of the bid equated to 40% of the overall scores. The other 60 % weighting was based on their responses to ten quality questions.
16. Two of the contractors opted out of the process after receiving the information on the 8th and 14th June respectively, with one stating they were too busy to bid due to them now working on a major project that had previously been put on hold.

17. During the bid process all contractors were invited to attend a site visit to Long Lane on the 16th June accompanied by Merseyside Fire and Rescue Service estate and procurement teams along with our appointed architect. Three contractors attended on the day.
18. The Clarifications Log containing questions and answers raised by the invitees was circulated on the 28th of June. The closing date for bids was set as 5th July and three contractors made bona fide submissions. The bids were evaluated and scored on both quality and cost by the Authority's Estates and Procurement officers with our external cost consultant RLB evaluating and arithmetically checking the commercial cost submissions. Appendix D details the RLB commercial evaluation report
19. The three bidders were then invited to a clarification meeting on the 9th July. The purpose of the meeting was to clarify and confirm the contractors' submissions. The evaluation panel consisted of Authority officers and representatives of RLB.
20. The revised scores are summarised below and detailed scoring has been added to Appendix C.

	Bidder A	Bidder B	Bidder C
Quality Score	41.8	39.8	45.7
Price Score	40	40	40
Total Score	81.8	79.8	85.7

21. Bidder C, Wates construction limited was ranked first overall in terms of both quality and commercial offer, It is recommended that Bidder C is appointed as the main contractor for the new TDA and superstation project.
22. Award decision notices were sent on the 13th of July which included evaluation and feedback for the unsuccessful bidders. The notice also stated the duration of the standstill period and that the award was subject to Authority approval.
23. Further reports will be brought back to Authority following the outcome of the public consultation and prior to the submission of the full planning application. A final report seeking Authority approval to discharge the conditions precedent on the land deal and to approve the construction costs will be submitted following the outcome of the planning application and prior to June 2022.

Equality and Diversity Implications

24. The design of the new TDA and fire station will comply with the requirements of the Equality Act 2010 and current Building Regulations.
25. A full Equality Impact assessment and all associated Equality and Diversity considerations will be completed throughout the management of the project. The Diversity, Engagement and Consultation Manager is an integral part of the project management structure, ensuring close liaison is maintained throughout the project.

26. A draft EIA has already been completed by the ED&I officer and was submitted as part of the CFO/040/21 Public consultation for station 18 & 19 merger Long Lane Site.
27. Bidder C has estimated that £12.63m of social value will be delivered in Merseyside as a result of this construction project. By investing in skills and employment, investing in the employability of young people, investing in growth and responsible regional business and investing in healthier, safer and more resilient communities. These will be measured and monitored over the life of the project.
28. They have estimated 66% of the total build value £14m will be spent within the local supply chain.

Staff Implications

29. The provision of sector leading facilities at the new TDA site with an infrastructure fit to meet the ambitions of the Service will exponentially improve the working conditions and training provision for MFRA personnel.
30. Appendix B details the project management & Governance structure that has been implemented for this project.

Legal Implications

31. A contract with a value in excess of £250,000 can only be approved by the Authority.
32. Subject to approval by Members, the award of the contract will be in a form specific for construction projects and signed prior to any of the pre-construction works commencing.
33. The Authority has exchanged contracts for the land identified for the proposed superstation and new TDA although the sale is conditional as to the terms of the contract and the Authority achieving certain conditions.

Financial Implications & Value for Money

34. The new TDA / Station merger project budget was estimated at £25.251m based on a high level estimated cost plan presented at the Authority budget strategy day in January 2021.
35. The estimated costs will be subject to change until the scope / ground conditions and potential planning conditions are confirmed. The estimated costs will be continually reviewed as the project proposals are further developed and will be reported back to Members' for final approval as we progress through the design stages and prior to completing the Land purchase and agreeing the final contractor proposals with the main contractor.

