

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
Monitoring Officer**

Tel: 0151 296 4000
Extn: 4113 Shauna Healey

Your ref:

Our ref SH/RG

Date: 8 December 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, 16TH DECEMBER, 2021** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

There are 10 socially distanced available seats in the Liverpool Suite 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/bE9lpY1k7Ao>

Yours faithfully,

PP – S.Healey

Monitoring Officer

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

16 DECEMBER 2021

AGENDA

Members

Elizabeth Hayden
Sharon Connor
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) items of business which may require the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting (Pages 7 - 12)

The Minutes of the previous meeting of the Policy and Resources Committee, held on 29 July 2021 are submitted for approval as a correct record and for signature by the Chair.

3. BONFIRE REPORT 2021 (Pages 13 - 34)

To consider Report CFO/071/21 of the Chief Fire Officer, providing a review of the outcomes of the Bonfire Period 2021 and a presentation to Members.

4. **PROCUREMENT AND SUPPLY OF SMOKE ALARMS– REVISED FRAMEWORK** (Pages 35 - 38)
To consider Report CFO/068/21 of the Chief Fire Officer, relating to the procurement and supply of smoke alarms.

5. **SERVICE DELIVERY PLAN 2021/22 APRIL - SEPTEMBER UPDATE** (Pages 39 - 118)
To consider Report CFO/064/21 of Chief Fire Officer, which enables Members to scrutinise performance against the objectives and performance targets/outcomes as set out in the Service Delivery Plan 2021/22 for the period of April to September 2021.

6. **CORPORATE RISK REGISTER 2021/22 APRIL - SEPTEMBER UPDATE** (Pages 119 - 170)
To consider Report CFO/065/21 of the Chief Fire Officer, which informs Members of the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period April to September 2021.

7. **STATEMENT OF ASSURANCE 2020/21** (Pages 171 - 198)
To consider Report CFO/066/21 of the Chief Fire Officer, which provides the Authority’s Statement of Assurance 2020/21 for publication on the Authority website.

8. **FINANCIAL REVIEW 2021/22 - JULY - SEPTEMBER** (Pages 199 - 226)
To consider Report CFO/067/21 of the Director of Finance and Procurement, relating to the Financial Review for July – September.

9. **TREASURY MANAGEMENT INTERIM REPORT 2021/22** (Pages 227 - 240)
To consider Report CFO/069/21 of the Director of Finance and Procurement, which provides Members with a Treasury Management update for 2021/22.

10. **WITHDRAWAL OF HOME OFFICE IMMEDIATE DETRIMENT GUIDANCE** (Pages 241 - 254)
To consider Report CFO/072/21 of the Director of Finance & Procurement, to inform members that the Home Office withdrew their informal guidance in

relation to processing eligible FPS members immediate detriment cases ahead of the required legislation and pension regulation changes.

11. CONTRACT AWARD FOR TEXTILE FIRE GLOVES (Pages 255 - 258)

To consider Report CFO/066/21 of the Director of Finance & Procurement, relating to the procurement of textile fire gloves.

12. ESN READY AND DISPATCH COMMUNICATIONS SERVER INSTALLATION (Pages 259 - 328)

To consider report CFO/073/21 of the Chief Fire Officer, concerning the continuation as a Home Office Emergency Service Network (ESN) Assurance Partner (AP) and the approval for Merseyside Fire & Rescue Authority's (MFRA) funding of an ICT technical refresh as part of the Business Case to make MFRA ESN Technically Ready.

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

Refreshments

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

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

29 JULY 2021

MINUTES

Present: Cllr James Roberts (Chair) Councillors Elizabeth Hayden, Hugh Malone, Gillian Wood, Lesley Rennie, Andrew Makinson and Les Byrom

Also Present:

Apologies of absence were received from: Cllr Sharon Connor and Cllr Lisa Preston

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) the following item of business required the exclusion of the press and public during consideration thereof, due to the possible disclosure of exempt information:

- **ITEM 8 APPENDIX D.**

2. Minutes of the Previous Meeting

The Minutes of the previous meeting of the Policy and Resources Committee, held on 25th March 2021, were approved as a correct record and signed accordingly by the Chair.

3. REVENUE & CAPITAL OUTFURN 2020/21

Members considered report CFO/046/21 of the Director of Finance and Procurement, concerning the Authority's year-end financial position for 2020/21.

Members were given a brief overview of the report highlighting that the key assumptions around future costings, that were approved by Members in the Budget

and Medium Term Financial Plan at the Budget Authority Meeting on 27th February 2020, have remained robust throughout the year.

It was added that budget movements and actual performance is monitored closely throughout the year and reported to Members via the quarterly financial review updates with the last report, CFO/005/21, covering the period up to the end of December 2020. The report provides a summary of the budget movements for the year and specifically those budget adjustments made in the last quarter of 2020/21 for Revenue, Capital and Reserves. The revenue budget remained unchanged at £61.961m, with the most significant self-balancing movements relating to the use of and contribution to planned reserves. The 2020/21 capital budget was reduced by £6.8m as schemes were re-phased into future years, in particular the planned investment in the Training & Development Academy (TDA), NRAT asset refresh, and specialist appliance. At the start of the 2020/21 year the General Reserve stood at £3m and committed reserves at £18.766m.

Before year-end reserve adjustments, the net revenue outturn spend was £60.339m, resulting in a £1.622m net underspend. After taking account of year-end reserve requests of £0.210m, the underspend reduced to £1.412m. Members had previously approved the use of any revenue savings in the year to fund an increase in the new TDA reserve in order to keep borrowing costs down for this scheme. Therefore, an additional £1.412m contribution to the TDA/Capital reserve was made at the year-end, leaving the overall revenue outturn position consistent with the approved budget.

Members were provided with an explanation on the major revenue variances for 2020/21, and Appendix A1 – A3 provide Members with a detailed analysis of the revenue outturn position.

The financial impact of covid-19 on the Authority's finances shows that overall the Government grant support and other savings arising as a result of Covid-19 have covered the full financial impact of the pandemic on the Authority in 2020/21.

With regards to the Movement on Reserves, committed reserves increased by £7.316m over the year, mainly as a result of increasing the new TDA / capital reserve by a net £5.2m and the creation of a new collection fund deficit reserve of £3.8m. Appendix A4 provides a detail breakdown of the committed reserve movements in the year.

Looking at the Capital Outturn Position, £3.702m of planned 2020/21 spend has now been re-phased into 2021/22 and the table on page 20 of the report provides an explanation for the re-phasing. Appendix B provides a detailed analysis of the capital outturn position.

Members asked about the £91k planned spend on the Fire Service Museum within the capital programme and asked what that entailed. Members were advised that it is the intension to give the museum a refresh and a report will come back to Members on the proposals for approval.

Members questioned how the 2.5% annual pay award was decided and what the 2% general inflation refers to. Members were advised that the annual pay award was discussed at the Budget Strategy Day in February 2020 and it was agreed to assume a 2.5% award for all staff. The general inflation refers to all other non-employee spend such as equipment, utilities and clothing etc, and reflects the forecast average inflation rate expected for the year

Members resolved that:

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

4. Core Code of Ethics

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

Members were reminded that in May 2021, an amended Code of Conduct was approved which incorporated the Model Code of Conduct which had been amended to reflect to a localised version across Liverpool City Region. However further to the NFCC issuing a core code of ethics for Fire and Rescue Services the code was incorporated as an appendix to the Code of Conduct for Members which would allow the regionalised code to remain consistent as much as possible.

Members stated that this sounds good and that they were happy for this to be added.

Members resolved that:

- a) the Core Code of Ethics published by the National Fire Chiefs Council ('NFCC'), be noted;
- b) the incorporation of the core code of ethics into the Members Code of Conduct as detailed in Appendix A, be approved; and
- c) 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), be approved.

5. Scrutiny forward work plan

Members considered report CFO/047/21 of the Acting Monitoring Officer, concerning the DRAFT Forward Work Plan (FwP) for the Authority's Scrutiny Committee.

Members were advised that the Scrutiny Committee had met and reviewed the Scrutiny FwP. As a result of this, it was agreed that items from the previous municipal years FwP, would be carried over to a new FwP as they had not yet been completed due to Covid-19 or technology.

Members were informed that items can be added to the Scrutiny FwP at any time.

Members resolved that the draft FwP for the Authority's Scrutiny Committee (attached at Appendix A), be agreed.

6. Learning & Development Contract

Members considered report CFO/043/21 of the Chief Fire Officer, concerning the extension to 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.

Members were given an overview of the report and it was highlighted to them that the programme that the Authority has with Brathay, meets the Authority's requirements for team building and individual development for the new recruits and staff leadership.

Members were advised that the value of the 2-year contract for the programme is £270,000.

Members commented that this is essential to the service and that it had been visited by some Members who said that it is fantastic to see the training that takes place there.

Members resolved that the one-year extension of the current contract with Brathay as allowed under the current contract, be agreed.

7. Ofsted Inspection of Apprenticeship Programme

Members considered 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.

Members were advised that this report is a positive piece of news. They were informed that the Ofsted inspectors were looking at 3 specific areas:

- 1) how much progress leaders made in ensuring that the provider is meeting all the requirements of a successful apprenticeship scheme;

- 2) what progress leaders have made in ensuring the apprentices benefit from high quality training that leads to positive outcomes; and
- 3) how much progress leaders and managers have made in ensuring the effective safeguarding arrangements are in place.

Members were advised that the levels of grading the Ofsted inspectors use are slightly different from school grades and that **Merseyside Fire and Rescue Authority (MFRA) received the highest level in all 3 areas**. MFRA is the only fire service to attain these results and MFRA will see the best firefighters resulting from this scheme.

Members praised the work that is done on the apprenticeship programme and thanked staff for attaining such a fantastic result.

Members resolved that the content of the report, be noted.

8. Appointment of Main contractor for New TDA pre construction works

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

Members were given a brief overview of the report and were asked to declare if any Liverpool City Councillors sat on the planning committee in relation to the Long Lane site – to which no one did.

No questions were raised relating to the report or the exempt appendix.

Members resolved that:

- a) 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, be approved; and
- b) delegated powers to the Chief Fire Officer and Deputy Chief Fire Officer (as the Chair of the TDA Executive board), be awarded, to approve the provisional sums identified within the financial implications section (paragraph 46) if they are required.

Close

Date of next meeting Thursday, 16 December 2021

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	16TH DECEMBER 2021	REPORT NO:	CFO/071/21
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	AM GARY OAKFORD	REPORT AUTHOR:	AM PAUL KAY
OFFICERS CONSULTED:	JEN TAYLOR- COMMUNITY SAFETY COORDINATOR JOHN FIELDING – BUSINESS INTELLIGENCE MANAGER JOE CUNLIFFE – STATION MANAGER PROTECTION OFFICERS		
TITLE OF REPORT:	BONFIRE REPORT 2021		

APPENDICES:	APPENDIX A – BONFIRE PERFORMANCE 2021
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Purpose of Report

1. To inform Members of the outcomes of the Bonfire period 2021.

Recommendation

2. That Members note the content of the report and the impact that MF&RS staff have had on the delivery of the Bonfire Plan 2021.

Introduction and Background

3. This year, MFRS achieved high-level reductions in ASB fires across Merseyside; all Local Authority Areas other than St Helens achieved significant reductions.

District	2020	2021	Difference	Percentage Difference
Knowsley	33	23	-10	-30.3%
Liverpool	126	115	-11	-8.7%
<i>Liverpool North</i>	77	70	-7	-9%
<i>Liverpool South</i>	49	43	-6	-12.2%
Sefton	32	11	-21	-65.6%%
St Helens	31	33	2	6.4%
Wirral	46	36	-10	-21.7%
Merseyside Total	268	218	-50	-18.8%

4. MFRS receive a significant increase in calls for the service over the Halloween and Bonfire period. In order to limit those demands our annual Bonfire Plan was enacted to help mitigate the number of 999 calls and the overall number of Anti-Social Behaviour ('ASB') fires MFRS attend.

5. Prevention Directorate planning for Bonfire 2021 commenced in June. Merseyside Police as part of Operation Banger led the multi-agency operation which co-ordinates Police, Fire and Local Authority activity over the Halloween and Bonfire period. This included monthly Silver meetings chaired by Merseyside Police at the JCC. The monthly meetings involved all Police Commanders responsible for implementation of Operation Banger and representatives from MF&RS and other agencies.
6. This year MFRA issued 87 licences from retailers to store and sell fireworks. Officers inspected premises to ensure suitable and sufficient action had been actioned by the retailers to comply with safe storage and guidance given on the selling of fireworks. A further inspection and compliance programme was undertaken by Protection Officers and Trading Standards.
7. MFRS Corporate Communications Team produced a bespoke Bonfire Communications Strategy which included:
 - A series of infographics carrying unique messages.
 - A new Bonfire Leaflet.
 - 2 new video animations were created in relation to the dangers of arson and the impact of ASB in local communities.
 - Co-branded communications with the LFC Foundation.
 - Use of dedicated email for reporting.
8. The campaign also included press releases promoting the key messages at key times during the reporting period and MFRS paid for a social media campaign which enabled Corporate Communications to target key safety messages via social media to high demand areas and to social media users who do not routinely follow MFRS social media outlets. Members of the public were also encouraged to report bonfire debris via our social media outlets and website which was monitored by Corporate Communications.
9. From Monday 25th October until Thursday 4th November, MFRS had the use of 5 tipper trucks across Merseyside. The Prevention Directorate and volunteers from across the service including apprentices, operational firefighters, Fire Control and a number of green book staff staffed these in order to remove the build-up of bonfire material. Our staff removed over 54 tonnes of material.

IMPACT OF COVID 19

10. Last year, incidents were up due to the implementation of a national lockdown and the cancellation of organised firework displays and other diversionary activity. This year's targeted approach and high visibility has resulted in the lowest figures recorded since 2013 when calls were stacked.
11. The COVID19 pandemic has still had a significant impact on organised firework displays a number of which did not go ahead, for example Liverpool's River of Light and St Helens Spark in the Park, these would normally attract a combined attendance in excess of 120,000 people.

12. A range of other diversionary activities that would under normal circumstances support the reduction of Anti-Social Behaviour during the bonfire period were also significantly disrupted, however, MFRS worked with LFC foundation and provided football sessions at key locations across Merseyside during the Bonfire period.

13. In 2021, MFRS staff were able to return to schools, identifying the most vulnerable by utilising the Violence Reduction Unit evidence HUB. MFRS staff along with partners delivered key messages and delivered a specially commissioned animation highlighting the impact of arson and ASB in local communities. MFRS visited 53 schools and delivered our message to over 5000 children and young people.

14. This year, MFRA returned to its normal tolerant approach, which is to risk assess the bonfire allowing it to burn providing it is safe and appropriate to do so with members of the community observing safely.

PERFORMANCE

15. Despite the city region stepping out from the mechanisms of lockdown and populating public spaces, MFRS was able to deliver its lowest figures to date.

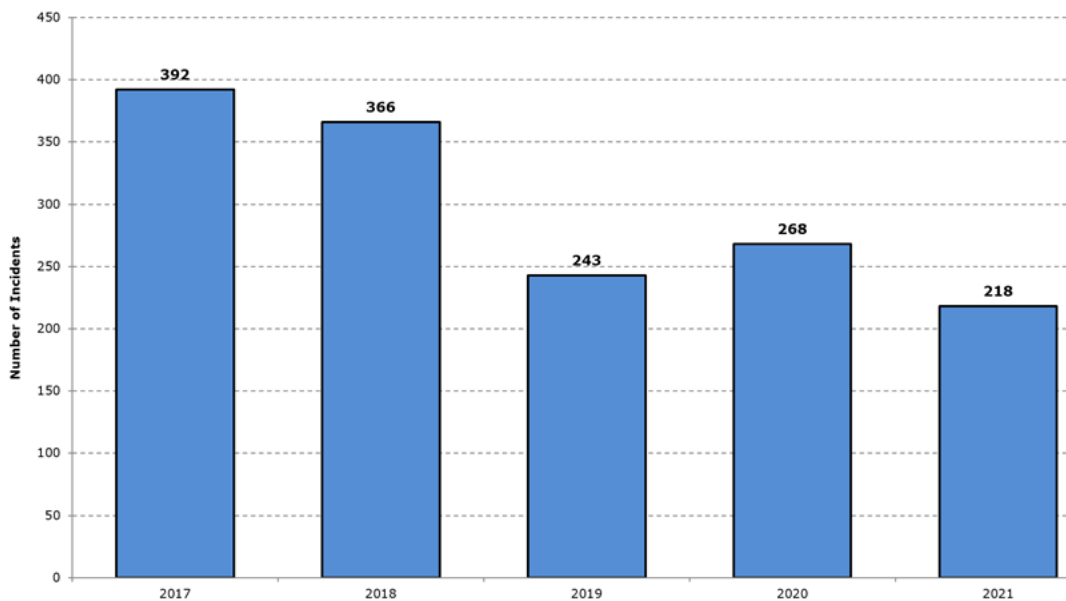


Table 1

16. Table 1 identifies that during the 2021 bonfire period the number of deliberate secondary fire incidents attended by Merseyside Fire and Rescue Service was 218. This is a decrease of 50 incidents (18.6 %) from 2020. When compared historically to the 2017 period there has still been an overall reduction of 174 incidents. Over the 5-year period, 2021 saw the lowest total overall.

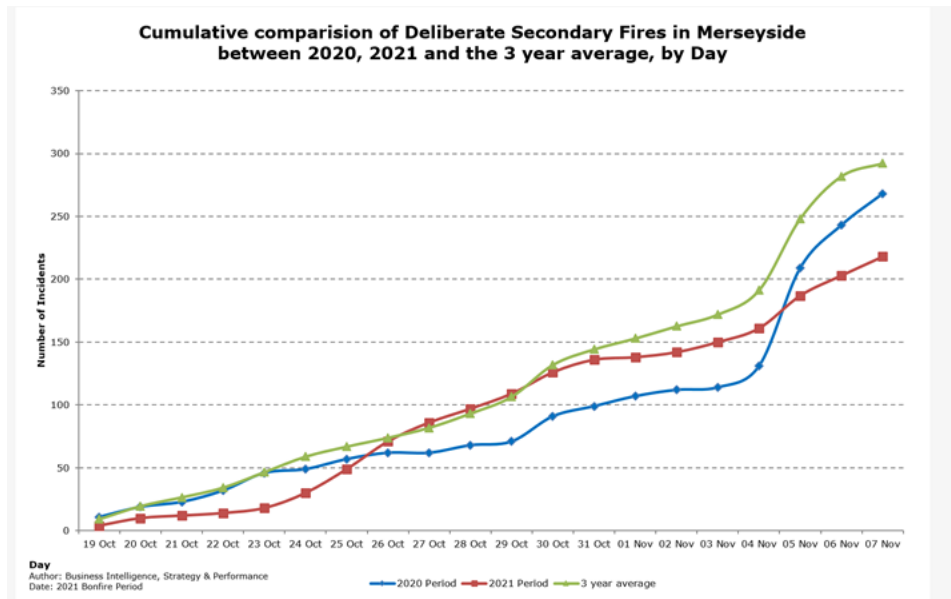


Table 2

17. Table 2 provides a cumulative analysis of deliberate secondary fire incidents through the 2021 period, contrasting it with 2020, as well as the 3 year average. The chart shows that though there was a decrease between the 2021 and 2020 bonfire periods, when compared to historical averages, performance was positive.

18. MFRS adopted a creative approach during this year’s Bonfire period and ensured high visibility throughout the recording period. Tactics utilised included:

- HFSC Reassurance campaigns.
- PATS/Fly tipping referrals.
- Community Risk Management (CRM) routes.

HFSC Reassurance Campaign

19. MFRS utilised historical incident data relating to ASB and implemented 8 multi-pump HFSC reassurance campaigns in the most vulnerable areas over a 4 week period. 10 fire engines targeted high demand wards in each district, twice a week for 4 weeks leading up to and during the bonfire period. This targeted approach provided local communities reassurance, whilst also enabling MFRS to generate fly tipping referrals and PATS forms. The targeted campaign generated 1484 home fire safety checks.

PATS/Fly tipping reports

20. The Potential Arson Target Scheme is a key tool for identifying and reducing the threat of potential Arson through partnership working. MFRS gathers information from local authorities on planning and application refusals, licensed premises closures, license revocations and rating reductions due to vacant premises.

21. When a vulnerable empty property is identified a PAT form should be completed which will be dealt with by the Arson Team, working alongside partners. During the Bonfire period 21 PATS forms were completed.

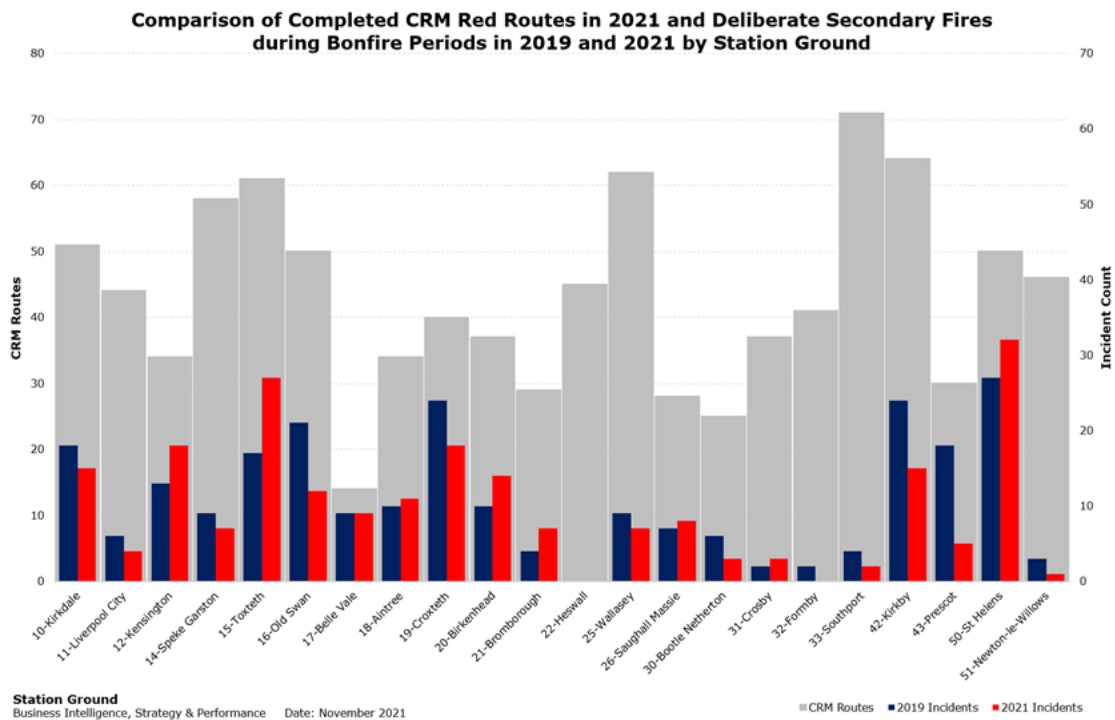
22. MFRS worked in partnership with local authorities and hired 5 tipper trucks to remove waste and fly tipping from each district. An e-mail account was created to encourage members of the public to notify the service of location and along with community fire stations, 189 fly tipping referrals were submitted. This resulted in over 54 tonnes of hazardous rubbish and fly tipping being removed from the streets which otherwise may have been used to fuel deliberately set fires.

Community Risk Management (CRM) routes

23. In 2021, MFRS adopted Community risk management routes across Merseyside. CRM routes follow the premise of Micro beat analysis utilised by Merseyside police. Micro beat analysis measures the impact of a police officer being located in a specific ASB spot for a short period. The theory proposes that the high visibility albeit for a short burst provides a prolonged period without ASB.

24. MFRS identified ASB spots across Merseyside utilising historical data and provided all Community fire stations with routes to be completed in fire engines.

25. During the Bonfire period MFRS fire engines completed 951 routes providing high visibility to local communities.



26. The Service attended a number incidents that involved the misuse of Fireworks.

District	2020	2021	Difference	Percentage Difference
Knowsley	3	1	-2	-66%
Liverpool	11	9	-2	-18.1%
<i>Liverpool North</i>	7	6	-1	-14.2%
<i>Liverpool South</i>	4	3	-1	-25%
Sefton	1	1	0	0%
St Helens	0	2	2	100%
Wirral	2	3	1	50%
Merseyside Total	17	16	-1	-5.8%

Equality and Diversity Implications

27. MFRS adopted a dual approach towards social media, utilising an organic and 'paid for' campaign that target specific postcodes within Merseyside.

28. During the Bonfire period, we estimate the service had a reach of 537,530 on Facebook, 438,818 on Twitter and 8,207 on Instagram. Our videos were viewed 37,899 times.

Staff Implications

29. A number of directorates and departments contributed significantly during the bonfire period. This provided the Prevention Directorate with the ability to deliver the high performance with thanks to

- Home Safety – provided additional staff.
- Youth Engagement – Providing staffing and consultation with Children and Young People.
- Protection – Fireworks Legislation, compliance and enforcement
- Corporate Comms – Comms and Media Strategy
- Op. Response – HFSC Campaigns, CRM routes
- Op. Preparedness – Covid TAG, Ops Info Note.
- An additional IIT Officer was available at all times of high demand on key nights.
- Fire Control additional staffing operators over key nights.

30. MFRS staff supported the Trojan Fire Appliance, this was staffed on the 4th and 5th of November. The Trojan Fire Appliance is staffed by MFRS and Merseyside Police.

31. The Liverpool, Knowsley, Sefton and Wirral Street Intervention Teams worked throughout the reporting period in high demand areas to engage with young people and local communities about the associated dangers of the period including social distancing.

32. The Operational Support Room was utilised to support co-ordination of prevention, protection and response assets.

Legal Implications

33. ASB Powers utilised by partner agencies:

- Civil injunction
- Criminal behaviour order
- Dispersal power
- Community protection notice
- Public spaces protection order
- Closure power
- Absolute ground for possession

34. To satisfy the Health and Safety at Work etc. Act 1974, all staff during the tipper tucks have received a driver validation by the Driving School and all staff on the tipper trucks are manual handling trained.

35. Under the Explosives Regulations 2014 and the Health and Safety at Work etc. Act 1974, Protection Officers visited retailers storing fireworks for sale to ensure compliance with legislation.

Financial Implications & Value for Money

36. All costs for delivering the bonfire plan were sourced from planned budgets or supported by external partners.

37. The Liverpool Citysafe Board provided additional funding (totalling £2000). This enabled the hire of 2 tipper trucks to be deployed in North and south Liverpool during the Bonfire period.

38. Wirral Council, Sefton Council, hired tipper trucks to be used by MFRS during the bonfire period. Knowsley Council loaned a tipper truck to MFRS.

Risk Management, Health & Safety, and Environmental Implications

39. In considering the risk management implications for staff operating within Merseyside during key nights, a decision was made to utilise the Operational Support Room. This allowed for monitoring and safe management of staff across Merseyside who were not riding fire appliances.

40. In order to reduce the impact and noticeable increase of fly tipping, tipper trucks operated pre bonfire to remove hazardous waste or combustible materials to minimise the impact on the environment and the safety of MFRS staff.

41. A post Bonfire night sweep took place on the morning of 6th November. This involved fire crews patrolling their station areas in order to extinguish smouldering bonfires in known fire locations. Appliances remained available for redirection by Fire Control. This enabled tipper trucks to remove remaining debris from bonfires.

42. The Bonfire plan identified 5 key nights where demands on MFRS were anticipated to increase, these were 30th and 31st October and the 4th, 5th, 6th November.

43. The Trojan Fire Appliance was utilised on the 4th and 5th November supported by Merseyside Police. The Trojan Fire Appliance carried out high visibility patrols of high demand areas.
44. The delivery of the Bonfire Plan aims to limit and reduce the threat of the number of Anti-Social Behaviour incidents and deliberate fires across Merseyside.
45. Its aim is to reduce the risk of attacks on firefighters through education and engagement. It also promotes key safety messages to allow the public to have a safe Halloween and bonfire period free from harm and injury.
46. MFRS maintained its attendance standard to life risk incidents throughout the bonfire period.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

47. Effective joint working with our partners from the Police and Ambulance Service ensures the highest quality operational response is delivered to Merseyside residents.

BACKGROUND PAPERS

None

GLOSSARY OF TERMS

IIT Incident Investigation Team
JCC Joint Control Centre
MFRA Merseyside Fire & Rescue Authority
MFRS Merseyside Fire & Rescue Service
OIC Officer in Charge
OSR Operational Support Room
RIPA Regulatory Investigative Powers Act
S&P Strategy and Performance
SHQ Service Headquarters
SPOC Single Point of Contact

Merseyside Fire & Rescue Service



Bonfire
Performance 2021

BONFIRE PERIOD 2021 MERSEYSIDE



Page 22

8 MULTI PUMP
COMMUNITY
REASSURANCE
CAMPAIGNS
----WHICH GENERATED----
1,484 
HOME FIRE SAFETY CHECKS.

 **87** LICENCES ISSUED
BY PROTECTION
FOR RETAILERS TO
STORE FIREWORKS.

189
FLY TIPPING
REPORTS
GENERATED.


5 TIPPER TRUCKS ON THE STREETS
OF MERSEYSIDE FOR TWO WEEKS.

54
TONNES
OF WASTE
REMOVED.

18.7% 
REDUCTION FOR ALL
DELIBERATLY SET FIRES.

21 
PATS FORMS
SUBMITTED.

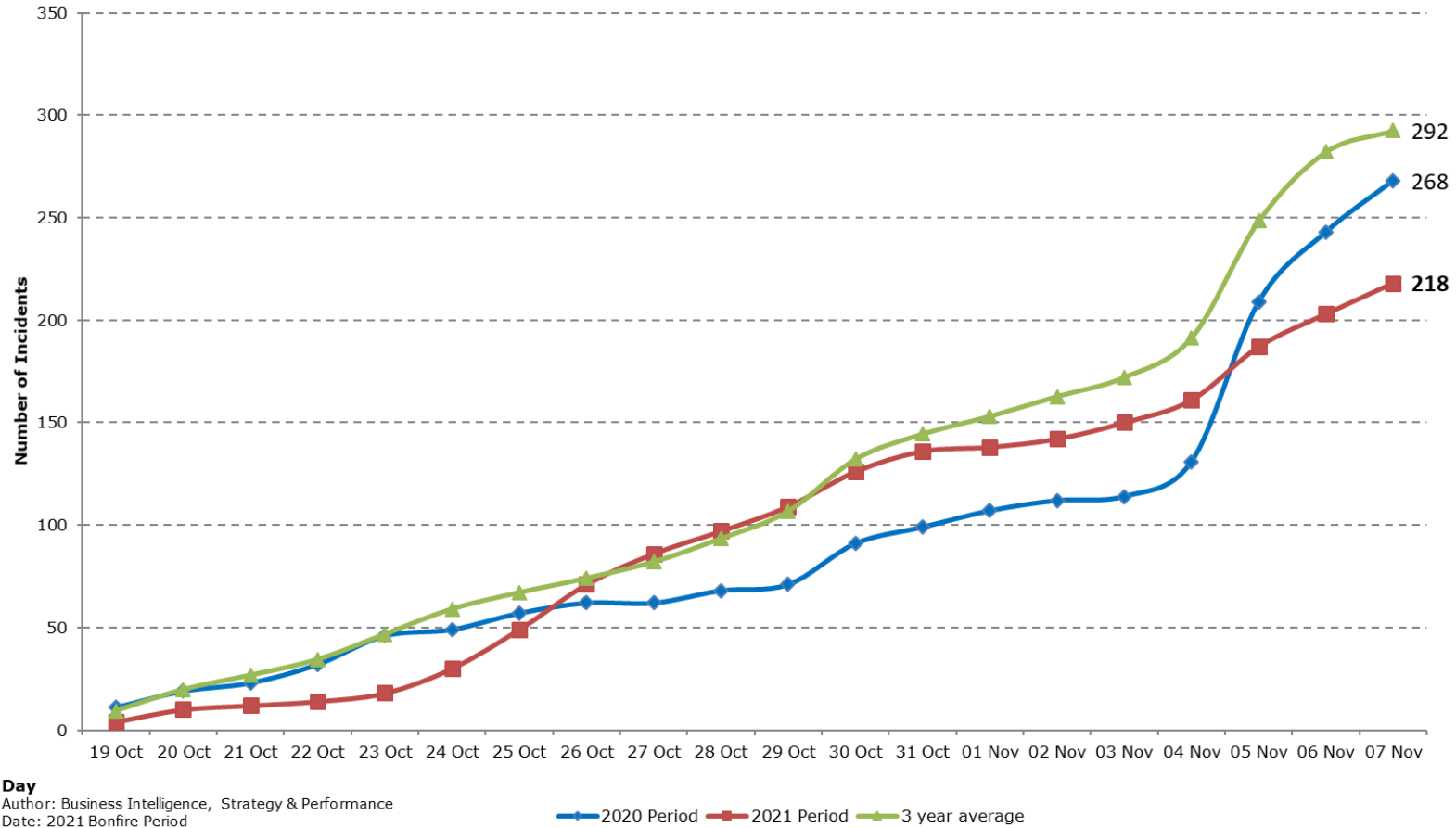
951
CRM ROUTES
ACROSS ASB
HOT SPOTS.

16 
FIREWORK
INCIDENTS.

8 
VIOLENCE
AT WORK
INCIDENTS.

The Cumulative comparison

Cumulative comparison of Deliberate Secondary Fires in Merseyside between 2020, 2021 and the 3 year average, by Day



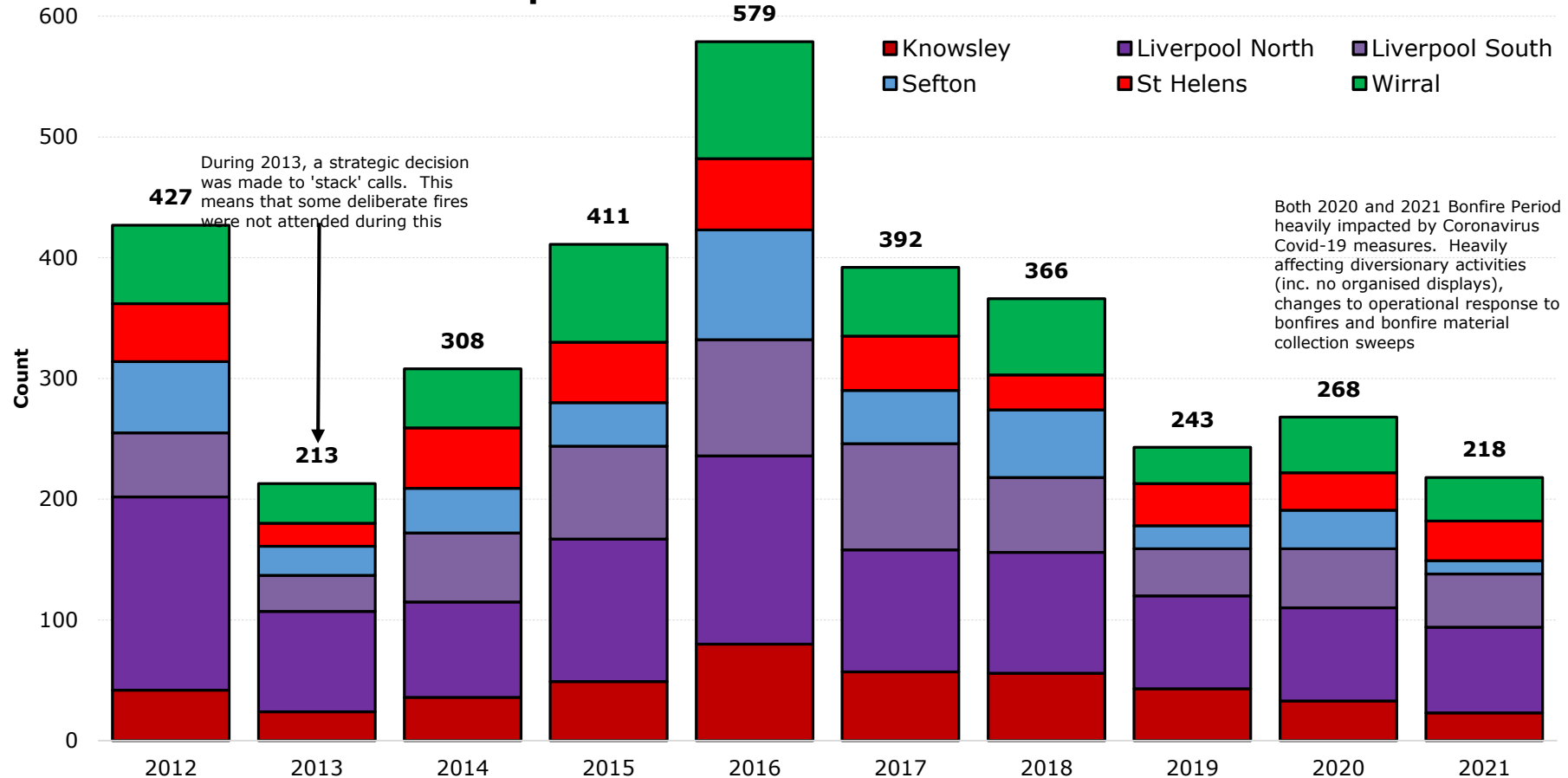
Author: Business Intelligence, Strategy & Performance
Date: 2021 Bonfire Period

—◆— 2020 Period —■— 2021 Period —▲— 3 year average



The last 10 years

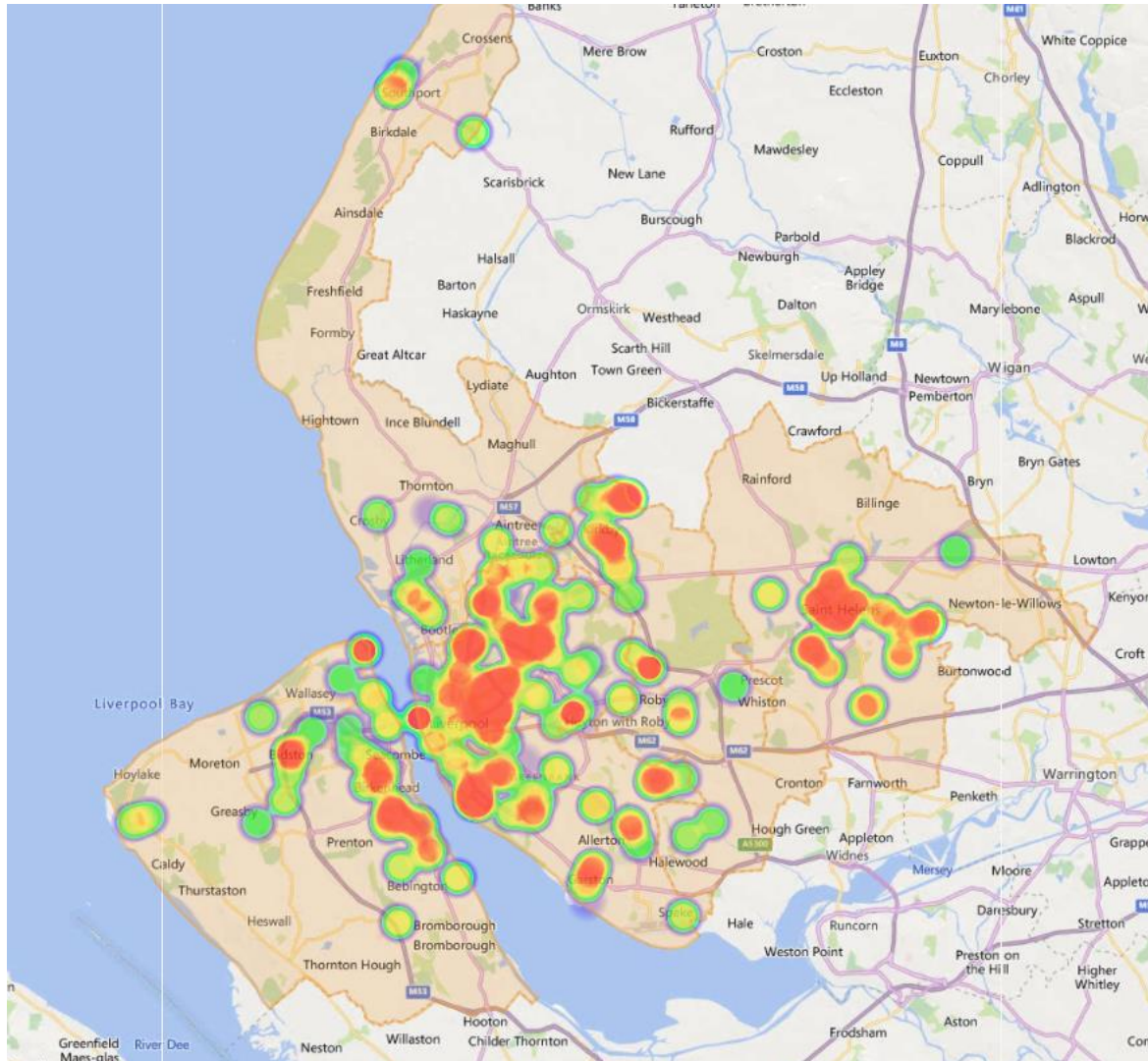
Historical Retrospective of Bonfire Period Incidents - 10 Years



Author: Business Intelligence, Strategy & Performance Date: November 2021



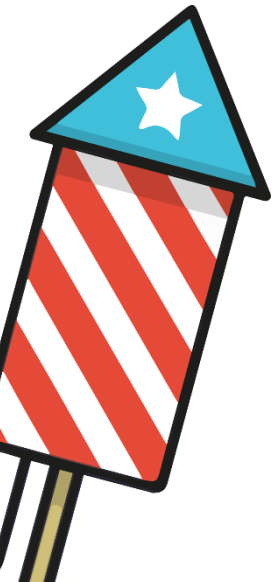
Incidents across Merseyside in 2021

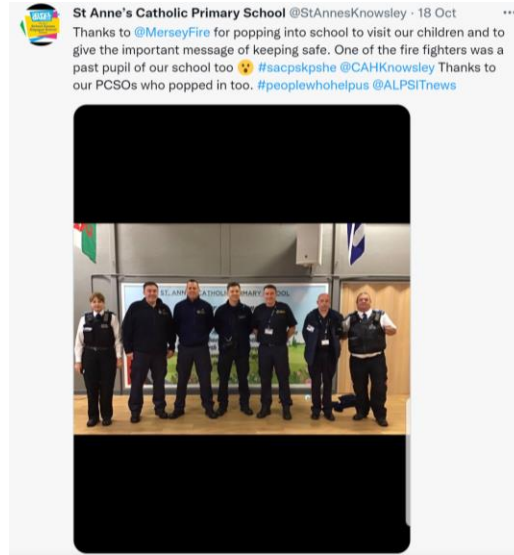


Busiest Wards	Count
Riverside	14
Everton	13
Clubmoor	10
Town Centre	9
County	8
Bidston & St James	8
Shevington	7
Birkenhead & Tranmere	7
Kirkdale	7
West Park	6
Parr	6
Rock Ferry	6
Belle Vale	5
Princes Park	5
Speke-Garston	5
Norris Green	5
Central	4
Tuebrook & Stoneycroft	4
Cherryfield	4

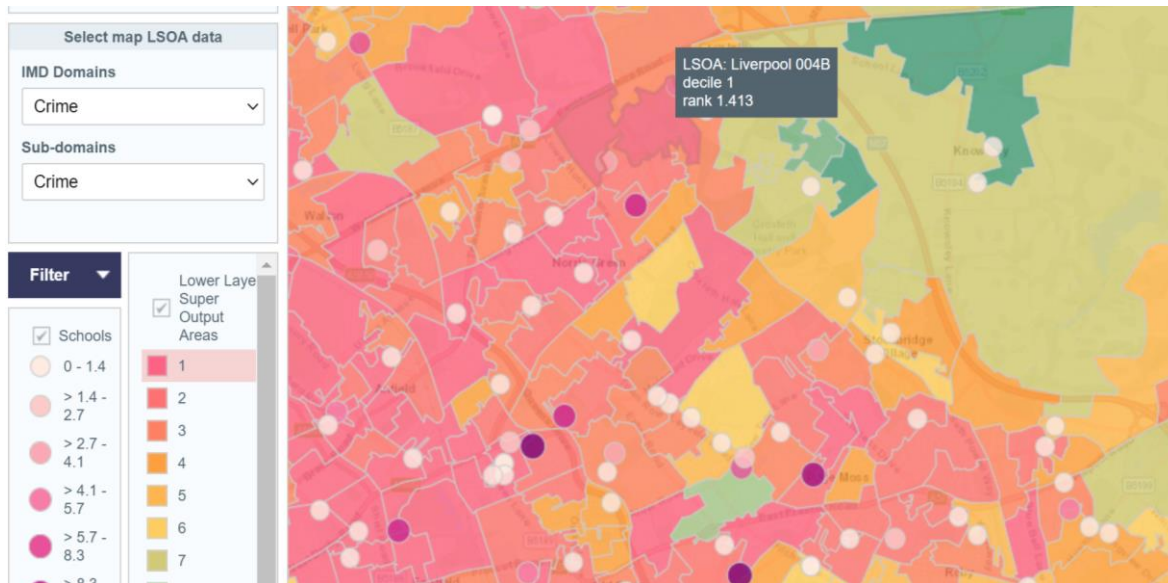
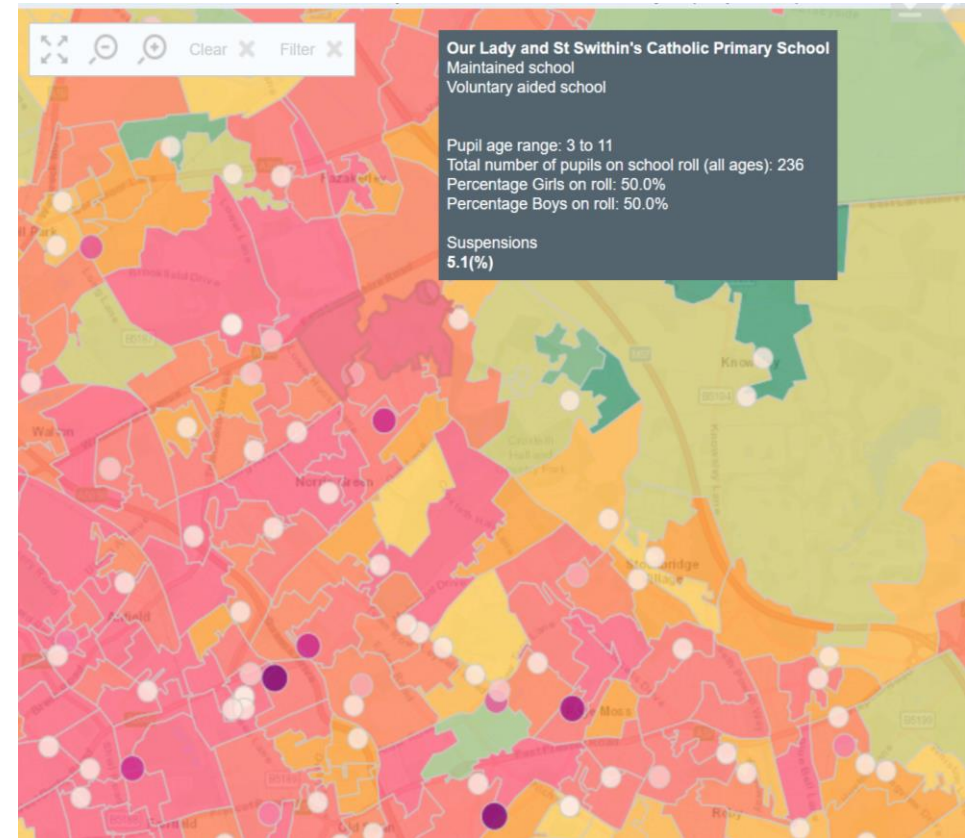