36. The early appointment of the main contractor will allow for more cost certainty and allow for any unknown ground risks and supply chain risks to be mitigated as the project develops.
37. The land Purchase cost is contained within this estimated budget cost at £3.760m, with a 10% deposit having already been exchanged and held by the seller solicitors.
38. A summary of the estimated costs is outlined in the table below;

		TOTAL
		£'m
Expenditure		
Land		3.760
Pre-Construction Fees and Consultation costs		1.000
Construction, Furniture & Fittings		20.240
ICT		0.251
	Total	25.251

Funding;

39. The Home office confirmed funding of £1.67m on 3rd June 2021, demonstrating their continued support of the National Resilience Assurance Team (NRAT), and to Merseyside FRA as the National Resilience Lead Authority.
40. The possibility of sharing the site with blue light partners is being explored, any blue light accommodation will be funded via a capital contribution or rental agreement from the blue light partner representing a fair proportion of their estimated project costs.
41. The balance of capital funding will be made up from a combination of capital receipts received from the sale of the two existing site; the use of reserves; and borrowing;

		TOTAL
		£'m
Funding		
Capital Receipts		
TDA / Croxteth site		2.000
Aintree		0.200
Third Party Capital Contribution		3.000
Capital Reserve		
As at 31.03.2021		12.930
Expected contribution from 21/22 Budget		3.035
Home Office Funding		1.670
Total Specific Funding		22.835
Gross Borrowing Requirement		2.416
		25.251
Increase in Authority Borrowing:		
Approved Schemes no longer required;		
TDA site		-1.000
Croxteth		-0.300
"New" net Borrowing		1.116

42. As the new TDA scheme will mean some planned capital schemes will no longer be required this will reduce the gross borrowing for the new scheme by £1.300m, so the net new borrowing will only be £1.116m, if overall costs can't be contained at £25.251m.
43. The current estimate is that the new scheme will increase revenue servicing costs by £0.300m to £0.500m, mainly due to higher business rates, and this cost has been built into the current medium term financial plan.
44. The contract value for the appointment of Wates Construction Limited for the PCSA works is £991,848.46., As the value of the contract is excess of £250,000 Authority approval is required for the award of the contract.
45. The successful contractor has also highlighted a number of provisional sums which may be required for detailed site investigation works, these are

Item	Time Charge (£)	Related
CDM/ Principle Design advisor - Project 4 Safety		3,000
BIM Co-ordinator - ITA CADS		2,000
Building regulations - LCC		2,000
Phase 2 site investigation		15,000
Ecological survey		1,000
Existing drainage survey		1,500
Utilities Searches - Employer provided		-
Telecommunication survey - Wates John Parry		-
Asbestos / Air quality		1,000
Topographical survey		1,000

46. The PCSA and Provisional sums are contained within the overall TDA budget.

Risk Management, Health & Safety, and Environmental Implications

47. All Health and Safety implications of the new build will be fully risk assessed and mitigated by the Contractor.
48. A Construction Design Management advisor will be appointed to assist in fully discharging any responsibilities under the CDM regulation.
49. A risk register has been developed to manage and mitigate associated risk. The register is reviewed regularly at the Project Board. The Chair / Vice Chair of the Project Board or Project Manager will escalate risks by exception to the project Executive Group.
50. The new TDA and Fire & Rescue Station will be designed and built to achieve BREEAM 'very good' rating as the absolute minimum.

51. Until the costs of the new TDA and superstation have been finalised and considered as part of the 2022/23 budget process and the scheme is deemed affordable, the project has not yet been formally approved. Therefore, members' need to be advised that the unavoidable pump priming costs, including the pre-construction works, will commit potentially £1m of spend whether the scheme goes ahead or not.
52. The Service has recently commissioned an Access and Inclusivity Audit. The audit is being conducted by Wilkinson Cowan with an audit being completed at every site across the Authority's estate. The audit of Aintree, Croxteth and the TDA is not yet available but the sites are amongst the oldest within the Authority estate and will require a significant financial investment to bring them up to a basic minimum requirement.
53. Station 18 Aintree Fire Station opened on 9th November 1926 and although the Service's Estates Team have worked hard to modernise the site, the building is not capable of offering our staff or communities the facilities they deserve. The site is not fully accessible to all and doesn't provide the necessary facilities for a diverse workforce or community use.
54. Station 19 Croxteth Fire Station opened on 14th September 1962. The site has been renovated to house the Search and Rescue Team (SRT) and North West Ambulance Service's Hazardous Area Response Team. Similar to Aintree the site is not fully accessible to all, does not offer a community room and is not suitable or of sufficient size to host SRT and HART. This is further evidenced through HART not being able to meet audit requirements as defined by National Ambulance Resilience Unit (NARU).
55. The Training and Development Academy opened on 27th April 1967 and has been redeveloped, most notably in 1999/2000, in order to keep up with the demands of a modern fire and rescue service. MFRS have outgrown the site which is landlocked which significantly restricts MFRS's ability to develop training facilities in line with the risk our fire-fighters face locally, nationally or internationally.