District	2020	2021	Difference	% Difference
Knowsley	33	23	-10	-30.3%
Liverpool	126	115	-11	-8.7%
<i>Liverpool North</i>	77	71	-6	-7.8%
<i>Liverpool South</i>	49	44	-5	-10.2%
Sefton	32	11	-21	-65.6%
St Helens	31	33	2	6.5%
Wirral	46	36	-10	-21.7%
Grand Total	268	218	-50	-18.7%





54 Schools – 5000+ children



HFSC Reassurance campaigns

- 5 Districts
- 4 weeks
- Twice weekly
- Multi Pump
- **1484 HFSC!**

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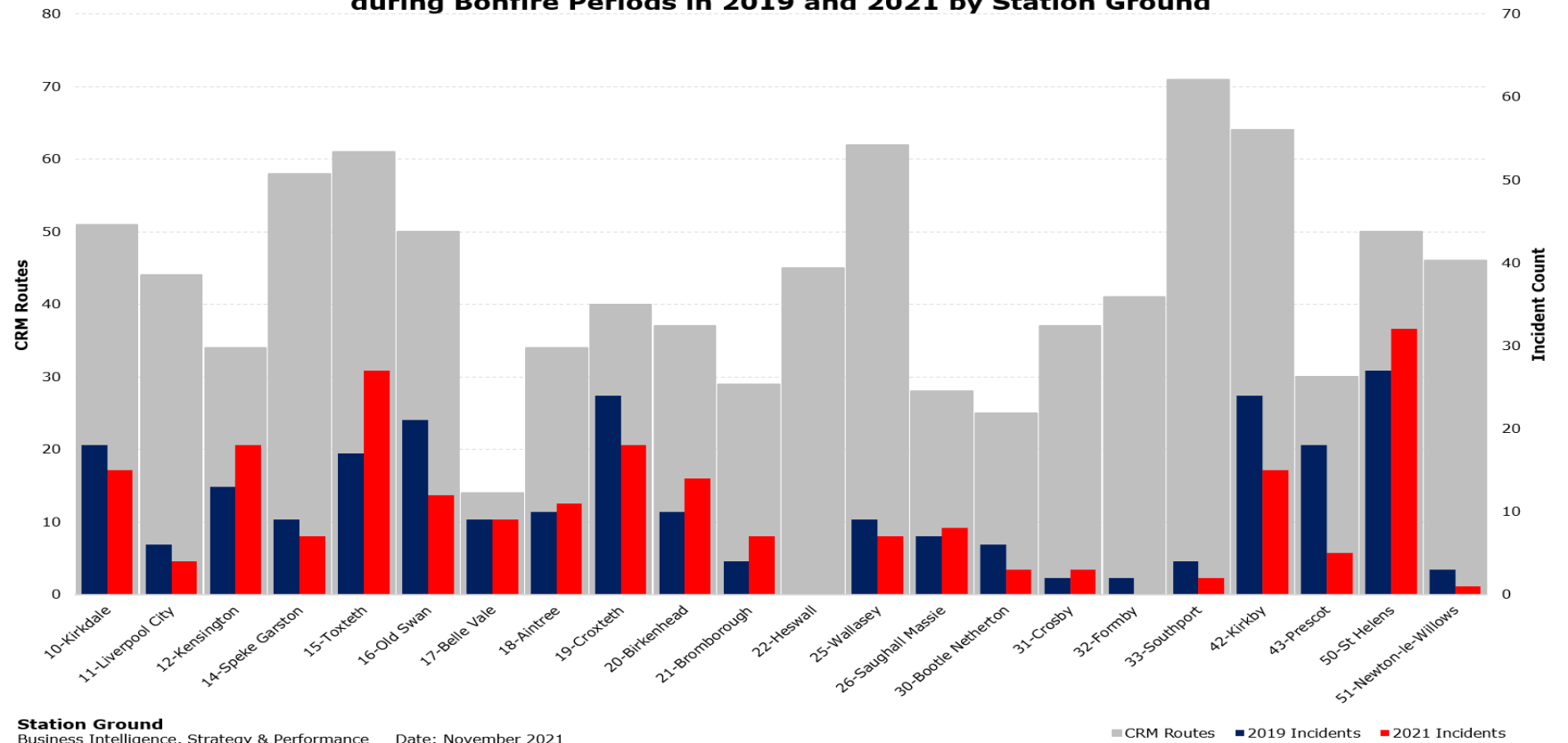


CRM Routes

951



Comparison of Completed CRM Red Routes in 2021 and Deliberate Secondary Fires during Bonfire Periods in 2019 and 2021 by Station Ground

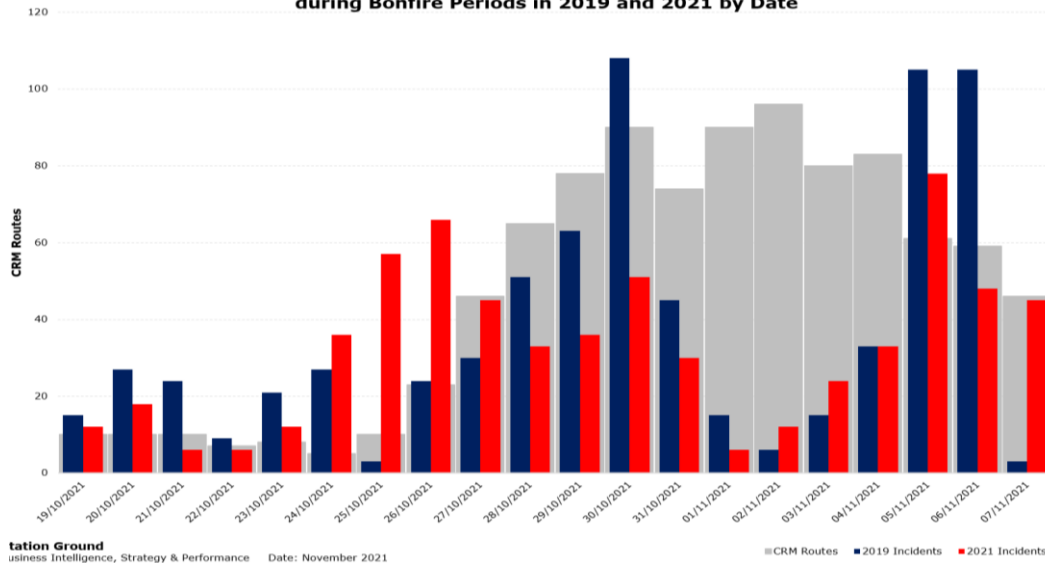


Station Ground
Business Intelligence, Strategy & Performance Date: November 2021

CRM Routes 2019 Incidents 2021 Incidents

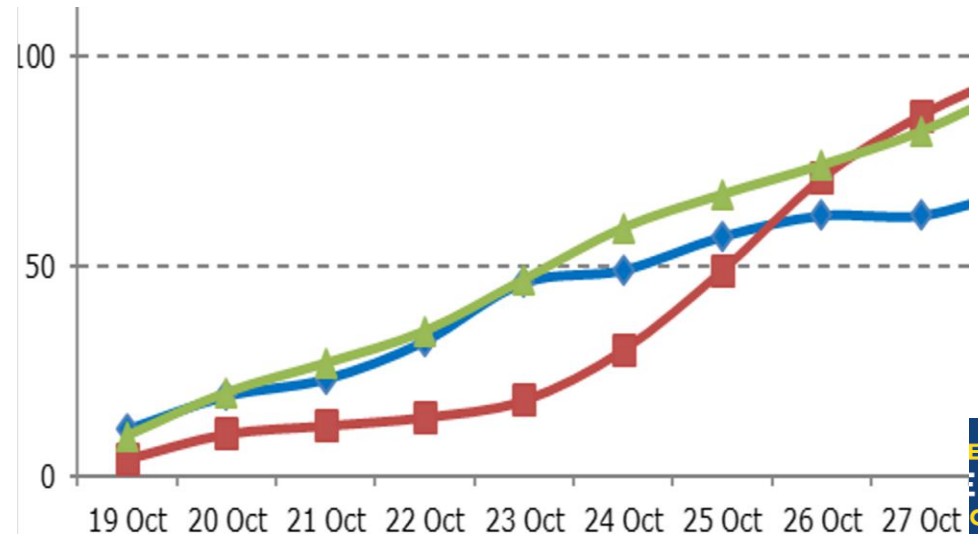
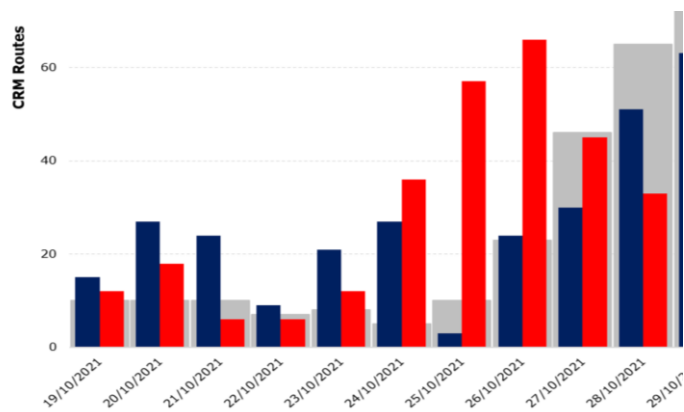
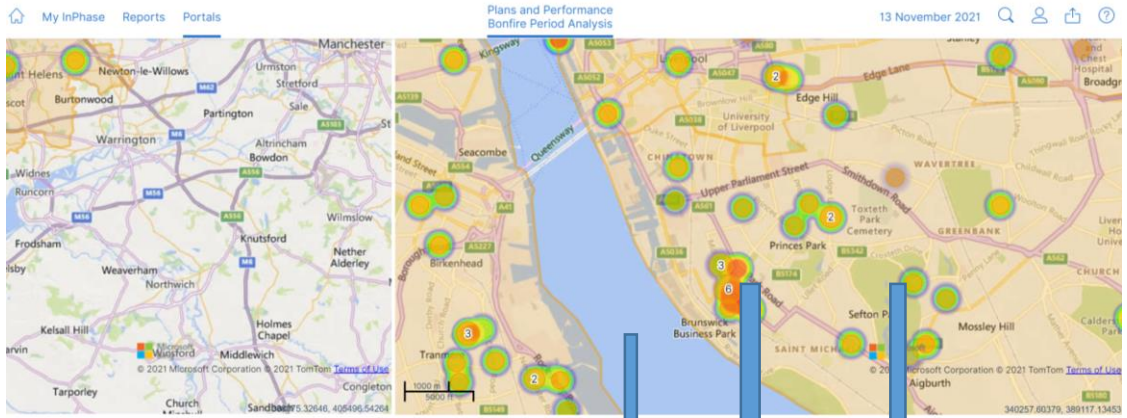
CRM Routes

Comparison of Completed CRM Red Routes in 2021 and Deliberate Secondary Fires during Bonfire Periods in 2019 and 2021 by Date



Station Ground
Business Intelligence, Strategy & Performance
Date: November 2021

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54 Tonnes of waste removed

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Knowsley Community Safety Partnership @SaferKnowsley · 29 Oct ...
Our Crime & Communities Team continue to work with @MerPolKnowsley & @MerseyFire, especially in the lead up the Halloween/Bonfire period. This week they visited areas of #Kirkby where incidents of fly tipping were cleared. To report fly tipped bonfire material call 0800 731 5958



Jennifer Taylor
28 October at 15:38
Our troops in MF&RS removing bonfire materials from the streets of Knowsley #OneTeam



- OSR was established on key nights over the Bonfire period (29th, 30th, 31st October and 5th & 6th November). This involved the monitoring of all staff out on the ground and fire related incidents in each area such as large bonfires situated in Orwell road and Manderston drive
- Joint agency tactical co-ordination group (TCG) was established on the Operation Banger key nights (30th, 31st and 5th Nov) at JCC, SHQ. This was active from 4pm-midnight and was staffed by an MF&RS GM



Social Media

BONFIRE PERIOD 2021 SOCIAL MEDIA



NO. OF ORGANIC POSTS:
21 FB, 28 ON TWITTER &
20 ON INSTAGRAM.

PAID FOR CAMPAIGN
RAN: OCTOBER 25TH
- NOVEMBER 8TH
(ORGANIC POSTS FROM 19TH)



WE RECEIVED 1,685
'LIKES' ON OUR POSTS.



OUR ORGANIC POSTS WERE
SHARED/RETWEETED 1,147 TIMES.



OUR VIDEOS WERE VIEWED
37,899 22,781 TIMES ON FB,
13,955 TIMES ON TWITTER
& 1,163 ON INSTAGRAM.



537,530

TOTAL REACH ON FACEBOOK



438,818

TOTAL IMPRESSIONS ON TWITTER



8,207

TOTAL IMPRESSIONS ON
INSTAGRAM



OUR PAID FOR CAMPAIGN
REACHED 386,427 PEOPLE
ON FACEBOOK (& INSTA).



ACHIEVED 210,872
IMPRESSIONS ON
TWITTER.

£947.19
TOTAL SPENT



MERSEYSIDE
FIRE & RESCUE
SERVICE

Questions ?

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	16 DECEMBER 2021	REPORT NO:	CFO/068/21
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	AM OAKFORD	REPORT AUTHOR:	AM OAKFORD
OFFICERS CONSULTED:	GM THOMAS, HYWYN PRITCHARD – PROCUREMENT, SIMON PURCELL – FINANCE, CAROLINE BERRY – LEGAL		
TITLE OF REPORT:	PROCUREMENT AND SUPPLY OF SMOKE ALARMS– REVISED FRAMEWORK		
APPENDICES:			

Purpose of Report

1. To advise Members that the most recent contract for the procurement and supply of smoke alarms has expired and to advise that a new contract will be awarded to Fire Blitz.
2. The value of the contract is likely to exceed £250,000 during its term and requires Authority approval.

Recommendation

3. To request that Members approve the award of a call-off contract for the next 4 years for the supply of smoke alarms with Fire Blitz.

Introduction and Background

4. The procurement and supply arrangements of domestic smoke alarms for installation by MFRS has now expired. It was based upon a framework agreement, awarded by West Midlands Fire Service (WMFS) to Sprue Safety who trade under the name Fire Angel.
5. A successor arrangement for Smoke Alarms and Associated Products was undertaken by WMFS and Fire Blitz was selected as the preferred provider of smoke alarms the framework agreement is available for the award of call-off contracts between 1st June 2021 and the 31st May 2025.
6. As the new contract would mean a change of contractor, additional due diligence beyond that conducted by WMFS, has been undertaken by MFRS officers. To this end, Officers have been in contact with a number of FRS's including Northern Ireland, Essex and Mid and West Wales. The services provided to other FRSs by Fire Blitz were highly satisfactory and support this approach.

7. Reliability and performance issues for the new product, as reported by other FRSs, were stated as being considerably fewer, thus leading to fewer repeat visits by officers (for remedial visits), by providing a more reliable product and subsequently improving efficiency and effectiveness.
8. Due to critical supply chain challenges with the current MFRS smoke alarm supplier and also to enable a trial of the Fire Blitz product officers procured over 6000 units from Fire Blitz in advance of seeking Members' support for committing to a 4 year contract.
9. The 6,000 Fire Blitz units have been utilised across the service from w/c 20th September 2021 and supporting guidance has been prepared and issued for all staff involved in prevention activity.
10. Unit reliability continues to be monitored for a period of three months, enabling officers to understand performance of the unit. This will inform the return/replacement element, which will be provide assurance on the after sales element of the new contract.
11. Due to the number of anticipated Home Fire Safety Checks and Safe and Well visits to be conducted during the term of the framework the cost in the future may exceed £250,000. Therefore, Members are asked to approve a 4 year call off agreement in the event the costs exceed £250,000.

Equality and Diversity Implications

12. The contract also has provision for smoke alarms for households that have hearing impaired or visually impaired residents.

Staff Implications

13. A more reliable product means that fewer returns need follow up action by staff e.g. less calls and complaints to FSD. There have been no reported issues to date.

Legal Implications

14. The framework agreement has been concluded by WMFS.
15. The previous contract also allows for FRS's to maintain its liabilities and warranties; if a Fire Angel smoke detector becomes defective we are still able to have this replaced in line with the warranty period.
16. Fire Blitz have provided Product Liability of £5 million, this meets the Authorities expectations and is in excess of the £1 million stated in the framework.

Financial Implications & Value for Money

17. The smoke alarms sourced through the new framework are more competitively priced, the new arrangement will generate financial savings circa £0.80 per unit.

18. MFRS through its IRMP conducts 50,000 Home Fire Safety Checks and 10,000 Safe and Well visits which combined requires the installation of approximately 35,000 smoke alarm units per annum (ratio 0.6 new units per visit).
19. It is envisaged that through this new arrangement MFRS could save approx. £28,000 per annum.
20. Based upon previous unit sales, the overall value of this contract from 2021/22 to May 2025 is likely to exceed £500,000. The Authority periodically receives grants from Local Authorities and Housing Providers to offset some of these costs. Details of which are reported through the Prevention Board.

Risk Management, Health & Safety, and Environmental Implications

21. It is anticipated that improved reliability of product will require less safe disposal of alarms therefore minimising the impact on the environment.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

22. A direct contribution to our mission is to install such devices in the homes of Merseyside residents who are at the highest risk of fire.

BACKGROUND PAPERS

GLOSSARY OF TERMS

MFRA	M erseyside F ire and R escue A uthority is the physical and legal entity. When writing reports MFRA is the “object”.
MFRS	M erseyside F ire and R escue S ervice is the service provided by MFRA. When writing reports MFRS is the “action”
WMFS	West Midlands Fire Service

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	16 DECEMBER 2021	REPORT NO:	CFO/064/21
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2021-22 APRIL TO SEPTEMBER UPDATE		

APPENDICES:	APPENDIX 1:	FUNCTIONAL PLAN UPDATES APR-SEP 2021
	APPENDIX 2:	KPI/LPI UPDATES APR-SEP 2021
	APPENDIX 3:	HMICFRS INSPECTION REPORT UPDATE

Purpose of Report

1. To request that Members scrutinise the performance of the Service against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2021/22 for the period April to September 2021.

Recommendation

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

Introduction and Background

3. The 2021/22 planning process began in January 2021. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the IRMP and Service Delivery Plan.
4. The April to September Service Delivery Plan Performance Report for 2021/22 is the document that reports and updates on the Functional Plan action points and Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2021.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

6. In March 2021 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance measures would continue to be grouped in the following way:
 - Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are
 - Service Plan outcomes - Key Performance Indicators
 - Tier 1 - Outputs – contributory outcomes and Local Performance Indicators
 - Tier 2 – Output - Local Performance Indicators
 7. Performance indicators have been grouped according to incident type:
 - Dwelling fire
 - Non domestic property fire
 - Anti-social behaviour and other fire
 - Road traffic collisions
 - Special service
 - Fire alarms
 - Staff welfare, risks and competency
 - Energy and the environment
 8. The Key Performance Indicator TC05 Special Service Calls attended no longer has a target and is for quality assurance only. This decision was made due to the type of incidents attended. It was agreed that MFRS would not want to discourage many of the calls received, nor are we able to influence performance in some areas such as assisting partner agencies. Areas MFRS could influence such as RTC's attended and water rescue incidents, while still included in this indicator are also recorded separately as RC11 and RC24.
 9. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
 10. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's and people living in areas of deprivation.
 11. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meeting of relevant managers and the Strategic Leadership Team Strategy and Performance Board. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
-

12. All performance for April to September 2021 is covered in detail in the appendices to this report.

Functional Plan updates

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

Key for Progress Reporting

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

HMICFRS updates

14. Included in this report is an update on the Action Plan, which updates Members on areas of improvement identified by Her Majesties Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) during their inspection in 2018. All areas identified are now considered business as usual or complete.

IRMP 2021-24 updates

15. Usually at this time the six monthly update on Integrated Risk Management Plan (IRMP) actions would be included with this report. However due to the IRMP 2021-24 not being published until July the report will be included in the Quarter 3 update to Policy and Resources Committee in March 2022.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

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

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

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

BACKGROUND PAPERS

GLOSSARY OF TERMS



SERVICE DELIVERY PLAN 2021-22

2nd Quarter Report: July-September 2021

Key for Progress Reporting: -

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

SERVICE PLAN 2nd QUARTER UPDATES 2021-22

OPERATIONAL PREPAREDNESS OBJECTIVES:

FP-21/22-1.1

To continue to implement the approved 5-year Capital Build Programme and progress the development of the Training and Development Academy.

To enhance Fire-fighter training (in relation to i.e high rise incidents, terrorist attacks, marine response emergency medical response, flooding and wildfire incidents). By building a new training facility that is fit for purpose and reflects new and emerging risk.

1.1 Continue to work to the Action Plan and Risk Register of the TDA Re-Development Board to deliver the site re-development.

- ⇒ The project governance structure is in place and the Executive Group, Project Board and Thematic Sub-Groups are operating in line with the report presented to SLT on 16th February 2021.
- ⇒ As a result, the following actions have been completed:
- ⇒ Station Merger Consultation Report was approved by the Merseyside Fire & Rescue Authority (MFRA) on 30th June 2021 meaning public consultation commenced on 15th July 2021 and concluded on 07th October 2021.
- ⇒ The Appointment of Principal/Main Contractor for New TDA Pre-Construction Works Report was approved by Policy and Resources Committee on the 29th July 2021.
- ⇒ The pre-planning application meetings took place on the 21st July 2021 and 28th July 2021 with Liverpool City Council. Both meetings were positive and solutions focussed.
- ⇒ The RIBA Stage 2 massing drawings and preferred site option was sighted by the CFO and DCFO on the 09th August 2021 for comment before being presented at the Project Board (13/08/21) and Executive Group (08/09/21) for sign-off.
- ⇒ Confirmed the high level cost plan figures, both capital and revenue option, for insertion into North West Regional Ambulance Service's internal options appraisal/business case.
- ⇒ Unfortunately, NWAS formally announced at the Project Board on the 13th August 2021 that their internal board had chosen to explore another option and withdrew from the project.
- ⇒ Several interactive meetings and or workshops have been facilitated to advance the design of the Station,

		<p>TDA and Training Zones. These events have been very successful in ensuring that the project is on target to meet the stage boundaries listed below:</p> <ul style="list-style-type: none"> • 28th October 2021 – Waits Report. • 11th November 2021 – Authority Report. • 22nd November 2021 – Planning Application. • 28th February 2022 – LCC Response to Planning Application
<p>FP-21/22-1.2</p> <p>Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing & Crime Act 2017 reviewing our Shared Estate, Operations and Support Services.</p> <p>Operational Preparedness will work with internal stakeholders to ensure opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining response to fires and other emergencies.</p>	<p>1.2 Monitor and review all areas of collaboration, developing business cases where they are in the interests of efficiency, effectiveness or public safety, through collaboration with Merseyside Police and NWAS, and as determined by the Blue Light Collaboration Programme Board.</p> <p>Opportunity assessments and reports will be undertaken against: Shared Estate, Operations and Support Services.</p>	<ul style="list-style-type: none"> ⇒ New joint proposals from directorates were presented for consideration ⇒ Blue Light and Corporate Service Collaboration Boards agreed areas for collaboration in short term and longer term ⇒ Agreed plan presented at Joint Fire and Police Collaboration Committee ⇒ Collaboration Team working with directorates ⇒ Evaluation report for assisting NWAS presented to Board ⇒ Interoperability Voice Channel Trial commenced

<p>FP-21/22-1.3</p> <p>Continue to review how operational risk information is gathered and presented to operational staff, including the future transition of MFRS Site Specific Risk Information (SSRI) into new applications and how this can be shared with other FRS's.</p>	<p>1.3.1 Continue to work to the Action Plan of the SSRI Board to complete the trial and deliver the app.</p> <p>1.3.2 Source a new software program or develop and support the existing SSRI procedure.</p>	<ul style="list-style-type: none"> ⇒ Site Specific Risk Information (SSRI) questionnaire was on the agenda at Station Manager Standardisation meeting 18.6.21. A request was made to all operational staff to complete and feedback on what they want, comments on current system, opportunities to change. ⇒ Senior Officer workshop will be held to gather views before finalising module specifications, survey form and associated workflows. Once agreed this will be shared with National Fire Chiefs Council (NFCC) RD Group. ⇒ SSRI Strategy revision presented to October Ops Board for comment.
<p>FP-21/22-1.4</p> <p>Implement the recommendations of the POD Review Project aiming to increase resilience.</p> <p>Enhancing specialist and non-specialist capabilities for terrorist incidents and providing additional kit and equipment to Firefighters; ensuring that MFRS specialist capabilities reflect foreseeable risk and are located and deployed based on that risk, including a drone capability.</p>	<p>1.4.1 Defined deadlines of work package completion dates created.</p> <p>1.4.2 Package completion work streams in final stage and to be passed to responsible officers for conclusion.</p> <p>1.4.3 Drone initial scoping and costing completed, production of handover document to enable Protection to implement and deliver.</p> <p>1.4.4 Initial POD distribution project completed, anticipating delivery of handover to Response to implement.</p>	<ul style="list-style-type: none"> ⇒ Response have started the moves to stations as per the IRMP. ⇒ A review with included survey of the Pod assets has been carried out by workshops. A plan has been produced for chronological refresh with estimated costings at current market value. ⇒ A plan is in progress for the equipment to be serviced, reviewed and refreshed on all Pods over a period of time linked to station placement, staff training and servicing in consultation with staff responsible for ownership. A defined plan will be produced by Ops Equipment Team.

<p>FP-21/22-1.5</p> <p>Deliver the revised Command Strategy which will ensure staff know how to command fire and rescue service assets assertively, effectively and safely at incidents.</p> <p>This will incorporate regular assessment of command competence in line with National Operational Guidance and ensure all staff skills are up to date and promote organisational awareness to confirm consistency on how this is recorded</p>	<p>1.5.1 Develop command training packages to support all management levels.</p> <p>1.5.2 Develop an assessment program to ensure all operational managers are command competent</p> <p>1.5.3 Create a command validation process for operational incident attendance.</p> <p>1.5.3 Create an accurate recording process for command competency.</p>	<ul style="list-style-type: none"> ⇒ All operational command competency is at 100% for available managers. ⇒ Incident Command Crew Manager (ICCM) course running and completed ⇒ ICMM course completed and running ⇒ Incident Command Watch Manager (ICWM) course completed, working with TRM for WM's to attend to clear backlog. ⇒ Command training for supervisory managers (CM/WM) being planned (two year period) ⇒ Senior Officer training being planned. ⇒ Command support training for all crews is nearly due for refresh. ⇒ Command Support specialism for Liverpool City is being built and will be delivered in January as part of the POD moves ⇒ CM competency training done ⇒ WM competency training to replace NVQ WM7 done and arranging to deliver. Alternative model being created for possible remote learning
<p>FP-21/22-1.6</p> <p>To continue to implement the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against the 2030 Green Plan and the move to alternative fuelled vehicles for the MFRS fleet</p>	<p>1.6.1 Survey all MFRS sites.</p> <p>1.6.2 Cost analysis of options of electric vehicles and electric infrastructure.</p> <p>1.6.3 Electric Fire Appliance demonstration and review.</p>	<ul style="list-style-type: none"> ⇒ Initial meeting held on 10th September to discuss Preparing for 2030 and organisational infrastructure. The discussions from this meeting will be presented to the Strategic Estates Group on 18th October. ⇒ Procurement are researching frameworks available through Crown Commercial Services (CCS) and FRs. ⇒ Transport Manager attended a demonstration of Rosenbauer fire pump on 15th September
<p>FP-21/22-1.7</p>	<p>1.7.1 Continue to engage with FC staff.</p>	<p>COMPLETED – flexible working in place</p>

Implement the findings of the 2020/21 comprehensive review of Fire Control staffing and embed the future ways of working for Fire Control.	1.7.2 Redraft the Fire Control Staffing Service Instruction	COMPLETED – flexible working in place
	1.7.3 Consult with workforce and representative bodies.	COMPLETED – flexible working in place
	1.7.4 Create FC working party to work with TRM for handover of staffing.	COMPLETED – flexible working in place
	1.7.5 Deliver two training courses for new starters in 2021/22, in line with apprenticeship framework	<ul style="list-style-type: none"> ⇒ Flexible Working party in place ⇒ New Fire Control operators started. Apprenticeship pathway commenced ⇒ Vision 5 is live and fully functional. ⇒ Next steps and timeline briefing paper presented for comment and will be finalised following discussion with DCFO.
	1.7.6 Deliver training for staff on upgrade to Vision 5.	COMPLETED

EQUALITY & DIVERSITY OBJECTIVES:

<p>Equality Impact Assessment (EIA) completed with E&D Department on this Operational Preparedness Function Plan 2021/22 and EIAs will be completed when required for new build facilities, changes, new equipment, uniform changes, policy changes etc.</p> <p>Provide assistance to E&D Department in reference to NFCC around Equal Access and</p>	<p>E&D-/20/21/1.14:</p> <p>To review the Training and Development Academy facilities in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</p>	<p><u>Current TDA Site</u></p> <ul style="list-style-type: none"> ⇒ As last quarter update. ⇒ Accessibility audits being completed Service wide. TDA site outcomes will be considered and actioned. <p><u>New TDA Build Project</u></p> <ul style="list-style-type: none"> ⇒ The ED&I manager is a standing member of the Long Lane/TDA Project Board. This is to ensure that MFRA meets its statutory duties under the Equalities Act and the site is accessible to all. EIA has been developed and remains a live document that is updated as the project develops.
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Provision of Services.		<ul style="list-style-type: none"> ⇒ We will learn lessons from the ‘accessibility audits’ when completed. We are also ensuring that we have ongoing dialog with our staff and the staff networks to ensure that their ideas and views are voiced and heard by the project management team.
	ED/20/21/1.19	<p>CLOSED</p> <ul style="list-style-type: none"> ⇒ Update was - A successful positive action campaign held for Fire Control December 2020 and EIA Completed with the Diversity Manager ⇒ Continual positive action campaign on Firefighter recruitment. <p>Embedded as Business as usual CLOSED.</p>
	ED/20/21/1.16	<p>CLOSED</p> <ul style="list-style-type: none"> ⇒ Last update was - Providing assistance to ED&I Department in reference to NFCC around Equal Access and Provision of Services. Embedded as Business as usual CLOSED
	E&D-20/21-1.10	
	Utilise our positive action campaigns for recruitment within all departments to ensure diversity.	
	Collaborate and work with other agencies to horizon scan and benchmark any ED & I process.	
	Research, develop and implement supportive technology, e.g. 999 eye, What 3 Words.	

OPERATIONAL RESPONSE OBJECTIVES:

FP-21/22-2.1

Enhance our response to specialist risk across Merseyside in specific areas such as Industrial, based at St. Helens, Marine at Wallasey, Marauding Terrorist Attack at Kirkdale and Wildfire at Formby and Heswall.

We will also align our existing resources to create other specialist stations such as Command and Control at Liverpool City, High Volume Pump based at Belle Vale; with maintained skillsets across each district, Hazardous Materials at St. Helens and continued Search and Rescue at our proposed Long Lane site.

2.1.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.

- ⇒ Engagement underway with staff at Kirkdale and Aintree. Estimation of numbers of staff to be retained at Kirkdale approximated to 8 personnel so far. Transfer processes discussed locally for both stations.

2.1.2 Complete Training Need Analysis for Specialist Resources

- ⇒ Hazmat Unit- Basic unit awareness complete. Potential for qualifications short of Hazmat Advisor. TDA to advise.
- ⇒ Incident Command Unit – Basic setup completed in house. Advanced Command Support training TBC estimated Jan 2022.
- ⇒ Welfare Pod – no training needs identified. (if it remains as is)
- ⇒ Damage Control unit: In house training for use of power tools c/o TDA/SRT.
- ⇒ Light Portable Pump: No training needs identified.
- ⇒ BA support unit (BASU): No training needs identified.
- ⇒ Marine/Tunnel – Unit to be merged – awaiting outcomes

2.1.3 Prepare Stations to receive Specialist Resources.

- ⇒ Liverpool City – Incident Command Unit and Level 2 Welfare Pod now established and have been deployed operationally at Norton’s/Club 051 incidents. Hook/lift training in place.
- ⇒ All personnel have received initial command support training. Advanced command support theory planning in progress with rollout TBC Jan 2022.
- ⇒ Wallasey: Marine/Tunnel unit, Damage Control Unit (DCU), Light Portable Pump, BA Support Unit all on site and retained protocol in place.
- ⇒ Options for merging Marine/Tunnel and DCU in progress with rebrand required.

		<ul style="list-style-type: none"> ⇒ BASU requires refresh as part of Pod review. Options for transfer of Light Portable Pumps/Emergency Rail Vehicle to and from units. 1x Electric Rail Vehicle (ERV) now sited within Rail Network. Hook lift training in progress 10+ trained to date. ⇒ St Helens: Hazardous Materials Environmental Protection Unit (HMEPU) and Bulk Foam Unit now in place and retained protocol communicated. Hook lift training in progress 10+ trained to date. Basic training for HMEPU provided.
	2.1.4 Roll out peripatetic training for Specialist skills.	<ul style="list-style-type: none"> ⇒ Identification of trainers (high performing/value demonstrative WM/CMs) within locations to TBC.
<p>FP-21/22-2.2</p> <p>Improve our Operational Response capability, via a review of the current locations of our fire stations.</p>	2.2.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.	<ul style="list-style-type: none"> ⇒ Staff at Kirkdale, Aintree and Croxteth consulted and supported following release of expression of interest. Forward planning for retaining staff and movements out in progress through transfer protocol. 1st meeting of workforce planning completed 8th Oct. ⇒ Staff at Wallasey and St Helens now operating under IRMP proposal changes – finalisation to local procedures ongoing.
<p>Introduce a new Hybrid Station at Kirkdale and combine the duty systems at Liverpool City and Kensington fire stations; to create a Dual Station Hybrid model.</p>	2.2.2 Facilitate moves based on service requirements	<ul style="list-style-type: none"> ⇒ All moves of specialist units completed. ⇒ Transfer protocol for staff in progress from Kirkdale. Aintree staffing numbers aligned to service Day Crewing Wholetime Retained (DCWTR) model through movement of 2 x FFs out to Low Level of Activity and Risk (LLAR).

	2.2.3 Produce procedure for Dual Hybrid.	⇒ Scheduled to commence during quarter 3	
	2.2.4 Implement procedure	⇒ To be completed following completion of expressions of interest process for Kirkdale/Croxteth.	
<p>FP-21/22-2.3</p> <p>Introduce an Integrated Demand Management Programme (IDMP) with Northwest Ambulance Service, to work together in times of high demand including Emergency Medical Response.</p>	2.3.1 Liaise with NWAS to produce IDMP.	<p>⇒ Initial meeting with the Chief Medical Officer with NWAS arranged for the 12th November.</p> <p>⇒ Data requested from POD on the number and location of firefighters contracted to conduct Emergency Medical Response to provide overview of how this could be activated in support of NWAS.</p>	
2.3.2 Produce SLT paper on IDMP.	2.3.3 Identify training needs and equipment /PPE, based on engagement results from previous EMR locations.		
2.3.4 Implement the programme.	2.4.1 Develop a zero cost option from within the existing establishment of Operational Response to provide a resilient and competent structure, recognising specialist H&S skills and qualifications required to support the succession challenges. Options will be captured in a report for Ops Board.		<p>⇒ Update in Qtr1 confirmed zero cost option achieved and from within the Response establishment;</p> <p>⇒ Final implementation and supporting paper is subject to the outcomes of the upcoming Station Manager appointments process and potential organisational restructure.</p>
<p>FP-21/22-2.4</p> <p>Develop the internal structure of the Health and Safety department to address gaps in future succession planning and build resilience (following learning from Covid).</p>			

This will take account of the relevant training, qualifications, knowledge and experience required within the department to meet the needs of the organisation.	2.4.2 Complete training needs analysis to identify qualification requirements and support the H&S succession plan report referenced above in 1.1.	⇒ Training Needs Analysis element has been completed which will support any report that is produced, following the outcomes of the elements mentioned in 2.4.1
	2.4.3 Present the report at Ops Board and subsequently implement change.	⇒ As per updates in 2.4.1 / 2.4.2
	2.4.4 Enrolment on and up to 50% completion of relevant H&S qualification	⇒ Enrolment of Response senior manager on NEBOSH National Diploma L6 achieved with progress made by way of completion of the first two units.
FP-21/22-2.5 Progress the work in relation to Firefighter contamination in support of reducing the risk of contamination to firefighters from fire effluents at incidents. This will take account of recommendations from current and emerging research.	2.5.1 – Consider new and emerging research on the hazards of fire contaminants, for example, the UCLan report; and report through the H,S & W Committee quarterly	⇒ University of Central Lancashire (UCLan) Red Amber Green (RAG) rating system presented at September Operations Board for progress update – progress is extremely positive. New WMB Health and Safety is leading elements of work stream, progressing any amber or red RAG ratings and horizon scanning research through established links; the FBU Campaign – DECON: to Prevent & Protect has been reviewed and will be considered. Health and Safety Committee remains updated quarterly.
	2.5.2 – Enhance PPE recording systems to include prompts around Contaminated Fire kit	⇒ Completed Qtr1.
	2.5.3 – Develop and deliver training on harmful health effects of exposure to toxic fire effluents.	⇒ Now moved into Qtr3 to allow further collaboration between H&S and TDA and to also consider the detail of the FBU recent publication of DECON: to Prevent &

		Protect and also any regional progression via NFCC H&S regional group.
<p>FP-21/22-2.6</p> <p>Improve the effectiveness of the Operational Assurance Officer role through the introduction of an accredited training/CPD regime; a review of how Officers are mobilised and respond to incidents and an evaluation of the OA officer handbook.</p>	2.5.4 – Complete a Learn-Pro package for annual completion by Ops crews and upload onto system	⇒ Qtr3. Completion target - ongoing
	2.6.1 Scope out training accreditation opportunities including IFE and formalise arrangements for continued accredited OA training.	⇒ Work continues for further opportunities. All qualifying officers have now received initial instruction with the Institute of Fire Engineers (IFE) accredited certificate allocated. Operational Assurance hold responsibility for maintaining this element.
	2.6.2 Produce an annual calendar of events for OA officer training and publish on the portal.	⇒ Progress has continued since Qtr1, with Operational Assurance live learning events being conducted at Seaforth Grain Terminal and Peel Ports Biomass, aspiration for future events through OA to continue. ⇒ Formalised calendar to be progressed in Qtr3 and set up on Portal.
	2.6.3 Report completed Identifying options enabling OA to commence at an earlier stage of incidents and have a higher attendance rate.	⇒ Draft report completed however is now being reviewed to take account of any potential changes to the Station Manager cohort rotas. To ensure the most effective options are presented this has been progressed into Qtr3.
	2.6.4 Survey monkey created and used for evaluation of OA handbook; report produced with findings and any improvements actioned	⇒ Survey completed with positive and constructive feedback to Operational Assurance handbook. All qualifying officers issued with hard copy booklet. Feedback now continually monitored through OA and handbook is standard issue for new OA officers.

EQUALITY & DIVERSITY OBJECTIVES:

E&D-21/22-2.10 & 2.11

Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSCS.

Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups.

1. Create a strong cohesive organisation that is positive to rising to the future challenges we face.

⇒ The new leadership message sets standards for integrity, courage and compassion, which places emphasis on our staff being inclusive, challenging negative behaviours and working to improve the diversity of the workforce as a whole.

2. Ensure that people from diverse communities receive equitable services that meet their needs.

⇒ The operational element of the Service are provided with means of linking in those within our communities to assistance managed by the Prevention department such as multi-lingual advice/publications. The facilities to assist people from diverse communities are available once the end users are identified.

3. Reducing fires and other incidents amongst the vulnerable protected groups

⇒ Prevention work has returned due to societal changes regarding Covid 19. In this, crews are conducting reassurance within local or regional groups, such as the Jewish community, in response to antisocial behaviour and communities in close proximity to the areas affected by the recent Liverpool Women’s Hospital incident and identification of those most at risk of harm or injury by fire.

4. To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”

⇒ A programme of station/operational E&D presentations has been agreed and facilitated by the ED&I team. This has been well received and had positive feedback produced. It is important for our staff to embrace diversity as a modern FRS and be able to recognise, adapt to and protect those who may be vulnerable or under a protected characteristic.

5. To continue to aspire to achieving excellence, or equivalent in a Fire and Rescue Service Equality Framework.

⇒ Response are committed to joint working and collaboration with E,D&I to support our people being the best they can be and being able to provide role modelling within communities as an industry leader for

fairness, equality and diversity. This work will continue and evolve as this relationship develops.

PEOPLE & ORGANISATIONAL DEVELOPMENT OBJECTIVES:

<p>FP-21/22-3.1</p> <p>To lead on the development of the new People Plan for 2021-24.</p>	<p>3.1.1 To strengthen leadership and line management to support organisational change and improved community outcomes</p>	<p>⇒ Work continues through the Appraisal process , and Gateway procedure to identify , develop and promote the appropriate staff into roles</p>
	<p>3.1.2 To provide excellent training and education to ensure continuous improvement of service to the public.</p>	<p>⇒ The Gateway system provides access to relevant development and managerial courses , whilst the TDA delivers all appropriate technical training and development</p>
	<p>3.1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged</p>	<p>⇒ Occupational Health in conjunction with our external partner Healthwork continues to deliver individual and organisational wellbeing solutions</p>
	<p>3.1.4 Developing cultural values, a behaviour which makes MFRS a great place to work.</p>	<p>⇒ The new Values have been developed in conjunction with our high performing workforce and will be in built into the organisation in conjunction with a revised leadership message</p>
	<p>3.1.5 Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve.</p>	<p>⇒ Work on our Positive Action strategy continues, with outreach work increasing following the lifting of COVID restrictions. The Authority has agreed the appointment of a temporary role to fully focus on this work in conjunction with external partner agencies</p>
<p>FP-21/22-3.2</p> <p>To design and implement an organisational Leadership message with revised values.</p>	<p>3.2.1 Adopting ways of working that response to service needs.</p>	<p>⇒ The Authority continues to review and revise ways of working to ensure the most relevant and appropriate contracts are in place</p>
	<p>3.2.2 To continue to develop the Leadership message through staff focus groups and consultation.</p>	<p>⇒ See 3.1.4</p>

<p>FP-21/22-3.3</p> <p>To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.</p>	<p>3.2.3 To appoint external support to deliver organisationally and embed the Leadership message and revised values.</p>	<p>⇒ The initial chosen supplier has withdrawn , a new shortlist has been produced and a selection mechanism will be produced to appoint the most appropriate supplier</p>
<p>FP-21/22-3.4</p> <p>To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.</p>	<p>3.3.1 To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.</p>	<p>⇒ The Workforce Planning group meets regularly to produce an organisation overview, and provide individual support in conjunction with POD managers to support individual team requirements</p>
	<p>3.3.2 To work with functional leaders to ensure any change management in their structural makeup is undertaken using best practice methodology to ensure those changes are effectively managed and delivered in a cost effective manner.</p>	<p>⇒ This links into 3.3.1 above and a number of pieces of work are currently ongoing</p>
	<p>3.4.1 To continue to strengthen our relationships with the community and partners in order to attract talent and to build on our reputational brand through positive action, careers events and Have a Go-days which demonstrate our position as an Employer of Choice.</p>	<p>⇒ See 3.1.5 above</p>
	<p>3.4.2 To work with our ICT /Communications colleagues to launch on-boarding technology to ensure candidates remain engaged and focused during the recruitment and selection processes.</p>	<p>⇒ A meeting has been set to review the renewal of the contract and expansion of the electronic on boarding process</p>

	3.4.3 To work with Service Managers to ensure that the Service Values are demonstrated by supporting them in challenging unacceptable behaviour and recognising demonstration of the values and ground rules.	⇒ This work is at the forefront of the Professional Standards Department , and is embedded into the service provided
	3.4.4 To work with internal and external colleagues and partners to build a coaching environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mind set.	⇒ This has been delivered following two internal training courses to facilitate the required number of internal coaches , to supplement the external coaches already being used Completed
FP-21/22-3.5		
To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.	3.5.1 In collaboration with our workforce we will develop initiatives to underpin best practice in terms of staff health and wellbeing and ensure that MFRS provides and timely and relevant interventions.	⇒ See 3.1.3
	3.5.2 We will maximise the physical and mental wellbeing of our staff to create a healthier environment where people are engaged, productive and challenged in their work.	⇒ The continued interventions of the PT instructors and the Service lead PT has seen a number of successful interventions and support for employees
	3.5.3 In partnership with all our staff we will actively lead and promote equally the benefits of positive mental health and physical health and wellbeing and ensure our services become embedded as “normal business” for our workforce.	⇒ A number of successful support interventions have taken place delivered by qualified internal staff with appropriate external support

	<p>3.5.4 To work with Managers to enable them to utilise the Service Capability and Absence and Attendance procedures to ensure that all employees are supported to perform to the best of their ability. This will be achieved via training and coaching of new and experienced Managers at their place of work in order to help them to choose appropriate management interventions available to them.</p>	<p>⇒ Full support and guidance is provided to all managers on a case by case basis</p>
<p>FP-21/22-3.6</p> <p>Continue to review and adapt all HR Systems and related technological interactions.</p>	<p>3.6.1 To transfer the management and development of the Stars system to POD</p>	<p>⇒ This has been completed</p>
	<p>3.6.2 To review all internal HR systems and continued interaction with other systems</p>	<p>⇒ This is work ongoing seeking to build a fully supportive network</p>
<p>EQUALITY & DIVERSITY OBJECTIVES:</p>		
<p>E&D-21/22-3.7</p> <p>To continue to actively engage with our communities at positive action events to</p>	<p>The service actively targets and attends events to share the recruitment brand and to attract potential recruits to reflect the working populations of Merseyside.</p>	<p>⇒ See 3.1.5</p>

<p>encourage diversification of the workforce.</p>		
<p>E&D-21/22-3.8 & 3.9</p> <p>To continue to consider reasonable adjustments which can impact on an employee's capability to undertake their role to their full potential.</p>	<p>Where an employee is not performing due to attendance, behaviour, knowledge, skills or aptitude, the Service will work with the employee to identify if a disability is limiting their full performance and will consider reasonable adjustments to enable the employee to reach their full potential.</p>	<p>⇒ The Service has appropriate professionally resourced panels to assess and review each case, and make recommendations for suitable solution and actions</p>

PREVENTION OBJECTIVES:

FP-21/22-4.1

Continue to deliver against the Home Safety Strategy (2021 - 2024), inclusive of using person and place based factors to keep people safer in their homes.

4.1.1 Our aim will be to deliver 60,000 interventions during 2021/22.

- 46,000 HFSCs (Stations)
- 12,000 Safe and Well Checks
- 2000 Low & Medium Risk

65% of our target group will be the over 65s. We will also use Indices of Deprivation and person centered data to access those most vulnerable from fire and direct referrals from agencies following analysis of all fatal and accidental fires across Merseyside.

⇒ Safe and well checks continue to be delivered at usual capacity by prevention staff. Lower numbers of HFSC activity delivered during the pandemic has been addressed through agreement with Ops Response. Crews are uplifting performance based on agreement whereby during the pandemic Prevention activity blocks were utilised to undertake other duties. This methodology has been agreed at Performance Management Group and fed back up to Community Risk Management (prevention) Board.

4.1.2 The introduction of improved technology (surface pro) and MIS during 2021/22 will improve document management (removal of paper based systems), improve accuracy of data and support the achievement of the targets above.

⇒ This work is ongoing and reported separately at the CFRMIS Board.

FP-21/22-4.2

We will further seek to professionalise prevention activity and align the strategy to the developing National Fire Chief's Council (NFCC) work stream regarding Home Safety this will include quality assurance of all Home Safety activity and an evaluation of its effectiveness.

4.2.1 We will ensure each advocate has regular training (including E-learning) to maintain the highest levels of competency.

⇒ All Prevention Team Managers briefed in relation to staff compliance regarding Learnpro completion. Home Safety Management team will continue to monitor progress and report frequently.

	4.2.2	The Function will provide guidance and training to each Watch/Team. We will quality ensure referrals (customer satisfactions calls) to support the internal evaluation of activity.	<p>⇒ Training has been delivered to Station Managers during standardisation that will be cascaded at Watch Manager and Operational Crews.</p> <p>⇒ Separate briefings have been arranged for the Bonfire period.</p>
FP-21/22-4.3	4.3.1	Task and Finish Group will be established to improve training and officer awareness of the IRS system.	<p>⇒ Prevention are working with Operational Assurance Team to address deficiencies in the Incident Reporting System reporting. Work has been reported through Performance Management Group.</p>
We will review existing assurance frameworks to improve quality of outcomes and improved reporting for Incident Recording System (IRS) and RM1 reporting.	4.3.2	Task and Finish Group will be established to review RM1's. This will complement the introduction of Vision 5 and CFRIMIS database to ensure	<p>⇒ Work is ongoing and the RM1 process and outstanding RM1's on Vision are being reviewed. Proposals are being develop to manage RM1s in the most effective way. Further meetings to be arranged to agree next steps.</p>
FP-21/22-4.4	4.4.1	Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day). We will also continue to further develop strategic alliances with key stakeholders (including housing providers) to support targeting of risk within the hierarchy of vulnerability (people and places).	<p>⇒ We have an established a campaigns programme to deliver HFSC in high demand wards or socially deprived areas. Older Persons Day delivered in October, outcomes will be reported to the Prevention Board. The third quarter will report on seasonal activity against the Bonfire Period.</p>
Station Based Campaigns - Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day).			
FP-21/22-4.5	4.5.1	We will align our strategy and interventions to partners place based plans to ensure the most effective outcomes including use of assets and resources.	<p>⇒ As above.</p>

Continue to implement the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement.	4.5.2	We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan, deliberate fire setting and increased tensions that may occur as a result of hate crime or terror related incidents.	⇒ As above with consideration to NFCC/Fire Kills calendar.
	4.5.3	Road Safety Education will focus on the newly published Merseyside Road Safety Partnership Plan. Our interventions will be those aged 18 - 24 years and those identified as part of Youth Offending (Restorative Practice).	⇒ MFRS Officers continue to support the work of Merseyside Road Safety Partnership (MERSOG) and will deliver to targeted audiences.
	4.5.4	MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.	⇒ During Q1 MFRS have become the Chair of this forum. MFRS continue to be proactive with key stakeholders in this regard.
	4.5.5	MFRS Incident Investigation Team will continue to develop its adopted approach to ISO accreditation and work in support of meeting the standards expected by Forensic Science Regulator.	⇒ Work continues toward the delivery of ISO accreditation in the Spring of 2022. We have a dedicated IIT Officer overseeing this work.
	FP-21/22-4.6		
Continue and renew our focus to further ensure Safeguarding is fully embedded in the Service.	4.6.1	We will ensure whole service understanding of safeguarding through robust training to all our workforce and safeguarding officers, including monitoring, review and evaluation of safeguarding compliance through governance, performance and peer review.	⇒ Safeguarding Lead attended Level 4 NFCC Training in Bedfordshire in August 2021 and will cascade relevant training internally. Safeguarding Governance Committee Chaired by ACFO meets quarterly to discuss emerging issues.

EQUALITY & DIVERSITY OBJECTIVES:

E&D-21/22-4.7

To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups.

4.7.1 Our aim is to ensure we are engaging with diverse communities in an inclusive way. To work in partnership with stakeholders through collaboration on shared ambitions improving wellbeing, safety and cohesion.

⇒ This is incorporated within the CFRMIS implementation and has been agreed with ED&I.

E&D-21/22-4.8

To increase the use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.

4.8.1 We will have dedicated campaigns in support of Firekills and other thematic areas. Our Safe and Well Checks will include fuel poverty referrals

⇒ Prevention are working with Local Authorities to secure extra funding via the Covid Grant and Department of Work and Pensions to deliver to the most vulnerable in our communities.

E&D-21/22-4.9

To continue to deliver and embed a MFRS Safeguarding Strategy.

4.9.1 We will look to support young people through the delivery of Princes Trust Team Programme and other Youth Engagement programmes.

⇒ Designated Safeguarding Lead training to be delivered by NSPCC and strategy to be delivered and agreed by Safeguarding Governance Committee.

PROTECTION OBJECTIVES:

FP-21/22-5.1

Resource and deliver suitable operational based Fire Safety training and information for Response Personnel.

5.1.1 Develop fire safety and fires in buildings training packages for operational crews to be hosted on MFRA E learning platform, with specific focus on:-

- Relevant legislation

- Building Construction

- Facilities for Fire-fighting in buildings

- Use of Fire-fighting facilities.

5.1.2 Each recruit FF will receive 2.5 days of face to face training receiving fire safety input, building construction and High Rise Building familiarisation.

⇒ Packages are scoped and content drafted to meet current needs. Awaiting recruitment of operational staff into the department to resource this work stream.

See 5.1.1

See 5.1.1

See 5.1.1

See 5.1.1

⇒ Recruit course 2/21 received 2.5 days protection input covering:
 Protection Dept Introduction and legislation
 Fire Detection and Emergency Lighting
 Means of Escape
 Case Study
 Fixed installations
 Dry & Wet Risers
 Simple Operational Fire Safety Assessment (SOFSA)
 SOFSA Practical
 Building Construction
 High Rise Building Site Visit to Marwood Towers:
 -Show design and escape routes
 -Fire Service Access Facilities
 -Fire fighting Lift Operation & Escape

		<ul style="list-style-type: none"> -Smoke Control System -Fire Fighting Shafts and stairs -Dry/Wet riser -(other fixed instillations) <p>High Rise Evacuation Strategy, Operational Considerations and Fire-fighter Facilities. (IFE Accredited)</p>
	5.1.3 Underpin learning by developing a suite of videos to support operational crews in relation to:	<p>⇒ Footage recorded with corporate communications will be enhanced with drone footage (once live) that will be captured by the protection department. MFRS continue to work with Sertus as a specialist company for smoke control systems. The plan to produce and share via NFCC. Progress has been affected by staff undertaking level 3 FS studies.</p>
	<ul style="list-style-type: none"> • Ventilation and extraction systems 	See 5.1.3
	<ul style="list-style-type: none"> • Identification and operation of Firefighting lifts 	See 5.1.3
	<ul style="list-style-type: none"> • Interrogation of alarm and detection systems 	<p>⇒ An interim operational briefing note has been circulated to operational staff covering this topic.</p>
FP-21/22-5.2		
Complete Regulatory Activity in line with District based Inspection targets.	<ul style="list-style-type: none"> • Protection staff will complete 2000 High Risk inspections. 	<p>⇒ 580 High Risk Audits completed this quarter. Covid restrictions have limited the ability to Audit some High-Risk premises. Staff leaving and vacant positions are also impacting outcomes this Quarter.</p>
	<ul style="list-style-type: none"> • Respond to all complaints and post fire situations covered by the RRO within 3 days. 	<p>⇒ With the department switching to CFRMIS it has been identified for the need to improve our complaints process and post fire. Strategy and Performance have produced a report via the PIPS system to allow better scrutiny and improve response to post fire situations. A</p>

		small working group has been tasked via Protection Management Board to scope a better fitting complaints process.
	<ul style="list-style-type: none"> Respond to all requests for a Protection Response Officer (during 2020 we provided fire safety advice and/or responded on 50 occasions. 	⇒ Quarter 2. Protection officers either attended or provided advice to operational incident commanders at incidents on 32 occasions. This brings the year to date total to 72.
	<ul style="list-style-type: none"> Complete Annual target for Inspection of High and Very High Risk Premises 	⇒ This is on target for the annual performance completion
	<ul style="list-style-type: none"> Respond to 100% of Building Consultations within the 15 days' period 	⇒ 99.7 % of consultations within the required 15 days.
	<ul style="list-style-type: none"> Complete 80 programmed petroleum visits 	⇒ 36 have been completed to date and is slightly off target due to trained staff leaving. New inspectors are being trained to inspect petroleum sites to maintain target.
	<ul style="list-style-type: none"> Conduct the relevant activities for all new build petrol filling stations 	⇒ New build inspections currently ongoing not yet recorded in CFMIS.
	<ul style="list-style-type: none"> Conduct 100% of all petroleum environmental searches within 14 days. 	⇒ Completed all within 14 days
	<ul style="list-style-type: none"> Conduct 1 monthly peak hour's inspections campaign targeted at premises types identified through local and National intelligence. Activity will be recorded through our MIS. 	⇒ A monthly peak hours inspection has been undertaken each month for the quarter and the annual total of inspections now stands at 83.
		⇒ 4 sub-surface inspections have been completed

	<ul style="list-style-type: none"> Carryout 4 Sub-Surface inspections, 1 per quarter 	
	<ul style="list-style-type: none"> Take the required enforcement and prosecution action when premises fail to comply with the relevant legislation (Reporting period 2019 – 2020, 41 Enforcement Notices and 28 Prohibition Notices issued. 2 Prosecutions which resulted in convictions). 	<p>⇒ 10 Prohibition Notices, 25 Enforcement Notices, 2 Alternation Notices and 0 prosecutions were served or undertaken in quarter 2. There are currently 4 potential prosecutions were investigation and evidence preparation work is ongoing.</p>
	<ul style="list-style-type: none"> Process all applications for explosives storage (fireworks) within 14 days 	<p>⇒ A total of 115 explosives licences were issued during the period. The remainder are scheduled to be completed during the months of October and November. All were processed within 14 days.</p>
	<ul style="list-style-type: none"> Respond to complaints relating to the illegal storage of explosives and take the required enforcement and prosecution action. In line with the MFRA complaints triage matrix. 	<p>⇒ Complaints regarding storage of fireworks are generally received around the sales periods and are assessed and acted on appropriately. Due to the time of year there were no complaints in Q2.</p>
	<ul style="list-style-type: none"> Carry out 110 programmed firework storage site inspections as per our risk based model. 	<p>⇒ A total of 115 explosives licences were issued during the period. The remainder are scheduled to be completed during the months of October and November</p>
<p>FP-21/22-5.3</p> <p>To undertake Building Risk Review Programme (BRRP) to satisfy the needs of MHCLG and NFCC.</p>	<ul style="list-style-type: none"> Recruit specialist team to deliver against Building Risk Review Programme (BRRP). 	<p>⇒ A dedicated team consisting of a Building Risk Review (BRR) Coordinator, a BRR Lead Inspector, a BRR Local Authority Liaison, and BRR admin support are recruited and fully operational to deliver against the Government’s ambition to have inspected all listed high rise buildings by December 2021, all funded via the BRR Grant and Protection Uplift Grant.</p>
	<ul style="list-style-type: none"> Assess, triage and complete an audit as necessary. 	<p>⇒ MFRA have committed to inspecting all high rise residential premises so there is no triage process. There are two lists of premises that are being worked through (A and B List). The A list is provided by government and consists of 130 premises. To date 124</p>

		<p>premises have been inspected and the required information returned to government.</p> <ul style="list-style-type: none"> ⇒ List B is a further list of high rise residential premises that are not on list A but MFRA are aware of. There were 126 premises on this list at the start of the programme and to date 99 have been inspected and the required information returned to government. ⇒ Throughout the BRR programme the B list has continued to grow as we discover premises we were unaware of any new built premises that are in scope become occupied.
	<ul style="list-style-type: none"> • Develop and confirm a trajectory for programme completion. 	<ul style="list-style-type: none"> ⇒ A trajectory was established at the start of the programme that anticipates list A and B are completed by the end of 2021. Currently, the programme is slightly ahead of trajectory and the likelihood of achieving the target is good. ⇒ If lists A and B are completed by the end of 2021 the original commitment will have been achieved. However, there are another forty premises that have been added to the B list through the course of the programme and there is the possibility that this list will continue to grow through the last three months of the programme. As a result, audits on these additional premises will continue in to 2022.
	<ul style="list-style-type: none"> • Recruit 4 new Fire Safety Inspectors. 	<ul style="list-style-type: none"> ⇒ Six new Fire Safety Inspectors were recruited during the period and their development and training is ongoing.
<p>FP-21/22-5.4</p>	<p>5.4.1 We will utilise provided Government Protection Uplift funding to recruit fire safety</p>	<ul style="list-style-type: none"> ⇒ As above

Develop Protection Structure in line with the NFCC Competency Framework. Including recruitment and training.	officers, resource and develop the Protection Department to meet current and future demands of this FDP with our establishment:	
	<ul style="list-style-type: none"> Recruit 4 additional temporary Watch Managers. 	⇒ Ongoing
	<ul style="list-style-type: none"> Recruit 4 fixed-term Fire Safety inspectors. 	⇒ As above
	<ul style="list-style-type: none"> Carry out 10 Fire Safety Quality Assurance audits per quarter. 	A new QA process is in development and will be implemented in the new year.
	<ul style="list-style-type: none"> Provide access to 15 hours of CPD per year. 	⇒ Ongoing
FP-21/22-5.5		⇒ As detailed below
Deliver a cross functional, single platform Management Information System to Protection, Prevention and Preparedness.	5.5.1 Implement the CFRMIS application with the associated Protection modules.	
	<ul style="list-style-type: none"> Technical Fire Safety. 	⇒ The Protection Module went live for use in May 2020 for Fire Safety Audits. There are still a number of areas being configured for release, including SOFSAs and RBIP. Improvements to the user experience will continue as we explore the use of quick screens and workflows.
	<ul style="list-style-type: none"> Explosives. 	⇒ A new suite of forms, trialed during the Bonfire night selling period will be created in CFRMIS for testing. The Explosives Module will be configured and tested over

		the Chinese new year selling period and will go live March 2022.
	<ul style="list-style-type: none"> • Petroleum. 	<ul style="list-style-type: none"> ⇒ Civica have created a task and finish group, with FRS users, to improve and update the CFRMIS Petroleum Module. An updated version is expected to be released early 2022. Petroleum Officers are currently rationalising MFRS Premises records within the CFRMIS Gazetteer to ensure there are accurate records of licenced petroleum sites within the MFRS CFRMIS.
	<ul style="list-style-type: none"> • Prevention 	<ul style="list-style-type: none"> ⇒ Online HFCS forms on Toughpads are being tested on five Stations. Station based personnel will access risk premises via a status report on station dashboard (Toughpad). A one click submit button will send the data directly into CFRMIS. Due to go live early Jan. ⇒ The current CFRMIS systems does not offer a suitable interface for FSD operators to interact with CFRMIS by inputting data and interrogating the database. The Project team have identified this as an area for development. Prevention working party are currently reviewing process maps and creating a detailed product specification document to assist the DevOps team and Systems Support in the creation of forms, workflows and status reports.
<ul style="list-style-type: none"> • Preparedness 	<ul style="list-style-type: none"> ⇒ Operational Planning have identified that the off the shelf product does not meet the needs of the Service. Civica are aware the Module needs future development but are reluctant to proceed until FRS user consensus is agreed or clear National Guidance is published. Project Manager has been approach by the NFCC Central Programme Office to assist with the review of PORIS. Project Team and working party have conducted a Staff Survey and are analysing the results. Operational 	

		Intelligence are reviewing SSRI (Site Specific Risk Information) Policy and will present a paper the Operations Board late November. One of the recommendations will be to use the CFRMIS PORIS assessment to triage and categorise risk. This will not require Operational Intelligence Module development.
FP-21/22-5.6 Resource and deliver the agreed Drone capability by utilising the Protection Response Officers.	<ul style="list-style-type: none"> Identify staff to manage 'Drone'. 	⇒ Protection response officers will staff and provide immediate request for a drone response for MFRS as they currently provide 24/7 cover rota. Added resilience for Mon-Fri 9-5 will be provided by the Protection day related WM's. Out of hours resilience will be provided by protection dept SM's. Nine trained pilots in total have been identified.
	<ul style="list-style-type: none"> Source CCA Approved Drone pilot licencing. 	⇒ All nine pilots have been enrolled on Emergency Service Drone Operator Training (ESDOT) and have completed all on-line training as well as the separate CAA online assessment. Each pilot has a unique Pilot ID and MFRS now has a unique operator's ID. Practical training and assessment took place 20 th - 23 rd July.
	<ul style="list-style-type: none"> Train identified staff to required levels. 	⇒ We now have seven pilots that are fully trained with the required licences to operate. Two pilots requiring further assessment in December 2021.
	<ul style="list-style-type: none"> Provide and maintain 24/7 Drone availability. 	⇒ Two aircraft have now been procured via a lease arrangement and have arrived in service. ⇒ The current vehicle is scheduled to be adapted to store relevant equipment at workshops. ⇒ Operational authorisation application has been submitted to the CAA.
EQUALITY & DIVERSITY OBJECTIVE:		

<p>E&D-21/22-5.7</p> <p>The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking.</p>	<p>Safeguarding training bespoke to Modern Slavery and Human Trafficking this will be recorded against individual training records.</p>	<p>⇒ Ongoing and will be built into the training calendar.</p>
<p>Then provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.</p>	<p>A clear process to refer prevention and safeguarding concerns, to protect the most vulnerable and/or under represented members of our communities</p>	<p>⇒ Pathways are established via the Portal for welfare and safeguarding concerns</p>

NATIONAL RESILIENCE OBJECTIVES:

<p>FP-21/22-6.1</p> <p>Review the Home Office National Coordination Advisory Framework (NCAF) and associated FRS supporting guidance.</p>	<p>6.1.1 Update content to reflect new Home Office structures associated with National Resilience</p>	<p>⇒ Revised and updated National Coordination Advisory Framework (NCAF) submitted to National Resilience Board for sign off 21st September 2021. Supporting guidance and Recovery & Repatriation document updates have commenced and should be concluded by end of calendar year.</p> <p>⇒ Draft National Resilience Assurance Team Concept of Operations document produced and under peer review at time of update.</p>
<p>6.1.2 Review the current levels of response in regards to significant, serious and catastrophic definitions</p>		
<p>6.1.3 Provide greater clarity on the functional roles within NCAF (NRCEU, NSAT, NRAT, NFCC Chair).</p>		

	6.1.4 Develop a document library based on a hierarchical structure of relevant documents associated with National Resilience capabilities.	
FP-21/22-6.2	6.2.1 Develop training materials providing information on role of NRAT, structure of team	⇒ Awaiting feedback from Home Office colleagues regarding suitable measures to be implemented to enable face to face engagement and sessions to be arranged.
Work closely with the Home Office National Resilience Critical Events Unit (NRCEU) in enhancing their knowledge of the FRS National Resilience structures and capabilities.	6.2.2 Facilitate periodic sessions for engagement between NRAT and NRCEU colleagues	
FP-21/22-6.3	6.3.1 Review current arrangements for the sector led training delivery model including current MoUs for users and training delivery partners.	⇒ The Training Needs Analysis (TNA) process for 2022/23 has now concluded enabling the exploration around training delivery models to now commence.
Following learning from the Covid pandemic, explore potential training delivery model options to provide greater resilience.	6.3.2 Explore potential training delivery model options and work with NRAT capabilities to identify additional options with other partners to provide greater resilience.	
	6.3.3 Engage with identified partners and secure Arrangements.	
	6.3.4 Produce MoUs or similar associated doctrine	
	6.3.5 Review NRAT ICT and communications provision with consideration towards future proofing and embracing new and changing working methods.	

<p>FP-21/22-6.4</p> <p>Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate.</p>	<p>6.4.1 Identify FRS who have implemented local arrangements for standard test recording.</p> <p>6.4.2 Liaise with the Prime Contractor to identify their requirements for resource management systems.</p> <p>6.4.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the NR website.</p> <p>6.4.4 Liaise with NRAT capabilities to ensure training management system requirements are contained in the recording system.</p>	<ul style="list-style-type: none"> ⇒ Development of the maintenance of competence recording system will commence once the go live for the Training Management System takes place (anticipated November). Projections indicate this work should be completed by mid to late January 2022. ⇒ In regards to the development of a standard test recording system for equipment: ⇒ A questionnaire will be disseminated to all FRS to establish what systems they currently utilise. The questionnaire will also seek feedback as to how receptive the FRS would be to the provision of a central recording system for National Resilience assets ⇒ Based on data from the questionnaires, this will inform the feasibility/rationale as to the need to develop a centrally available system ⇒ In the event of a central system being feasible, the National Resilience Assurance Team (NRAT) will then engage in research and development with a view to informing a proposal for an electronic based system. This will result in the production of a report outlining options and costings. If such proposals were to be agreed/accepted by National Resilience Board, it is anticipated that this specific item will be deferred to the National Resilience functional plan for 2022/23.
<p>FP-21/22-6.5</p> <p>Explore the use of Resilience Direct as a secure and reliable means to provide incident status updates to Home Office and other key stakeholders.</p>	<p>6.5.1 Undertake training on how to utilise Resilience Direct system and create incident pages.</p> <p>6.5.2 Liaise with NRCEU colleagues to confirm agreement in the use of Resilience Direct.</p>	<ul style="list-style-type: none"> ⇒ Initial meeting held with Resilience Direct (RD) training team with input to be arranged for NRAT personnel. Awaiting feedback from RD training provider so as to

	6.5.3 Run test sessions using past incidents prior to Implementation.	arrange training sessions – reliant on lifting of Covid restrictions.
FP-21/22-6.6	6.6.1 Establish needs of DA partners	⇒ Progress in this area has been affected by workloads within MFRS legal team associated with long standing local matters however reviews of existing MOUs have taken place and a meeting with the relevant departments have taken place to agree next steps to progress.
Develop Memorandum of Understanding (MoU) for procurement frameworks and training packages, with the Devolved Administrations.	6.6.2 Review existing MoU with Welsh FRS and identify any implications.	
	6.6.3 Produce consistently applied MoUs with each Devolved Administration.	
FP-21/22-6.7	6.7.1 Engage with relevant partners and stakeholders as part of the planning arrangements for the G7 summit (June 2021) and climate conference (November 2021).	⇒ Meeting and Liaison with Scottish FRS colleagues were held with the following provided ahead of United Nations Climate Change Conference (COP26):
Provide support to relevant stakeholders for the forthcoming G7 summit and climate conference events.	6.7.2 Review status of national resilience resources with a view to servicing any requests for assistance and support.	⇒ Chemical, Biological, Radiological, Nuclear, and high yield Explosives (CBRNe) capability providing CBRN Tactical Advisor training to 16 National Inter-agency Liaison Officers (NILOs) to ensure resilience in place for the operation of Scottish FRS based DIM capability. Training taking place 29 th and 30 th September 2021
		⇒ Scottish Multi-agency Specialist Assessment Team (MASAT) capability is trained and current in regards to skill set and is fully supported by Glasgow Scientific Services
		⇒ Scottish FRS and Scottish Government are content that they have suitable resilience and resource in place locally to support the event and London Fire Brigade have been

		<p>engaged as a peer review partner to confirm as such</p> <p>⇒ No formal request for National Resilience assets to support the event. However Scottish FRS colleagues have alluded to potential reach back in the event of either an incident escalating during the event or an existing Scottish FRS asset becoming available that would subsequently be detrimental to the support arrangements they have in place for the United Nations Climate Change Conference (COP26).</p> <ul style="list-style-type: none"> • In this eventuality, Scottish FRS may seek assistance from English based NR assets. The National Coordination and Advisory Framework (NCAF) can support such requests for incident response and preparatory needs. Depending on the nature of any such request, it may give cause for contingencies to be implemented in England in order to facilitate such provision (eg Op Copley in the event of a request for DIM). • Scottish FRS will be sending a formal letter to capture the ask and a form of words will be put together to describe how such provision would be provided.
<p>FP-20/21-6.5- CARRY OVER</p> <p>Deliver phase 2 of the NR website development project.</p>	<p>6.8.1 Accord with timelines and objectives within the website development phase 2 process map for</p> <ul style="list-style-type: none"> • Capability pages • Documentation and permissions • Assurance toolkit <ul style="list-style-type: none"> ○ Technical Issues ○ Exercises • Self-assessment 	<p>⇒ The development of the training site is nearing complete with some final testing being performed w/c 6th Sept. The project has been delayed slightly owing to some additional work that was required by the NR training team around endorsements and staff unavailability.</p>

	<ul style="list-style-type: none"> • Assurance review • Training Management System • Maintenance of Skills 	<p>⇒ An interim Training Management System process for 2021 has been created this will allow all FRS's to accurately update their own personnel registers which we provide the Development team an accurate dataset that can be imported into the new application. The NR Training team are looking to host some online introduction sessions with all FRS to demonstrate the new training system and its use by the end of September 2021 with official go live of the system 1st October. Following the successful delivery of the training system work will commence to develop the Maintenance of Competence dashboard for capabilities.</p>
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FINANCE OBJECTIVES:

FP-21/22-8.1

Monitor the development of Comprehensive Spending Review (CSR) 2021.

8.1.1 Respond to any consultation, and

⇒ Not expecting any Ministry of Housing, Communities and Local Government (MHCLG) / Home Office proposals before end of October 2021

8.1.2 Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and

As above

8.1.3 Assess the impact on the 2022/23 Medium Term Financial Plan (MTFP) and report as part of the 2022/23 Budget Process.

As above

<p>FP-21/22-8.2</p> <p>To monitor the outcome of the McCloud pension challenge.</p>	<p>8.2.1 Ensure the pension administration information required as part of the remedy and compensation settlement is provided to the relevant parties, and</p>	<p>⇒ Final remedy for Local Government Pension Scheme / Firefighter Pension Scheme not expected until October 2023. Home Office informal guidance on offering immediate detriment (access) to legacy pension schemes for retiring eligible firefighters was approved by the Local Pension Board (LPB) in July following support from the Authority to action HO guidance. Currently Payroll & Pensions staff working with LPB to validate required pension data to allow immediate detriment access from November 2021.</p>
	<p>8.2.2 Assess the impact on the Authority’s budget and MTFP and</p>	<p>⇒ Firefighter Pension Scheme (FPS) employer rates will consider impact of remedy as part of ongoing FPS actuarial review and revised employer rates from 2024/25. £1m built into MTFP from 2024/25 for expected increase in rates.</p> <p>Action closed as no revised rates are likely to be issued before end of 2023.</p>
	<p>8.2.3 Report on the funding solutions via the financial review updates and 2022/23 budget process.</p>	<p>⇒ See above – Action closed and will be picked-up in 2023/24 for 2024/25 budget process.</p>
<p>FP-21/22-8.3</p> <p>To review the current process for charging and recovering discretionary fees and charges income.</p>	<p>8.3.1 Identify the current Directorate discretionary fees and charges service and prices.</p>	<p>⇒ Revised charging policy and charges agreed by Members and implemented during Quarter 1. Action closed</p>
	<p>8.3.2 Prepare an overarching “policy / SI”</p>	<p>⇒ Policy and Service Instruction revised and signed-off. Action closed.</p>

	<p>8.3.3 Review current process for invoicing and monitoring income and suggest amendments as required.</p>	<p>⇒ Revised process now in place and delivering additional income as expected.</p>
<p>FP-21/22-8.4</p> <p>To implement a new procurement/contract monitoring application to deliver effective management information for services and the update of transparency data on the Authority's website.</p>	<p>8.4.1 Identify a suitable off the shelf application.</p>	<p>⇒ Proactis' ProContract software package has been established as business as usual.</p> <p>⇒ Advanced reporting training is the only outstanding aspect and is to be scheduled for Q3.</p> <p>⇒ Data from the legacy system will be provided from the previous provider in Quarter 3.</p>
	<p>8.4.2 Implement and transfer relevant Transparency data onto site.</p>	<p>⇒ Transparency data is now being provided more or less in real time to the requirements of the Local Government Transparency code.</p>
	<p>8.4.3 Use application going forward to advertise relevant contracts to potential suppliers</p>	<p>⇒ All contracting opportunities that need a tender exercise or a further competition are being conducted using the new application.</p>
<p>FP-21/22-8.5</p> <p>Work with colleagues to upskill contract managers through an accreditation process, and thereby mitigate the identified contract management risk in the corporate risk register.</p>	<p>8.5.1 Work with Project lead to negotiate with chosen application provider the system that the relevant services wish to procure.</p>	<p>⇒ Prince-2 qualification achieved by Head of Procurement.</p> <p>⇒ Senior members of the procurement team have had the contract management accreditation added to their personal development targets.</p> <p>⇒ Contract managers have been identified within the safeguarding training as requiring specialist training to identify modern slavery practices.</p>

LEGAL SERVICES OBJECTIVES:

<p>FP-21/22-9.1</p>		
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<p>To undertake a comprehensive review to ensure that sums insured for each location remain accurate which will ensure the Authority is fully protected should an insured event occur.</p>	<p>9.1.1 Set up a working group from Finance, Estates, Ops Equipment, ICT, Workshops and other relevant teams to review the data we hold to ensure it is accurate and update as needed.</p>	<p>⇒ The working group has completed its review and data collection and have been cross referenced for insurance purposes. This matter is now closed and will become business as usual in order to maintain the assets appropriately.</p>
<p>FP-21/22-9.2</p> <p>To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.</p>	<p>9.2.1 To review the requirements of the TDA site, obtain appropriate approval of the Authority and subject to approval obtain planning permission on the existing site and complete the relevant conveyancing.</p>	<p>⇒ The initial stages of the work have begun with the contract for the conditional sale of the land being exchanged and a title report being obtained. The work remains on going and subject to change further to the outcomes of the pre-construction works, financial implications and planning application as well as Authority approval.</p>
<p>DEMOCRATIC SERVICES OBJECTIVES:</p>		
<p>FP-21/22-9.3</p> <p>To undertake a review of the new remote ways of working for Members, and the associated technology, to ensure that it continues to enable Members to undertake their roles as effectively as possible.</p>	<p>9.3.1 To review the current technology utilised for remote meetings and events, to ensure that it remains fit for purpose and provides the most efficient and effective solution.</p>	<p>⇒ Since the Regulations to conduct remote meetings were revoked, meetings have been held in person. The meetings are streamed live and further investigation is underway to determine a hybrid meeting option in anticipation that the position may revert again.</p>
	<p>9.3.2 To review and continue to explore options for undertaking Members training and development and staff engagement activity remotely, to ensure that these events are adding as much value as possible.</p>	<p>⇒ Station visits are scheduled for January and February to take place in person within the current guidance of groups of no more than 6 Members at each Station. Training for Members is being explored for the next calendar year. Plans for the Budget Strategy Day are also underway to identify the best format for engagement activity to ensure they are accessible to Members.</p>

	<p>9.3.3 To ensure that the remote working arrangements, continue to enable effective oversight and scrutiny by Members.</p>	<p>⇒ Due to changes in legislation and lifting of restrictions remote working arrangements have now ceased and activities are now undertaken in a physical location (SHQ)</p>
<p>FP-21/22-9.4</p> <p>To undertake a full review and refresh of the Authority's Scrutiny Forward Work Plan, to ensure that it is aligned to the new IRMP and future work streams.</p>	<p>9.3.4 To continue to explore new opportunities for improving engagement between Members and staff, through the increased use of technology.</p>	<p>⇒ With remote meetings ceased the use of technology has focused on engagement between Officers and Members. This has now been identified through 9.3.2.</p>
<p>FP-21/22-9.5</p> <p>To review and refresh the Authority's Members Development Strategy & Programme, to ensure that it remains fit for purpose and continues to ensure that Members have the required knowledge and skills to undertake their roles as effectively as possible, particularly in light</p>	<p>9.4.1 To undertake a review of the current Forward Work Plan for the Authority's Scrutiny Committee and identify any outstanding reviews requiring action.</p> <p>9.4.2 To work with Authority Members and Officers, to identify items for inclusion within a new Forward Work Plan, which are aligned to the new IRMP and future work streams and projects. This will ensure that the Authority's scrutiny work remains relevant and aligned to key objectives.</p>	<p>⇒ The forward work plan was reviewed in July with any outstanding matters being identified and the reasons why they would be carried forward.</p> <p>⇒ A meeting was held in July for Officers to represent to Members the current work streams and objectives of those directorates that are linked to the Authority IRMP. Forward Plans for each of the Committees are being drafted for review by Officers and Members.</p>
	<p>9.5.1 To review the Members Induction Programme for new Members, particularly in light of the current restrictions, to ensure that all new Members to the Authority, continue to be inducted and integrated as effectively as possible.</p>	<p>⇒ The Induction Programme is being reviewed to ensure new Members have the necessary documents to be as effective as possible.</p>

of current restrictions and remote working requirements.	9.5.2 To review and continue to explore options for delivering Member Training and Development activity remotely, to ensure they are meeting the requirements of Members.	⇒ Officers are continuing to consider the best way of providing remote training to Members and are actively exploring different meeting platforms.
	9.5.3 To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.	⇒ A Skills Audit Meeting for all Authority Members is being planned for 2022.
	9.5.4 To undertake a Training needs analysis for the Authority; and identify opportunities for peer mentoring/ support within the Authority Member group.	⇒ This is due to follow on from the Skills Audit Outcome in the near future.

STRATEGY & PERFORMANCE OBJECTIVES:

FP-21/22-7.1	7.1.1 To support and further develop MFRS Staff	⇒ MFRS Staff Networks have continued to progress well despite the pandemic, as has the
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To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.

- networks to have a voice and higher visibility across all areas of the organisation
- To increase membership of all the networks during 2021/2022
 - To establish links with other emergency services network leads to share best practice
 - To support networks to identify and celebrate key events during 2021/2022
 - For the networks to assist in the shaping and delivery of organisational strategy and policy, working with us to improve staff experience on issues relating to each network.
 - To support the Positive Action Team
 - For Senior Lead Sponsors to support networks to achieve their aims and objectives and provide leadership

- involvement of Senior Sponsors from the Strategic Leadership Team. As a result, Network chairs and managers are working well together to further embed ED&I in the Service e.g.
- Review of uniform and kit for female Firefighters
 - Neurodiversity training for SLT
 - Pride celebrations
 - Black History month
 - Involvement in the TDA development project
 - Involvement in the development of the Positive Action strategy

7.1.2 To complete Phase 2 of the face to face delivery of the Essential ED&I training for all members of Staff Authority Members and Volunteers by the end of March 2022. (subject to Covid 19 restrictions)

- ⇒ Face to face training re-started in July following a break due to the pandemic. Over 60% of staff have now received this training, which is receiving high approval ratings from recipients.
 - ⇒ The pandemic has actually continued to provide more opportunities for staff to engage in ED&I training events as many have remained online allowing staff to attend who may not have previously been able to do so.
- ⇒ The ED&I LearnPro module has now been completed by 74% of staff.

7.1.3 Feeding into the wider MFRS Training Needs

- ⇒ The ED&I team (and Networks) are involved in the development of the Positive Action Strategy

	<p>Analysis to develop a suite of resources in various formats to compliment the Essential ED&I Training e.g.</p> <ul style="list-style-type: none"> • Cultural awareness • Neurodiversity and disability awareness • Autism Awareness • Equality impact assessments 	<p>and work with other departments to embed ED&I related training into the Service, for example, recent Neurodiversity training.</p>
	<p>7.1.4 To undertake a self-assessment evaluation and benchmarking tool, to ensure MFRS continuously improves its ED&I delivery against recognised best practice nationally</p> <ul style="list-style-type: none"> • To complete ENEI's Talent Inclusion & Diversity Evaluation (TIDE) 	<p>This is due to be completed later in the year.</p>
	<p>7.1.5 To further develop our approach to community engagement through best practice identified in NFCC Equal Access Project.</p>	<p>⇒ This aspect of ED&I activity is mainly being delivered through collaborative working with our colleagues in the Police and Ambulance services with regular meetings taking place to share best practice and develop opportunities for engagement.</p>
<p>FP-21/22-7.2</p> <p>To make the most effective use of organisational information whilst continuing to improve information security and governance: -</p> <p>a. Continuing to digitally transform the organisation.</p> <p>b. Continuing to ensure compliance with</p>	<p>7.2.1 To play a key role in the implementation and integration of the new CFRMIS (Community Fire Risk Management Information System) solution into organisation.</p>	<p>⇒ CFRMIS Implementation - A station dashboard has been created which will be made available on toughpads. This will provide easy access to all station based forms when out in the community. A new HFSC form has been developed which is being trialled at Kensington and Prescot stations. Development and configuration of CFRMIS continues within the three areas: Protection, Prevention and Operational Intelligence.</p>
	<p>7.2.2 Final phase of development for the National Resilience application.</p>	<p>⇒ National Resilience Application - The development of the training management module is nearing completion with some final testing being performed. The NR Training team will then host some online introduction</p>

information governance and security legislation and regulations.		<p>sessions with all FRSs to demonstrate the new training module once training documentation is available.</p> <p>⇒ Following the successful delivery of the training module, work will commence to develop the MoC (Maintenance of Competence) dashboard for capabilities.</p>
	<p>7.2.3 Continue to use our internal development team and the O365 tools available to systems support to contribute towards a digital transformation of the organisation and the removal of paper-based systems. In 2021/22 this will include the re-development of the OPS (Operational Performance System).</p>	<p>⇒ A number of new electronic forms have been produced which have helped to improve and automate processes. These include:</p> <p>⇒ Quality Assurance Framework for Prevention Advocates; Fire Control Training Record Log;</p> <p>⇒ Draft SSR1 (Special Service Report);</p> <p>⇒ Records Management.</p>
	<p>7.2.4 Continue to work with all Functions to develop the Information Asset register for the Service, to enable us to understand and manage the information Assets and the risks to them, more effectively</p>	<p>⇒ The information asset register has been renamed the record of processing, to align with guidance from the Information Commissioner's Office. A risk based approach is being taken to updating this which the departments that process most personal data being asked to complete it for their personal data processes first:</p> <p>Finance – complete POD – in progress Prevention – in progress Protection – in progress</p>
	<p>7.2.5 We will continue to review the processes used to manage Information Governance and Security to enable us to optimise the information accordingly and seek to provide a greater understanding to fulfil our objectives and minimise risks.</p>	<p>⇒ The Information management team continues to improve processes and governance including the following:</p> <p>Data Protection Impact Assessment (DPIA) completed for CFRMIS DPIA in progress for the drone Third party requests for personal data form introduced and processes in development</p>

		<p>Third party requests for Protection related information under review Privacy Notices updates Youth Engagement data protection processes updated Records management processes update in progress Requests for IRS (fire reports) refined Working with Ops Assurance and Prevention to improve IRS data quality</p>
<p>FP-21/22-7.3</p> <p>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p>	<p>7.3.1 To implement the actions outlined in the Communications Strategy, including:</p> <ul style="list-style-type: none"> • The continued development of the new website and social media platforms/content • Maintaining and strengthening the new branding • Development of communications and marketing for the TDA (commercial) as appropriate during pandemic conditions • Support for functional plan delivery across the service • Support for specific areas of work including HMICFRS inspection, IRMP, Staff Survey • Maximise opportunities for collaboration with partners (e.g. Bonfire safety video in partnership with Police) • Continue to innovate and maximise resource/reduce expenditure e.g. investing in new video/audio/IT equipment to enable greater quality and output of video • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Using the new vuelio media monitoring 	<p>⇒ Much of the work related to this action is now business as usual.</p> <p>The website is well established and the uploading of content is much easier than previously. The new branding is being applied to all publications. Comms and marketing strategies for the TDA have been delivered. Regular support is given to the delivery of Service objectives, particularly in relation to Prevention, Protection, recruitment and ED&I work but the team has also supported some major events recently being instrumental in the delivery of the Recruit pass out, St Helens station opening and Long Service and Good Conduct event. A new schools bonfire video has been created in collaboration with the police. Support to colleagues in relation to national and international events is available as required. New techniques and technology are being implemented and monitoring reports used to develop improved communications.</p> <p>The continuation of the temporary resource in the team has been significant in facilitating the delivery of these activities and work is ongoing to find a way of creating resilience on a permanent basis.</p>

	software, develop a simple and effective multimedia report on Service media coverage which can be shared with officers regularly.	
FP-21/22-7.4 Create a 2021-2024 Integrated Risk Management Plan.	7.4.1 A new IRMP will continue to be developed to start in July 2021. Initial public consultation took place in 2021/22, preparation of the draft Plan and Authority approval will take place in 2021/22, with final public consultation in Spring and following Authority approval publication will be in July 2021.	<p>⇒ Following extensive consultation during early 2021 the Integrated Risk Management Plan 2021-24 was published in July 2021, following Authority approval.</p> <p>We will update Members 6 monthly on the progress of our proposals. The first report will be for the period July to December 2021.</p> <p>Action complete</p>
FP-21/22-7.5 Work with other functions to deliver a successful Her Majesties Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) inspection for MFRS.	7.5.1 In order to ensure that the Service's good practice and positive outcomes continues to be recognised in the HMICFRS inspection process we will work with other functions to coordinate the collation of evidence, prepare a self-assessment, collect data, brief staff, prepare the timetable and facilitate visits for a second HMICFRS inspection.	<p>⇒ Actions from the HMICFRS inspection in 2018 are reported on quarterly to Authority. All actions have now been completed.</p> <p>⇒ The 2021 Inspection report is awaited.</p>
FP-21/22-7.6 Implement an ICT infrastructure that will enable efficiency through current and emerging technology.	7.6.1 Three (3) key activities in the ICT service pipeline this year are: <ul style="list-style-type: none"> - CAD-MIS Project Phase Two - Enhanced Virgin Media Network - Move to O365 which includes e-mail hosting 	<p>⇒ CAD-MIS Project Phase Two - Phase one is nearing completion and Phase Two is in the initial stages of planning.</p> <p>⇒ Enhanced Virgin Media Network - Work to present the two new 10gb fibre links to SHQ and the TDA server rooms was completed. The planning to cut across to the</p>

	by Microsoft	<p>new service had to be suspended with the lack of availability of equipment due to Covid and BREXIT. In August 2021 the Fibre End Clip (SFP) modules were finally delivered and the fibre links are in place for Virgin media testing.</p> <p>⇒ Move to O365 - The migration of all mail boxes to O365 and staff e-mail archives (.pst files) is complete. Work started to migrate organisation e-mail distribution lists to O365.</p>
<p>FP-21/22-7.7</p> <p>Respond to National Initiatives. The service is scheduled to switch from the current Airwave communication system to the Emergency Services Network (ESN) which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this.</p>	<p>7.7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN.</p>	<p>⇒ Work remains ongoing to prepare the appropriate Fire Control systems within Merseyside FRS to a state of “Technical Readiness” to support ESN trials and pilot testing in 2022-3.</p>
	<p>7.7.2 Have a fully operational connection to the ESN upon completion.</p>	<p>⇒ Merseyside FRS is one of the few Fire Services with a functioning DNSP (Direct Network Service Provider) connection into the Emergency Service Network (ESN). As such we have provided and will continue to provide assistance to the Emergency Services Mobile Communication Programme (ESMCP) in the testing and development of ESN Devices, UK coverage testing and Service Management applications.</p>
	<p>7.7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally</p>	<p>⇒ As an Assurance Partner, Merseyside FRS has continued to influence the direction and pace of the ESN Programme and will hopefully benefit from the early introduction of new technology. Additional IT Health Checks and subsequent Code of Connection certification continues to provide a secure environment for the ESN testing and product validation cycles.</p>