Contribution to Our Vision:	<i>To be the best Fire & Rescue Service in the UK. One team, putting its communities first.</i>
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56. New facilities will provide an improved working environment for MFRA staff, including enhanced training facilities for internal and external personal. It will also provide improved community facilities compared to those available at the current TDA and station sites.
57. This site is almost equidistant between the existing stations (1.9km from Aintree and 2.5k from Croxteth) and is the best available location. Our comprehensive predictive analysis indicates this site will improve our performance when attending life risk incidents in across Merseyside including both the Aintree and Croxteth station areas which is a major

positive for MFRS and our stakeholders including: partners, residents, visitors and businesses

58. The new facilities will accommodate training against foreseeable fire and rescue related risks that could affect our communities, whether they are local, national or international; from fires to terrorist attacks improving firefighter safety.
59. The site is sufficiently sized to allow for future expansion to accommodate training against any emerging risks or threats.

BACKGROUND PAPERS

CFO/039/21 IRMP, 2021-24 Post Consultation Report
CFO/040/21 Station 18 & 19 Merger long Lane site.

GLOSSARY OF TERMS

CCS	Crown Commercial Services
PCSA	Pre-Construction Service Agreement
CFO	Chief Fire Officer
DCFO	Deputy Chief Fire Officer
LCC	Liverpool City Council
RLB	Rider Livett Bucknall
ITT	Invitation To Tender
JCT	Joint Contracts Tribunal
BREEAM	Building Research Establishment Environmental Assessment Method
CDM	Construction Design Management

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TDA DEVELOPMENT PROJECT

STRUCTURE



EXECUTIVE GROUP

Sets high level priorities and tolerances.

Meets: Quarterly

Project Executive: DCFO Nick Searle
 Senior Users: AM Preparedness, AM Response, AM National Resilience, Deb Appleton, Ian Cummins, NWAS representative, Stewart Woods
 Project Manager
 Project Board Chair
 Suppliers - Architect/Main Build Contractor

PROJECT BOARD

Charged with delivering 'fit for purpose' facility.

Meets: Monthly

Project Board Chair: AM Paul Murphy
 Vice Chair: Head of Estates Stewart Woods
 Project Manager: GM Ben Ryder
 Project Support: Emma Satchell
 Sub-Group leads:
 Legal/Procurement - Hywyn Pritchard/Ria Groves,
 ICT- Ed Franklin,
 Finance- Simon Purcell

NRAT & Home Office

Lead:
 NR Training Manager

Land Acquisition & Construction

Lead:
 Anthony Holland

NWAS Requirements

Lead:
 NWAS Project Manager

Training & Development

Lead:
 GM Training Manager

Operational Requirements

Lead:
 GM Ops Response

Consultation & Communication

Lead:
 Andy Highton

SUB-GROUPS Responsible for delivering work packages agreed with the board. Work closely with Project Manager to deliver work packages and escalate issues to board. Meets: Fortnightly (or ad hoc)

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Appendix C

Question	Bidder A Score	Bidder B Score	Bidder C Score
2.1 - Key in-house Personnel and External Design Consultants.	7	7	9
2.2 - Pre-construction project plan	7	7	7
2.3 - Change Management	6	6	7
2.4 - Main Risks	7	7	7
2.5 - Carbon reduction	7	7	8
2.6 - Design Management	7	7	7
2.7 - Build Quality	8	6	8
2.8 - Innovation	7	7	7
2.9 - Local Sourcing	7	6	8
2.10 - Safer Communities & Social Value	8	6	8
Quality Score	41.8	39.8	45.7
Price Score	40	40	40
Total Score	81.8	79.8	85.7

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This report is Restricted

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