	<p>7.7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible.</p>	<ul style="list-style-type: none"> ⇒ The initial phase of our Assurance Partner activities has delivered successful testing of early products and planning is ongoing to support the next phase of Product Integration Testing (PIT) and Operational Validation of the devices and products. ⇒ A revised proposal from Capita (Ver 10) is under review with the intention of providing the ESN Programme with an amended Business Case Q4 2021. If accepted the ESN Integration of our Control Room is expected to occur Q3 2022. ⇒ Coverage testing, in collaboration with our colleagues in the North West, continues as we capture and monitor the EE signal strength for key locations across Merseyside and the NW region.
<p>FP-21/22-7.8</p> <p>Consider ways in which catering services can become more environmentally sustainable.</p>	<p>7.8.1 Working with the Procurement, Estates and Finance departments, examine the feasibility of upgrading kitchen equipment to more energy efficient models as current equipment needs replacing.</p>	<ul style="list-style-type: none"> ⇒ Work continues with other departments to procure more energy efficient models. This is also being considered as part of the TDA redevelopment project.
EQUALITY & DIVERSITY OBJECTIVES:		
<p>To support the organisation to deliver against the following five Equality and Diversity Objectives</p> <p>OBJECTIVE 1 Create a strong Inclusive organisation that is positive to rising to the future challenges we face.</p> <p>OBJECTIVE 2 Ensure that people from diverse communities receive equitable services that meet</p>	<p>ED/21/22/8.1</p> <p>Create a strong cohesive organisation that is positive to rising to the future challenges we face</p> <p>ED/21/22/8.2</p> <p>Ensure that people from diverse communities receive equitable services that meet their needs</p>	<p>Progress against all these objectives is embedded throughout the previous updates.</p> <p>Full feedback is provided every year in the ED&I Annual report.</p>

<p>their needs.</p> <p>OBJECTIVE 3 Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas</p> <p>OBJECTIVE 4 To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion</p> <p>OBJECTIVE 5 To continue to aspire for equality, diversity and inclusion excellence; measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors</p>	<p>ED/21/22/8.3</p> <p>Reducing fires and other incidents amongst the vulnerable protected groups</p>	
	<p>ED/21/22/8.4</p> <p>To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”</p>	

GLOSSARY OF TERMS:			
24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ADF	Accidental Dwelling Fire	MERSOG	Merseyside Road Safety Partnership
AGM	Annual General Meeting	MHFA	Mental Health First Aid
AM	Area Manager	MoU	Memorandum of Understanding
APB	Annual Pension Benefit	MRSP	Merseyside Road Safety Partnership
ARA	Analytical Risk Assessment	MTFA	Marauding Terrorist and Firearms
ASB	Anti-Social Behaviour	NCAF	National Co-ordination and Advisory Framework
CBRNE	Chemical Biological Radioactive Nuclear and high yield Explosives	NFCC	National Fire Chiefs Council
CBT	Crew Based Training	NILO	National Interagency Liaison Officer

CFRMIS		NOG	National Operational Guidance
CFOA	Chief Fire Officers Association	NOL	National Operational Learning
CFP	Community Fire Prevention	NRA	National Risk Assessment
CFP	Community Fire Protection	NRAT	National Resilience Assurance Team
CM	Crew Manager	NPG	National Procurement Group
CPD	Continuous Professional Development	NVQ	National Vocational Qualification
CRM	Community Risk Management	NWAS	North West Ambulance Service
CSP	Community Safety Partnership	NWFO	North West Finance Officer
DCFO	Deputy Chief Fire Officer	NWFRS	North West Fire and Rescue Services
DCLG	Department of Communities & Local Government	NWRPT	North West Regional Procurement Team
DCWTR	Day Crewing Whole-time Retained	OH	Occupational Health
DIM	Detection, Identification and Monitoring	OIG	Operational Intelligence Group
DoH	Department of Health	OJEU	Official Journal of the European Union
DSE	Disability Equalities Scheme	PAS	Primary Authority Scheme
E&D	Equality & Diversity	PCC	Police & Crime Commission
E,D&I	Equality, Diversity and Inclusion	PID	Project Initiation Document
EET	Education, Employment or Training	POC	Proof of Concept
EFAD	Emergency Fire Appliance Driver	POD	People & Organisational Development
EIA	Equality Impact Assessment	PQQ	Pre-Qualification Questionnaire
EMR	Emergency Medical Response	PPE	Personal Protective Equipment
ESMCP	Emergency Services Mobile Communication Programme	PPRS	Prevention, Protection and Road Safety
ESN	Emergency Services Network	PRM	Premises Risk Model
FF	Fire-fighter	PTI	Physical Training Instructor
FSN	Fire Support Network	PVP	Protecting Vulnerable People
FRA	Fire & Rescue Authority	RBIP	Risk Based Inspection Programme
FRS	Fire & Rescue Service	RM1	Risk Management 1
GDPR	General Data Protection Regulations	RNLI	Royal National Lifeboat Institute
GM	Group Managers	RLSS	Royal Life Saving Society
HFSC	Home Fire Safety Check's	RRRG	Road Risk Review Group
H&S	Health & Safety	RSL	Registered Social Landlord
HMEPU	Hazardous Materials Environmental Protection Unit	RTC	Road Traffic Collision
HVP	High Volume Pump	SCG	Strategic Command Group
IC	Incident Commander	SI	Service Instruction
ICCS	Integrated Communication Control System	SIRAH	Site Information Risk and Hazard
ICT	Information Communication Technologies	SIT	Street Intervention Team

ICU	Incident Command Unit	SLT	Strategic Leadership Team
IIT	Incident Investigation Team	SME's	Small Medium Enterprises
IRMP	Integrated Risk Management Plan	SM	Station Manager
IRS	Incident Reporting System	SOFSA	Simple Operational Fire Safety Assessment
ITHC	Information Technology Health Check	SOP	Standard Operational Procedure
JCC	Joint Control Centre	SPA	Safe Person Assessment
KSI	Killed and Seriously Injured (in relation to road safety)	SSRI's	Site Specific Risk Information
LCR	Liverpool City Region	StARS	Staff Attendance Record System
LFRS	Lancashire Fire & Rescue Service	T&C's	Terms and Conditions
LJMU	Liverpool John Moores University	TCG	Tactical Command Group
LLAR	Low Level Activity Risk	TDA	Training and Development Academy
LPB	Local Pensions Board	TNA	Training Needs Analysis
LPI	Local Performance Indicators	VPI	Vulnerable Person Index
LSP	Local Safeguarding Partnership	UAT	User Acceptance Test
MAIC	Multi Agency Information Cell	UKFRS	United Kingdom Fire and Rescue Service
MASAD	Multi-agency Specialist Assessment Team	WM	Watch Manager
MASH	Multi Agency Safeguarding Hub	WTR	Whole-time Retained
MDT	Mobile Data Terminal	YE	Youth Engagement
MERPOL	Merseyside Police	YOS	Youth Offending Scheme
MFRA	Merseyside Fire & Rescue Authority	YPS	Your Pension Service

SERVICE DELIVERY PLAN 2021-22:

April 2021 to September 2021

INDEX

Total emergency calls

Total incidents

Total fires

Primary fires

Secondary fires

Special services

False alarms

Attendance standard

Sickness absence

Carbon output

Objective:

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



BENCHMARK INDICATORS

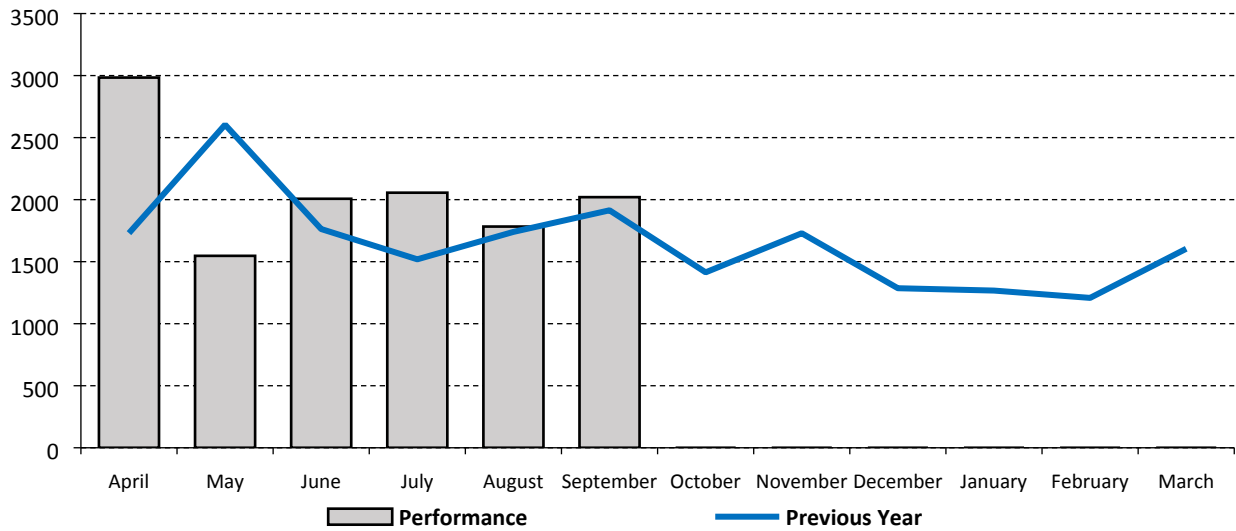
TC00 Total number of emergency calls received

Service Plan Target

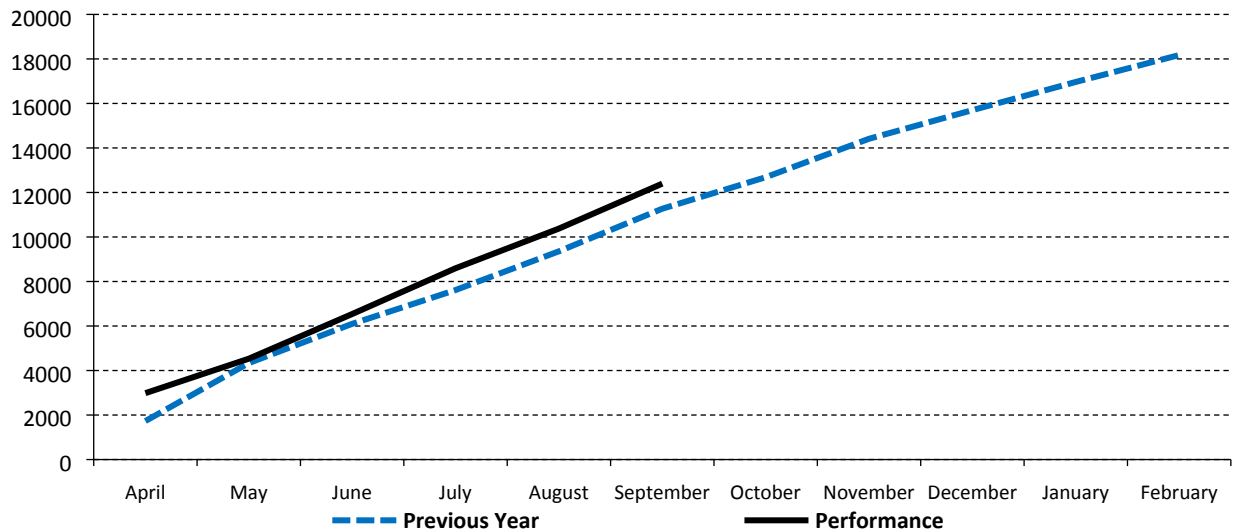
No target - Quality Assurance

Progress to Date

12397



Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

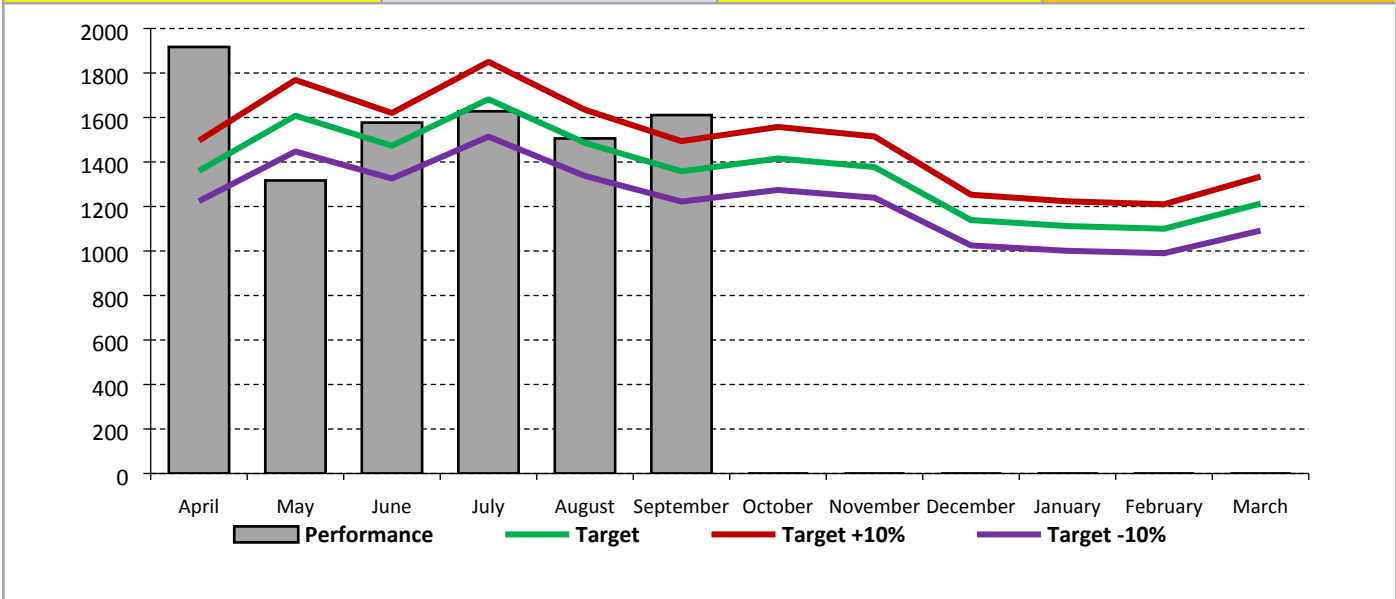
TC00

During the first 6 months of 2021/22, 12397 emergency calls were received by Fire Control. This was 1127 more than the same period last year when 11270 calls were received. This reflects the increase in all incident types this year to date when

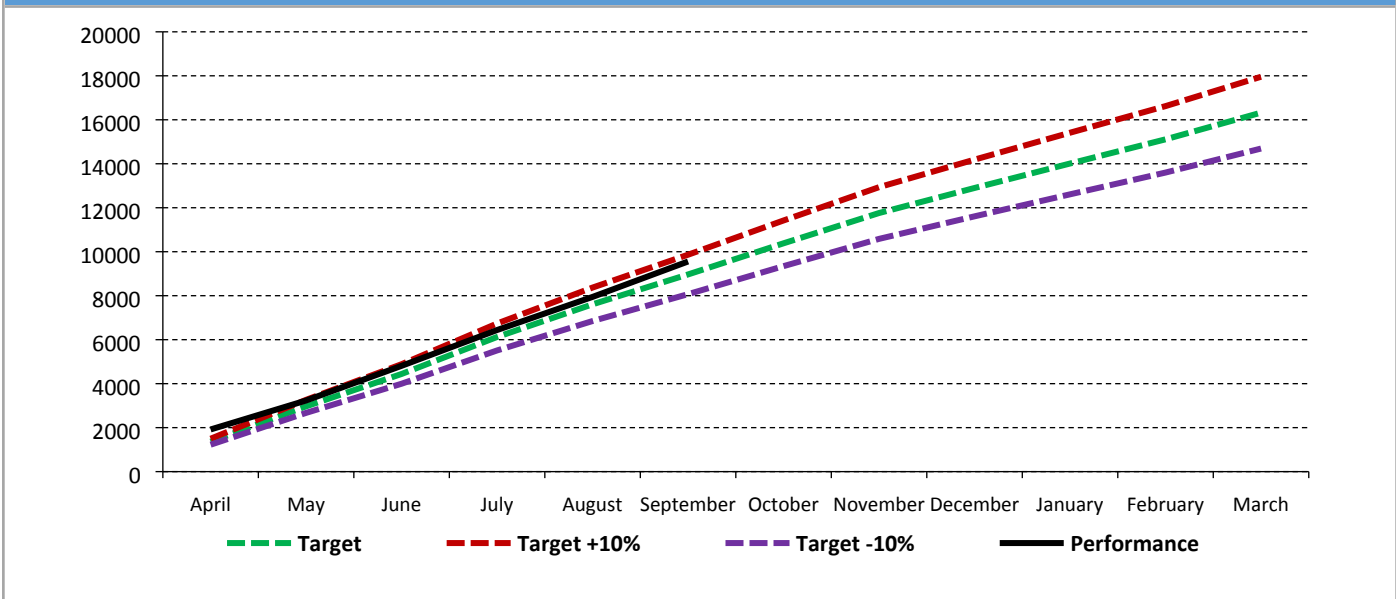
	<p>compared to 2020/21 - when Covid restrictions were in place for much of the period, meaning the majority of Merseyside residents spent more time at home. There has been a significant increase in the support we have provided NWAS over the period due to COVID and NWAS operation at REAP Level 4.</p> <p>This indicator does not have a target it is monitored for quality assurance only.</p>
DO22	Cumulatively 97.3% of 999 calls were answered within 10 seconds. This is better performance than the 95% target.

TC01 The total number of incidents attended

Service Plan Target Apr-Sep 2021/22	8967	Progress to Date	9556
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Cumulative Performance



TC01 Total number of incidents attended

TC01	<p>Following a peak in the number of incidents in April (when 1917 incidents were attended), incident numbers have remained consistent (July (1628), August (1506) and September (1611)).</p>
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Cumulatively, there have been 9556 incidents attended, compared to 8572 for the same period of 2020/21 – an increase of 984 incidents, or 11.5%.

All incident types have increased during 2021/22, this is partially due to the Covid restrictions during 2020/21. This performance was within 10% of target for this period (8967).

There has been a significant increase in the support we have provided NWS over the period due to COVID and NWS operation at REAP Level 4.

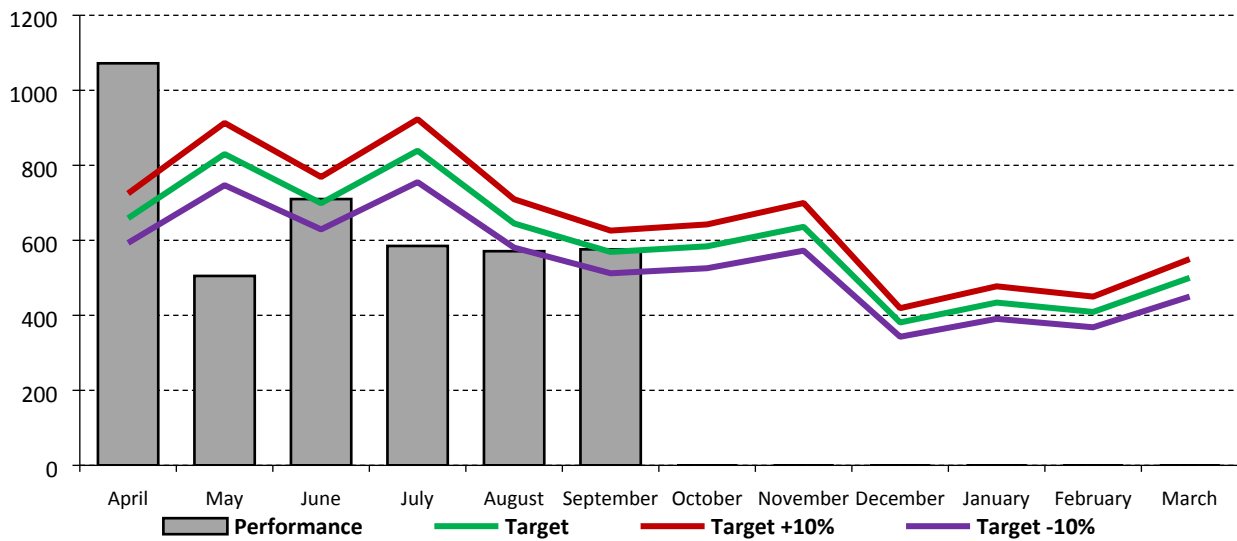
TC02 Total number of fires attended in Merseyside

Service Plan Target
Apr-Sep 2021/22

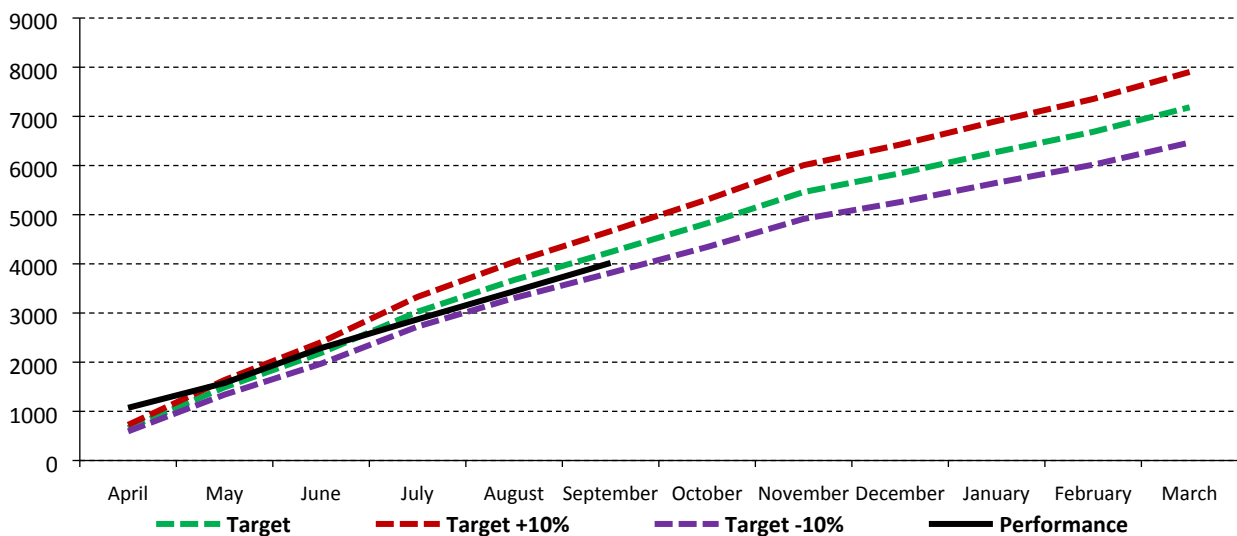
4241

Progress to Date

4019



Cumulative Performance



TC02 Total number of Fires attended in Merseyside



TC02

Crews attended 4019 fires during the first half of 2021/22. This is 449 more than the equivalent period of 2020/21 (3570), though less than the cumulative target of 4241.

Despite Merseyside being under restrictions for the majority of quarter 1, there were 1072 fires during April and 710 during June. Since then, incident numbers have remained relatively consistent with approximately 570 per month. Arson teams and high visibility patrols alongside our targeted prevention work has seen the Service perform well this quarter.

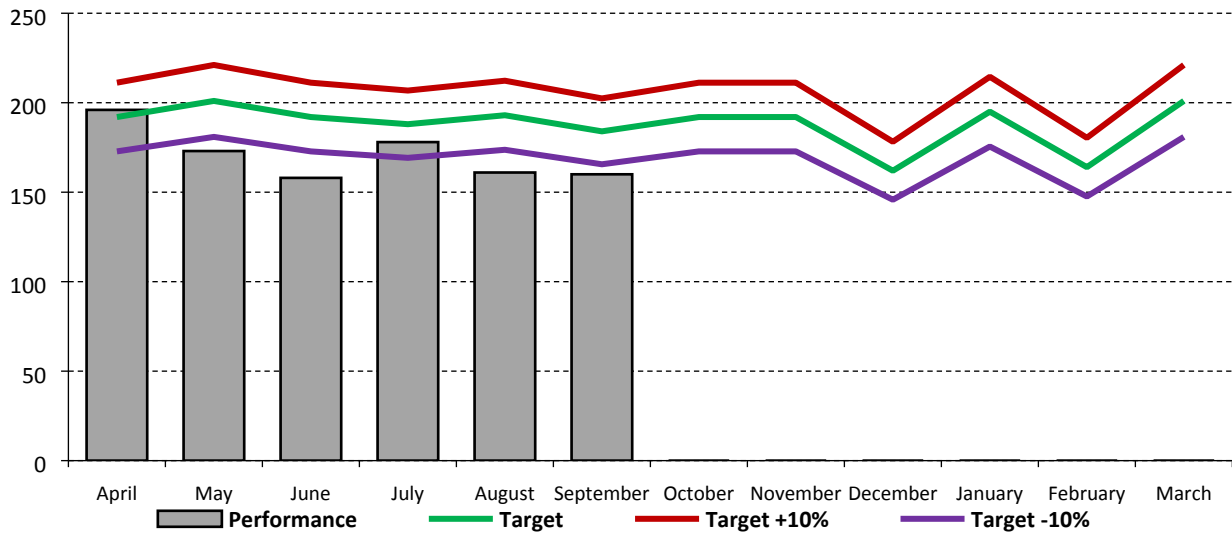
TC03 Total number of primary fires attended

Service Plan Target
Apr-Sep 2021/22

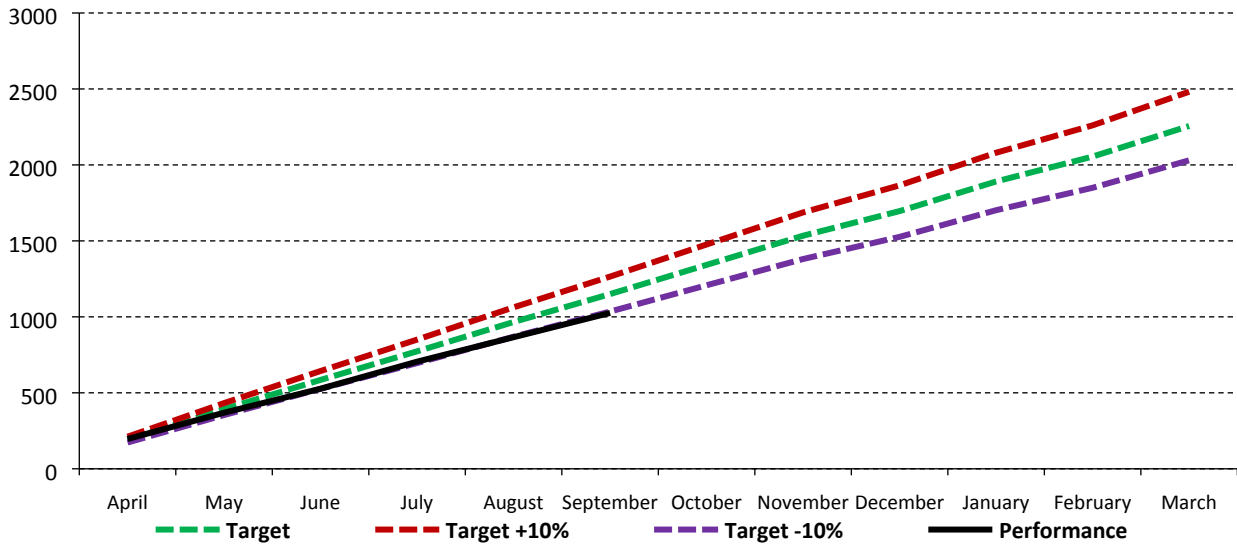
1150

Progress to Date

1026



Cumulative Performance



TC03 Total number of primary fires attended

TC03

There were 1026 Primary fires at the end of the 2nd quarter of 2021/22. This is 125 more than the equivalent period of 2020/21. This difference is in part linked to the Covid-19 lockdown in 2020/21, as Merseyside residents were primarily restricted to their homes, meaning fewer businesses being open and therefore fewer deliberate acts against property during that year.

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

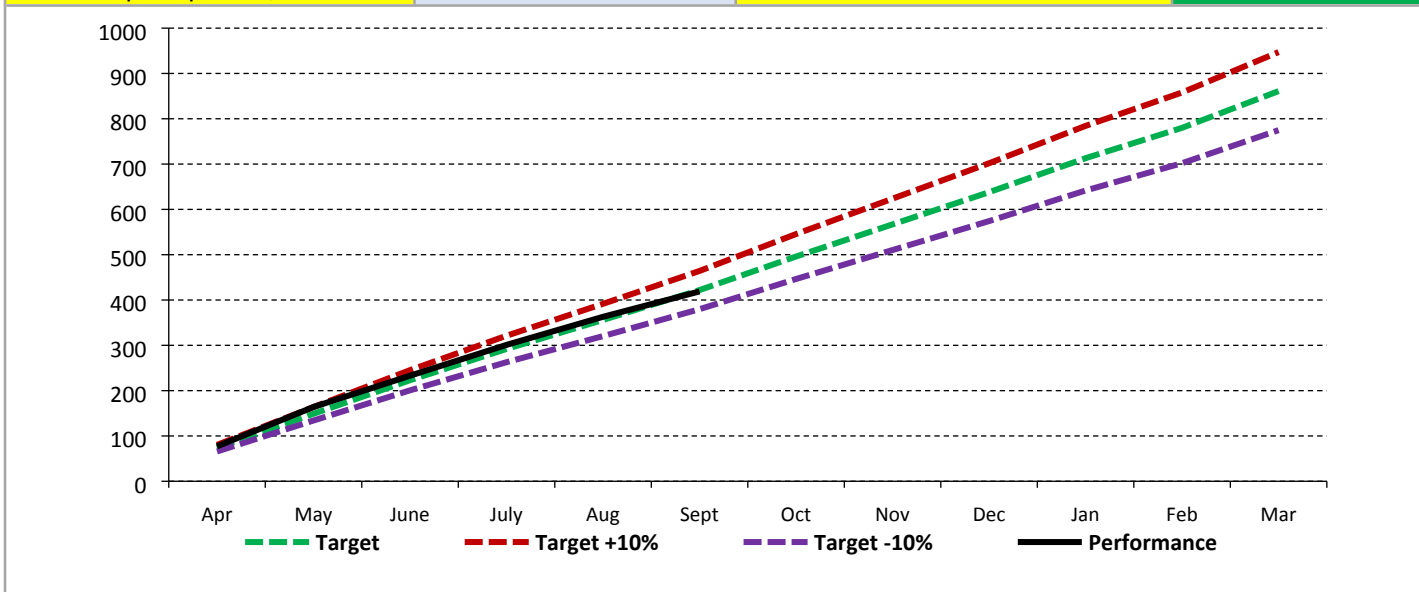
DC11	Number of accidental dwelling fires	
DC12	Number of fatalities in accidental dwelling fires	
DC13	Number of injuries in accidental dwelling fires	
DC14	Number of deliberate dwelling fires in occupied properties	
DC15	Number of deliberate dwelling fires in unoccupied properties	
DC16	Number of deaths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

COMMENTARY:

DC11	Accidental dwelling fires (419) achieved the cumulative target (422) for the year to date. This performance is higher than the same period of 2020/21, when crews had attended 383 accidental dwelling fires.
DC12	There have been no fatalities in accidental dwelling fires during 2021/22 to the end of quarter 2.
DC13	There have been 28 injuries in Accidental Dwelling Fires, which is 3 fewer than quarter 2 2020/21. Whilst there has been an increase in Accidental Dwelling Fire incidents, the opposite is true in relation to injuries.
DC14	Deliberate dwelling fires in occupied property (66) is below target (68) and 9 fewer than at this time in 2020 (75).
DC15	Deliberate fires in unoccupied properties (13) is over target (11), though still consistent with 2020/21 (12).
DC16 DC17	There have been no (0) fatalities in the deliberate dwelling fires to date and 3 injuries (there have been none since May).

DC11 Number of accidental fires in dwellings

Service Plan Target Apr-Sep 2021/22	422	Progress to Date	419
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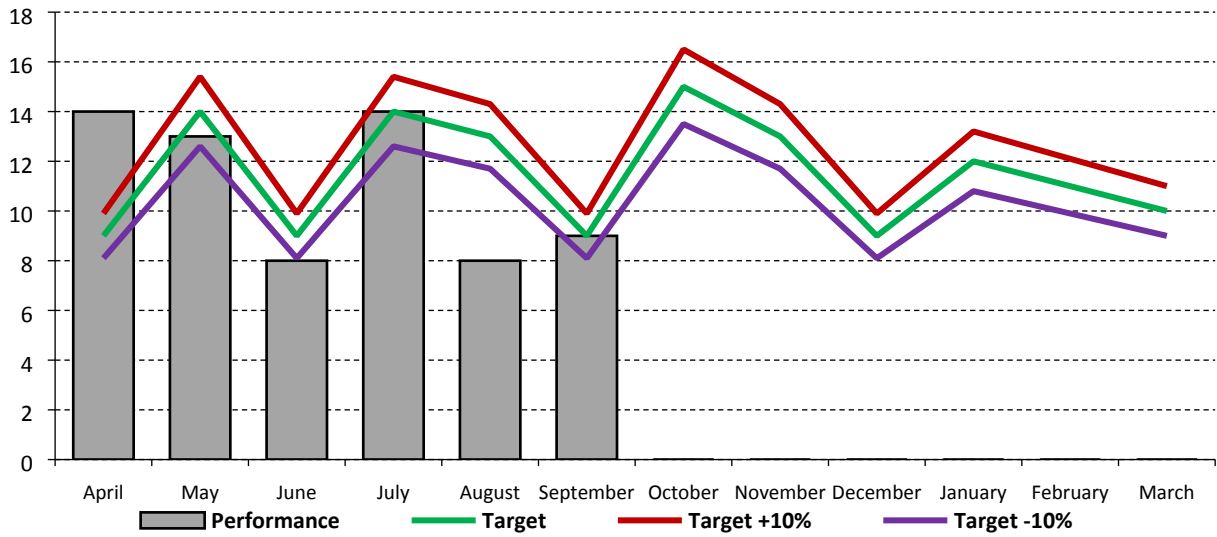
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target
Apr-Sep 2021/22

68

Progress to Date

66



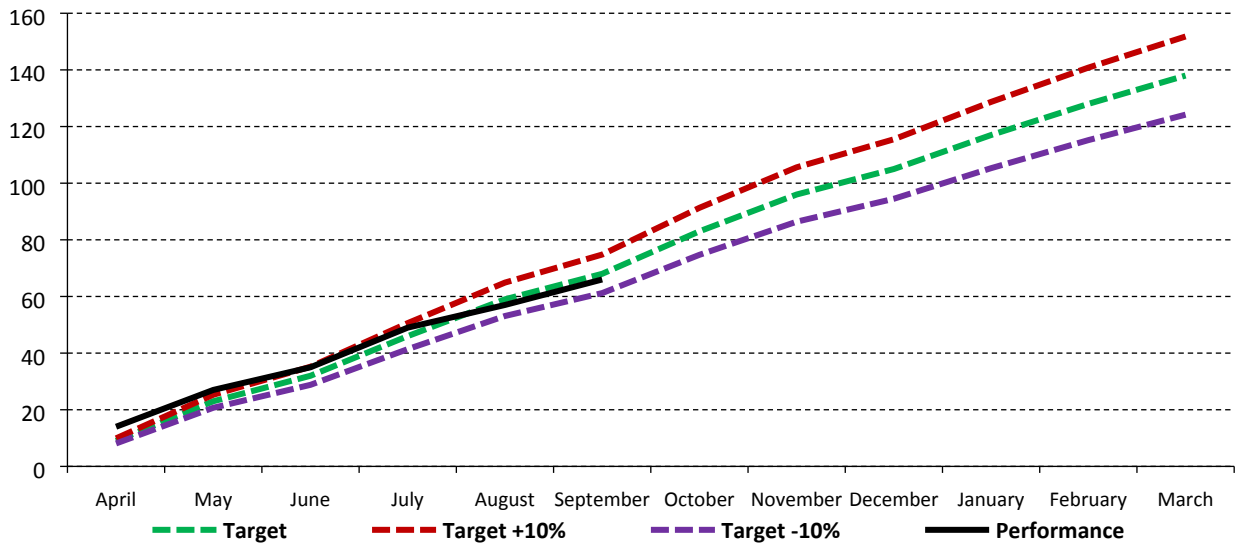
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target
Apr-Sep 2021/22

11

Progress to Date

13



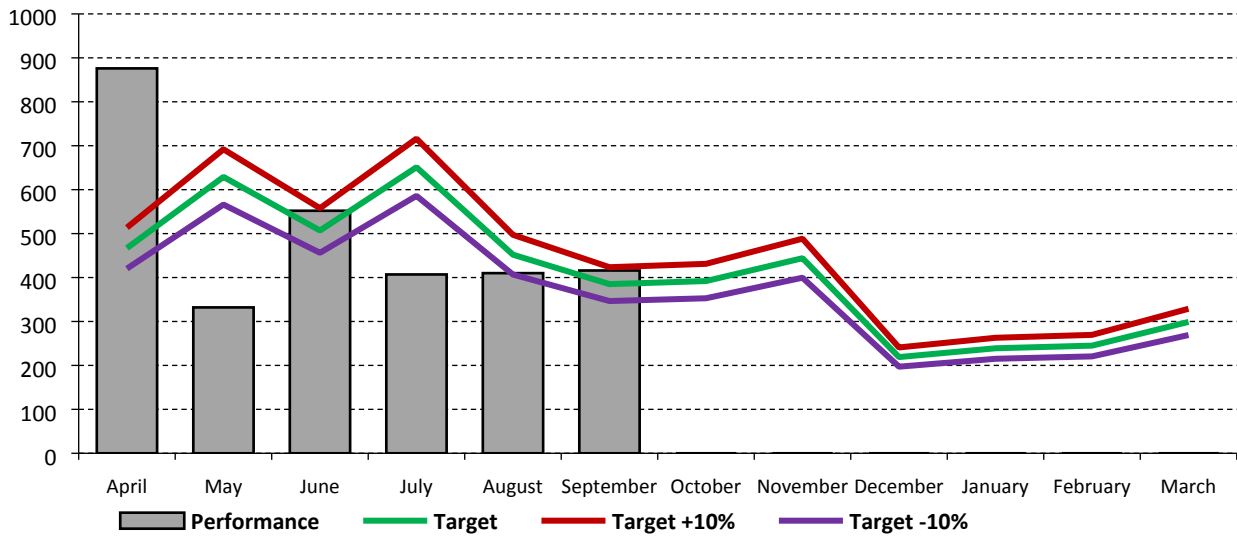
TC04 Total number of secondary fires attended

Service Plan Target
Apr-Sep 2021/22

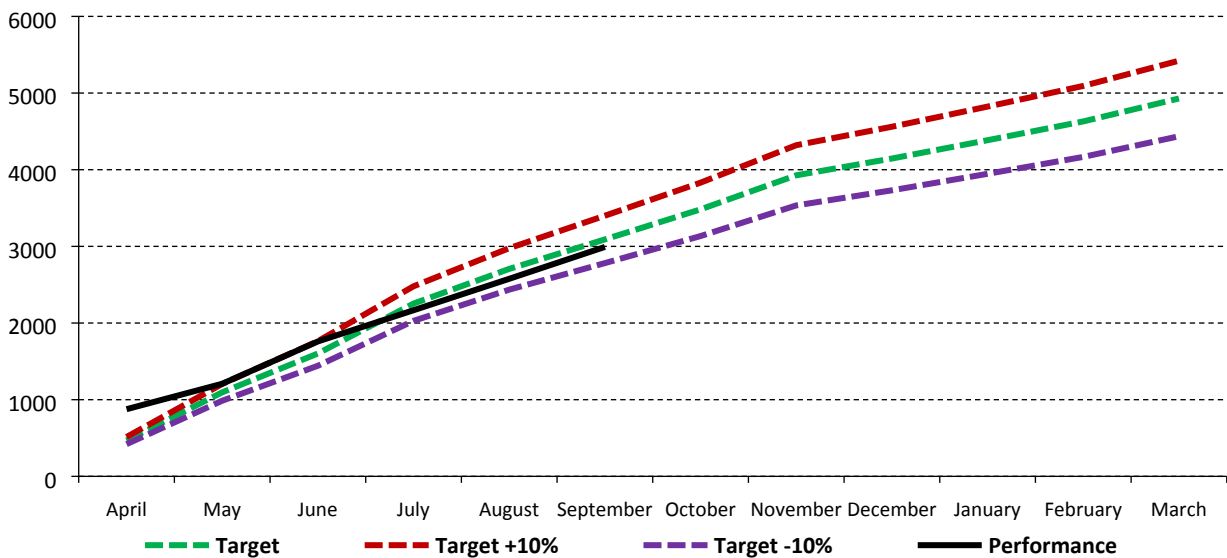
3091

Progress to Date

2993



Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 2993 secondary fires during this reporting period. This is 324 more fires than quarter 2 2020/21 (2669).

AC13

The count of anti-social behaviour fires attended are higher this year (1955) than at quarter 2 2020 (1783), but remain within 10% of the target (1919). Since a peak in April (when 610 incidents took place), incident counts have fallen and remained relatively consistent. There was an increase in incidents from August (293) into September (327) due to a period of sustained dry weather, though this increase was not to the same degree as April. The Arson Reduction Team continue to work with partner agencies on initiatives such as Beachsafe on the Sefton coast to discourage barbecues and fires being lit and left in the Pinewoods and sand dunes.

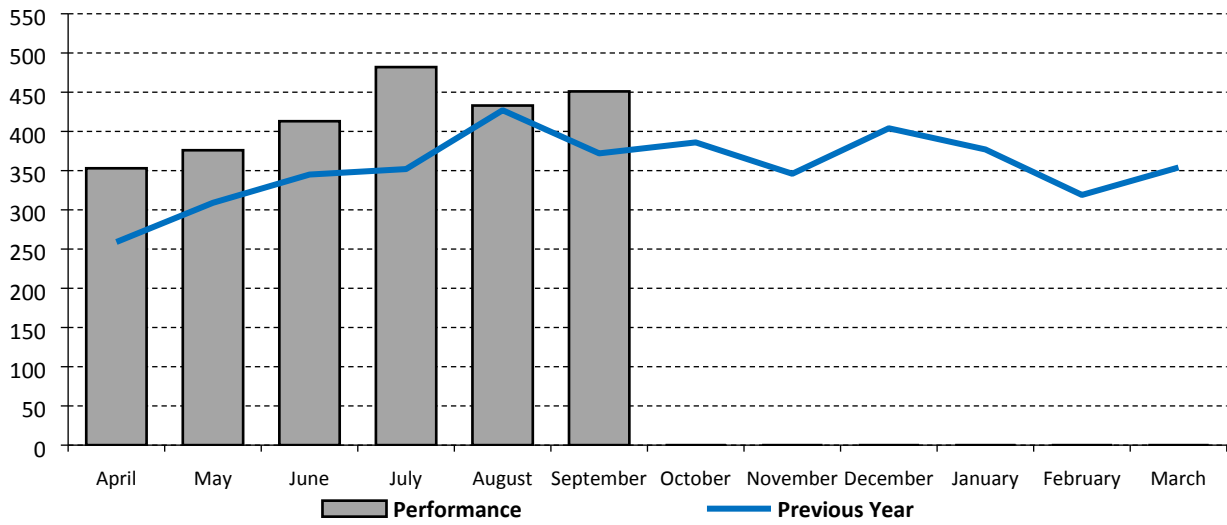
TC05 Total number of special services attended

Service Plan Target

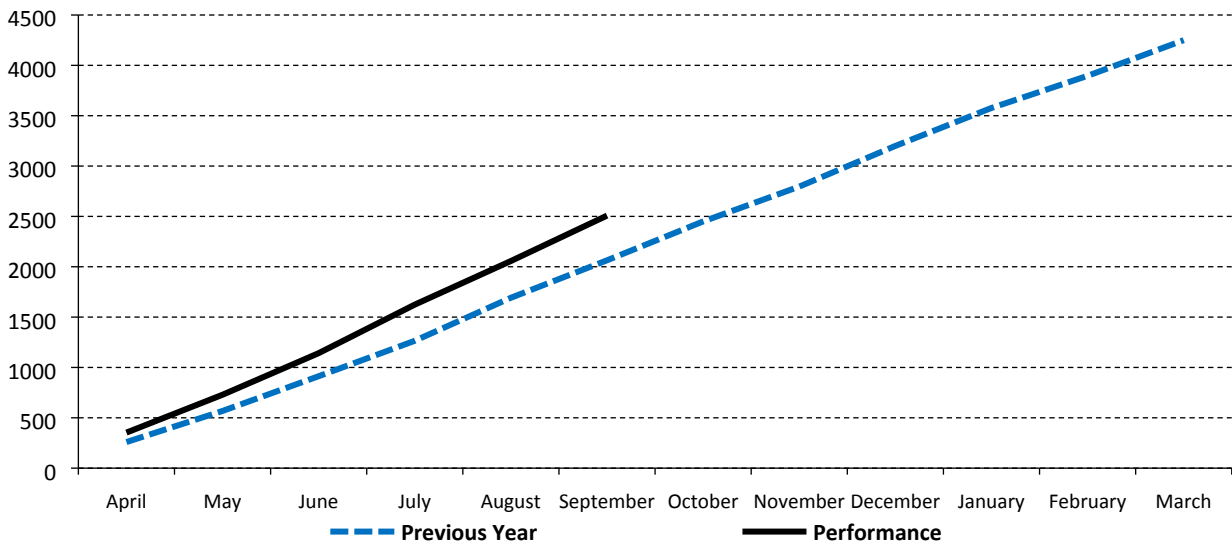
Quality Assurance

Progress to Date

2508



Cumulative Performance



TC05 Total number of Special Services attended

For quality assurance only

TC05

When personnel and equipment are deployed for services other than fire fighting, those services are referred to as a 'Special Service Call' (SSC) and may be either 'emergency' or 'non-emergency.' Many are related to assisting partner agencies such as the Police and Ambulance, particularly related to providing medical assistance and effecting entry. They also include incident types like Road Traffic Collisions and Water Rescue.

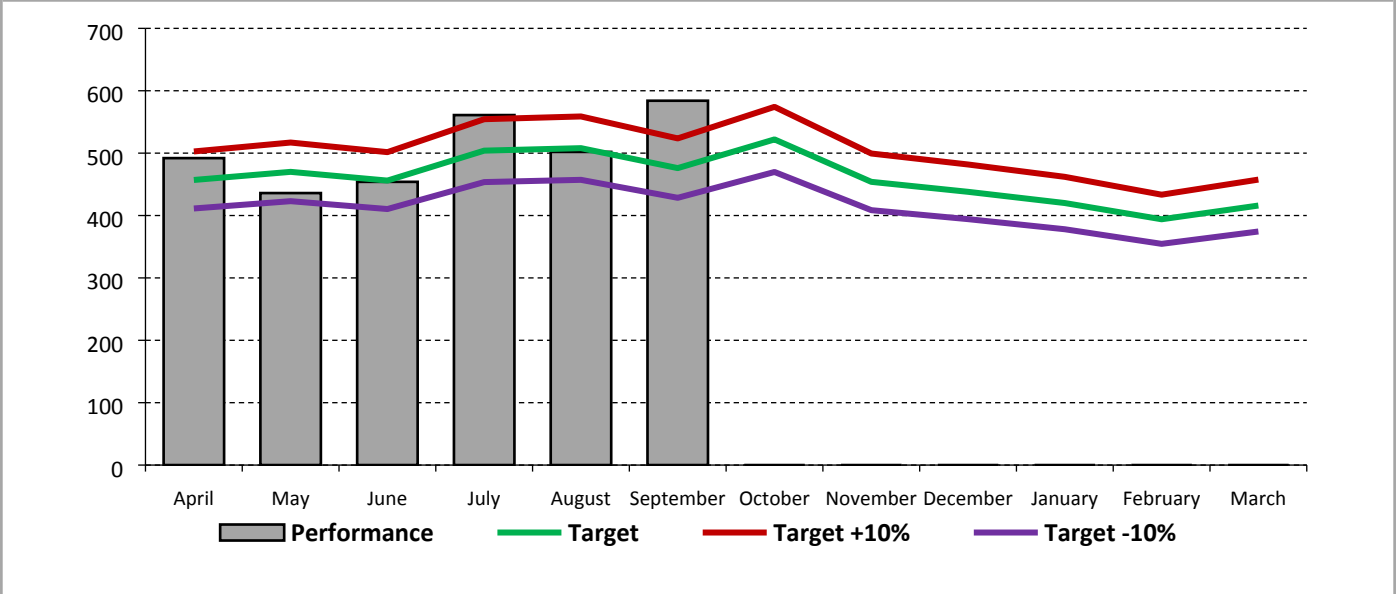
During the first half of 2021/22 the number of special services attended (2508) was considerably higher than during the same period in 2020/21 (2064). There was a peak in calls in July (482) when 38% of calls were affecting entry or assisting partners and 16% were RTC's.

The target for special service calls attended is for quality assurance only as a number of incident types (particularly those where MFRS is assisting other agencies) are encouraged, rather than MFRS being in a position to take action to prevent them as is the case with most other emergency response activity.

RC11	The number of Road Traffic Collisions attended at the end of Quarter 2 (385) is far higher than at the equivalent period of 2020/21 (167), this is likely due to Covid 19 lockdown restrictions. Sadly, there have been 10 fatalities in RTC's attended by MFRS and 139 injuries again considerably higher than this period in 2020/21.
RC12	
RC13	

TC06 Total number of false alarms attended

Service Plan Target Apr-Sep 2021/22	2871	Progress to Date	3029
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TC06 Total number of false alarms attended

TC06	The number of false alarms attended (3029) is within 10% of the 2 nd quarter target (2871) despite the number of incidents increasing over the last 3 months.
FC23	There has been an increase in the number of False Alarm Good Intent incidents during the Covid period due in part to controlled burning in gardens being reported as a fire. This type of incident continues to account for a proportion of the calls attended. The total number of incidents attended each month has started to increase over the last 3 months (631) incidents when compared to quarter1 (585).
FC12/11	False Alarm incidents due to smoke alarm actuations in domestic dwellings (1445) are comparable with this period in 2020 (1453). Incidents attended in non-domestic premises (264) have increased when compared to last year (233). Repeat attendances continue to be predominantly sheltered self-contained accommodation. Protection teams work closely with these premises to reduce false alarm calls.

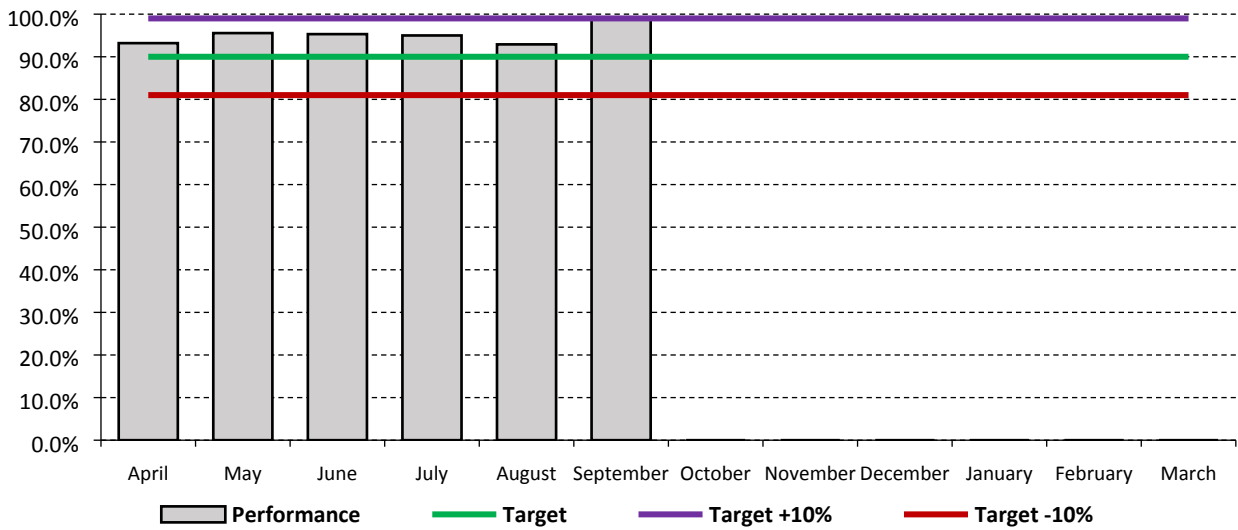
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target
Apr-Sep 2021/22

90%

Progress to Date

95%



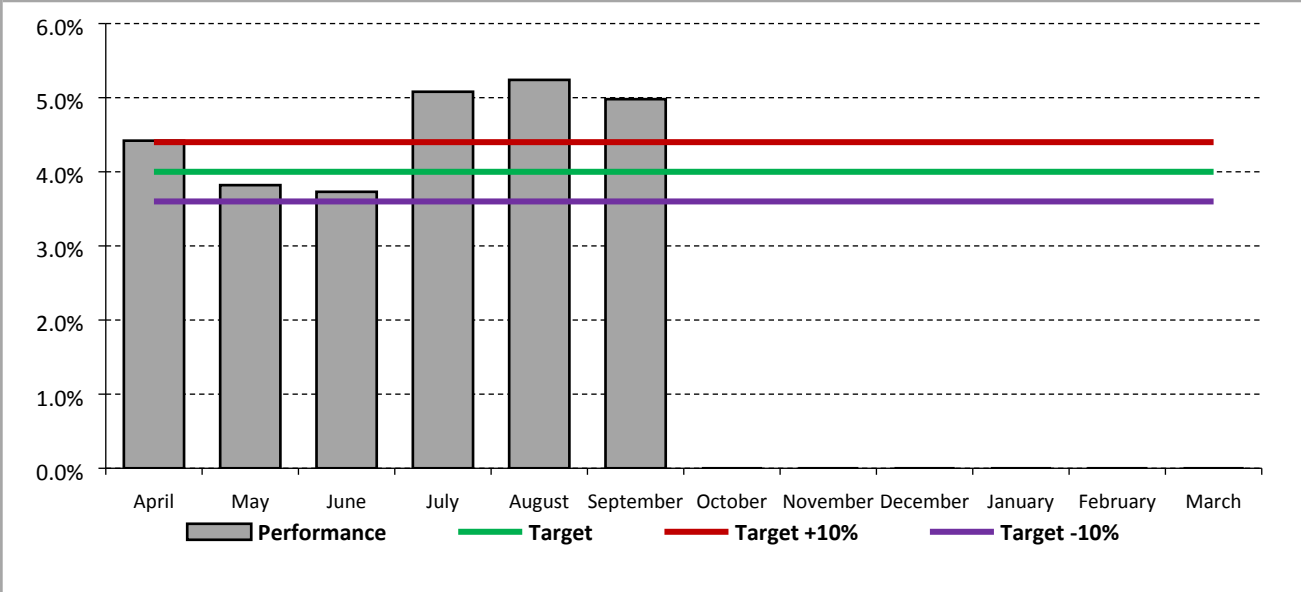
TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes
DR23 Alert to mobile in under 1.9 minutes

TR08 Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 95% of occasions, better than the target of 90%.

DR23 Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95.2% of incidents achieving the target 95%.

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

Service Plan Target Apr-Sep 2021/22	4%	Progress to Date	4.50%
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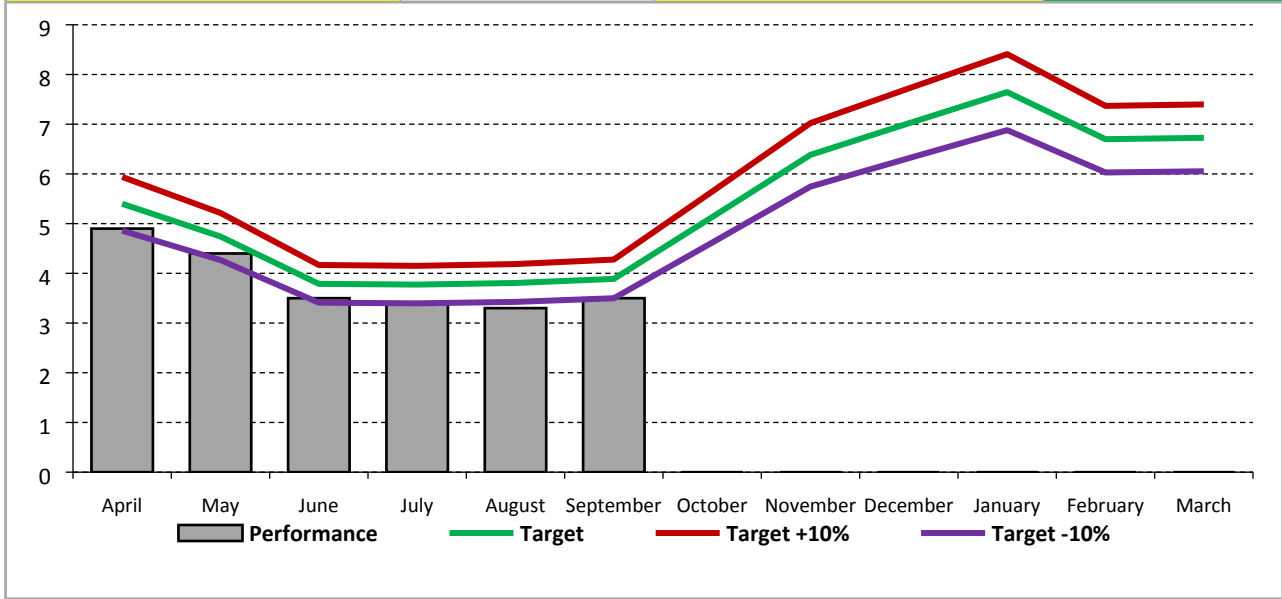


COMMENTARY:

TD09 The % of available shifts lost to sickness absence, all personnel	
WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	
WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	
TD09	Overall sickness among all staff at 4.50% shifts lost to sickness absence exceeds the 4% target. For this period during 2020 performance against this indicator was 3.45%. Sickness absence has increased during each of the last 3 months (this reporting period). August saw 6.12% of shifts lost among uniformed staff, this has been the highest level of sickness absence this year. If Covid 19 related absence is omitted then sickness would have been 3.67%.
WD11 WD12	4.56% of shifts were lost to sickness absence among uniformed staff (3.48% with Covid related absence removed, this included staff self-isolating). Non-uniformed staff absence was 4.40% (3.98% without Covid 19 absence). This exceeded the 4% target for this period.

TE10 Total carbon output of all buildings

Service Plan Target Apr-Sep 2021/22	25.4	Progress to Date	23
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TE10 Total carbon output of all buildings

TE10	Carbon output at 23 from all buildings is in line with this period last year (22.9) and below the target of 25.4. This measurement is CO2 per metre per building.
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	Inspection theme	Area for improvement	Outcome/s required/evidence of success	Update November 2020	Update March 2021	Update September 2021	RAG
Formal Areas for improvement							
1	Protecting the Public through fire regulation	The Service should ensure it allocates enough resources to a prioritised and risk-based inspection programme	<p>Numbers of competent protection officers increase (CRM records).</p> <p>Priority inspections are carried out in line with the strategy (Protection records, LPIs).</p>	<p>Our 2019/21 IRMP Supplement included a commitment to enhance our Protection capability.</p> <p>To date, internal development of staff has resulted in a total of 14 Fire Safety Inspectors and six Fire Safety Auditors within current budgetary limitations.</p> <p>We have also been able to secure an additional three Watch Managers as part of the investment proposed in the 2019 – 2021 IRMP Supplement.</p> <p>This has enabled us to resource our Risk Based Inspection Programme more fully.</p> <p>However, the loss of four fully qualified Fire Safety Inspectors, mainly to the Private Sector continues to be an adverse factor on resourcing the Department.</p> <p>Recruitment and selection of a Fire Engineer has been completed. The new post holder is a Level 5 qualified fire Inspector and recently enrolled on the Level 6 Fire Engineering Degree at UCLAN.</p> <p>Recruitment of a further six permanent fire safety inspectors is being delivered during the autumn period.</p> <p>Recruitment of a further two fixed term contract fire safety inspectors is being delivered during the same period.</p> <p>Three fire safety auditors have recently successfully moved into fire safety inspector positions.</p>	<p>Resources:</p> <ul style="list-style-type: none"> All Fire Safety Auditors have now progressed to Fire Safety Inspector Posts. 6 new Fire Safety Auditors recruited HMICFRS Return for 31 March 2021 recorded 32 Competent Staff dedicated to Protection with 5 in development. Building Risk Review team now established to deliver inspections of High Rise Residential Buildings in line with government trajectory, team consists of 3 Fire Safety Inspectors, 1 Station Manager and Administration Officer, funded from Protection Grant. CFRMIS go live date for 17 May 2021 to replace existing Sophtlogic Management Information System Dedicated Additional temporary Group Manager post as project lead for CFRMIS Dedicated additional temporary Group Manager for Grenfell Tower Inquiry Project <p>Prioritised Risk Based Inspection Programme.</p> <ul style="list-style-type: none"> Premises Risk Model Review 4.3 Completed. Very High and High Risk premises identified with annual target of 1521 Inspections Premises Risk Model strategic evaluation completed 	<p>Resources:</p> <ul style="list-style-type: none"> All Fire Safety Auditors have now progressed to Fire Safety Inspector Posts. 6 new Fire Safety Auditors recruited HMICFRS Return for 31 March 2021 recorded 32 Competent Staff dedicated to Protection with 5 in development. Building Risk Review team now established to deliver inspections of High Rise Residential Buildings in line with government trajectory, team consists of 3 Fire Safety Inspectors, 1 Station Manager and Administration Officer, funded from Protection Grant. CFRMIS went live in May 2021 to replace existing Sophtlogic Management Information System Dedicated additional temporary Group Manager post as project lead for CFRMIS Dedicated additional temporary Group Manager for Grenfell Tower Inquiry Project 	GREEN

						<p>Prioritised Risk Based Inspection Programme.</p> <ul style="list-style-type: none"> • Premises Risk Model Review 4.3 Completed. Very High and High Risk premises identified with annual target of 1521 Inspections • Premises Risk Model strategic evaluation completed 	
2	Responding to fires and other emergencies	The service should ensure staff know how to command fire service assets assertively, effectively and safely at incidents. This should include regular assessment of command competence	<p>Assessments meet the targets set (Preparedness records, LPIs)</p> <p>Assessment processes are robust and comprehensive (Preparedness and Response records)</p>	<p>Arrangements have been put in place to ensure the maintenance of Command Competence (ensuring Officers remain “in ticket”) is managed via the Operational Performance System (OPS) maintained by the Command Department and Training & Development Academy</p> <p>MFRS completed all Level 1 assessments with all relevant staff being in ticket following HMICFRS visit. There is a two-year frequency for assessment. This has been impacted due to COVID-19 but is being monitored and schedule adjusted</p> <p>Processes are evidenced, Policy and SI being finalised.</p>			GREEN
				<p>A revised Command Strategy has been presented at the Operations Board on 30th November 2020.</p>	<p>The revised Command Strategy was presented and endorsed at the Ops Board on 29 March 2021 with launch date set for the 1st April, 2021. All operational managers are within the two year assessment frequency set by NOG and competency is managed by the Command Department and TDA admin Team. Service Instruction has been published which outlines the revised command competency framework for all management levels.</p>	<p>The revised Command Strategy was launched in April, 2021.</p> <p>All operational managers are within the two year assessment frequency set by NOG and competency is managed by the Command Department and TDA admin Team. Service Instruction has been published which outlines the revised command competency framework for all management levels.</p>	GREEN
3	Promoting the right values and culture	The service should ensure its values and behaviours are	<p>Feedback shows that staff understand the values and behaviours (staff survey 2020)</p>	<p>Work has taken place to review the Service’s Values which are due to be introduced in the new year.</p> <p>Values are embedded as part of our recruitment and appraisal processes.</p>	<p>A new mandatory Equality, Diversity and Inclusion LearnPro module has been developed for launch in May. It will complement the face to face training.</p>	<p>A mandatory Equality, Diversity and Inclusion LearnPro module was launched in May. It complements the face to face training. Over 70% of staff have completed it to date.</p>	GREEN

		understood and demonstrated by staff.	<p>Feedback shows that staff and managers believe that they and others are displaying the desired behaviours and demonstrating the values (staff survey 2020).</p>	<p>Work has taken place on establishing the MFRS Leadership Process and Message with outcomes also due early in the new year.</p> <p>Our Ground Rules were refreshed (following engagement with staff) and reissued in January 2020.</p> <p>ED& I Training is being delivered to all staff (50% complete), but delivery is currently limited due to the pandemic. Online training is being considered as an interim arrangement, but face to face is preferred because it encourages more interaction. Inclusive leadership coaching has also commenced and work is ongoing to ensure it is embedded in any future organisational approach to coaching.</p> <p>Unconscious Bias training took place virtually during the pandemic and work is ongoing to determine whether we can introduce a collaborative approach to Unconscious Bias training with the Police. Reward and Recognition programmes are being considered that also include improved insight through “pulse” surveys.</p> <p>We have launched three staff networks (Gender, BAME and LGBT) with all of Strategic Leadership Team taking a Strategic Sponsor roll. Network chairs attend the ED&I Strategic Board and are included in engagement relating to key change and decision making including the response to the pandemic.</p> <p>Our bi-annual staff survey was due to take place in June/July 2020, but was postponed due to the pandemic. It is now taking place in November/December.</p>	<p>An Audit of ED&I provision in MFRS has been completed with the report delivered in April. SLT and Network Chairs will meet to discuss the outcomes in May.</p> <p>A review of the Equality Impact Assessment process is underway.</p> <p>The Networks continue to flourish and Network Chairs are embedded in the Strategy and Performance ED&I Board</p> <p>Face to face training has been curtailed during the pandemic but due to start again in May.</p> <p>Several opportunities for online ED&I learning and awareness have been created during the past year that have attracted a much wider variety of staff than would have been possible if these had been held in person.</p> <p>The staff survey was completed in November and December with significant improvements in staff engagement taking us from the lowest quartile in 2014 to the highest in 2020.</p>	<p>An Audit of ED&I provision in MFRS has been completed with the report delivered in April. Action plans have been written.</p> <p>A review of the Equality Impact Assessment process is underway.</p> <p>The Networks continue to flourish and Network Chairs are embedded in the Strategy and Performance ED&I Board.</p> <p>Face to face training was curtailed during the pandemic but started again in July. Over 60% of staff have now received this training.</p> <p>Several opportunities for online ED&I learning and awareness have been created during the past year that have attracted a much wider variety of staff than would have been possible if these had been held in person.</p> <p>The staff survey was completed in November and December with significant improvements in staff engagement taking us from the lowest quartile in 2014 to the highest in 2020.</p> <p>Staff-led work to revise our Values and leadership message has been approved by the Authority and further engagement with staff to embed it is being planned.</p>	
4	Getting the right people with the right skills	The service needs to assure itself that all staff are appropriately trained for their role. It needs to ensure all staff keep their skills up to	<p>Training needs are assessed for all staff and training provided accordingly (POD and Preparedness records).</p>	<p>An Operational Training Needs Assessment has been completed and is reviewed annually for uniformed personnel. This is also presented annually at the Operations Board.</p>	<p>Considerable work has been undertaken to update the training systems used and the reporting processes.</p> <p>The functionality of OPS (Operational Performance System) is being reviewed but</p>	<p>Considerable work has been undertaken to update the training systems used and the reporting processes.</p> <p>The functionality of OPS (Operational Performance System) is being reviewed but</p>	GREEN

		<p>date and have a consistent method of recording when they have received training.</p>	<p>Similar/equivalent methods of recording skills acquisition and training are used for all staff.</p>	<p>A similar Organisational (non-uniformed) Training Needs Assessment has been completed and both are in the process of being implemented.</p> <p>Training will be allocated based on a role and also as a result of appraisals where appropriate.</p> <p>Resource link records all training including that initially recorded in the Operational Performance System (OPS), ensuring a complete set of records for all employees.</p> <p>OPS records internal training including core and non-core training, and is now used to record internal training for both uniformed and non-uniformed personnel. An upgrade of the OPS system is required over the next year.</p> <p>A team was put together in November 2019 to review of the LearnPro online training system, this has taken place and improvements to e-learning packages have been made in consultation with staff. The next stage is to ensure all staff use LearnPro for corporate training. This phase is ongoing with the aim of standardising the Learn pro across the organisation.</p>	<p>over the last 12 months the process of managing operational competency across all roles has been reviewed and more efficient and robust system put in place. Management of the process has moved to the TDA to reduce communication links and ensure training days are maximised and targeted to the individuals who require it.</p> <p>Learn pro is being developed and there is a standard ELearning template with monthly programme of modules and an induction section. This standard will be available for non-ops, MRU and Fire Control.</p> <p>Senior officers now have own training planner which is bespoke to the role. Further development areas will take place over the coming year to provide consistency to the look and use of the software.</p>	<p>over the last 12 months the process of managing operational competency across all roles has been reviewed and more efficient and robust system put in place. Management of the process has moved to the TDA to reduce communication links and ensure training days are maximised and targeted to the individuals who require it.</p> <p>Further opportunities for procuring a new comprehensive training management systems are being explored.</p> <p>Learn pro is being developed and there is a standard ELearning template with monthly programme of modules and an induction section. This standard will be available for non-ops staff, MRU and Fire Control.</p> <p>Senior officers now have their own training planner which is bespoke to the role. Further development areas will take place over the coming year to provide consistency to the look and use of the software.</p>	
5	<p>Ensuring fairness and promoting diversity</p>	<p>To identify and tackle barriers to equality of opportunity, and make its workforce more representative, the service should ensure diversity and inclusion are well understood and become important values of the service.</p>	<p>Staff from protected and underrepresented groups feel more positive about working for MFRS (Staff survey 2020).</p> <p>Staff from underrepresented groups are more likely to seek promotion (POD records, PSED report)</p>	<p>The responses to 3 above are also relevant to this action.</p> <p>In addition, the Service continues to use Positive Action to encourage people from underrepresented groups to apply for firefighter and Control positions. A team continues to work on this, including Staff Network representatives.</p> <p>As an example, to encourage more BAME people to apply for firefighter roles we have the following:</p>	<p>The responses to 3 above are also relevant to this action.</p> <p>Positive action comments in the November update still apply.</p> <p>Since the beginning of 2018 we have recruited 157 firefighters of whom:</p> <p>17.83% are women</p> <p>7.64% are BAME (local BAME population is 5.5%)</p>	<p>The responses to 3 above are also relevant to this action.</p> <p>Positive action comments in the November update still apply.</p> <p>A Positive Action workshop took place in September, which any members of staff could attend. The outcomes will form the basis of a new strategy.</p> <p>A temporary post of Positive Action and Recruitment Coordinator has been created to progress the strategy.</p>	GREEN

			<p>Positive action recruitment continues to result in a more diverse workforce (POD records, PSED report)</p> <p>Staff have received ED&I training which they have understood and feel able to apply in their work (Training records, Staff survey 2020).</p>	<ul style="list-style-type: none"> • Have-a-Go days (specifically for FF roles (which are now part of an apprenticeship)). Candidates are given the opportunity to ‘have a go’ at the selection assessments and learn more about the FF selection process so that they can prepare prior to an advert going live. • Use social media to demonstrate information on selection processes and to capture the stories of BAME role models within the Service. • Promote our apprenticeships and vacancies to our community groups who represent BAME interests within Merseyside. • Distribute promotional materials which showcase the diverse range of careers at MFRS to our community groups. • Attend school / colleges / university careers events to promote our apprenticeship and vacancy opportunities. • Work with our BAME staff network to promote our vacancies / apprenticeship opportunities. <p>This approach is being extended to progression.</p>		<p>Figures from the last three firefighter recruitment campaigns shows 9% of successful candidates were BAME (well in excess of the local population of 5.5%) and 14.5% were women.</p>	
6	Managing performance and developing leaders	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	<p>Process is produced (SI, strategy or Policy published)</p>	<p>As mentioned in 3 above work has taken place on establishing the MFRS Leadership Process and Message with outcomes due soon.</p> <p>Our Gateway (progression) process has been reviewed and was relaunched in April and now encompasses all staff groups. It explains to staff the support they can receive to assist them in future progression.</p>	<p>Staff-led work to revise our Values and leadership message has been completed and further engagement and launch is being planned in 2021/22.</p> <p>An accelerated Leadership Programme is being developed and has been presented to People Board.</p> <p>Both programmes are now planned for January 2022</p>	<p>Staff-led work to revise our Values and leadership message has been completed and approved by the Authority. Further staff engagement to embed this being planned in 2021/22.</p> <p>An accelerated Leadership Programme is being developed and has been presented to People Board.</p> <p>Both programmes are now planned for implementation in January 2022</p>	GREEN

Inspection theme	Area for improvement	Outcome/s required/ evidence of success	Update November 2020	Update March 2021	Update September 2021	RAG
Other areas identified in the report						
7 Responding to fires and other emergencies	The service’s operational policy reflects national guidance. But staff have an inconsistent understanding of what recording process they would follow if required to step outside policy. They were also not always sure how to log significant decisions	Staff understanding is improved and demonstrated	Incident logging has been established and Operational Discretion is now included in the relevant policy documents. Instructions have been issued on how to do this and work will take place to reinforce this including sampling to ensure staff understand.	As previous update. Decision Logging ELearning package also in place. Completed	As previous update. Decision Logging ELearning package also in place. Completed	GREEN
8 Responding to fires and other emergencies	Although we found the debrief process led by the operational assurance team to be robust, we found that operational crews took an inconsistent approach to debriefing smaller incidents.	Operational crews demonstrate a more consistent approach to debriefing smaller incidents (Response records).	The following work has been undertaken: <ul style="list-style-type: none"> Hot debriefs taking place at stations. Smaller incident debriefs are easier to undertake at the incident ground. Work is ongoing to develop the process around larger incidents. Automating these processes is a priority. 	A new ‘Hot Debrief’ process has been introduced to address the capture of learning from smaller incidents. This uses the Microsoft Forms platform and is easily accessible from the Portal. This has seen great success and is becoming widely used by crews. The introduction of the process led to an overhaul of the whole debrief process and this led to the revised SI 0069 ‘incident debriefs’.	A new ‘Hot Debrief’ process has been introduced to address the capture of learning from smaller incidents. This uses the Microsoft Forms platform and is easily accessible from the Portal. This has seen great success and is becoming widely used by crews. The introduction of the process led to an overhaul of the whole debrief process and this led to the revised SI 0069 ‘incident debriefs’.	GREEN
9 Responding to national risks	We saw that the information the service holds on the risks in surrounding services isn’t as accessible as its own risk information. But we noted that while we were inspecting, the service was upgrading the computers it has on fire engines, where	Cross border risk information is more accessible to crews (Preparedness records).	Cross border risk information has now been delivered and was initially only available through Resilience Direct. To improve accessibility all available risk information is now available to operational staff via appliance Mobile Data Terminals and intranet Portal pages. Longer term solutions are still being considered.	Longer term solutions are still being considered as part CFSMIS Solution.	Longer term solutions are still being considered as part CFSMIS Solution.	GREEN

		this information will be made available.					
10	Making the fire and rescue service affordable now and in the future	We found that the service has various inefficient paper-based systems. However, it has invested in a team to develop a range of online applications with the intention of modernising these systems.	More paper based processes are replaced by applications (S&P records).	Applications development has continued through this period and processes also continued to be streamlined through the use of InfoPath forms and processes on the SharePoint Portal. The new SSRI application, SIRAH, is being rolled out, but the Service is now aware that a commercial off the shelf package is available, that was not available when internal application development commenced. The suitability of this for Prevention, Protection and SSRI purposes is under review as this may provide a suitable alternative.	Processes continue to be streamlined and automated using Microsoft Forms and InfoPath forms. 36 processes have been improved in this way since the last inspection. Finance have also automated previously paper-based processes such as virements. The CFRMIS system will provide a management information system for Protection, Prevention and Site Specific Risk Information. This has replaced in-house development. The Protection element went live in May. This has replaced the SIRAH application previously referred to. In-house development continues however for the application developed to manage National Resilience assets.	Processes continue to be streamlined and automated using Microsoft Forms and InfoPath forms. 36 processes have been improved in this way since the December 2018 HMICFRS inspection. Finance have also automated previously paper-based processes such as virements and launched a payment gateway on the website. The CFRMIS system will provide a management information system for Protection, Prevention and Site Specific Risk Information. This has replaced in-house development. The Protection element went live in May and the Prevention element was piloted on two stations in September. This has replaced the SIRAH application previously referred to. In-house development continues for the application developed to manage National Resilience assets.	GREEN
11	How well does the service look after its people?	Staff don't always view the promotion process as open and fair. We didn't find this to be the case, but the service still has work to do to allay these workforce concerns.	Staff are more accepting that the promotion process is open and fair (Staff survey 2020).	The launch of the new Gateway process is hoped to reassure staff that the promotion process is open and fair and no complaints have been received. The response to the staff survey (taking place Nov/December 2020) will provide more supporting evidence.	An accelerated Leadership Programme is being developed and has been presented to People Board	An accelerated Leadership Programme is being developed and has been presented to People Board	GREEN
12	Ensuring fairness and promoting diversity	The service has made a commitment to the public to improve a range of equality and diversity issues in its IRMP...but we observed a difference between how management think these commitments have been accepted across its	Staff understand the equality, diversity and inclusion objectives (Staff survey 2020) Staff have received ED&I training which they have understood	Prior to the pandemic, ED&I Essentials training had been rolled out to half the staff and was very well received. Some face to face training resumed between the two lockdowns and online training has commenced. The aim is to reinstate face to face training as this is believed most effective.	The 2020 staff survey showed a marked improvement in the level of staff engagement in MFRS with 88% of the workforce engaged. This is an excellent result and demonstrates the positive impact of organisational changes made since 2018. This result includes 96% of staff saying they care about the future of MFRS, 81% saying they would	The 2020 staff survey showed a marked improvement in the level of staff engagement in MFRS with 88% of the workforce engaged. This is an excellent result and demonstrates the positive impact of organisational changes made since 2018. This result includes 96% of staff saying they care about the future of MFRS, 81% saying they would recommend MFRS	GREEN

		workforce and the frontline reality.	and feel able to apply in their work (Training records, Staff survey 2020).	Unconscious Bias training took place virtually during lockdown for approximately 70 staff who are in management positions or involved in recruitment, performance management etc. Work is ongoing to determine how future unconscious bias training will take place. Staff networks have continued during the pandemic and the network chairs have been directly engaged with about the pandemic and are also involved in the quarterly ED&I strategic boards enabling them to engage directly with strategic leaders and contribute to ED&I outcomes.	recommend MFRS as a good place to work (up from 47% in 2018) and 90% saying they are proud to work for MFRS. The need to curtail face training during the pandemic has impacted on the roll-out, but the creation and launch of a new LearnPro module, the embedding and increased involvement of Staff Networks and opportunities for online ED&I training that have been presented to all staff (e.g. Ramadan awareness) have been well received and had a positive impact.	as a good place to work (up from 47% in 2018) and 90% saying they are proud to work for MFRS. The need to curtail face training during the pandemic has impacted on the roll-out, but the creation and launch of a LearnPro module, the embedding and increased involvement of Staff Networks and opportunities for online ED&I training that have been presented to all staff (e.g. Ramadan awareness) have been well received and had a positive impact.	
1	Ensuring fairness and promoting diversity	The service doesn't fully reflect the communities it serves	Future recruitment shows continued improvements in diversity (POD records, PSED report)	See 5 above.	See 5 above	See 5 above.	GREEN
1	Ensuring fairness and promoting diversity	Staff from all groups felt that middle and senior managers could make more of an effort to respond to their concerns and challenge inappropriate and exclusionary language	Staff feel these managers make an effort to respond to their concerns (Staff Survey 2020)	Work has been undertaken in 2020 to review the organisation's leadership message and values with the outcomes due in early 2021. Numerous staff from throughout MFRS were interviewed to allow them share their experiences of leadership and what they would like leadership in MFRS to look like in the future. This work has incorporated a review of the organisational values which will be relaunched at the same time. Increasing work with the Staff Networks will support improvement in this area. Area Manager visits reinforce our values and behaviours. This extensive piece of work is expected to address these concerns from staff.	The staff survey results included specific references to improvements in this area, particularly around the visibility of senior staff and improved communications. The CFO sent out a very clear message after the 2018 inspection that undermining behaviours would not be tolerated, soon after that, the Ground Rules were refreshed in consultation with staff and other activities outlined in the updates to previous sections (particularly 3 and 5) demonstrate that a considerable amount of work has taken place since.	The staff survey results included specific references to improvements in this area, particularly around the visibility of senior staff and improved communications. The CFO sent out a very clear message after the 2018 inspection that undermining behaviours would not be tolerated, soon after that, the Ground Rules were refreshed in consultation with staff and other activities outlined in the updates to previous sections (particularly 3 and 5) demonstrate that a considerable amount of work has taken place since. Since then the new Leadership Message has been developed (in consultation with many staff) and approved by the Authority. This includes a new Purpose, Vision, Values and behaviours.	GREEN
1	Ensuring fairness and promoting diversity	[in the HMICFRS staff survey – 92 respondents] 26 reported feeling bullied or	Fewer people report feeling bullied or harassed at work	2017 -18 - There was a total of 33 disciplinary cases. Three cases were recorded as bullying and harassment.	The 2020 staff survey shows that over 80% of staff believe bullying and harassment is not tolerated in MFRS and	The 2020 staff survey shows that over 80% of staff believe bullying and harassment is not tolerated in MFRS and have also not	GREEN

		<p>harassed at work and 26 reported feeling discriminated against at work, in the last 12 months. In both cases, respondents indicated this was most likely to be by someone more senior than themselves and industrial action was often cited as the reason behind bullying/harassment.</p>	<p>(2020 survey compared to 2018 staff survey not HMICFRS survey)</p>	<p>2018-19 - There was a total of 20 disciplinary cases. One case was recorded as bullying and harassment.</p> <p>2019-20 - There was a total of 18 disciplinary cases. None were recorded as bullying and harassment</p> <p>The 4 disciplinary cases which have been recorded as bullying and harassment during the last 3 years were all relating to male members of staff.</p>	<p>have also not experienced it themselves (improved from under 50% in 2014)</p> <p>Discipline cases relating to B&H have reduced to zero in 2019-20 from three in 2017-18</p> <p>This is testament to our concerted efforts to improve our organisational culture, educate and listen to our staff</p>	<p>experienced it themselves (improved from under 50% in 2014)</p> <p>Discipline cases relating to B&H have reduced to zero in 2019-20 from three in 2017-18</p> <p>This is testament to our concerted efforts to improve our organisational culture, educate and listen to our staff</p>	
1 6	<p>Managing performance and developing leaders</p>	<p>The way the service assesses candidates [for promotion] is open and honest. However, we were disappointed that assessors haven't undertaken unconscious bias training. The Service recognises this gap and plans to introduce relevant training</p>	<p>General Unconscious bias training has been delivered to staff as part of ED&I training and specific applied training has been delivered to staff carrying out selection processes.</p>	<p>Unconscious Bias training was delivered during lockdown to managers and others responsible for recruitment, performance management etc.</p> <p>Work is ongoing to deliver more training in this area including the potential for collaboration with the Police.</p>	<p>No change since the November update. This work is ongoing.</p>	<p>No change since the previous update. This work is ongoing.</p>	<p>GREEN</p>

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	16 DECEMBER 2021	REPORT NO:	CFO/065/21
PRESENTING OFFICER:	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	CORPORATE RISK REGISTER 2021-22 APRIL - SEPT UPDATE		
APPENDICES:	APPENDIX A: CORPORATE RISK REGISTER 2021-22 APRIL TO SEPT UPDATE		

Purpose of Report

1. To inform Members of the current risks contained within the Corporate Risk Register, the status of those risks and associated control measures, including any updates for the period April to September 2021.

Recommendation

2. That Members approve the updated Corporate Risk Register for 2021/22 which incorporates the current status of identified Service risk to September 2021.

Introduction and Background

3. It is good practice to regularly review the internal and external risks to the on-going delivery of services by the Authority.
4. To that end, a Corporate Risk Register has been produced which focusses on the Mission and Aims of the Authority and aligns each risk to a specific aim. The Strategic Leadership Team (SLT) has reviewed the risks contained within the Corporate Risk Register and considered any new risks that might affect the Authority during 2021/22.
5. The resultant risks have been scored against the original risk and re-scored following mitigation. The purpose of this report is to ask Members to review the updated Corporate Risk Register attached at Appendix 1 to consider any implications for the Authority.
6. SLT are currently reviewing the Corporate Risk Register to streamline the document for ease of scrutiny.

7. The Covid 19 outbreak has been considered/referenced in a number of risk areas.

Equality and Diversity Implications

8. There are no equality and diversity implications arising from this report.

Staff Implications

9. There are no specific staff implications arising from this report

Legal Implications

10. Management of corporate risk and the application of suitable mitigation strategies affords the Authority security that should a risk become an issue then suitable control measures are in place to mitigate any impact.

Financial Implications & Value for Money

11. There are no financial implications contained within this report.

Risk Management, Health & Safety, and Environmental Implications

12. The assessment and mitigation of risk is essential in ensuring a safe working environment for all MFRA employees and its agents and consideration of its actions on the environment is paramount.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

13. Knowledge of and response to a risk being realised is an essential component of ensuring that the Authority continues to deliver an effective and efficient service to the communities of Merseyside.

BACKGROUND PAPERS

GLOSSARY OF TERMS

MFRA RISK MATRIX



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

April 2021 – March 2022

APRIL 2021 to SEPTEMBER 2022 update

5	Massive	Develop Reduction measures	Compulsory Risk reduction			
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Introduction

All organisations face risks that can impact on their operations, by establishing a systematic approach to identifying, assessing, and managing risk, Merseyside Fire and Rescue Authority (MFRA) intends to continually improve the organisation’s governance, increase accountability and enhance overall performance.

The Director of Strategy and Performance reports directly to the Chief Fire Officer on matters relating to corporate risk management and maintains this risk register in collaboration with other members of the Strategic Leadership Team (SLT).

As part of this process the organisation considers the level and type of risk the Authority will accept while conducting its business and puts in place measures to reduce or eliminate that risk. This includes a careful evaluation of how risks affect the Authority’s ability to achieve its Mission and Aims and its appetite for taking those risks.

The following categories of risk appetite are considered in relation to each identified Strategic Corporate Risk within this register:

- **Low** – The level of risk will not substantially impede the ability to achieve MFRA’s Mission and Aims. Controls are prudently designed and effective.
- **Moderate** – The level of risk may delay or disrupt achievement of MFRA’s Mission and Aims. Controls are adequately designed and are generally effective.
- **High** – The level of risk will significantly impede the ability to achieve MFRA’s Mission and Aims. Controls may be inadequately designed or ineffective.

Risk Appetite by Strategic Corporate Risk Category

MFRA has an overall conservative risk appetite. The organisation will act in accordance with this to achieve strategic objectives and deliver high quality fire and rescue services to the people of Merseyside within a framework of reducing budget provision.

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

Corporate Risk Category	Risk Appetite	Explanation
Budget and financial	Low	The appetite for Budget and financial risk is low. MFRA will exercise prudent management of its financial resources to achieve its mission. MFRA will maintain strong internal controls and ensure compliance with applicable legislation and accounting standards. MFRA will make prudent decisions to mitigate the financial impact of internal and external factors that affect it.
Legal and legislative	Low	The appetite for Legal and legislative risk is low. MFRA will always endeavour to comply with the laws that govern its activity and adopt appropriate governance processes. MFRA has no risk appetite for non-compliance with applicable laws and regulations.
Loss of strategic sites and assets	Moderate	The appetite for risk in relation to strategic sites and assets is moderate. Risk appetite in relation to vehicles and equipment is low, as safety and usability must be achieved through the use of detailed specifications of requirements. Risk appetite in relation to FRS sites (e.g. for a new fire station) is higher, as it is acknowledged the options are more limited and the end result in relation to the provision of a new fire station is not entirely predictable at the beginning of the process.
Environmental and Political	Moderate	The appetite for risk in relation to environmental and political matters is moderate. MFRA acknowledges that activity in relation to collaborative work with partners, for example, is not entirely predictable and some risks will be taken whilst attempting to improve service delivery or make savings through the use of new arrangements.
Loss of key staff	Moderate	The appetite for risk in relation to loss of key staff is moderate. MFRA recognises that it may need to adopt new and untried ways of working to deliver its services during periods of industrial action or reductions in the size of the workforce.
Technology	Low	The appetite for Technology risk is low. Information systems must support core MFRA functions with adequate capability, capacity, resiliency, and security from internal and external threats. The organisation relies on a mobile and technologically dependent workforce to carry out its Mission.

Our Aims: ~ Protect ~ Prevent ~ Prepare ~ Respond

Procurement

Low

The appetite for Procurement risk is low. MFRA is bound by legislation and regulations that are designed to ensure that public finance is spent appropriately. As a result, processes are designed to ensure that all procurement activity is properly governed and carried out in a way that ensures compliance.

CORPORATE RISK REGISTER 2020/21

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Mission :- Safer Stronger Communities: Safe Effective Fire-fighters

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
1.	Budget /Financial Risks	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence	1.1.1	1,2,3,4	Increased risk to all MFRS staff safety - increased numbers of injuries.	15	Resilience exists within departments to task staff with priority work steams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place. April-Sep Update Continuous review of staffing through Operational Preparedness Group meetings, one to ones and Ops Board.	12	AM Operational Preparedness

Our Aims: ~ Protect ~ Prevent ~ Prepare ~ Respond

1.	Budget/Financial Risks			1.1.2	1,2,3,4	Increased risk of property loss	12	<p>Business Continuity Fuel Plan Revised</p> <p>Resilience exists within departments to task staff with priority work steams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place.</p> <p>April-Sep Update No change this period</p>	10	AM Operational Preparedness
1.	Budget/Financial Risks			1.1.3	1,2,3,4	Reducing ability to respond or maintain competent workforce.	15	<p>The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff</p> <p>April-Sep Update The 3rd hybrid has been implemented at St Helens completing the operational response elements of IRMP Supplement 2019-21.</p>	10	Director of POD

								Work has commenced on development of IRMP 2021-24 which see further improvements in appliances numbers whilst remaining within the existing 642 Full Time Equivalent firefighters budget.		
1.	Budget/Financial Risks			1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	<p><u>AM Response</u> Maintenance of competency is managed on station through Safe Person Assessments and the training planner for all operational staff. TRM staff utilise Voluntary Additional Hours to ensure appliances are fully staffed.</p> <p>April-Sep Update Continual core training including recruit training. Work with Time and Resource Management to maximise staff / course ratio set against the Local Performance Indicators. Additional training is provided at a local level (SPA & Learnpro) to ensure staff have underpinning</p>	10	AM Operational Response/ Preparedness

								knowledge across a range of skills and competencies. Apprenticeship/competency scheme in place.		
1.	Budget/Financial Risks	1.2	<p>Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)</p> <p>Political Risk – failure to meet statutory duty</p> <p>Community Safety Risk – failure to address risks to community & Firefighters</p>	1.2.1	1,2,3,4	Increased fires, deaths and injuries	15	<p>MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through PMG.</p> <p>The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased Protection teams as such a review is underway</p> <p>April-Sep Update MFRA continues to deliver its Home Safety Strategy (as above), as COVID restrictions have eased Operational crews have returned to completing HFSCs, we have worked with Ops Response to improve IRS reporting. We are planning for Older Persons Day on the 1st</p>	10	AM Prevention AM Protection

								October 2021. The service is also undertaking a gap analysis against the NFCC prevention Standard.		
1.	Budget/Financial Risks	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	1,2,3,4	Increased risk of property loss in the community	15	<p>MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.</p> <p>April-Sep Update No changed in the mitigation process from the above statement</p>	10	AM Operational Response
1.	Budget/Financial Risks	1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	1,2,3,4	<p>The current budget assumes 2019/20 pay awards will be settled at an increase of 2%.</p> <p>Each additional 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.</p>	9	<p>The Authority has established a £0.700m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p>April-Sep Update The employers have offered the firefighters 1.5% pay rise for 21/22 which has been accepted. The non-ff staff have been offered 1.75%</p>	0	Treasurer

								and this is currently being considered. The Qtr 1 financial review identifies how the cost will be covered from reserves in 21/22 and also it will be picked-up in the 22/23 budget process.		
1.	Budget/Financial Risks	1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	1,2,3,4	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	Processes are redesigned when cuts to staffing are made Stopping performing specific activities considered Remaining staff are trained in processes/services that are still required April-Sep Update Key services continue to be delivered but opportunities to streamline services and improve efficiency are taken (e.g. manual process being converted to electronic ones)	6	SLT
1.	Budget/Financial Risks	1.7	Loss of National Resilience funding from Home Office			Loss of operational response/service/training/lack of equipment/vehicles not maintained.	15	Utilising MFRS resources to fulfil Role and responsibilities. Budget constantly reviewed with Home Office Colleagues	12	AM National Resilience

								<p>April to Sep update</p> <p>Second half of grant funding agreement for 2021/22 due to be received in November 2021.</p> <p>Working relationship with Home Office remains very positive and periodic finance meetings continue with relevant stakeholders.</p> <p>Additional budget provision to support New Dimension 2 Detection, Identification and Monitoring (DIM) review has been received as well as funding provision for additional resource required for a 6-month period.</p> <p>Formal grant determination and Lead Authority agreement beyond March 2022 has not yet been received, however Home Office have written to the DCFO indicating their intent to extend the Lead Authority arrangements for a further 3 years beyond March 2022.</p>	
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1.	Budget/Financial Risks	1.9	The impact of unfavourable trade deals with the EU following UK exit in March 2019	1.9.1	1,2,3,4	<p>If the UK leave the EU in March with an unfavourable trading relationship this will have an adverse effect on the supply of goods imported from EU countries.</p> <p>Prices are likely to increase putting strain on budgets, lead times may be extended, shortage and scarcity of parts due to border hold ups, organisations stockpiling and starving supply, contractors failing.</p>	20	<p>Procurement are contacting critical suppliers to seek details of action they will take to maintain supplies post Brexit, whatever the agreement.</p> <p>April-Sep Update Brexit developments were monitored by the Procurement Team in conjunction with FRS procurement colleagues from Cheshire, Lancashire and Manchester during the first calendar quarter of 2021. Although one critical supplier did increase stock holding to 90 days, no other action was reported other than monitoring. The informal group had stopped meeting by April 2021 as the risk of unfavourable deals following UK exit was seen be relatively insignificant as compared to those posed by the continuing pandemic. In particular supply chains have been affected by the non-availability of staff due the effects of the virus itself including the lock-down .</p>	15	Head of Procurement
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							THIS ACTION IS NOW CLOSED		
1.	Budget/Financial Risks	1.1 0	<p>“McCloud” - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. On 27th June 2019 the Supreme Court denied the Government permission to appeal this decision.</p>		<p>Any remedy / compensation awarded by the Tribunal may have a significant financial impact on the Authority both in terms retrospective compensation payments for retired firefighters and current employees (who may transfer back from FPS 2015 to FPS 1992 and therefore the employer rate would increase from 28.8% to 37.3%). At this point in time both the remedy and any Government funding is unknown, or is likely to be known before 2020/21.</p> <p>In addition to the financial impact the Authority may lose a significant number of firefighters (including senior staff) earlier than expected if staff revert back to a pension scheme (FPS 1992) with a potential retirement age of 50.</p>	12	<p>April – Sep update</p> <p>No change. The actuarial review outcome is unlikely to be known before 2023. A smoothing reserve exists to cover any non-Pension Fund costs associated with implementing the immediate detriment or compensation payments.</p>	0	<p>Director of Finance / CFO / SLT</p>

Mission :- Safer Stronger Communities: Safe Effective Fire-fighters										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
2.	Legal and Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	1,2,3	Damage to MFRS reputation. Impact on public and partner goodwill.	15	<p>The IRMP process is thorough and consulted on widely. research and analysis activities are carried out, risks are assessed and strategies and processes adopted to deal with them.</p> <p>April-Sep Update There are no concerns, Services are delivered effectively and efficiently and integrated risk management planning follows the requirements of the National Framework.</p>	8	SLT

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

2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25	<p>This can be mitigated to some degree by correct application of SOP's. Service Instructions, training and Health and Safety legislation to avoid injury and damage.</p> <p>April-Sep Update</p> <p>Relevant training of employees and ensuring compliance with legislative requirements and SOP's continues to mitigate any such risks to avoid injury and damage</p>	12	SLT
2.	Legal and Legislative Risks	2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	15	<p>This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. However any person can apply for Judicial Review regardless of the perceived merits or otherwise of such an application.</p> <p>April-Sept update</p>	8	Head of Legal & Democratic Services.

								The governance and communication in place continues to mitigate this risk.		
2.	Legal and Legislative Risks	2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	4	Potential impact on reputation Potential legal action	15	<p>The Equality and Diversity Policy is regularly reviewed Equality Actions form part of the Service Delivery Plan and ED&I Annual Report</p> <p>Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change</p> <p>Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p>April-Sep Update</p> <p>61.7% of staff have received face ED&I training and 75% have completed an online training module</p>	8	Director of Strategy and Performance

								<p>Staff networks are doing well and working with management to improve policy, services and outcomes.</p> <p>There have been increases in BAME and female firefighters on recruit courses this year.</p> <p>Equality Impact Assessment processes are being reviewed to improve in this area.</p> <p>ED&I Strategic Board meets quarterly.</p>		
2.	Legal and Legislative Risks	2.6	Policing and Crime Act 2017	2.6.1	2,3	Potential change to Governance	15	<p>A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case.</p> <p>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.</p> <p>April-Sep Update</p>	12	AM Preparedness

								Existing governance structure in place. No change.		
2.	Legal and Legislative Risks			2.6.2	2,3	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	<p>The Policing and Crime Act 2017 places a duty on MFRA to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness</p> <p>MFRA's position is therefore to consider collaboration where it provides for a more efficient and/or effective service, where it improves the safety of the public, or</p>	8	AM Preparedness

								<p>is in the interests of economy.</p> <p>This will be delivered and monitored through the MFRA commitment to the Blue Light Collaboration Team, the Blue Light Collaboration Programme Board, and all collaboration programmes recorded through the Local Collaboration Overview.</p> <p>April-Sep Update</p> <p>Existing governance structure in place. No change.</p>		
2.	Legal and Legislative Risks	2.7	Increased Litigation costs	2.7.3	2,4	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	<p>Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents.</p> <p>April- Sep update</p> <p>No change for this period, the risks are mitigated as above</p>	6	Head of Legal & Democratic Services.

2.	Legal and Legislative Risks			2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise. April-Sep Update No change for this period, the risks are mitigated as above	6	Head of Legal & Democratic Services.
2.	Legal and Legislative Risks	2.9	Failure to comply with Government Transparency agenda	2.9.1	1,2,3	Damage to reputation of MFRS by not publishing policies and data as required	12	A Transparency Service Instruction has been produced to set out the Authority's commitment There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish April-Sep Update All Transparency data on the website is up to date.	8	SLT
2.	Legal and Legislative Risks	2.10	Health & Safety audits, failures and investigations	2.10.1	1,2,3	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	MFRS has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory	10	AM Operational Response

								process to maximise learning which includes advice from Legal to ensure protection.		
								April-Sep Update No change this period		
2.	Legal and Legislative Risks	2.11	Lead Authority for National Resilience	2.11.1	1,2,3,4	Increased responsibility and liability; capacity issues and reputational risk.	15	Mitigation in part through careful contract management.	10	Head of Legal & Democratic Services.
								April-Sep Update Contract management continues and a review of the arrangement have been undertaken in this period to mitigate these risks		
2.	Legal and Legislative Risks	2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to undertake EFAD driving.	2.12.1		Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity,	15	Competency will be managed through the driving school with assessment and development plans being tailored to the individual. Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long	10	Director of HR, AM Operational Preparedness

						experience or type of vehicle they have driven.		LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge. Apr-Sep Update No change this period		
2.	Legal and Legislative Risks	2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	1,2,3	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.	12	Resilience is provided to ensure that any loss of key staff facilitating the partnership is minimised. In addition, there is evaluation on the workload involved in managing the partnership and gauging capacity to take on any further partnerships. April – Sep Update The Protection Team continues to train and upskill its staff in order to satisfy the needs of the Primary Authority Scheme. A dedicated Station Manager and Watch Manager deal with the Primary Authority Scheme.	9	AM Protection

2.	Legal and Legislative Risks	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	1,2,3,4	Potential for MFRA to be unable to serve prohibition or restriction notices on premises out of office hours when the use of the premises involves or will involve a risk to the relevant persons so serious that use of the premises ought to be prohibited or restricted.	15	<p>Senior Officers in Protection when scheduled on cover can provide this facility to respond out of hours; providing they are not engaged at an operational incident. Article 31 Officers provide some additional limited support to assess complaints but are not warranted officers or deemed competent under the Fire Protection Competency Framework. Recall to duty provides some resilience but availability is not guaranteed. Potential for assistance from a neighbouring Fire and Rescue Service.</p> <p>Apr-Sep update We have a 24/7 cohort of Protection Response Officers supported by a number of trained Article 31 Officers who maintain a rota available by fire control. Should further assistance be required fire control can request, via</p>	9	AM Protection
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3.	Loss of Strategic Sites/Assets	3.2	Loss of FSHQ, FIRE CONTROL, TADA, fire stations and National Resilience Control	3.2.1	1,2,4	Inability to respond, delay in providing core services	20	agreement is in place with Surrey FRS and BT to redirect and manage emergency 999 calls during periods of outage, spate and spike.	8	Head of Technology, Treasurer, AM Operational Preparedness
							20	SHQ has a UPS backup which will provide electrical power to SHQ to enable decant to fall back sites. New agile working and ICT provision is in place for staff to work elsewhere if required. Business Continuity plans have been updated and are in place. Plans in place for Core training to be carried out on fire stations if required and TDA unavailable.	8	
3.	Loss of Strategic Sites/Assets	3.3	Loss of utilities due to infrastructure failure.	3.3.1	1,2,3,4	Inability to provide core services temporarily whilst fall-back site is brought online		<p>Apr- Sep Update Head of Technology The ICT Capital budget covers the replacement of Surface Pros in line with their Asset Life to aid mobile working.</p> <p>Due to the removal of</p>		

								<p>SIRAH, Risk & Operational Information was only available on the Mobile Data Terminal(MDT) in appliances. ICT were asked to explore an interim solution, as work continues by the CFRMIS project, this was implemented mid-2021.</p> <p>AM Preparedness Due to the removal of SIRAH Risk & Operational Information was only available on the Mobile Data Terminal(MDT) in appliances. ICT were asked to explore an interim solution, as work continues by the CFRMIS project, this was implemented mid-2021.</p>		
3.	Loss of Strategic Sites/Assets	3.4	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	1,2,3,4	Potential security risk in relation to all FRS assets, particularly in relation to Personnel, information and premises risk.	20	<p>A Protective Security Group is led by the Director of Legal and includes representatives of several departments with security responsibilities. There is a Protective Security Policy and three Service Instructions that</p>	9	Director of Strategy and Performance

							<p>deal with Information, Physical and Personnel security</p> <p>An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p>April-Sep Update Protective security group continues to meet regularly and addresses any emerging issues.</p>	
3.	Loss of Strategic Sites/Assets	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	1,2,3,4	Loss of Fire Control ICT services and information assets	<p>See 6.2 and 6.9.</p> <p>As a further mitigation, cyber security is also increased by having the Fire Control infrastructure on its own firewalled network, with limited access in and out.</p> <p>April-Sep Update No change during this period.</p> <p>AM Preparedness CYBER Exercise held in July 2021. MFRS developing plan win conjunction with</p>	Head of Technology

									Merseyside Resilience forum	
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Mission :- Safer Stronger Communities: Safe Effective Fire-fighters										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
4.	Environmental and Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	1,4	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders.	10	AM Operational Response

Our Aims: ~ Protect ~ Prevent ~ Prepare ~ Respond

								April-Sep Update No changed in the mitigation process from the above statement.		
4	Environmental And Political	4.2	Insufficient water pressure resulting in the inability to fight fires effectively.	4.2.1	1,2	Potential for major consequences, FF injuries	25	<p>High volume pumps (HVP’s) and hose layer units available to support water supplies. Additional HVP’s available via NCAF arrangements.</p> <p>Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share “Safe Dig” Software</p> <p>April-Sep Update United Utilities(UU) presented at a command seminar June 2021. Additional water support is available from UU through Fire Control and Local Resilience Forum arrangements.</p>	4	AM Operational Preparedness

4.	Environmental and Political	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	1,2,3,4	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) & associated deliberate fire setting. Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and	12	AM Prevention
				4.3.2	1,2,3,4	Increased economic costs from increases in fraud.	15		12	
				4.3.3	1,2,3,4	Increased incidents eg. fires	15		12	
				4.3.4	1,2,3,4	Increased antisocial behaviour (ASB)	15		12	

								<p>Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.</p> <p>Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p> <p>April-Sep Update Update as above, however we have sought to understand the broader health related impacts of covid on communities and vulnerable people.</p>		
4.	Environmental and Political	4.4	Reputation	4.4.1	1,2,3,4	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg.	15	<p>April-Sep Update MFRS continues to be well regarded due to highly effective service delivery and positive communications.</p>	12	Director of Strategy and Performance

						failure to deliver safety messages.				
4.	Environmental and Political	4.5	Increased flood risk	4.5.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	<u>Response</u> Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.6.1	1,2	Spate conditions will impact on ability to respond	15	Additional resources are available to the Service if required for increased levels of activity. Increased Alert Level protocols can be implemented by Senior Officers for anticipated events. April-Sep Update <u>AM Preparedness</u> Additional resources are available to the Service if required for increased levels of activity. Increased Alert Level protocols can be implemented by Senior	10	AM Operational Preparedness & Operational Response

								Officers for anticipated events. (These protocols have now changed and are referenced as Fire Silver or Fire Gold meetings to discuss severe weather). AM Response No changed in the mitigation process from the above statement.		
4.	Environmental and Political	4.7	Civil Unrest	4.7.1	1,2,3	Inability to respond effectively to civil unrest	15	MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol). April-Sep Update Service Instructions were reviewed in light of increased protests due to COVID	10	AM Operational Preparedness & Operational Response

4.	Environmental and Political	4.9	Diesel fuel vehicles being phased out in the future	4.9.1	1,2,3	Initiate an Electrical charging infrastructure and electric vehicles considering the Local		April-Sep Update Initial discussion meeting held Sept 2021 and being		AM Operational Preparedness
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						Authority aim to introduce pollution charges.		raised at Strategic Estates Group October 2021	
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4.	Environmental and Political	4.10	Fuel Strike			Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.		Merseyside Resilience Forum Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions April-Sep Update Business Continuity arrangements reviewed and discussed at meetings planned within September 2021	AM Operational Preparedness
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Mission:- Safer Stronger Communities: Safe Effective Fire-fighters										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
5.	Loss of Key Staff	5.1	Sudden Mass Absenteeism	5.1.1	1,2,3,4	Loss of Key staff, Inability to provide core services	15	AM Response	10	AM Operational Preparedness

			Pandemic, Strike, CBRNE incident, significant incident					The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements.		& Operational Response
								April-Sep Update No change this period		

5.	Loss of Key Staff	5.2	Industrial Action resulting in the Inability to provide suitable response	5.2.1	1,2,3,4	Inability to attend incidents, provide core services		The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements.	12	Director of POD
								April-Sep Update		

								The situation remains as reported in the last quarter		
5.	Loss of Key Staff	5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	1,2,3,4	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	<p>The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs</p> <p>April-Sep Update No fundamental change from the position reported last quarter. Plans already in place for next round of firefighter recruitment and gateway process to be completed for Area Manager and Group manager</p>	12	Director of POD

Mission :- Safer Stronger Communities: Safe Effective Fire-fighters

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
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Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People

6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	1,2,3,4	Loss or reduction in the quality of services provided	12	<p>ICT telent, under the contract and the internal ICT client team manage suppliers to achieve the required service levels and ensure suppliers are appropriate to support the needs of MFRA, both across the ICT infrastructure <i>and</i> the commodity & fire control applications used by the Authority. This ensures the suppliers deliver continuous service improvement, show best value and are fit for purpose to meet the business needs.</p> <p>Apr- Sep update Head of Technology Capita plc (Capita) announced 01.01.2021 that it has agreed to sell its Secure Solutions and Services (SSS) business to</p>	6	<p>Head of Technology</p> <p>Director of Strategy & Performance</p> <p>FMIS Manager</p>
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								<p>NEC Software Solutions UK Limited</p> <p>Capita emphasised the message that it is very much business as usual whilst ownership transfers.</p> <p><u>Director of Strategy and Performance</u></p> <p>Relationships between MFRA, telent and suppliers continue to be positive and effective.</p>		
6.	Technology Risks	6.2	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	6.2.1	1,3,4	Data compromised, loss of data, complaints, legal action, fines	15	<p><u>Director of Strategy & Performance</u></p> <p>The Strategy and Performance ICT Board considers and responds to strategic risks</p> <p>A Protective Security Group focuses on information security</p> <p>Governance arrangements for applications were been reviewed and formalised in 2016.</p> <p>April-Sep Update</p> <p>The ICT Strategic Board and several operational Boards</p>	12	<p>Head of Technology</p> <p>Director of Strategy & Performance</p>

								beneath that continue to effectively manage all ICT arrangements.		
6.	Technology Risks	6.3	The inability to keep pace with technology changes.	6.3.1	1,2,3,4	Loss or reduction in the quality of services provided	15	<p>MFRA has forgone a concrete roadmap for its newly launched ICT strategy and has instead adopted a strategic framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to ‘evolve’ the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of appropriate innovations, whilst having an ICT infrastructure that is robust, secure, reliable and resilient.</p> <p>For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan, and is then aligned to wider organisation strategy at the quarterly held S&P ICT Board.</p> <p>April-Sep Update</p>	12	Head of Technology

								No change during this period.	
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6.	Technology Risks	6.4	Poor data/information management resulting in loss of data, legal redress from Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.	6.4.1	1,2,3,4	Data compromised, loss of data, complaints, legal action, fines	15	There are polices for Information Security and Governance, Acceptable use of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information. Work to implement the General Data Protection Regulation was successful. This included: Developing an information asset register, privacy impact assessments, access to information and the role of the Data Protection Officer.	12	Director of Strategy and Performance
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								<p>Collaborative work with Merseyside police and other FRAs is being considered to share best practice.</p> <p>April – Sep update</p> <p>Work continues to ensure legislation is complied with including:</p> <ul style="list-style-type: none"> Information sharing agreements Privacy notice updates Data Protection impact assessments Reviews of records management Advice/training for staff 		
6.	Technology Risks	6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	1,2,3	Radio voice services cannot be guaranteed for the transition	16	<p>ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services.</p> <p>The ESMCP presents a high-risk potential for MFRA, dependent on external factors beyond its day-to-day control; the main issue being slippage at the national level.</p>	9	Head of Technology

							<p>The Home Office will continue to work closely with FRSs & Airwave to ensure that our current voice communication network remains in place and effective.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project and maintain a watching brief to ensure any opportunities to influence national/regional aspects of ESMCP are taken.</p> <p>The project risks are being managed by the MFRA ESMCP project board and a national programme risk register is maintained by the Home Office central team.</p> <p>April-Sep Update Airwave Representatives from MFRS who sit on the National Airwave Sustainability Working Group, report on the ongoing activities which</p>	
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								ensure the continued support and availability of Airwave is maintained.		
								ESMCP Work continues on the various ESN product streams and associated test plans in readiness for pilot trails and Operational Evaluation exercises. Due to Programme delays, these are now expected to take place in 2023.		
6.	Technology Risks	6.7	Withdrawal and transition arrangements from SOPHTLOGIC to new MIS for Community Fire Protection.	6.7.1	1,2,3,4	Robust transitional arrangements are required to ensure the Authority can carry out its statutory duty as the Enforcing Authority under the RRO (Fire Safety) 2005.	15	The replacement of the SOPHTLOGIC system is programmed in for development and options are being explored. The transitional arrangements remain part of that process. April-Sep Update The Sophtlogic arrangement is being phased out as CFRMIC comes online.	12	Director of Strategy and Performance
6.	Technology Risks	6.9	Increase potential for Cyber Attack as we move to the Cloud			Loss or reduction in the quality of services provided	15	ICT deploys a number of security measures to protect the Merseyside Fire and Rescue Authority (MFRA) networks and information. Measures to protect from	12	Head of Technology

							<p>external attacks include applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware solutions to block malicious code (including viruses, trojans, worms, spyware, ransomware, adware, etc.); network segregation solutions and e-mail filtering solutions.</p> <p>April - Sep Update ICT received warnings from North West Warning & Advice Reporting Point (NW WARP) and the Head of ICT attended quarterly NW WARP meetings for the first time.</p> <p>Apr to Sep Update <u>Head of Technology</u> No change during this period.</p>	
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Mission :- Safer Stronger Communities: Safe Effective Fire-fighters

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
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Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People

7.	Procurement	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	1,2,3,4	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	<p>Regular, documented contract management in place for key contracts with priorities agreed between the Authority and the supplier.</p> <p>April-Sep Update Formal contract management arrangements are in effect for key contracts: ICT services; Facilities Management (including PFI); Long Term Capability Management.</p> <p>The contracts register has been populated which will assist with their management e.g. extensions, re-procurement, merge etc.</p> <p>A policy to protect the Authority from Modern</p>	0	Head of Procurement
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Our Aims: ~ Protect ~ Prevent ~ Prepare ~ Respond

								Slavery practices has been drafted with a view to provide additional training for contract managers. A suitable contract management accreditation course has been identified.		
7.	Procurement	7.3	Key suppliers of goods and services ceasing to trade	7.3.1	1,2,3,4	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed.	15	Use of Creditsafe alerts to identify and financial changes to contracted suppliers. April-Sep Update Use of framework agreements where possible with multiple supplier arrangements to allow for alternative supply Selection questionnaires (SQ) when used ask suppliers to confirm their turnover as commensurate with contract value and that they are trading profitably. Economic and financial standing questions are also asked in the SQ. At the point of award, audited accounts and	0	Head of Procurement

								insurance documents are requested to check the validity of statements.		
								During the course of contracts the credit-worthiness of strategic suppliers is monitored. The annual renewal payment for the monitoring application was made in July.		

		1.8	Changes to insurance discount rates	1.8.1	1,2,3,4	Increased insurance premiums	15	This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect. <u>Removed Sept 2019</u>	12	Director of Legal, Procurement & Democratic Services
				3.5.2	1,2,3,4	Saughall Massie		Planning permission has now been received for Saughall Massie and Authority approval will be sought later in 2017 for the build to commence, once the land has been obtained. <u>Removed Sept 2019</u>	6	Head of Estates

4.	Environmental and Political	4.11	Diesel fuel vehicles being phased out in the future	4.11.1	1,2,3	Impact on fleet and lease vehicles		Long term planning for vehicle and asset refresh. April-Sep Update Risk merged with 4.9 with change to descriptor – November 2020		AM Operational Preparedness
6.	Technology Risks	6.10	Unavailability of the Home Office Incident Recording System (IRS). March 2019 - CFOs have received notification that funding has not been granted to renew this system and although the intention is to maintain it there is a risk that it will become unavailable.			MFRS would be unable to record any detailed data about incidents other than what is captured on the mobilising system management information system. This would severely hamper the Service's ability to supply data and information for planning and performance management purposes.		We will engage with Home Office and NFCC to try and ensure that access to the system is not lost. Also, some fire and rescue services have their own incident recording system and only use IRS to send data to government. We will explore other systems used and whether they would be appropriate/affordable for MFRS. Closed March 2020	12	Director of Strategy and Performance
3.	Loss of Strategic Sites/Assets			3.5.3	1,2,3,4	St Helens	25	In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing	12	Head of Legal & Democratic Services.

								<p>progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.</p> <p>Apr-Sep Update New station build completed and opened on 16th Sepober Station completed and opened on 16th Sepober.</p> <p>CLOSED</p>	
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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	16 DECEMBER 2021	REPORT NO:	CFO/066/21
PRESENTING OFFICER:	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	STATEMENT OF ASSURANCE 2020-21		

APPENDICES:	APPENDIX A: STATEMENT OF ASSURANCE 2020/21
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Purpose of Report

1. To request that Members consider and approve the Authority's Statement of Assurance 2020-21 for publication on the Authority website.

Recommendation

2. a) That Members consider the information contained within this report and approve the Authority's draft Statement of Assurance 2020-21.

b) If approved, the Statement of Assurance 2020-21, be signed by the Chair of Merseyside Fire and Rescue Authority and the Chief Fire Officer.

Introduction and Background

3. The Fire and Rescue Service National Framework published in 2012 and revised in 2018 sets out a requirement for fire and rescue authorities to publish an annual Statement of Assurance. It says:

'Fire and rescue authorities must provide annual assurance to their community and to Government on financial, governance and operational matters.'
4. The National Framework goes on to say that the statement should outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document (April 2020 to March 2021) – to the National Framework, the Integrated Risk Management Plan and to any strategic plans prepared by the authority for that period.
5. Where fire and rescue authorities have already set out relevant information that is clear, accessible and user-friendly within existing documents, they may wish

to include extracts, or links to these documents within their statement of assurance.

6. With this in mind, the Authority's Statement of Assurance April 2020 to March 2021 has been prepared in a way that does not substantially duplicate existing plans, reports and other documents, but instead includes links to existing documents held on the MFRA website, or in some cases to documents held by other organisations or within Governmental departments.

7.

Equality and Diversity Implications

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

Staff Implications

9. There are no staff implications arising from this report

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

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

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

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

BACKGROUND PAPERS

GLOSSARY OF TERMS

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Statement of Assurance

2020-21

Merseyside Fire & Rescue Authority

ANNUAL STATEMENT OF ASSURANCE 2020/21

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MERSEYSIDE FIRE & RESCUE AUTHORITY

ANNUAL STATEMENT OF ASSURANCE 2020/21

1. Foreword

Fire and Rescue Authorities are accountable for their performance and as such, information regarding effectiveness and value for money should be accessible, transparent and accurately reported to the communities they serve. Along with legislation which governs how FRA's provide their services, the revised [Fire and Rescue Service National Framework for England 2018](#) requires Merseyside Fire and Rescue Authority (MFRA) to produce this Annual Statement of Assurance. The Statement of Assurance focuses on Authority governance, performance and activity that took place between 1st April 2020 and 31st March 2021.

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

Home Office Guidance on Statements of Assurance for FRA's in England

In July 2019, after several years of reduced budgets and subsequent cuts to front line services, Merseyside Fire and Rescue Authority published a new [Integrated Risk Management Plan Supplement 2019/21¹](#) which put resources back into operational response and fire safety, largely through the use of reserves to pay off debt, thus freeing up revenue income to pay for more firefighters and Protection (legislative fire safety) staff to provide more resilience to deal with large scale emergencies and increased risk on Merseyside, and to help ensure the effective implementation of changes to legislative fire safety requirements as a result of the public inquiry into the Grenfell Tower fire.

Since our 2019/20 Statement of Assurance was published (December 2020) we have all lived through a very challenging year.

Like all organisations, the pandemic has resulted in many changes for Merseyside Fire and Rescue Authority including an increase in agile working and the use of information Technology, changes in the way we work to ensure we can still deliver all our services including our emergency response and work to make all our buildings Covid-secure.

Some of this has been challenging, but there have also been a lot of positives to take away from the last year, particularly how we have respond to the pandemic. Our excellent emergency response has not been affected; at times it improved and many incident types actually reduced. Our Prevention and Protection staff

¹ Although slightly out of scope reference to the Integrated Risk Management Plan 2021-24 has been included in this Statement of Assurance for context

have continued to provide support and advice to vulnerable residents and to building owners, and we have taken action when need to, to keep people safe.

Our amazing staff have also stepped up to help partner organisations when they needed it most, including delivering food, medical supplies and prescriptions, supporting mass testing and vaccination and working with all Merseyside Local Resilience Forum partner organisations to help Merseyside communities deal with the impact of the pandemic.

In addition, Merseyside Fire and Rescue Service led the National response to the pandemic through our Chief Fire Officer as the Fire Gold Commander, and in doing so we have supported fire and rescue services regionally and nationally and worked closely with other agencies to help them meet their own unprecedented challenges. A national fire and rescue service Covid-19 inspection was strewn with examples of notable practice, which demonstrated that our response to the pandemic has been efficient and effective for Merseyside communities and that we took good care of our staff.

It is no wonder then that our most recent staff survey, held in November and December 2020, showed that 88% of our staff are engaged with the organisation, support what we are doing and feel valued. This is an excellent result and we couldn't be prouder of what our staff have done and continue to do every day.

The pandemic has effected every aspect of all our lives and it has also had an impact on the future budget settlements for fire and rescue services, which are likely to be for one year only, instead of the hoped for three-year settlement that would allow longer term planning. You can rest assured however, that the Fire and Rescue Authority will continue to have the best interests of our communities at heart and our focus will remain on our Vision; to be the best fire and rescue service in the UK and our Purpose; here to serve, here to protect, here to keep you safe.

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

2. Introduction

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

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

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

- Of the total population of over 65's (based on 2011 census data) in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic

Our Profile of Merseyside Demography, Equality and Diversity – Knowing our Communities, available on the MFRS Portal, outlines the communities we serve. There are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. There remain large pockets of deprivation with high levels of social exclusion and crime.

On the 26th September 2019 Central and Local Government released the Index of Multiple Deprivation 2019. The picture across Merseyside is not positive, with evidence that the area has become more deprived when compared to the previous 2015 Indices of Multiple Deprivation release.

The following table compares – by council area - the count of Lower Super Output Areas (LSOA) in the 10% most deprived areas of England:

District	2015	2019	Difference	% Difference
Knowsley	45	46	1	2.2%
Liverpool	134	145	11	8.2%
Sefton	38	38	0	0.0%
St. Helens	28	29	1	3.6%
Wirral	44	52	8	18.2%
Grand Total	289	310	21	7.3%

The table identifies that with the exception of Sefton, each district saw an increase in the number of LSOA's which are in the 10% most deprived LSOA's in England.

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

We believe that fire does discriminate against the old and infirm and those in socio-economically disadvantaged areas. We have developed policies and procedures based on Risk, Demand and Vulnerability to identify and target our efforts towards the most vulnerable and at risk within our communities. Our Integrated Risk Management planning is based on these three main factors; the risks in Merseyside, the demand for our services and the vulnerability of our communities and people who live in them. These three themes all make a difference to the safety of people, buildings and places in Merseyside.

We will continue to fit smoke alarms free of charge to people aged over 65 and those referred to us by other agencies that understand fire risk, or by our staff as part of specific campaigns following fatal fires.

Other Merseyside residents can access free fire safety advice on request. This can include the installation of smoke alarms if necessary and the person requesting the service is asked to cover the unit cost of the alarm. Merseyside Fire & Rescue Authority actively supports the reduction of Hate Crime across Merseyside and all our fire stations remain Safe Havens. We use target hardening techniques to prevent incidents and/or reduce the effects on victims.

To date, we have continued to maintain a very fast average response to incidents through innovative use of crewing systems and placement of appliances relevant to the risk in that station area. By targeting our prevention activity and working smarter, we are still having a real impact on the safety of the people of Merseyside.

MFRA published the [Service Delivery Plan 2021-22](#) in April 2021 and following a 12 week consultation period in April 2019 the [IRMP Supplement 2019/21](#) was published to update on proposals included in the [Integrated Risk Management Plan 2017-20](#). n.b. During 2021 the new [Integrated Risk Management Plan 2021-24](#) was published in July 2021 after extensive consultation during 2020, which is slightly out of the scope of this 2020-21 report, but may be of interest to readers.

The Integrated Risk Management Plan sets out how we will continue to deliver our services to meet local risks. It describes a fire and rescue service that is leaner than in past years, but one where imaginative use of resources is helping reverse that trend and services are delivered in the most effective and efficient way. Anyone who needs us in an emergency will still receive one of the fastest responses in the country.

The Service Delivery Plan establishes the standards of performance expected and reported on the 2020/21 outcomes. The IRMP, Annual Station Plans and Functional Plans set the Service Delivery Plan objectives for the year. Following an inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), in December 2018, areas identified for improvement were incorporated into Functional Plans and the Service Delivery Plan 2021/22. Progress against these actions was reported back in [regular updates](#) to the fire and rescue authority.

3. Governance arrangements

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

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

The Authority

The Authority is made up of 18 Elected Members, all of whom must be a Councilor elected to one of the five constituent district councils within Merseyside (Knowsley, Liverpool, Sefton, St Helens and Wirral). There is

also an independent person on the Authority. Members of the Authority have a responsibility to the whole community of Merseyside and are directly accountable to the people of Merseyside for the running of the Fire and Rescue Service. All Members meet together as the Fire and Rescue Authority. Meetings of the Authority are normally open to the public and details are published on our website www.merseyfire.gov.uk

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

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

- Association of Metropolitan Fire & Rescue Authorities
- Local Government Association Fire Services Commission
- Merseyside Community Safety Partnership
- North West Employers' Organisation
- North West Fire and Rescue Advisory Forum

Our legal responsibilities

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

- Members code of conduct
- [MFRA Constitution 2019/20](#) and allowances
- Meetings, agendas and decisions
- [Complaints Procedure](#)

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

Three high level principles underpin Corporate Governance:

- Openness and inclusivity
- Accountability
- Integrity

The Fire and Rescue Service National Framework

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

The [Fire and Rescue Service National Framework for England 2018](#) sets out the Government's priorities and objectives for FRA's in England. It recognises that operational matters are best determined locally by FRA's in partnership with their communities.

The priorities are:

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

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

4. [Overview of Merseyside Fire and Rescue Service](#)

Our Vision: -

To be the best Fire & Rescue Service in the UK, acting as one team putting our communities first

Our Purpose

Here to serve. Here to protect. Here to keep you safe

Our Aims:

- **Protect**
We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe
- **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

- **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

- **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

Our Service:

We are bold - Embracing new ideas to build on the confidence and trust the community place in us.

We are professional - Always giving our best to be the best we can be.

We are safe - Protecting lives and keeping our firefighters safe.

We are built to help - Looking after people and looking after each other.

We are positive - Recognising how far we have come and being positive about the future.

We are relentless - Overcoming barriers to help people feel safe.

We shape our actions by embedding **OUR VALUES** into the way we deliver our services:

We serve with Courage

- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

We serve with Integrity

- By doing the right thing even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

We serve with Compassion

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help

- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference

Responsibility & accountability of the Chief Fire Officer

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

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

The Chief Fire Officer is accountable to the Authority. Details of the powers delegated to the Chief Fire Officer (and in their absence the Deputy Chief Fire Officer,) who may further delegate to any member of either the Executive Team or the Strategic Leadership Team as appropriate, can be found on page 32 of [MFRA Constitution 2020-21](#) (Authority AGM 11th June 2020).

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

Staffing levels, including the number of officers, can be found on the [DCLG 2020](#) (Department for Communities and Local Government) and [CIPFA 2020](#) (Chartered Institute of Public Finance and Accountancy) websites. A log in is required.

Organisational Development

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

In September 2018 the People Strategy and Implementation Plan were published. These documents can be found on the [Website](#) under Authority meetings - Community Safety and Protection Committee 4th September 2018. n.b. We revised and updated these in June 2021 and will include these in our next Statement of Assurance.

Leadership Development

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

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

Staff consultation - Representative Bodies

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

Staff Survey

In November 2020 Merseyside Fire and Rescue Authority conducted a 4th staff survey, facilitated by an independent organisation (People Insight). 61% of staff responded to the Survey, the FRS average response is 50-55%.

88% of our staff are engaged with the organisation, support what we are doing and feel valued. This is an excellent result when compared to previous Staff Surveys:

2014	55%
2016	74%
2018	75%
2020	88%

- 86% of respondents said they got a sense of accomplishment from their work
- 77% feel MFRA treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age
- 93% understand the priorities or Missions and Aims of MFRS

In light of the impact Covid 19 had on MFRS during 2020 a number of questions were asked about this topic. 93% of respondents agreed 'The organisation has kept me well informed and has maintained effective communication during the Covid 19 pandemic'.

As a result of the Staff Surveys MFRA developed a set of engagement principles which are embedded across the service. When staff were asked to name "what is the best thing about working for MFRS", comments included:

Purpose – supportive colleagues, friendly, hardworking, dependable, working as a team

Serving communities and making a difference – helping people and communities when they most need it, sense of feeling as if you're doing something good, meeting different people everyday

Working as part of a strong and close-knit team

Learning and development – continued learning, opportunities to train and grow

Job security – job for life, stability, security during the pandemic

A summary report on the [Staff Survey results 2020](#) provided by People Insight was considered by Merseyside Fire and Rescue Authority on 25th February 2021. This report summarises all of the results produced by People Insight.

Equality, Diversity and Inclusion

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

We published an [Equality, Diversity and Inclusion Annual Report 2020-21](#) which set out how we have met our legal obligations and improved outcomes for our communities.

The risks we face in Merseyside

The [Fire and Rescue Services Act 2004](#) requires every fire and rescue authority to produce an Integrated Risk Management Plan to identify foreseeable risks and develop services to respond to those risks and help prevent incidents occurring. The Authority's [IRMP Supplement 2019/21](#) and [Integrated Risk Management Plan 2021-24](#) meet these obligations. [The Civil Contingencies Act 2004](#) also places a legal duty on local emergency responders to carry out assessments on the risks to their area and publish them. The [Merseyside Community Risk Register](#) identifies the areas of potential risk to the population and infrastructure of Merseyside and the nature of that risk. The likelihood of an event occurring has been assessed using historical evidence and projected occurrence data relating to the risk occurring over a five-year period at the magnitude reflected within the outcome description. The potential impact of such an emergency has been assessed with regard to health, social, economic and environmental effects in accordance with national guidance.

Social Risk

We know that deprivation and environment can increase risk from fire and other emergencies. In Merseyside there are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation which has the side effects of high levels of poverty, social exclusion and crime. The picture across Merseyside is not positive with evidence that the area has become more deprived than the previous 2015 Indices of Multiple Deprivation release.

The Indices of Multiple Deprivation 2019, released by the Ministry of Housing, Communities and Local Government in September 2019, indicates that Merseyside is one of the most deprived areas in England, with Knowsley being the 3rd most deprived local authority England and Liverpool being 4th. We consider this when we plan our services and target those services at people we identify as most at risk. We are particularly focusing on the increasing number of older people who are now remaining in their own homes.

Environmental & Economic Risks

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

- The river Mersey and the resulting high volume of shipping
- Over 200 high rise buildings Coastline on the west of the MFRA area
- John Lennon Airport
- Under and over ground rail links, including under the River Mersey
- Two road tunnels under the River Mersey
- Two premier league football stadia
- Liverpool City Centre and many heritage buildings
- Dock estates in Liverpool and Birkenhead
- Beaches and areas of natural beauty such as Freshfield Pinewoods, Hilbre Island and Carr Mill Dam
- RAF Woodvale airfield, Altcar Army camp and rifle range.
- Industrial estates accommodating large factories down to small industrial units.
- Ten Control of Major Accident Hazard (COMAH) sites such as Nustar petrochemical plant.
- Large shopping areas including Liverpool One in the city centre.
- Three universities with large blocks of student accommodation both in and outside the city centre.
- Terrorism risks associated with city centre locations
- Major waste recycling centres

5. Risks beyond our borders

National & Local Resilience

Over recent years the risk of large scale emergency incidents has increased in the UK. This can be attributed to climate change and increased incidence of terrorist activities. As a direct result and to mitigate this risk the Government introduced the 'National Resilience' programme.

MFRA is the lead authority for the delivery of National Resilience on behalf of Home Office. These arrangements include the management and assurance of National Resilience Capabilities, mobilisation and coordination of national assets at major incidents, the coordination of all National Resilience training and the management of the servicing and maintenance contract for all National Resilience vehicles and equipment. MFRA also provides a substantial commitment by hosting an Urban Search and Rescue (USAR) team, a USAR canine team, USAR Tactical Advisors (Tac Ads), a High Volume Pump (HVP), a Detection, Identification and Monitoring (DIM) vehicle with a group of DIM advisors and Mass Decontamination Unit (MDU). We also have two type B flood rescue teams and two Flood Tactical Advisor declared on the DEFRA national flood rescue asset register. All of these assets are available at all times for national deployment.

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

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

Management of Risk

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

- [Service Delivery Plan 2021-22](#) for details of 2020/21 performance indicator outcomes
- [IRMP Supplement 2019/21](#)
- [Integrated Risk Management Plan 2021-24](#)
- [Budget and Financial Plan 2019/20-2022/23](#) Financial Plan can be found in Authority papers (28th February 2019)
- Corporate Risk Register 2020/21 can be found in Authority papers (10th December 2020) on the [website](#)

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

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

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

Functional Business Continuity Plans have been prepared and are tested regularly; having been used effectively during the covid pandemic in particular.

6. Our Services to the Community

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

- [The Fire and Rescue Services Act 2004](#)
 - [The Fire and Rescue Services \(Emergencies\) \(Order\) 2007](#)
 - [The Civil Contingencies Act 2004](#)
 - [Localism Act 2011](#)
 - [Regulatory Reform \(Fire Safety\) Order 2005](#)
 - [Fire and Rescue Service National Framework for England 2018](#)
 - [Local Government Acts 1972 to date](#)
- The [Service Delivery Plan 2021-22](#) highlights MFRA's commitment to delivering an excellent service to the communities of Merseyside. This document brings together actions from the [Integrated Risk Management Plan 2017-20](#), [IRMP Supplement 2019/21](#), [Integrated Risk Management Plan 2021-24](#), Station Community Safety Delivery Plans, Functional Plans, [Equality and Diversity](#) planning and details of outcomes from 2020/21. All these plans are available to view through the MFRA Portal

Excellent Operational Response

The Authority's priorities clearly stated in the [Service Delivery Plan 2021-22](#) are:

- To maintain an effective emergency response to meet risk across Merseyside with safety and effectiveness at its core
- The [Operational Response](#) function ensures that the Authority, on behalf of the public, is assured with regard to the readiness of its operational workforce, appliances, stations and equipment to respond appropriately and in a timely manner to emergencies, and that when we do respond our firefighters, procedures and equipment are safe and effective.
- The Operational Response function is led by an Area Manager who is responsible for the operational element of the MFRA workforce. This equates to approximately 640 operational staff across the 22 Fire Stations, Marine Rescue, Fire Control and Officer Group.

Protection

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

Our Priorities:

PREMISES – Our Community Fire Protection department aim to:

- Deliver the recommendations from the Grenfell Tower Inquiry

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

Prevention

- **PEOPLE** (Community Fire Prevention Department)
 - Home Safety
- **PLACE** (Community Safety Department)
 - Community Safety Partnerships
 - Arson reduction
 - Road safety
 - Water Safety

Our Priorities:

PEOPLE – Community Fire Prevention department aim to:

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

PLACE – Community Safety department aim to:

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

In addition to the above, and underpinning them we have our [Youth Engagement Department](#)

YOUTH ENGAGEMENT aim to:

- Develop a Youth Engagement Strategy incorporating our planned youth engagement programmes and a sustainable medium term funding plan.
- Enhance our youth engagement programmes through enhanced integration within Community Risk Management Function.

- Explore collaboration opportunities with Merseyside Police and other partners to maximise youth engagement opportunities.

7. Our Performance

The MFRA [Service Delivery Plan 2021-22](#) reports on performance for 2020/21 and establishes the Key (KPI) and Local Performance Indicators (LPI's) and service delivery standards for 2021/22. Performance against the KPI's is reported to Authority in the [Service Delivery Plan reports](#) and to the Strategic Leadership Team and Performance Management Group (PMG) on a quarterly and monthly basis respectively.

Over the years we have refined our approach to Prevention and Protection, using intelligence to target our activities on the most vulnerable people and highest risk buildings. This is reflected in our planning and performance, with Home Fire Safety Checks, and Safe and Well Visits, being delivered to specifically targeted people identified as being in need of our intervention.

Covid 19 had a huge impact on our ability to provide some of our interventions but we also diversified to assist the public of Merseyside by:

- Delivering mass Covid vaccinations
- Face-fitting masks for healthcare workers
- Delivering food and prescriptions
- Surge and mass covid testing

The risk profile of Merseyside is changing. The population is now increasing after decades of decline however it is also ageing. The link between old age and vulnerability to fire is well recognised within MFRA. Our Safe and Well visits enhance our Home Fire Safety Checks which are delivered by operational and community safety teams to specifically targeted people identified as being in need of our intervention.

All fire stations produced and reported on a Community Safety Delivery Plan, in consultation with partners and stakeholders, to agree local targets for priorities within in each station area. These plans are available to view in community fire stations and in the [Service Delivery Plan 2021-22](#)

Performance is managed and reported on at all levels and in all functions, with staff working hard to reduce the number of emergency incidents that occur in Merseyside. The table below illustrates the number of incidents attended by type, for an average day between 2009/10 and 2018/19. The table identifies that during 2018/19 44.1 incidents were attended on a daily basis against 63.1 during 2009/10. Although the number of incidents attended daily have increased slightly over the last 3 years the reduction over the longer period provides evidence that working with local partners and MFRA's own initiatives and campaigns has had a beneficial impact on the people and communities of Merseyside.

Average Count of Incidents attended per day

Incident Type	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Accidental Fires in the Home	3.3	3.1	3.2	2.9	3	2.7	2.5	2.5	2.4	2.2
Other Building and Property Fires	3.2	2.5	2.3	2.1	2.2	2.2	2.	1.8	1.5	1.4
Vehicle Fires	2.2	2.	1.8	1.9	2	2.3	2.3	1.9	1.8	1.3
All Antisocial Behaviour Fires	18.5	11.8	15.8	12	12.5	13	13.2	14.5	9.7	12
False Automatic Fire Alarms	15.2	12.5	7.5	7.7	7.9	8.6	9.3	9.	10.1	9.2
Other False Alarms	5	4.7	4.5	4.4	4.8	5.2	5.8	5.6	5.3	5.8
Road Traffic Collisions	1.4	1.3	1.4	1.6	1.5	1.7	1.5	1.7	2	1.5
Other Special Services	5.3	5.3	5.6	5.6	6	6.8	7.1	7.3	8.7	10.1
Grand Total	54	43	42.0	38.2	39.9	42.4	43.8	44.1	41.5	43.5

What others have said about our performance?

“I would like to thank you for the great support that Liverpool CCG has received from Merseyside Fire and Rescue Service. Liverpool CCG jointly commission packages of care with Liverpool City Council for families with children with very complex needs, including those procedures that are aerosol generating. The support you provided for carers and families in FIT mask training ensured that all these vulnerable children were able to stay at home with their families. I am sure you will appreciate how important that was for these families at a very worrying time. This is an excellent example of the system working together for the greater good, my thanks and appreciation go to you and your teams for the help and support you have provided to some of our most vulnerable people”.

Jan Ledward – Chief Officer – NHS Liverpool CCG

“Excellent partnership working between Sefton Council, MFRS and other multi agency partners ensured the safety of local residents in January 2021 when rainfall from Storm Christoph impacted watercourses causing flooding in the Maghull area. A swift, coordinated response to the severe flood warning was actioned which saw teams from the Council working alongside emergency services to support those affected”.

Dwayne Johnson – Chief Executive of Sefton Council

“I can't thank you enough, I behalf of the whole Jewish community of Liverpool, for the support that you have shown us by having your team backing up our services during Saturday which is the main day of our worship. Your unprecedented care for our wellbeing is remarkable and appreciated by all of us.

May God bless each and every one of you with abundance of blessings, happiness and good health, to you and your families”.

Rabbi Avinoam Czitron - Childwall Hebrew Congregation

“I continue to be impressed by the dedication, resilience and fortitude of Merseyside Fire and Rescue Service in pressing for multi-agency working and clear communications, and embedding ResilienceDirect”.

Luana Avaglino – Head of ResilienceDirect (Civil Contingencies Secretariat/National Security Secretariat)

“Overall I was extremely impressed by the collaboration and co-ordinated approach with the Police and Local Authority. This joint arrangement was very refreshing and seeing how you all worked together was impressive”.

Nigel Lanceley DL - The High Sheriff of Merseyside

8. Financial Performance

In accordance with the statutory requirement under the Accounts and Audit (England) Regulations 2015 MFRA published a [Statement of Accounts 2020-21](#) and the Annual Governance Statement 2020-21 (these documents can be found on the MFRS website [Finance and Accounts](#) page). These documents illustrate that business is being conducted transparently and in accordance with the law and ‘that public money is being properly accounted for and used economically, efficiently and effectively’. *Section 3 of the Local Government Act 1999.*

Internal Audit

The Authority procured its internal audit service under a service level agreement from Liverpool City Council and the arrangement and service was in accordance with the Public Sector Internal Audit Standards (PSIAS). On the basis of the reviews undertaken the 2020/21 Internal Audit Report has concluded that:

“It is our opinion that we can provide Substantial Assurance that the system of internal control in place at Merseyside Fire & Rescue accords with proper practice. This opinion is based on the individual assurance levels we have provided for each of the audit reviews undertaken during the year and includes consideration of the wider sources of assurance provided to the Authority”..... “No significant issues were identified in the course of the fundamental systems audits. The audit coverage during the year has provided sufficient evidence that controls in place to govern the core financial systems are sound and that they are substantially adhered to”..... “In our audit of each of these key financials we were able to provide positive opinions for all of these reviews. No significant control weaknesses were identified and a strong control environment continues to be maintained”

External Audit

External audit services are carried out by the Grant Thornton. Grant Thornton’s 2020/21 Audit Findings Report gave an unqualified opinion on the Authority’s financial statements. The value for money work will not be completed until December 2021, and will come back to members for consideration before the end of the 2021/22.

Our budget for 2020-21

Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan Resolution 2020/21 – 2024/25

For many years now the Authority has approved a rolling 5-year comprehensive medium term financial plan (MTFP) and capital programme at the Authority's Budget meeting. The 2020/21 MTFP approved at the Budget Authority meeting on 27th February 2020 delivered a balanced financial position up to 2020/2021, with a forecast financial challenge in future years rising to £1.5m by 2024/25. As the Authority had only received a Government funding settlement for one year (2020/21), the forecast from 2021/22 to 2024/25 was simply to assist with the Authority's long term financial planning.. Therefore, as the level of uncertainty over future costs and funding beyond 2020/21 is significant, particularly regarding the level of future Government support, any financial challenge from 2021/22 has simply been noted at the time the 2020/21 Budget was approved.

Financial Management

The Authority's five-year financial plan takes into account Revenue, Capital, Reserves and Prudential Borrowing forecasts. The Medium Term Financial Plan 2020/21 to 2024-25 and Budget Resolution agreed at the Authority Budget meeting on 27th February 2020, can be found on the [MFRA website - Finance and Accounts](#)..

Our long term financial challenges and commitments

The Authority had adopted a strategy that would aim as far as possible to utilise any in year revenue savings to fund additional debt repayments via the Minimum Revenue Provision, MRP, in order to free up future debt servicing budget to re-invest in front line services. During the year, the Authority approved in principle a scheme to build a new training centre and a new fire station to replace two existing stations (Aintree and Croxteth) at a cost of £25m. In order to reduce the requirement to fund this investment via borrowing the Authority approved a strategy of increasing the capital reserve through; one-off savings that materialise in the year; the re-alignment of existing reserves; and the release of budget during the 2021/22 budget process. Throughout the year managers looked at every opportunity to maximise savings against the approved budget to enable an increase in the capital reserve. The Authority is concerned that future Government funding from 2021/22 onwards will not meet the Service's requirements and additional frontline savings will be required.

9. Our Future Plans

Our future plans are detailed in the [Service Delivery Plan 2021-22](#), IRMP, [Integrated Risk Management Plan 2021-24](#) and [Service Delivery Plan 2021-22](#). We will be focused on continuing to deliver an excellent service to the residents and businesses of Merseyside with making more efficient use of the resources we have. The annual planning process for the Service Delivery Plan and Community Safety Plans begins in November each year, is approved by Authority in March and published on 1st April.

As part of the 2019/20 Budget report the Chief Fire Officer, (CFO), received Members' support to increase the frontline firefighter response and protection establishment from 620 Full Time Equivalent (FTE) to 642 FTE, plus a new fire engineer post in protection, and an increase in the available fire appliances from 26 to 30. The Authority plans on maintaining the frontline firefighter Full Time Equivalent (FTE) at 642 whilst investing in the Capital Infrastructure of the Authority. We continue to deliver 2 Firefighter training courses a year to maintain meet this commitment.

The new St Helens fire station opened in October 2020. This was the third of the station mergers proposed in IRMP 2017/20 with Saughall Massie and Prescott being completed in 2019/20. In 2020/21 Authority approved in principle work a proposal in the IRMP 2021-24 to move the Croxteth and Aintree fire stations, including the Training and Development Academy, to a new site on Long Lane, Aintree. During 2021 initial public consultation has taken place and planning proposals are being prepared.

Collaboration

The Policing and Crime Act 2017 introduced a duty on all three emergency services, to collaborate on the basis of improved efficiency and/or effectiveness in taking forward the Government's commitment to enable fire and police services to work more closely together and develop the role of PCC's.

In Merseyside we are working closely with our blue light partners. Merseyside Police share our Joint Control Centre at Service Headquarters and the new fire station at Prescott. We are also delivering a number of collaborative projects and sharing information to improve services.

North West Ambulance Service (NWAS) share a number of our fire stations (Formby, Southport, Bootle and Netherton, Birkenhead and Newton le Willows) and the NWAS Hazardous Response Team (HART) are based at Croxteth Fire Station with the Merseyside Fire and Rescue Service Urban Search and Rescue (USAR) Team.

Community Engagement & Communication

MFRA undertakes extensive consultation on all aspects of planning including the IRMP and changes to how we provide our services. All relevant [IRMP Supplement 2019/21](#) and [Integrated Risk Management Plan 2021-24](#) documentation is available in the Authority section of the website. Planning for the IRMP 2021/24 started during 2019 with full reports available at Authority Budget Committee on 25th February 2021 and Authority on 30th June 2021.

We consult with our communities at independently facilitated public consultation events in the five Merseyside council areas. Principal Officers and management teams deliver briefings and consultation exercises with staff, representative bodies, Councillors, partners, stakeholders and Local Authority leaders. Due to Covid 19 restrictions all the pre-IRMP 2021-24 consultation meetings were hosted online via Zoom and again during the draft IRMP consultation we held all public meetings via Zoom.

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

- Public consultation facilitated by an independent partner organisation – ORS Consultation Report can be found in the Authority section of the MFRA website under the Authority Budget Committee on 25th February 2021 and Authority on 30th June 2021.
- Staff consultation
- Local authority, stakeholder and strategic partner consultations
- Staff representative bodies (trade unions)

For the IRMP 2019/21 Supplement and IRMP 2021-24 consultation lasting 12 weeks was conducted to review the proposals and to seek approval for proposals for 2019/21 onwards. Results of this can also be found on the Fire Authority page on the MFRA website.

Merseyside Fire and Rescue Authority wishes to continue to be provided with assurance in relation to its fire and rescue service including financial health, governance arrangements and service delivery performance. Consultation with interested parties took place during 2021 around proposals in IRMP 2021-24 to relocate Croxteth and Aintree fire stations, including the Training and Development Academy to new state of the art facilities at a site on Long Lane, Aintree. The communities of Merseyside can be assured of the Authority's absolute commitment to continuing to deliver the best service it possibly can.

Access to Information held by Merseyside Fire & Rescue Authority

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

- General Data Protection Regulation (GDPR) 2016 and Data Protection Act 2018 which require organisations to protect personal data and privacy of EU citizens including processing of personal and sensitive information.
- The Freedom of Information Act 2000, which broadens people's access to information that is held by public authorities, for example: reports, minutes of meetings etc.
- The Environmental Information Regulations which gives the public increased access to environmental information held by public authorities, for example: reports, readings, research findings etc.
- The Local Government Transparency Regulations 2014.

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

Privacy Notices

We process information securely and follow the principles of the Data Protection Act 2018. We use secure methods when transferring the data and also apply appropriate retention periods. We also ensure that the data is disposed of securely when it is no longer required. The [Privacy Policy](#) and [Privacy Notices](#) can be found on the MFRA website.

Assurance Declaration

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

This Statement of Assurance is signed on behalf of Merseyside Fire and Rescue Authority as approved at the Authority’s Policy and Resources committee on Thursday 16th December 2021.

Councillor Les Byrom
Chair of Merseyside Fire and Rescue Authority

Phil Garrigan
Chief Fire Officer

Glossary of Terms

CFP	Community Fire Protection or Prevention
CIPFA	Chartered Institute of Public Finance and Accountancy
CMI	Chartered Management Institute
COMAH	Control of Major Accident Hazard

DCLG	Department for Communities and Local Government
DEFRA	Department for Environmental, Food and Rural Affairs
DIM	Detection, Identification and Monitoring
FBU	Fire Brigades Union
FOA	Fire Officers Association
FRA	Fire and Rescue Authority
GDPR	General Data Protection Regulations
HVP	High Volume Pump
INSARAG	International Search and Rescue Advisory Group
IOSH	Institute of Occupational Safety and Health
IRMP	Integrated Risk Management Plan
LEP	Local Enterprise Partnership
MACC	Mobilising and Communication Centre
MDD	Mass Decontamination Disrobe
MFRA	Merseyside Fire and Rescue Authority
MTFP	Medium Term Financial Plan
NEBOSH	National Examination Board of Safety
NOL	National Operational Learning
ORS	Opinion Research Services
PSIAS	Public Sector Internal Audit Standards
SMA	Subject Matter Adviser
SOFSA	Simple Operational Fire Safety Assessment
SOLACE	Society of Local Authority Chief Executives
UKISAR	UK International Search and Rescue Team
USAR	Urban Search and Rescue

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	16 DECEMBER 2021	REPORT NO:	CFO/0067/21
PRESENTING OFFICER	IAN CUMMINS		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	FINANCIAL REVIEW 2021/22 - JULY TO SEPTEMBER		

APPENDICES:	APPENDIX A1: REVENUE BUDGET MOVEMENTS SUMMARY
	APPENDIX A2: FIRE AND RESCUE SERVICE REVENUE BUDGET MOVEMENTS
	APPENDIX A3: CORPORATE SERVICE REVENUE BUDGET MOVEMENTS
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Purpose of Report

1. To review the financial position, (revenue, capital, reserves, and treasury management activities), for the Authority for 2021/22. The Authority receives regular comprehensive financial reviews during the year which provide a full health check on the Authority’s finances. This report covers the period July to September 2021.

Recommendation

2. That Members;
 - a. note the contents of the report;
 - b. approve the proposed revenue and capital budget alignments;
 - c. approve the reserve adjustments as outlined in the report, and use the £0.826m forecast favourable revenue variance to fund; and
 - i. the creation of a £0.526m inflation reserve;
 - ii. increase the existing pension reserve by £0.300m to cover expected additional pension administration costs.
 - d. instruct the Director of Finance and Procurement to continue to work with budget managers to maximise savings in 2021/22.

Executive Summary

Revenue:

The Authority approved a five-year medium-term financial plan (MTFP) at the Budget Authority meeting on 25 February 2021. The approved MTFP delivered a balanced budget for 2021/22 based on key budget assumptions around future costs, in particular pay awards. This report updates members on the 2021/22 budget position and any issues arising in the year that may impact on the current and future years' financial position.

The Authority adopted the LGA/FBU immediate detriment framework (IDF) that allows eligible FPS pension members access to their legacy scheme benefits. The estimated additional administration and compensation costs are £0.300m over the 2021/22 – 2023/24 period.

This report identifies a net favourable variance of £0.826m, of which; £0.500m relates to a forecast underspend on employee costs; a £0.526m saving on borrowing costs; and an underachievement on income of -£0.200m.

Members are asked to approve the use of this favourable variance to;

- create an inflation reserve of £0.526m in light of increasing future pay inflation pressures, and
- increase the current pension reserve by £0.300m in light of the Authority adopting the LGA/FBU IDF.

The total budget requirement remains at the original budget level of £59.250m. Appendix A1 – A4 outline in detail all the revenue budget and reserve movements between April and September 2021.

Capital:

The capital programme planned spend has increased by £2.055m in the quarter, of which £2.000m relates to the replacement of national resilience assets and is funded by a Home Office grant. The balance, £0.055m, is for new schemes, of which £0.044m is for gas monitors and smoke blockers funded from the Grenfell infrastructure fund. The revised Capital Programme is outlined in Appendix B and C.

Reserves & Balances:

The general balance remains unchanged at £3.000m. All movements in committed reserves are outlined in Appendix A4.

Treasury Management:

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

Introduction and Background

3. The purpose of this report is to enable the Authority to monitor its income and expenditure levels against its budget on a regular basis throughout the year to ensure effective financial management.
4. This report is the review of the Authority's position up to the end of September of the financial year 2021/22 (April – September 2021).
5. In order to ensure that the financial reviews provide a regular and effective financial health check on all aspects of the Authority's finances the following structure has been adopted.

<u>Financial Review Structure</u>	
<u>Section</u>	<u>Content</u>
A	Current Financial Year Review:- <ul style="list-style-type: none">• Revenue Budget,• Capital Programme, and• Movement on Reserves
B	Treasury Management Review

(A) Current Financial Year – 2021/22

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

Revenue Position:

7. Budget Movements: there have been a number of budget adjustments with no net impact because they are either self-balancing virements within department budgets or budget increases financed by reserves in line with previously agreed Authority decisions. The budget adjustments in quarter 2 included: -
 - A £0.175m drawdown from the capital reserve to fund the planned implementation and development of the CFRMIS application to manage prevention and protection work streams.
 - A £0.020m drawdown from the Health and Wellbeing reserve to support the LFC foundation work streams.
 - Inflation provision drawdown of £0.608m to cover the firefighter annual pay award (1.5%) and other price increases.
 - Increase in specific grant income to reflect the use of Grenfell protection grants (£0.297m) and apprenticeship levy funds (£0.133m) in 2021/22.

- Self-balancing virements to cover small adjustments within non-employee budget lines.
8. **The net budget requirement remains at £59.250m that is consistent with the original budget.**
 9. Update on Budget Assumptions and actual expenditure:
 10. The key assumptions for 2021/22 are:
 - No annual pay award in 2021/22, and
 - The McCloud pension remedy would not impact on the employer rates until 2024/25 and all other pension costs including administrating the remedy would be cost neutral, and
 - No significant unplanned growth pressures would materialise in the year,
 - Costs associated with the Covid-19 pandemic could be contained within the available resources.
 11. **Annual Pay awards** – As per the last financial review report Members agreed to drawdown from the inflation and other reserves to cover;
 - a) the firefighters 1.5% pay increase and increase the inflation in 2021/22 (£0.414m in 2021/22, but will rise to £0.552m in a full year), and
 - b) increase the inflation provision to cover the other local government employees who have been offered 1.75%, although this has been rejected by Unison who are now consulting their members on industrial action (1.75% would cost £0.198m).

The Authority would then consider the 2022/23 and future years funding of the 2021/22 pay awards as part of the 2022/23 budget considerations.

12. **“McCloud” remedy / Home Office Immediate Detriment offer** – The Authority approved the implementation of the LGA/FBU Immediate Detriment Framework that included retired as well as retiring eligible FPS members. As a result the additional administration and compensation costs are expected to increase compared to those for implementing the previously agreed Home Office Immediate Detriment framework (retiring FPS members only). The estimated additional costs are £0.300m over the 2021/22 – 2023/24 period. Therefore, the existing pension reserve needs to be increased by £0.300m.
13. **No significant unplanned growth pressures would materialise in the year** - The budget assumes all spending requirements can be met from the approved budget. The following paragraphs consider the September forecast outturn position and the identified variances;
14. **Employee Costs;**
Employee costs make-up approximately 75% of the Authority’s revenue budget and is the most risk critical area of the financial plan. As a result, these costs are monitored extremely closely.

In order to maintain the current firefighter establishment the Service has for a number of years now recruited in advance of the expected retirements. This may mean that for short periods the actual number of firefighters is slightly above the budgeted establishment. The latest September uniform employee forecast indicates a net overspend of £0.300m against the budget. However, this may reduce if retirements continue throughout the next six months and the retirements exceed the number of new recruits expected in the January 2022 intake. The Authority has established a £2.000m recruitment reserve to cover any year-end overspend that cannot be met from other employee favourable variances.

The non-uniform establishment forecast indicates a £0.800m favourable variance due to a number of vacant posts and the fact that some employees have yet to reach the top of their budgeted grade.

Overall, the forecast variance on the total employee budget is a favourable £0.500m

15. Non-Employee Costs;

Capital Financing;

The current strategy is to reduce investments/internal cash and to borrow for only short periods, rather than take out new long term loans to fund capital funded through borrowing. This combined with the re-phasing of capital schemes last year, has resulted in a forecast saving on debt interest payments and the minimum revenue provision (MRP), of £0.526m.

Income;

The Authority undertakes a number of activities for which it is reliant upon external funding either through grant or fee income. The Authority has received a significant reduction in Prince's Trust funding from Wirral and St Helens colleges in 2021/22. After using the available Prince's Trust reserve and reducing costs where possible, the Service is forecasting a potential £0.050m adverse variance. At the start of the year commercial training course income was below the level assumed in the budget due to the ongoing impact of Covid, and while demand for courses has now picked-up, the anticipation is that income will be below the budgeted figure by £0.070m. Demand from other agencies for MFRS staff secondments has fallen leaving a £0.080m income shortfall. Overall, the forecast income deficit is forecast to be £0.200m. However, officers are confident income from other activities will be higher than expected by the year-end resulting in an overall balanced position.

Contingency for 2021/22 Pay & Price Increases;

Officers are continuing to control the allocation of non-employee inflation. In the first instance any inflationary pressure is expected to be absorbed from within the relevant budget line.

16. Overall the latest forecast has identified a favourable net revenue variance of £0.0826m, the table overleaf summarises the year-end forecast position based on spend to the end of September 2021:

	TOTAL BUDGET	ACTUAL as at 30.09.21	FORE- CAST	VARI- ANCE
	£'000	£'000	£'000	£'000
Expenditure				
Employee Costs	53,839	26,688	53,339	-500
Premises Costs	3,043	980	3,043	0
Transport Costs	7,721	3,616	7,721	0
Supplies and Services	7,091	3,472	7,091	0
Agency Services	7,217	3,130	7,217	0
Central Support Services	578	321	578	0
Capital Financing	9,884	0	9,358	-526
Income	-26,546	-18,750	-26,346	200
Net Expenditure	62,827	19,457	62,001	-826
Contingency Pay&Prices	653	0	653	0
Cost of Services	63,480	19,457	62,654	-826
Interest on Balances	-172	-43	-172	0
Movement on Reserves	-4,058	0	-4,058	0
Total Operating Cost	59,250	19,414	58,424	-826

17. The Director of Finance and Procurement recommends that members use the favourable variance to fund the following reserve adjustments;

- In light of the expected rise in inflation (CPI) to 4% or 5% in the coming months (before dropping down towards the Government's 2% target), that £0.526m of the favourable forecast variance be used to create an inflation reserve. The reserve would provide a temporary source of funding if future pay awards exceed the MTFP assumption (currently 2.5% p.a.).
- That the Pension reserve be increased by £0.300m in light of the expected increase in administration and compensation costs following the adoption of the LGA/FBU IDF.

Capital Programme Position:

18. The last financial review report (CFO/050/21) approved a 5-year capital programme worth £55.687m. This has now been updated for scheme additions and changes during quarter 2 of £2.055m, as outlined below:-

- a) The Authority manages the national resilience asset refresh on behalf of the Home Office and receives 100% funding for the scheme. The planned programme for 2021/22 has increased by £2.000m in the quarter.
- b) The Authority has received grant funding for Protection initiatives of which £0.044m has been used to purchase of gas monitors and smoke blockers.
- c) New ICT hardware funded by revenue, £0.011m.
- d) Re-phasing of £0.106m for the planned mini-bus replacement from 2021/22 to 2022/23.

19. The capital programme changes are summarised in Table overleaf;

Movement in the 5 Year Capital Programme						
	Total Cost	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure						
Amendments to Approved Schemes;						
National Resilience - Asset Refresh	2,000.0	2,000.0				
Ops Equip - Gas Monitors & Smoke Blockers	43.8	43.8				
Additional ICT hardware	11.6	11.6				
Re-phasing of mini buses	0.0	-105.8	105.8			
	2,055.4	1,949.6	105.8	0.0	0.0	0.0
Funding						
Grant						
Home Office - National Resilience Assets	2,000.0	2,000.0				
Revenue (RCCO)						
Gas Monitors & Smoke Blockers	43.8	43.8				
ICT Hardware	11.6	11.6				
Borrowing						
Re-phasing of mini buses	0.0	-105.8	105.8			
	2,055.4	1,949.6	105.8	0.0	0.0	0.0

20. The revised detailed capital programme is attached as Appendix B (2021/22 Capital Programme) and Appendix C (2021/22–2025/26 Capital Programme) to this report.

Use of Reserves:

21. The analysis in Appendix A4 outlines a £0.346m contribution from reserves during the second quarter of 2021/22, as a result of: -

- A £0.150m and £0.025m drawdown from the Recruitment and Clothing reserves to cover uniform and PPE costs for the recruits.
- A net £0.025m adjustment within the Prince's Trust reserve to reflect the fund being used to cover day-to-day revenue costs as it is no longer needed to cover a planned contribution for replacement mini-buses.
- A £0.175m drawdown from the Capital reserve to cover planned investment in the CFRMIS prevention and protection application development.
- A £0.020m drawdown from the Health and Wellbeing reserve to meet the planned activity with the Liverpool LFC Foundation partnership with the Service, to deliver community activities in the year.

22. As outlined in paragraph 17, and subject to Members' approval, this report recommends using the quarter 2 forecast favourable variance to: -

- Re-create a £0.526m Inflation reserve that will be available if pay and inflation exceeds the estimates within the current MTFP. Currently the MTFP assumes future pay awards at 2.5% p.a., each 1% equates to approximately £0.500m, and
- Increase the Pension reserve by £0.300m as the costs of administering the LGA/FBU IDF are expected to be higher than those under the HO IDF, as they include retired eligible FPS members and compensation payments.

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

(B) Treasury Management

23. The Authority continues to “buy in” Treasury Management from Liverpool City Council. The following paragraphs reflect Treasury Management activities in the period April to September 2021.

24. Prospects for Interest Rates;

The global economy continues to recover from the pandemic but has entered a more challenging phase. The resurgence of demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. This is particularly apparent in the UK due to the impact of Brexit.

While Q2 UK GDP expanded more quickly than initially thought, the ‘pingdemic’ and more latterly supply disruption will leave Q3 GDP broadly stagnant. The outlook also appears weaker. Household spending, the driver of the recovery to date, is under pressure from a combination of retail energy price rises, the end of government support programmes and soon, tax rises. Government spending, the other driver of recovery, will slow considerably as the economy is taken off life support.

Inflation rose to 3.2% in August. A combination of factors will drive this to over 4% in the near term. While the transitory factors affecting inflation, including the low base effect of 2020, are expected to unwind over time, the Monetary Policy Committee has recently communicated fears that these transitory factors will feed longer-term inflation expectations that require tighter monetary policy to control. This has driven interest rate expectations substantially higher.

The Bank of England (BoE) held Bank Rate at 0.10% throughout the period and maintained its Quantitative Easing programme at £895 billion, unchanged since the November 2020 meeting.

Treasury advisors now expect the Bank Rate to rise to 0.25% in Q2 2022, and believe this is driven as much by the Bank of England’s desire to move from emergency levels as by fears of inflationary pressure.

Investors have priced in multiple rises in Bank Rate to 1% by 2024. However, treasury advisors believe Bank Rate will rise by a lesser extent than expected by markets.

The PWLB certainty rate for borrowing is linked to Gilt yield plus a margin of 1.00%. Gilt yields declined following the start of this financial year before rising again towards the latter end of the half year. PWLB rates for longer-term loans

have fallen slightly by 0.06% during the first half of the financial year, to 2.17% by the end of the second quarter.

The current environment remains consistent with the strategy that indicated that the overall structure of interest rates whereby short-term rates would be lower than long-term rates was expected to remain throughout 2021/22. In this scenario, the strategy was to reduce investments and borrow for short periods and possibly at variable rates when required.

25. Capital Borrowings and the Portfolio Strategy;

The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority does not envisage that any new long term borrowing will be required in 2021/22. Current market conditions continue to be unfavourable for any debt rescheduling.

26. Annual Investment Strategy;

The investment strategy for 2021/22 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with DLUHC Guidance and CIPFA Code of Practice. Investments are made in sterling with an institution on the counterparty list.

Extreme caution has been taken in placing investments to ensure security of funds rather than rate of return. The use of deposit accounts with highly rated or nationalised banks and AAA rated money market funds has enabled reasonable returns in a low interest rate environment. In the period 1st July to 30 Sept 2021, the average rate of return achieved on average principal available was 0.09%. This compares with an average seven-day deposit (7-day libid) rate of -0.08%.

The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2021/22 are as follows:

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

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

The Authority had investments of £61.950m as at 30th September 2021, (this included a £33.8m firefighters' pension grant received on 26th July 2021 that will be utilised in the year):

ANALYSIS OF INVESTMENTS END OF QUARTER 2 2021/22

Institution	Credit Rating	MM Fund*	DMADF**	Bank / Other	Building Society	Local Authority	Average Interest
		£		£	£	£	%
Aberdeen Global	AAA	3,000,000					0.77
CCLA Investment Management	AAA	3,000,000					0.26
Debt Management Account Deposit Facility	AAA		15,000,000				0.10
Federated Investors	AAA	3,000,000					0.10
Fidelity	AAA	3,000,000					0.10
Morgan Stanley	AAA	3,000,000					0.30
HSBC (MFRS Deposit Account)	A			3,950,000			0.10
Santander	A			2,000,000			0.76
Sumitomo	A			2,000,000			0.50
Coventry BS					2,000,000		0.30
Cumberland B Soc					1,000,000		0.30
Leeds B Soc					2,000,000		0.90
Nationwide BS					2,000,000		0.30
Newcastle BS					2,000,000		0.18
Principality B Soc					1,000,000		0.60
West Bromwich BS					1,000,000		0.10
Ashford BC						2,000,000	0.30
Blackpool Council						2,000,000	0.61
City of Kingston upon Hull						3,000,000	0.36
London Fire Commissioner						2,000,000	0.80
North Lanarkshire						2,000,000	0.60
Surrey Heath BC						2,000,000	0.71
Totals		15,000,000	15,000,000	7,950,000	11,000,000	13,000,000	0.41
Total Current Investments						61,950,000	

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

**DMADF is an account offered by the Debt Management Office, (DMO), and is guaranteed by the UK government. The DMO is an Executive Agency of Her Majesty's Treasury. The DMO's responsibilities include debt and cash management for the UK Government, lending to local authorities and managing certain public sector funds. As the DMADF is part of HM Treasury and represent the safest counterparty the Authority can use and as such the investment limit in the strategy is unlimited.

27. External Debt Prudential Indicators;

The external debt indicators of prudence for 2021/22 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt: £62 million
Operational boundary for external debt: £57 million

Against these limits, the maximum amount of debt reached at any time in the period 1 July to 30 Sept 2021 was £36.9 million.

28. Treasury Management Prudential Indicators;

The treasury management indicators of prudence for 2021/22 required by the Prudential Code were set in the strategy as follows:

a) Interest Rate Exposures

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

The maximum that was reached in the period 1 July to 30 Sept 2021 was as follows:

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

b) Maturity Structure of Borrowing

Upper and lower limits for the maturity structure of borrowing were set and the maximum and minimum that was reached for each limit in the period 1st July to 30 Sept 2021 was as follows: -

Maturity Period	Upper Limit	Lower Limit	Maximum	Minimum
Under 12 months	50%	0%	8%	8%
12 months and within 24 months	50%	0%	1%	1%
24 months and within 5 years	50%	0%	0%	0%
5 years and within 10 years	50%	0%	0%	0%
10 years and above	100%	0%	91%	91%

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

The limit for investments of longer than 365 days was set at £2 million for 2021/22. No such investments were placed in the second quarter of 2021/22.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

32. See Executive Summary.

Risk Management, Health & Safety, and Environmental Implications

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

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

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

BACKGROUND PAPERS

CFO/010/21 "MFRA Budget and Financial Plan 2021/2022-2025/2026" Authority 25th February 2021.

CFO/050/21 "Financial Review 2021/22 – April to June" Audit Committee 28th September 2021.

GLOSSARY OF TERMS

LGA	Local Government Association
FBU	Fire Brigades Union
HO	Home Office
IDF	Immediate Detriment Framework
FPS	Fire Pension Scheme
CFRMIS	Community Fire Risk Management Information System
LFC	Liverpool Football Club

2021/22 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2020/21	SERVICE REQUIREMENTS	Base Budget 2021/22	Qtr 1 Budget 2021/22	Reserve Draw- down	Vire- ments	Qtr 2 Budget 2021/22
£'000		£'000	£'000	£'000	£'000	£'000
54,379	Fire Service	62,756	61,386	346	608	62,340
465	Corporate Management	487	487	0	0	487
0	NRAT Lead Authority (Budget Neutral)	0	0	0	0	0
0	2017 - 19 Dynamic Savings	0	0	0	0	0
54,844		63,243	61,873	346	608	62,827
0	Contingency for Pay/Price Changes	655	1,261	0	-608	653
54,844	TOTAL SERVICE EXPENDITURE	63,898	63,134	346	0	63,480
-199	Interest on Balances	-172	-172	0	0	-172
54,645	NET OPERATING EXPENDITURE	63,726	62,962	346	0	63,308
	<u>Contribution to/(from) Reserves:</u>					
	Emergency Related Reserves					
0	Bellwin / Emergency Planning Reserve	0	0	0	0	0
0	Insurance Reserve	0	0	0	0	0
-154	Facing The Future COVID-19 Reserve	0	-200	0	0	-200
3,788	Collection Fund Deficit Reserve	-2,403	-2,403	0	0	-2,403
	Modernisation Challenge					
0	Smoothing Reserve	0	-412	0	0	-412
55	Pensions Reserve	0	220	0	0	220
-1,000	Recruitment Reserve	0	0	-150	0	-150
-266	Invest to Save Reserve	0	0	0	0	0
5,158	Capital Investment Reserve	-1,965	-295	-175	0	-470
4	PFI Annuity Reserve	-91	-91	0	0	-91
	Specific Projects					
41	Community Sponsorship Reserve	0	0	0	0	0
61	Equipment Reserve	0	0	0	0	0
0	Community Engagement Reserve	0	0	0	0	0
0	Training Reserve	0	0	0	0	0
5	Health and Wellbeing Reserve	0	0	-20	0	-20
-200	Inflation Reserve	0	-500	0	0	-500
-303	Clothing Reserve	0	0	-25	0	-25
	Ringfenced Reserves					
0	Princes Trust Reserve	-106	-106	24	0	-82
-10	Community Risk Management Reserve	0	0	0	0	0
89	Energy Reserve	89	75	0	0	75
48	New Dimensions Reserve	0	0	0	0	0
0	Appropriation to / From Revenue Balances	0	0	0	0	0
7,316	Movement in Reserves	-4,476	-3,712	-346	0	-4,058
61,961	BUDGET REQUIREMENT	59,250	59,250	0	0	59,250
-31,433	Settlement Funding Assessment	-31,492	-31,492	0	0	-31,492
-225	Collection Fund Deficit	2,836	2,836	0	0	2,836
0	Transitional Funding Pension	0	0	0	0	0
-30,303	Precept Income	-30,594	-30,594	0	0	-30,594
-61,961	BUDGET FUNDING	-59,250	-59,250	0	0	-59,250

2021/22 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2020/21	SERVICE REQUIREMENTS	Base Budget 2021/22	Qtr 1 Budget 2021/22	Reserve Draw- down	Vireme nts	Qtr 2 Budget 2021/22
£'000		£'000	£'000	£'000	£'000	£'000
	EMPLOYEES					
	Uniformed					
32,552	Firefighters	33,948	33,948		391	34,339
1,350	Control	1,431	1,431		17	1,448
2,343	Additional Hours	1,286	1,286		15	1,301
36,245	TOTAL UNIFORMED	36,665	36,665	0	423	37,088
	APT&C and Manual					
9,935	APT&C	10,192	10,296		133	10,429
147	Tender Drivers	144	144			144
177	Catering	197	197		-1	196
597	Transport Maintenance	630	630			630
52	Hydrant Technicians	53	53			53
76	Casuals	0	10		15	25
10,984	TOTAL APT&C/MANUAL	11,216	11,330	0	147	11,477
	Other Employee Expenses					
70	Allowances	58	61		-1	60
0	Removal Expenses	1	1			1
407	Training Expenses	455	491		195	686
11	Other Expenses	12	12			12
1	Staff Advertising	7	8		1	9
54	Development Expenses	80	80		4	84
144	Employee Insurance	144	147			147
-157	MPF Pen Fixed Rate	-163	-163			-163
55	Enhanced Pensions	52	52			52
4	SSP & SMP Reimbursements	0	0			0
119	Catering Expenditure	118	118			118
-245	HFRA Capitalisation Payroll	-375	-375			-375
463	TOTAL OTHER EMPLOYEE EXPENSES	389	432	0	199	631
	Pensions					
1,773	Injury Pension	1,790	1,790			1,790
4	Sanction Charges	21	21			21
189	Ill Health Retirement Charges	174	174			174
8	Injury Gratuity	0	0			0
1,974	TOTAL PENSIONS	1,985	1,985	0	0	1,985
49,666	TOTAL EMPLOYEES	50,255	50,412	0	769	51,181
	PREMISES					
7	Building Maintenance Repairs	32	29			29
11	Site Maintenance Costs	22	24		1	25
909	Energy	934	948		39	987
43	Rent	46	46		1	47
1,576	Rates	1,586	1,586			1,586
256	Water	300	300			300
14	Fixtures	15	15			15
37	Contract Cleaning	0	0			0
48	Insurance	51	54			54
2,901	TOTAL PREMISES	2,986	3,002	0	41	3,043
	TRANSPORT					
293	Direct Transport	310	320		2	322
8	Tunnel & Toll Fees	11	11			11
137	Operating Lease	133	133			133
286	Other Transport Costs	470	470			470
56	Car Allowances	93	92		-2	90
236	Insurance	232	223			223
1,016	TOTAL TRANSPORT	1,249	1,249	0	0	1,249

2021/22 FIRE SERVICE REVENUE BUDGET MOVEMENT (continued)

Actual 2020/21	SERVICE REQUIREMENTS	Base Budget 2021/22	Qtr 1 Budget 2021/22	Reserve Draw- down	Vireme nts	Qtr 2 Budget 2021/22
£'000		£'000	£'000	£'000	£'000	£'000
	SUPPLIES & SERVICES					
8	Administrative Supplies	13	14		-1	13
360	Operational Supplies	273	307		3	310
7	Hydrants	11	11			11
182	Consumables	44	45			45
81	Training Supplies	105	106		-6	100
104	Fire Prevention Supplies	59	62		-1	61
3	Catering Supplies	29	31		-5	26
632	Uniforms	306	315	175	24	514
72	Printing & Stationery	95	96		-2	94
3	Operating Leases	37	1			1
236	Professional Fees/Service	239	324	50	100	474
756	Communications	782	785			785
10	Postage	14	14			14
9	Command/Control	8	8		3	11
466	Computing	250	260	125	12	397
231	Medicals	271	268			268
6	Travel & Subsistence	68	73		-6	67
101	Grants/Subscriptions	102	104	20	2	126
0	Advertising	1	1			1
29	Insurances	30	34			34
42	Furniture	13	13			13
68	Laundry	82	82			82
3	Hospitality	4	4		5	9
105	Seconded Officers In	0	0			0
3,514	TOTAL SUPPLIES & SERVICES	2,836	2,958	370	128	3,456
	AGENCY SERVICES					
106	Super Fund Admin	126	206			206
1,480	ICT Service Provider	1,494	1,492		44	1,536
412	ICT Managed Suppliers	437	437			437
2,876	PFI Unitary Charges ((Int/Principal/Op Costs	2,866	2,866		25	2,891
1,441	Estates Service Provider	1415	1415		66	1,481
6,315	TOTAL AGENCY SERVICES	6,338	6,416	0	135	6,551
	CENTRAL EXPENSES					
488	Finance & Computing	457	454			454
5	Central Expenses	0	0			0
493	TOTAL CENTRAL EXPENSES	457	454	0	0	454
	CAPITAL FINANCING					
3,255	PWLB Debt Charges	4,240	4,240			4,240
53	MRB Debt Charges	60	60			60
2,477	Revenue Contribution to Capital	5,481	5,633	-106	54	5,581
5,785	TOTAL CAPITAL FINANCING	9,781	9,933	-106	54	9,881
69,690	TOTAL EXPENDITURE	73,902	74,424	264	1,127	75,815
	INCOME					
12,538	Specific Grants	8,536	10,277		493	10,770
23	Sales	1	1			1
976	Fees & Charges	1,170	1,305	-82	-38	1,185
18	Reinforcing Moves	5	5			5
1,009	Rents etc	930	930		51	981
376	Recharges Secondments	256	256		-46	210
229	Contributions	125	141		59	200
95	Recharges Internal	113	113			113
47	Other Income	10	10			10
15,311	TOTAL INCOME	11,146	13,038	-82	519	13,475
54,379	NET EXPENDITURE	62,756	61,386	346	608	62,340

2021/22 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT

Actual 2020/21	SERVICE REQUIREMENTS	Base Budget 2021/22	Qtr 1 Budget 2021/22	Reserve Draw- down	Vireme nts	Qtr 2 Budget 2021/22
£'000		£'000	£'000	£'000	£'000	£'000
	EXPENDITURE					
	Finance & Legal costs					
79	Finance Officer	79	79			79
54	Legal Officer	54	54		4	58
	Democratic Rep (1020)					
10	- Travel & Subsistence	17	17			17
0	- Conference Fees	2	2			2
204	- Members Allowances	208	208		-4	204
0	- Telephones	1	1			1
0	- Training	1	1			1
0	- Hospitality	1	1			1
	Central Expenses (1030)					
9	Bank Charges	15	15			15
31	District Audit Fees	30	30			30
78	Subscriptions	79	79			79
465	TOTAL EXPENDITURE	487	487	0	0	487

2021/22 NATIONAL RESILIENCE ASSURANCE REVENUE BUDGET MOVEMENT

Actual 2020/21	SERVICE REQUIREMENTS	Base Budget 2021/22	Qtr 1 Budget 2021/22	Reserve Draw- down	Vireme nts	Qtr 2 Budget 2021/22
£'000		£'000	£'000	£'000	£'000	£'000
	EXPENDITURE					
1,097	Employee Costs		2,160		157	2,317
1	Premises Costs		0			0
5,969	Transport Costs		6,472			6,472
1,734	Supplies and Services Costs		2,069		1,544	3,613
494	Agency Costs		666			666
0	Central Expenditure		0			0
7	Capital Financing Costs		2		1	3
9,302	TOTAL EXPENDITURE	0	11,369	0	1,702	13,071
	INCOME					
9,302	Income		11,369		1,702	13,071
0	NET EXPENDITURE	0	0	0	0	0

Budgeted Movement on Reserves 2021/22

	Opening Balance	Qtr 1 Drawdown & changes	Qtr 2 Drawdown & changes	Closing Balance
	£'000	£'000	£'000	£'000
Committed Reserves				
<u>Emergency Related Reserves</u>				
Bellwin / Emergency Planning Reserve	222			222
Insurance Reserve	499			499
Facing The Future COVID-19 Reserve	200	-200		0
Collection Fund Reserve	3,788	-2,403		1,385
<u>Modernisation Challenge</u>				
Smoothing Reserve	2,000	-412		1,588
Pensions Reserve	55	220		275
Recruitment Reserve	2,000		-150	1,850
Invest to Save / Collaboration Reserve	282			282
<u>Capital Investment Reserve</u>	13,584	-295	-175	13,114
<u>PFI Annuity Reserve</u>	1,866	-91		1,775
<u>Specific Projects</u>				
Community Sponsorship Reserve	74			74
Equipment Reserve	152			152
Community Engagement Reserve	8			8
Training Reserve	150			150
Health and Wellbeing Reserve	25		-20	5
Inflation Reserve	500	-500		0
Clothing Reserve	25		-25	0
<u>Ringfenced Reserves</u>				
Princes Trust Reserve	82	-106	24	0
Community Risk Management Reserve	308			308
Energy Reserve	98	75		173
New Dimensions Reserve	164			164
Total Earmarked Reserves	26,082	-3,712	-346	22,024
General Revenue Reserve	3,000	0	0	3,000
Total Reserves	29,082	-3,712	-346	25,024

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Capital Programme 2021/22

EXPENDITURE		Approved Budget	Qtr 1 Budget	Q2 Re-Phasings	Qtr 2 Virements	Qtr 2 Budget	Actual to 30.09.21
		£	£	£	£	£	£
BUILDING & LAND PROGRAMME							
BLD001	Roofs & Canopy Replacements	40,000	137,100		40,000	177,100	43,700
BLD004	Concrete Yard Repairs	20,000	69,400			69,400	4,638
BLD005	Tower Improvements	10,000	16,600			16,600	0
BLD007	L.E.V. Sys In App Rooms	5,000	27,500			27,500	0
BLD013	Appliance Room Floors	55,000	112,000			112,000	0
BLD014	Boiler Replacements	40,000	62,800			62,800	0
BLD016	Community Station Investment	25,000	79,600			79,600	0
BLD018	Conference Facilities H/Q	25,000	35,000			35,000	0
BLD020	5 Year Electrical Test	120,000	173,200			173,200	445
BLD026	Corporate Signage	25,000	28,000			28,000	0
BLD031	Diesel Tanks	0	26,600			26,600	7,200
BLD032	Power Strategy (Generators)	5,000	18,100			18,100	0
BLD033	Sanitary Accommodation Refurb	60,000	96,200			96,200	0
BLD034	Office Accommodation	35,000	66,800			66,800	0
BLD036	LLAR Accommodation Formby	0	0			0	-141
BLD039	F.S. Refurbishment Heswall	0	361,600			361,600	201,508
BLD041	F.S. Refurbishment Aintree	159,900	159,900			159,900	0
BLD044	Asbestos Surveys	35,000	58,000			58,000	26,910
BLD050	LLAR Accommodation Belle Vale	50,000	50,000			50,000	289
BLD053	Lighting Replacement	25,000	25,000			25,000	0
BLD055	F.S. Refurbishment Bromborough	250,000	287,500			287,500	2,020
BLD057	F.S. Refurbishment Crosby	125,000	149,400		-40,000	109,400	11,580
BLD058	H.V.A.C. Heating, Vent & Air Con	40,000	73,400			73,400	0
BLD060	D.D.A. Compliance Work	160,000	203,300			203,300	0
BLD061	Lighting Conductors Surge Protectors	35,000	43,000			43,000	0
BLD062	Emergency Lighting	35,000	40,000			40,000	0
BLD063	F.S. Refurbishment Kirkby	250,000	369,500			369,500	0
BLD067	Gym Equipment Replacement	70,000	96,600			96,600	13,111
BLD070	Workshop Enhancement	0	11,800			11,800	0
BLD071	Station Refresh	25,000	69,800			69,800	847
BLD073	SHQ Museum	191,000	191,000			191,000	0
BLD075	LLAR Accommodation Newton Le Willows	200,000	272,400			272,400	2,824
BLD081	SHQ Stage C Works	0	0			0	-15,014
BLD083	St Helens Fire Station Build	0	0			0	-182,670
BLD084	F.S. Refurbishment Croxteth	0	37,400			37,400	0
BLD085	F.S. Refurbishment Speke/Garston	150,000	150,000			150,000	0
BLD086	F.S. Refurbishment Old Swan	150,000	150,000			150,000	0
BLD088	F.S. Refurbishment Kensington	40,000	40,000			40,000	0
BLD089	F.S. Refurbishment Toxteth/Hub	200,000	200,000			200,000	0
BLD090	F.S. Refurbishment Wallasey	75,000	75,000			75,000	0
BLD091	New Build TDA	5,000,000	5,031,600			5,031,600	490,163
BLD092	Service HQ. Offices	75,000	109,600			109,600	1,200
BLD093	Refurbishment MF1	150,000	150,000			150,000	0
BLD094	Security Enhancement Works	25,000	35,400			35,400	15,271
BLD095	Electric Vehicle Infrastructure	25,000	25,000			25,000	0
CON001	Energy Conservation Non-Salix	120,000	152,900			152,900	0
CON002	Energy Conservation Salix	0	1,000			1,000	17,914
EQU002	Fridge/Freezer Rep Prog	10,000	32,000			32,000	4,572
EQU003	Furniture Replacement Prog	10,000	43,600			43,600	7,035
TDA001	TDA Refurbishment	0	150,000			150,000	3,418
	Total	8,145,900	9,794,600	0	0	9,794,600	656,820
FIRE SAFETY							
FIR002	Smoke Alarms (H.F.R.A.)	235,000	235,000			235,000	70,125
FIR005	Installation Costs (H.F.R.A.)	375,000	375,000			375,000	0
FIR006	Deaf Alarms (H.F.R.A.)	25,000	25,000			25,000	0
FIR009	Risk Management Residential Blocks	0	0			0	0
	Total	635,000	635,000	0	0	635,000	70,125

Capital Programme 2021/22

EXPENDITURE		Approved Budget	Qtr 1 Budget	Q2 Re-Phasings	Qtr 2 Virements	Qtr 2 Budget	Actual to 30.09.21
		£	£				£
ICT							
FIN001	F.M.I.S. Replacement	0	0			0	0
IT002	I.C.T. Software	262,000	271,800			271,800	259,371
IT003	I.C.T. Hardware	333,460	419,760		11,600	431,360	141,769
IT005	I.C.T. Servers	79,000	216,700			216,700	0
IT018	I.C.T. Network	17,000	126,100			126,100	6,069
IT019	Website Development	0	15,700			15,700	0
IT026	I.C.T. Operational Equipment	88,500	142,100			142,100	75,221
IT027	I.C.T. Security	2,000	2,000			2,000	1,840
IT028	System Development Portal	110,000	119,700			119,700	0
IT030	I.C.T. Projects / Upgrades	5,000	5,000			5,000	1,845
IT055	C3i C&C Comms and Info system	5,000	5,000			5,000	799
IT058	New Emergency Services Network	0	54,300			54,300	0
IT059	ESMCP Project Control room integration	25,900	92,000			92,000	0
IT062	Capita Vision 3 Update	50,000	173,100			173,100	8,048
IT063	PIPS System Upgrade	0	0			0	0
IT064	999 EYE Emergency Streaming	40,000	40,000			40,000	0
IT065	Dynamic Cover Response Tool	35,000	35,000			35,000	0
	Total	1,052,860	1,718,260	0	11,600	1,729,860	494,962
OPERATIONAL EQUIP. & HYDRANTS							
OPS001	Gas Tight Suits Other Ppe	5,000	7,700			7,700	0
OPS003	Hydraulic Rescue Equipment	40,000	42,900			42,900	0
OPS005	Resuscitation Equipment	45,000	59,900			59,900	200
OPS009	Pod Equipment	50,000	102,500		26,000	128,500	25,819
OPS011	Thermal Imaging Cameras	12,000	12,000			12,000	1,249
OPS016	Gas Detection Equipment	20,000	25,300			25,300	0
OPS022	Improvements To Fleet	30,000	36,900		17,800	54,700	21,782
OPS023	Water Rescue Equipment	15,000	16,400			16,400	6,963
OPS024	BA equipment / Comms	30,000	42,100			42,100	2,268
OPS026	Rope Replacement	10,000	23,800			23,800	5,663
OPS027	Light Portable Pumps	0	30,000			30,000	0
OPS033	Marine Rescue Launch	10,000	20,000			20,000	3,732
OPS034	Operational Ladders	47,000	74,200			74,200	192
OPS036	Radiation Detection Equipment	50,000	65,000			65,000	0
OPS038	Water Delivery System	0	17,200			17,200	0
OPS039	Water Delivery Hoses	15,000	48,600			48,600	8,726
OPS049	Bulk Foam Attack Equipment	120,000	143,000			143,000	0
OPS052	DEFRA FRNE Water Rescue Grant	16,000	16,000			16,000	0
OPS055	NRAT National Asset Refresh	1,000,000	1,286,200		2,000,000	3,286,200	1,636,426
OPS056	PV Solar Panels	0	6,000			6,000	0
HYD001	Hydrants (New Installations)	18,500	18,500			18,500	0
HYD002	Hydrants (Rep Installations)	18,500	18,500			18,500	2,457
	Total	1,552,000	2,112,700	0	2,043,800	4,156,500	1,715,476
VEHICLES							
VEH001	Wtl'S Purchased	1,136,000	1,965,200			1,965,200	265,100
VEH002	Ancillary Vehicles	577,720	584,720	-105,800		478,920	137,386
VEH004	Special Vehicles	1,441,050	1,571,150			1,571,150	21,567
VEH005	Vehicles water Strategy	0	16,400			16,400	0
VEH010	Marine Rescue Vessels	357,500	357,500			357,500	0
WOR001	Workshop Equipment	0	13,100			13,100	0
	Total	3,512,270	4,508,070	-105,800	0	4,402,270	424,053
	Grand Total	14,898,030	18,768,630	-105,800	2,055,400	20,718,230	3,361,435

Capital Programme 2021/22

<u>EXPENDITURE</u>		Approved Budget	Qtr 1 Budget	Q2 Re-Phasings	Qtr 2 Virements	Qtr 2 Budget	Actual to 30.09.21
		£	£				£
Capital Receipts							
	Sale of Formby LLAR House	0	350,000			350,000	292,050
	Sale of Newton 2 LLAR House	275,000	275,000			275,000	
R.C.C.O. / Capital Reserve							
	Capitalisation of Sals HFRA (FIR005)	375,000	375,000			375,000	
	Mini Buses (VEH002) Princes Trust	105,800	105,800	-105,800		0	
	TDA Refurbishment (BLD091) Cap Inv	5,000,000	5,000,000	0		5,000,000	490,163
	TDA Refurbishment (TDA001) Covid 19	0	150,000			150,000	3,418
	ICT Equipment	0	3,600		11,600	15,200	15,200
	OPS Gas Monitors & Smoke Blockers	0	0		43,800	43,800	43,800
Grant							
	NRAT National Resilience Grant	1,000,000	1,286,244		2,000,000	3,286,244	1,636,426
	Total Non Borrowing	6,755,800	7,545,644	-105,800	2,055,400	9,495,244	2,481,057
Borrowing Requirement							
	Unsupported Borrowing	8,142,230	11,222,986	0	0	11,222,986	880,378
	Borrowing	8,142,230	11,222,986	0	0	11,222,986	880,378
	Total Funding	14,898,030	18,768,630	-105,800	2,055,400	20,718,230	3,361,435

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Capital Programme 2021/22 to 2025/26

Capital Expenditure	Total Cost £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Building/Land	32,054,600	9,794,600	20,730,000	330,000	340,000	860,000
Fire Safety	3,175,000	635,000	635,000	635,000	635,000	635,000
ICT	5,878,000	1,729,860	1,457,360	806,460	1,121,460	762,860
Operational Equipment & Hydrants	6,234,500	4,156,500	240,000	474,000	1,133,000	231,000
Vehicles	10,400,120	4,402,270	2,187,350	676,650	1,315,850	1,818,000
Expenditure	57,742,220	20,718,230	25,249,710	2,922,110	4,545,310	4,306,860
<i>2021/22 - 2025/26 Q1 Approved Programme</i>	<i>55,686,820</i>	<i>18,768,630</i>	<i>25,143,910</i>	<i>2,922,110</i>	<i>4,545,310</i>	<i>4,306,860</i>
Q2 Change to Q1 Budget	2,055,400	1,949,600	105,800	0	0	0
Q2 Movements Explained by:						
RCCOs Mini Buses slippage	0	(105,800)	105,800			
RCCOs - ICT Hardware	11,600	11,600				
RCCOs - OPS: Gas Monitors & Smoke Blockers	43,800	43,800				
NRAT National Resilience Grant	2,000,000	2,000,000				
Q2 Movement	2,055,400	1,949,600	105,800	0	0	0
Financing Available	Total £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Capital Receipts	2,825,000	625,000	0	2,200,000	0	0
RCCO	5,559,000	328,200	4,480,800	375,000	375,000	0
Capital Reserves	11,650,000	5,150,000	6,500,000	0	0	0
Grants	6,286,244	3,286,244	3,000,000	0	0	0
Total Non Borrowing	26,320,244	9,389,444	13,980,800	2,575,000	375,000	0
Unsupported Borrowing	31,421,976	11,328,786	11,268,910	347,110	4,170,310	4,306,860
Total Funding	57,742,220	20,718,230	25,249,710	2,922,110	4,545,310	4,306,860
<i>2021/22 - 2025/26 Q1 Approved Programme</i>	<i>55,686,820</i>	<i>18,768,630</i>	<i>25,143,910</i>	<i>2,922,110</i>	<i>4,545,310</i>	<i>4,306,860</i>
Q2 Change to Q1 Budget	2,055,400	1,949,600	105,800	0	0	0
Funding Change Explained by:						
RCCO	55,400	(50,400)	105,800	0	0	0
Grants	2,000,000	2,000,000	0	0	0	0
Q2 Movements	2,055,400	1,949,600	105,800	0	0	0

Buildings Capital Programme 2021/22 to 2025/26

Type of Capital Expenditure	Total Cost £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Major Site Refurbishments						
BLD016 Community Station Investment	79,600	79,600				
BLD039 FS Refurbishment Heswall	361,600	361,600				
BLD041 FS Refurbishment Aintree	159,900	159,900				
BLD055 FS Refurbishment Bromborough	287,500	287,500				
BLD057 FS Refurbishment Crosby	109,400	109,400				
BLD063 FS Refurbishment Kirkby	369,500	369,500				
BLD070 Workshop Enhancement	11,800	11,800				
BLD071 Station Refresh	69,800	69,800				
BLD084 FS Refurbishment Croxteth	37,400	37,400				
BLD085 FS Refurbishment Speke/Garston	300,000	150,000	150,000			
BLD086 FS Refurbishment Old Swan	300,000	150,000	150,000			
BLD088 FS Refurbishment Kensington	140,000	40,000	100,000			
BLD089 FS Refurbishment Toxteth	200,000	200,000				
BLD090 FS Refurbishment Wallasey	575,000	75,000				500,000
BLD091 TDA New Build	25,031,600	5,031,600	20,000,000			
BLD093 Marine Fire 1 Refurbishment	150,000	150,000				
BLD095 Electric Vehicle Infrastructure Works	125,000	25,000	25,000	25,000	25,000	25,000
	28,308,100	7,308,100	20,425,000	25,000	25,000	525,000
Other						
BLD073 SHQ Museum	191,000	191,000				
	191,000	191,000				
LLAR Accommodation Works						
BLD050 LLAR Accommodation Belle Vale	50,000	50,000				
BLD075 LLAR Accommodation Newton-le-Willows	272,400	272,400				
	322,400	322,400				
General Station Upgrade Works						
BLD001 Roofs & Canopy Replacements	337,100	177,100	40,000	40,000	40,000	40,000
BLD004 Concrete Yard Repairs	149,400	69,400	20,000	20,000	20,000	20,000
BLD005 Tower Improvements	56,600	16,600	10,000	10,000	10,000	10,000
BLD013 Non Slip Coating to Appliance Room Floors	232,000	112,000	30,000	30,000	30,000	30,000
BLD014 Boiler Replacements	122,800	62,800	15,000	15,000	15,000	15,000
BLD020 Electrical Testing	253,200	173,200	20,000	20,000	20,000	20,000
BLD031 Diesel Tanks	26,600	26,600				
BLD033 Sanitary Accommodation Refurbishment	176,200	96,200	20,000	20,000	20,000	20,000
BLD044 Asbestos Surveys	98,000	58,000	10,000	10,000	10,000	10,000
BLD060 DDA Compliance	243,300	203,300	10,000	10,000	10,000	10,000
	1,695,200	995,200	175,000	175,000	175,000	175,000
Other Works						
BLD007 L.E.V. System in Appliance Rooms	47,500	27,500	5,000	5,000	5,000	5,000
BLD018 Conference Facilities SHQ	55,000	35,000	5,000	5,000	5,000	5,000
BLD026 Corporate Signage	48,000	28,000	5,000	5,000	5,000	5,000
BLD032 Power Strategy	38,100	18,100	5,000	5,000	5,000	5,000
BLD034 Office Accommodation	126,800	66,800	15,000	15,000	15,000	15,000
BLD053 Headquarters Lighting	25,000	25,000				
BLD058 HVAC - Heating, Ventilation & Air Con	93,400	73,400				20,000
BLD061 Lightening Conductors & Surge Protection	63,000	43,000	5,000	5,000	5,000	5,000
BLD062 Emergency Lighting	60,000	40,000	5,000	5,000	5,000	5,000
BLD067 Gym Equipment Replacement	176,600	96,600	20,000	20,000	20,000	20,000
BLD092 Service Headquarters Offices	109,600	109,600				
BLD094 Security Enhancement Works	135,400	35,400	25,000	25,000	25,000	25,000
CON001 Energy Conservation Non-Salix	232,900	152,900	20,000	20,000	20,000	20,000
CON002 Energy Conservation Salix	1,000	1,000				
EQU002 Replacement programme for Fridge Freezers	72,000	32,000	10,000	10,000	10,000	10,000
EQU003 Furniture Replacement Programme	103,600	43,600	10,000	10,000	20,000	20,000
TDA001 TDA Refurbishment	150,000	150,000				
	1,537,900	977,900	130,000	130,000	140,000	160,000
	32,054,600	9,794,600	20,730,000	330,000	340,000	860,000

Fire Safety Capital Programme 2021/22 to 2025/26

Type of Capital Expenditure	Total Cost £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
FIR002 Smoke Alarms (100,000 HFRA target)	1,175,000	235,000	235,000	235,000	235,000	235,000
FIR005 Installation costs (HFRA)	1,875,000	375,000	375,000	375,000	375,000	375,000
FIR006 Deaf Alarms (HFRA)	125,000	25,000	25,000	25,000	25,000	25,000
	3,175,000	635,000	635,000	635,000	635,000	635,000

ICT Capita

Type of Capital Expenditure	Total Cost £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
IT002 ICT Software					
Software Licences	10,000	2,000	2,000	2,000	2,000
New Virtualisation Infrastructure	75,000			75,000	
5 Year Antivirus & Filtering Software	200,000		200,000		
MDT Software Solution Refresh	100,000		100,000		
Microsoft SQL Upgrade	50,000			50,000	
Logpoint Security Information and Event Mgmt (SIEM)	80,000			80,000	
Microsoft EA Agreement (Servers & Security)	211,600	43,600	42,000	42,000	42,000
Microsoft EA Agreement (Windows & Office)	1,027,700	211,700	204,000	204,000	204,000
Microsoft EA Agreement (Application Development)	70,500	14,500	14,000	14,000	14,000
	1,824,800	271,800	562,000	467,000	262,000
IT003 ICT Hardware					
Desktops (target 20%)	237,650	69,350	40,100	40,100	40,100
Laptops/Tablets & Docking Stations (target 20%)	421,700	115,200	62,000	62,000	62,000
Monitors & Monitor Arms (target 20%)	80,750	24,750	14,000	14,000	14,000
Peripherals replacement (target 20%)	16,100	4,100	3,000	3,000	3,000
Mobile device replacement (target 20%)	65,400	15,960	12,360	12,360	12,360
Replacement Backup Tape Drive	25,000	25,000			
IP TV Asset Refresh	25,000	25,000			
Landline Handset Refresh	10,000			10,000	
Audio Visual Conference Facility - SHQ	85,000	85,000			
New TDA site	294,800	67,000	227,800		
New Long Lane Station	22,400		22,400		
	1,283,800	431,360	381,660	141,460	131,460
IT005 ICT Servers		(424,410)			
Server/storage replacement (target 20%)	438,300	178,300	65,000	65,000	65,000
Server/storage growth	94,400	38,400	14,000	14,000	14,000
SAN 5 Year Refresh	135,000				135,000
	667,700	216,700	79,000	79,000	214,000
IT018 ICT Network					
Local Area Network replacement (discrete)	109,100	109,100			
Network Switches/Router replacement	10,000	2,000	2,000	2,000	2,000
Network Switches/Routers Growth	25,000	5,000	5,000	5,000	5,000
Network Data Port Replacement	50,000	10,000	10,000	10,000	10,000
Core Network Switch/Router upgrade	200,000				200,000
MDT Wireless Network Replacement	25,000				25,000
Public Wi-Fi Replacement	15,000				15,000
Vesty Road Network Link Refresh	40,000				40,000
Secondary FireControl backup telephony refresh	40,000				40,000
	514,100	126,100	17,000	17,000	337,000
IT026 ICT Operational Equipment					
Pagers/Alerters	87,500	71,500	4,000	4,000	4,000
Callmy Alert	11,000	7,000	1,000	1,000	1,000
Station Equipment Replacement	50,000	10,000	10,000	10,000	10,000
Toughpad Asset Refresh - Vehicles	150,000				150,000
MDT Replacement (Not incl. in ESMCP)	128,600	53,600		75,000	
NEW Station End Network Equipment Asset Refresh	140,000				
Increase in Appliances - Equipment	17,200		17,200		
	584,300	142,100	32,200	90,000	165,000
IT058 New Emergency Services Network (ESN)					
ESN Radios / Infrastructure - Estimate	54,300	54,300			
	54,300	54,300			
IT063 Planning Intelligence and Performance System					
PIPS System upgrade	120,000		120,000		
	120,000		120,000		
Other IT Schemes					
IT019 Website Development	55,700	15,700			
IT027 ICT Security-Remote Access Security FOBS	10,000	2,000	2,000	2,000	2,000
IT028 System Development (Portal)	119,700	119,700			
IT030 ICT Projects/Upgrades	25,000	5,000	5,000	5,000	5,000
IT055 C.3.I. C.&C Communication & Information	25,000	5,000	5,000	5,000	5,000
IT059 ESMCP Project Control Room Integration	92,000	92,000			
IT062 Capita Vision 3 Update (CFO/058/17)	173,100	173,100			
FIN001 FMIS/Eproc/Payroll/HR Replacement	253,500		253,500		
IT064 999 Emergency Streaming (999EYE)	40,000	40,000			
IT065 Dynamic Cover/Response Tool	35,000	35,000			
	829,000	487,500	265,500	12,000	12,000
	5,878,000	1,457,360	806,460	1,121,460	

Operational Equipment Capital Programme 2021/22 to 2025/26

Type of Capital Expenditure	Total Cost £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
<u>OPS001 Gas Tight Suits Other PPE</u>						
Gas Tight Suits	31,700	7,700	6,000	6,000	6,000	6,000
Bump Hats	2,000				2,000	
	33,700	7,700	6,000	6,000	8,000	6,000
<u>OPS003 Hydraulic Rescue Equipment</u>						
Hydraulic Rescue Equipment - Replacement Prog	562,900	42,900	85,000	85,000	350,000	
Air Lifting Equipment - Air Bags & Control Units	80,000					80,000
	642,900	42,900	85,000	85,000	350,000	80,000
<u>OPS005 Resuscitation Equipment</u>						
Resuscitation Rescue Equipment	14,900	14,900				
Appliance Resuscitation Equipment & Cylinders	45,000	45,000				
	59,900	59,900				
<u>OPS024 BA Equipment/Communications</u>						
BA Cylinder Replacement	15,700	15,700				
Rolling 10 year life	630,000				630,000	
BA Test Rig	11,200	11,200				
BA Set Batteries	15,200	15,200				
	672,100	42,100			630,000	
<u>OPS036 Radiation/Gas Detection Equipment</u>						
Radiation Detection Equipment	45,000	45,000				
Single Gas Detection Equipment	20,000	20,000				
	65,000	65,000				
<u>OPS049 Bulk Foam Equipment</u>						
Bulk Foam Attack Equipment	48,900	48,900				
Bulk Foam Stock	94,100	94,100				
	143,000	143,000				
<u>OPS009 POD Equipment</u>						
Demountable Unit Refurbishment	102,500	102,500				
Gas Monitors	26,000	26,000				
	128,500	128,500				
<u>OPS022 Improvements to Fleet</u>						
Improvements to Fleet	156,900	36,900	30,000	30,000	30,000	30,000
Smoke Blockers	17,800	17,800				
	174,700	54,700	30,000	30,000	30,000	30,000
<u>Other Operational Equipment</u>						
OPS011 Thermal imaging cameras	187,000	12,000		175,000		
OPS016 Gas Detection Equipment (MYRA DS)	45,300	25,300	8,000	12,000		
OPS023 Water Rescue Equipment	76,400	16,400	15,000	15,000	15,000	15,000
OPS026 Rope Replacement	63,800	23,800	10,000	10,000	10,000	10,000
OPS027 Light Portable Pumps	30,000	30,000				
OPS033 Marine Rescue Equipment	60,000	20,000	10,000	10,000	10,000	10,000
OPS034 Operational Ladders	135,200	74,200	14,000	17,000	15,000	15,000
OPS038 Water Delivery System	17,200	17,200				
OPS039 Water Delivery Hoses	118,600	48,600	17,000	17,000	18,000	18,000
OPS052 DEFRA FRNE	16,000	16,000				
OPS054 Electrical Equipment	88,000		8,000	60,000	10,000	10,000
OPS055 NRAT Asset Refresh	3,286,200	3,286,200				
OPS056 PV Stop (Solar Panels)	6,000	6,000				
	4,129,700	3,575,700	82,000	316,000	78,000	78,000
<u>Hydrants</u>						
HYD001 Hydrants (New Installations)	92,500	18,500	18,500	18,500	18,500	18,500
HYD002 Hydrants (Replacements)	92,500	18,500	18,500	18,500	18,500	18,500
	185,000	37,000	37,000	37,000	37,000	37,000
	6,234,500	4,156,500	240,000	474,000	1,133,000	231,000

Vehicles Capital Programme 2021/22 to 2025/26

Type of Capital Expenditure	Price Per Unit	Total		2021/22		2022/23		2023/24		2024/25		2025/26	
		Unit s	Cost £	Unit s	£	Unit s	£	Unit s	£	Unit s	£	Unit s	£
VEH002 Ancillary Vehicles													
Cars													
Pool Cars - Skoda Fabia	12,680	15	190,195	15	190,195								
Pool Cars - Possible Electric	18,000	20	360,000							20	360,000		
Officer Response Cars - 2020/21 Price	22,650	13	294,450			6	135,900	7	158,550				
Officer Response Cars - 2025/26 Price	30,000	7	210,000									7	210,000
4X4s													
Isuzi	24,000	4	96,000	3	72,000					1	24,000		
Vans													
Master/Transit Panel (CAP1903 - 6)	23,850	11	262,350	7	166,950	3	71,550			1	23,850		
Panel Van	22,000	1	22,000									1	22,000
Panel Van - RTC reduction	31,000	1	31,000									1	31,000
Dog Van Mercedes Vito	49,775	1	49,775	1	49,775								
NEW Water Rescue Van	35,000	1	35,000									1	35,000
Mini Buses													
Fire Service - Blue Light	32,000	1	32,000									1	32,000
Princes Trust - Disabled Access	32,000	1	32,000			1	32,000						
Princes Trust	24,600	3	73,800			3	73,800						
			1,688,570		478,920		313,250		158,550		407,850		330,000
VEH004 Special Vehicles													
CPL - Aerial Appliance	780,000	2	1,634,100			2	1,634,100						
Prime Movers 3	156,050	3	468,150	1	156,050			2	312,100				
IMU	650,000	1	650,000	1	650,000								
BA Support Unit (POD) - NEW	250,000	1	250,000	1	250,000								
Refurbish of PODs - Bulk Foam Unit			24,000		24,000								
Refurbish of PODs - General Purpose Unit			12,000		12,000								
Crew Van for Drone	32,000	1	32,000	1	32,000								
Wildfire Appliance 4x4	50,000	2	100,000					2	100,000				
Mercedes IMU	96,500	1	96,500	1	96,500								
Curtain Sided Truck (Driving School)	86,000	1	86,000					1	86,000				
Water Rescue Unit	54,000	1	54,000	1	54,000								
Crane Lorry	200,000	1	200,000			1	200,000						
Welfare Van for Operational Incidents	21,600	1	21,600	1	21,600								
NEW Water Bowser Appliance	275,000	1	275,000	1	275,000								
			3,903,350		1,571,150		1,834,100		498,100				
VEH010 Marine Rescue Vessels													
RNLI Class 75 Rib Boats			357,500		357,500								
			357,500		357,500								
VEH001 Fire Appliances													
2020/21 Price - Slippage CAP1845				3	595,700								
Heavy Rescue Vehicle - Slippage CAP2029	233,500	1	233,500	1	233,500								
2021/22 Price CAP1971	284,000	4	1,136,000	4	1,136,000								
2024/25 Price	290,000	3	870,000							3	870,000		
2025/26 Price	296,000	3	888,000									3	888,000
NEW Electric Fire Appliances	600,000	1	600,000									1	600,000
			4,323,200		1,965,200						870,000		1,488,000
VEH005 Water Strategy Vehicles			16,400		16,400								
WOR001 Workshop Equipment													
Equipment			43,100		13,100				20,000		10,000		
Rolling Road Replacement (MOT bay)			10,000								10,000		
Smoke Analyser (MOT bay)			8,000								8,000		
Smoke Analyser (HGV)			10,000								10,000		
Workshop Equip Somers vehicle Lift.	20,000	2	40,000			2	40,000						
			111,100		13,100		40,000		20,000		38,000		
			10,400,120		4,402,270		2,187,350		676,650		1,315,850		1,818,000

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	16 DECEMBER 2021	REPORT NO:	CFO/069/21
PRESENTING OFFICER	IAN CUMMINS		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	TREASURY MANAGEMENT INTERIM REPORT 2021/22		

APPENDICES:	APPENDIX A: TREASURY MANAGEMENT INTERIM REPORT 2021/22
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Purpose of Report

1. This report ensures that the Authority meets the requirements of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Codes require the Authority to review its Treasury Management activities during the year to ensure they are consistent with its approved Treasury Management Strategy and have remained within the approved Prudential Indicators.

Recommendation

2. That Members note the contents of the report.

Introduction and Background

3. The CIPFA Code of Practice for Treasury Management in Local Authorities has been adopted by the Authority and a Treasury Policy Statement incorporated into Financial Regulations, which are contained within the Authority's Constitution, in accordance with the requirements of the Code. The arrangements for reporting treasury management activities to members are that the Director of Finance and Procurement will present a minimum of three reports:-
 - An Annual Treasury Strategy Report before the start of a financial year.
 - An interim report during the second half of a financial year, (other interim reports will be prepared if necessary).
 - An annual outturn report by 30th September following the financial year to which it relates.
4. The original 2021/22 Treasury Management Strategy Statement was contained within the Budget and Financial Plan report CFO/010/21 approved by the

Authority at its meeting on 25th February, 2021. The strategy covered the following areas:

- (a) prospects for interest rates;
- (b) capital borrowing and debt rescheduling;
- (c) annual investment strategy;
- (d) external debt prudential indicators;
- (e) treasury management prudential indicators.
- (f) performance indicators;
- (g) treasury management advisers

5. The Interim Treasury Management Report, attached as Appendix A, constitutes the interim report for 2021/22. In summary the treasury management activity has been carried out in compliance with the relevant Codes and Statutes and within the borrowing and treasury management limits set by the Authority under the prudential code. Performance indicators are consistent with the Authority's approved Treasury Management Strategy.

Equality and Diversity Implications

6. There are no equality and diversity implications in this report.

Staff Implications

7. None directly related to this report.

Legal Implications

8. This report meets the requirements of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 paragraph 24 issued under the Local Government Act 2003 and the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities

Financial Implications & Value for Money

9. The revenue costs associated with capital borrowing make up a significant proportion of the Authority's revenue budget (approximately £4m). It is vital that treasury management is proactively managed alongside the investment portfolio to minimise risk.

Risk Management, Health & Safety, and Environmental Implications

10. None directly related to this report.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

11. Sound budgetary management and the delivery of services within the approved budget contribute to the core value of providing an excellent and affordable response.

BACKGROUND PAPERS

CFO/010/21 “MFRA Budget and Financial Plan 2021/2022 – 2025/26” Authority 25th February 2021.

GLOSSARY OF TERMS

CIPFA The Chartered Institute for Public Finance & Accountancy.

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TREASURY MANAGEMENT INTERIM REPORT 2021/22

INTRODUCTION

1. The CIPFA Code of Practice for Treasury Management in Local Authorities has been adopted by the Authority. The Code requires that Treasury Management activities are subject to reports to Members. This report represents the interim report for 2021/22.
2. For each financial year the Authority sets a balanced budget so that cash income raised during the year is sufficient to meet all of its cash expenditure commitments. One of the key functions of the Authority's treasury management activity is to ensure that these cash flows are effectively managed, so that cash is available when it is needed. Surplus cash is invested having regard to risk, liquidity and yield.
3. A further key function of the treasury management activity is to ensure that the Authority has sufficient funds to pay for its capital and other investment plans. These capital plans, which are set out in the Capital Programme, identify the borrowing needs of the Authority over a longer time horizon than the current year. In managing its longer term cash flow requirements for capital expenditure the Authority will take out loans or alternatively use its cash flow surpluses in lieu of external borrowing. This latter practice is referred to as "internal borrowing". In managing its loans, it may at times be advantageous for the Authority to repay or restructure its borrowings to optimise interest payments or achieve a balanced debt portfolio.
4. Having regard to these activities, the Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as:

"The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
5. As treasury management decisions involve borrowing and investing substantial sums of money, the Authority is exposed to potentially large financial risks, including the loss of invested funds and the revenue effect of changing interest rates. The identification, control and monitoring of risk are therefore integral elements of treasury management activity.
6. The strategy for the year was identified in the Treasury Management Strategy Statement 2021/22 and was contained within the Budget and Financial Plan report CFO/010/21 approved by the Authority at its meeting on 25th February 2021. The strategy covered the following areas:
 - (a) prospects for interest rates;
 - (b) capital borrowing and debt rescheduling;
 - (c) annual investment strategy;
 - (d) external debt prudential indicators;
 - (e) treasury management prudential indicators.
 - (f) performance indicators;
 - (g) treasury management advisers

7. The Treasury Management Interim Report considers actual treasury management performance up to September 2021.

EXECUTIVE SUMMARY of the key points on performance so far include:

- No new borrowing has been arranged in the year or is expected to be arranged.
- Borrowing of £3.00m is due to be repaid in the second half of 2021/22.
- Financial Investments at 30 September 2021 stood at £61.95m, with associated income of £0.044m.
- The Bank of England (BOE) base rate has remained at 0.10% throughout the period.
- Longer term Public Works Loan Board (PWLB) rates have fallen slightly during the first half of the year by 0.06% from 2.23% at the start of the year to 2.17 % at 30 September 2021.
- Treasury Management activity for 2021/22 has been carried out in compliance with the relevant codes and statutes and within the borrowing and treasury management limits approved by the Authority as part of the budget setting process.

PROSPECTS FOR INTEREST RATES

8. The economic recovery from coronavirus pandemic continued to dominate the first half of the financial year. The Bank of England (BoE) held Bank Rate at 0.10% throughout the period and maintained its Quantitative Easing programme at £895 billion, unchanged since the November 2020 meeting.
9. Treasury advisors now expect the Bank Rate to rise to 0.25% in Q2 2022, and believe this is driven as much by the Bank of England's desire to move from emergency levels as by fears of inflationary pressure.
10. Investors have priced in multiple rises in Bank Rate to 1% by 2024. However, treasury advisors believe Bank Rate will rise by a lesser extent than expected by markets.
11. The global economy continues to recover from the pandemic but has entered a more challenging phase. The resurgence of demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. This is particularly apparent in the UK due to the impact of Brexit.
12. While Q2 UK GDP (Gross Domestic Product) expanded more quickly than initially thought, the 'pingdemic' and more latterly supply disruption will leave Q3 GDP broadly stagnant. The outlook also appears weaker. Household spending, the driver of the recovery to date, is under pressure from a combination of retail energy price rises, the end of government support programmes and soon, tax rises. Government spending, the other driver of recovery, will slow considerably as the economy is taken off life support.
13. Inflation rose to 3.2% in August. A combination of factors will drive this to over 4% in the near term. While the transitory factors affecting inflation, including the low base effect of 2020, are expected to unwind over time, the MPC (Monetary Policy Committee) has recently communicated fears that these transitory factors will feed longer-term inflation expectations that require tighter monetary policy to control. This has driven interest rate expectations substantially higher.
14. The supply imbalances are apparent in the labour market. While wage growth is currently elevated due to compositional and base factors, stories abound of higher wages for certain

sectors, driving inflation expectations. It is uncertain whether a broad-based increase in wages is possible given the pressures on businesses.

15. Government bond yields increased sharply following the September MPC minutes, in which the BOE communicated a lower tolerance for higher inflation than previously thought. The MPC in particular has doubled down on these signals in spite of softer economic data. Bond investors expect higher near-term interest rates but are also clearly uncertain about central bank policy.
16. The MPC appears to be playing both sides, but has made clear its intentions to tighten policy, possibly driven by a desire to move away from emergency levels. While the economic outlook will be challenging, the signals from policymakers suggest Bank Rate will rise unless data indicates a more severe slowdown.
17. The PWLB certainty rate for borrowing is linked to Gilt yield plus a margin of 1.00%. Gilt yields declined following the start of this financial year before rising again towards the latter end of the half year. PWLB rates for longer term loans have fallen slightly by 0.06% during the first half of the financial year. The table below shows the spread of interest rates during the first six months of the year.

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	0.98%	1.25%	1.59%	1.95%	1.69%
Date	26/05/21	05/8/21	05/8/21	17/8/21	10/8/21
High	1.18%	1.62%	2.01%	2.47%	2.26%
Date	30/9/21	28/9/21	30/9/21	19/5/21	13/5/21
30/9/21	1.18%	1.61%	2.01%	2.39%	2.17%
Average	1.04%	1.36%	1.80%	2.22%	2.01%

(figures do not include 20bps certainty rate discount)

18. Local authorities can borrow from the PWLB provided they can confirm they are not planning to purchase 'investment assets primarily for yield' in the current or next two financial years, with confirmation of the purpose of capital expenditure from the Section 151 Officer. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing.
19. Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.
20. Competitive market alternatives may be available for authorities with or without access to the PWLB. However, the financial strength of the individual authority and borrowing purpose will be scrutinised by commercial lenders. Further changes to the CIPFA Prudential Code expected in December 2021 are likely to prohibit borrowing for the primary purpose of commercial return even where the source of borrowing is not the PWLB.
21. The Authority is not planning to purchase any investment assets primarily for yield within the next three years and so is able fully access the PWLB.
22. **REVISED PWLB GUIDANCE;**

HM Treasury published further guidance on PWLB borrowing in August 2021 providing additional detail and clarifications predominantly around the definition of an 'investment asset primarily for yield'. The principal aspects of the new guidance are:

- Capital expenditure incurred or committed to before 26th November 2020 is allowable even for an 'investment asset primarily for yield'.
- Capital plans should be submitted by local authorities via a DELTA return. These open for the new financial year on 1st March and remain open all year. Returns must be updated if there is a change of more than 10%.
- An asset held primarily to generate yield that serves no direct policy purpose should not be categorised as service delivery.
- Further detail on how local authorities purchasing investment assets primarily for yield can access the PWLB for the purposes of refinancing existing loans or externalising internal borrowing.
- Additional detail on the sanctions which can be imposed for inappropriate use of the PWLB loan. These can include a request to cancel projects, restrictions to accessing the PLWB and requests for information on further plans.

23. **CHANGES TO PWLB TERMS AND CONDITIONS FROM 8th SEPTEMBER 2021;**

- The settlement time for a PWLB loan has been extended from two working days (T+2) to five working days (T+5). In a move to protect the PWLB against negative interest rates, the minimum interest rate for PWLB loans has also been set at 0.01% and the interest charged on late repayments will be the higher of Bank of England Base Rate or 0.10%.
- UK Infrastructure Bank: £4bn has been earmarked for lending to local authorities by the UK Infrastructure Bank which is wholly owned and backed by HM Treasury. The availability of this lending to local authorities, for which there will be a bidding process, is yet to commence. Loans will be available for qualifying projects at gilt yields plus 0.6%, which is 0.2% lower than the PWLB certainty rate.

CAPITAL BORROWINGS AND DEBT RESCHEDULING

24. The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority does not envisage that any new long term borrowing will be required in 2021/22.
25. Current PWLB lending terms have severely constrained the option to generate savings via debt rescheduling. A significant rise in long term interest rates is required before rescheduling of debt is viable. However, interest rate structures are continually monitored for opportunities to generate savings from debt rescheduling. Any rescheduling that takes place will be reported to Members in monitoring reports.

ANNUAL INVESTMENT STRATEGY

26. The investment strategy for 2021/22 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with DCLG Guidance and

CIPFA Code of Practice. Investments are made in sterling with an institution on the counterparty list and for a maximum of one-year duration.

27. Investments have been made with various counterparties including UK and foreign banks with higher credit ratings, the larger Building Societies, “nationalised” banks and AAA rated money market funds. This diversity has enabled reasonable returns in a low interest rate environment. In the period 1st April to 30 September 2021 the average rate of return achieved on average principal available was 0.09 %. This compares with an average seven day deposit (7 day libid) rate of -0.08 %.

28. The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2021/22 are as follows:

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

29. The Authority had investments of £61.95m as at 30th September 2021 (this included a £33.81m firefighters’ pension grant received in July that will be utilised in the year):

Institution	MM Fund	Bank / Other	D M A D F	Building Society	Local Authority
	£	£	£	£	£
Aberdeen	3,000,000			-	-
aberdeenshire council					
Ashford BC					2,000,000
Bank of Scotland (HBOS)					
Birmingham CC	-			-	
Blackburn with Darwen					
Blackpool Council					2,000,000
Blackrock-HERITAGE		-	-	-	
Broxbourne District Council					
Broxtowe Council					
CCLA	3,000,000				
City of Kingston Upon HULL	-		-	-	3,000,000
Close Brothers	-	-	-	-	
Coventry B Soc	-	-	-	2,000,000	
Cumberland B Soc	-	-	-	1,000,000	
DGLS		-	-	-	
DMADF			15,000,000		
Eastleigh BC					
Federated Investors UK	3,000,000	-	-	-	
Fidelity ICF	3,000,000	-	-	-	
Flintshire					
Goldman Sachs					
Goldman Sachs - SLRF		-			
Guildford BC					
Gwent Borough Council					
Handelsbanken	-	-	-	-	
Highland Council					
HBOS FTD	-	-	-	-	
HBOS FTD	-	-	-	-	
HSBC INST ACCESS DEPOSIT ACCOUNT		3,950,000			
JP Morgan		-	-	-	
Lancashire County Council					
Leeds B Soc				2,000,000	
LGIM		-			
London Fire Commissioner					2,000,000
Morgan Stanley	3,000,000	-			
myrthyr tydfil cbc	-	-			
Nationwide B Soc				2,000,000	
Newcastle B Soc		-		2,000,000	
North Lanarkshire					2,000,000
Nottingham B Soc	-				
PCC Lancashire					
Principality B Soc	-			1,000,000	
Progressive B Soc	-	-			
Salford					
Santander		2,000,000			
Schroders		-			
Skipton B Soc		-			
Slough Bc					
Surrey Heath B C					2,000,000
Standard life Investors (Igris)	-	-			
Sumitomo		2,000,000			
Tameside MBC					
Thurrock Council					
West Brom B Soc		-		1,000,000	
Wirral BC					
Yorkshire B Soc		-			
Totals	15,000,000	7,950,000	15,000,000	11,000,000	13,000,000
Total Current Investments				30.09.2021	61,950,000

EXTERNAL DEBT PRUDENTIAL INDICATORS

30. The external debt indicators of prudence for 2021/22 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt:	£62 million
Operational boundary for external debt:	£57 million

Against these limits, the maximum amount of debt that was reached in the period April to September 2021 was £36.9 million.

TREASURY MANAGEMENT PRUDENTIAL INDICATORS

31. The treasury management indicators of prudence for 2021/22 required by the Prudential Code were set in the strategy as follows:

a) Interest Rate Exposures

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

The maximum that was reached in the period April to September 2021 was as follows:

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

b) Maturity Structure of Borrowing

Upper and lower limits for the maturity structure of borrowing were set and the maximum and minimum that was reached for each limit in the period April to September 2021 was as follows: -

Maturity Period	Upper Limit	Lower Limit	Maximum Actual	Minimum Actual
Under 12 months	50%	0%	8%	8%
12 months and within 24 months	50%	0%	1%	1%
24 months and within 5 years	50%	0%	0%	0%
5 years and within 10 years	50%	0%	0%	0%
10 years and above	100%	0%	91%	91%

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

The limit for investments of longer than 365 days was set at £2 million for 2021/22. No such investments have been made in the first half of 2021/22.

PERFORMANCE INDICATORS

32. The Code of Practice on Treasury Management requires the Authority to set performance indicators to assess the adequacy of the treasury function over the year. These are distinct historic indicators, as opposed to the prudential indicators, which are predominantly forward looking.
33. The indicators for the treasury function are:

Borrowing – the indicator is the average rate of actual borrowing compared to the average available for the period of borrowing. However, there has been no borrowing in the period April to September 2021.

Investments – Internal returns compared to the 7 day LIBID rate. The return in the period April to September 2021 was 0.17% above the benchmark. LIBID rates will no longer be available from the end of 2021. At this point the benchmark will change to the Sterling Overnight Index Average (SONIA), a rate administered by the Bank of England.

REVISIONS TO CIPFA CODES

34. In February 2021 CIPFA launched two consultations on changes to its Prudential Code and Treasury Management Code of Practice. These followed the Public Accounts Committee's recommendation that the prudential framework should be further tightened following continued borrowing by some authorities for investment purposes. In June, CIPFA provided feedback from this consultation.
35. In September CIPFA issued the revised Codes and Guidance Notes in draft form and opened the latest consultation process on their proposed changes. The changes include:
- Clarification that (a) local authorities must not borrow to invest primarily for financial return (b) it is not prudent for authorities to make any investment or spending decision that will increase the Capital Financing Requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority.
 - Categorising investments as those (a) for treasury management purposes, (b) for service purposes and (c) for commercial purposes.
 - Defining acceptable reasons to borrow money: (i) financing capital expenditure primarily related to delivering a local authority's functions, (ii) temporary management of cash flow within the context of a balanced budget, (iii) securing affordability by removing exposure to future interest rate rises and (iv) refinancing current borrowing, including replacing internal borrowing.
 - For service and commercial investments, in addition to assessments of affordability and prudence, an assessment of proportionality in respect of the authority's overall financial capacity (i.e. whether plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services).
 - Prudential Indicators
 - New indicator for net income from commercial and service investments to the budgeted net revenue stream.
 - Inclusion of the liability benchmark as a mandatory treasury management prudential indicator. CIPFA recommends this is presented as a chart of four balances – existing loan debt outstanding; loans CFR, net loans requirement, liability benchmark – over at least 10 years and ideally cover the authority's full debt maturity profile.
 - Excluding investment income from the definition of financing costs.
 - Incorporating Environmental, Social, and Governance (ESG) issues as a consideration within Treasury Management Principle 1 Risk Management.

- Additional focus on the knowledge and skills of officers and elected members involved in decision making

MHCLG (DLUHC) IMPROVEMENTS TO THE CAPITAL FINANCE FRAMEWORK

36. MHCLG published a brief policy paper in July outlining the ways it feels that the current framework is failing and potential changes that could be made. The paper found that “while many authorities are compliant with the framework, there remain some authorities that continue to engage in practices that push the bounds of compliance and expose themselves to excessive risk”.
37. The actions announced include greater scrutiny of local authorities and particularly those engaged in commercial practices; an assessment of governance and training; a consideration of statutory caps on borrowing; further regulations around Minimum Revenue Provision (MRP) and ensuring that MHCLG regulations enforce guidance from CIPFA and the new PWLB lending arrangements.
38. A further consultation on these matters is expected soon.

TREASURY MANAGEMENT ADVISORS

39. The treasury management service is provided to the Authority by Liverpool City Council. The terms of the service are set out in an agreed Service Level Agreement. The Council employs treasury management advisors appointed under a competitive procurement exercise who provide a range of services which include: -
 - Technical support on treasury matters, capital finance issues.
 - Economic and interest rate analysis.
 - Debt services which includes advice on the timing of borrowing.
 - Debt rescheduling advice surrounding the existing portfolio.
 - Generic investment advice on interest rates, timing and investment instruments.
 - Credit ratings/market information service comprising the three main credit rating agencies.
40. Whilst Liverpool City Council and its advisors provide the treasury function, ultimate responsibility for any decision on treasury matters remains with the Authority.

CONCLUSION

41. Treasury Management activity in 2021/22 has been carried out in compliance with the relevant Codes and Statutes and within the borrowing and treasury management limits set by the Authority under the prudential code.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY & RESOURCES		
DATE:	16 DECEMBER 2021	REPORT NO:	CFO/073/21
PRESENTING OFFICER	CHIEF FIRE OFFICER / IAN CUMMINS		
RESPONSIBLE OFFICER:	NICK SEARLE	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	WITHDRAWAL OF HOME OFFICE IMMEDIATE DETRIMENT GUIDANCE		

APPENDICES:	APPENDIX A:	HO NOTE ON WITHDRAWAL OF ID GUIDANCE
	APPENDIX B:	FBU RESPONSE TO HO NOTE
	APPENDIX C	HO EMAIL ON WITHDRAWAL OF HO ID GUIDANCE

Purpose of Report

1. To inform members' that on 29th November 2021, and with immediate effect, the Home Office (HO) withdrew their informal guidance in relation to processing eligible FPS members immediate detriment cases ahead of the required legislation and pension regulation changes (expected in October 2023).
2. This report considers the impact of the HO advice on the Authority's decision to adopt the LGA and FBU Memorandum of Understanding and implement the associated immediate detriment framework (IDF). The IDF allowed the processing of eligible FPS members pension benefits under their legacy scheme in advance of the relevant legislation and regulation changes.

Recommendation

3. That following the note from the HO on the withdrawal of their ID guidance and the Government's advice to stop processing immediate detriment pension cases, Members;
4.
 - a. temporarily pause the IDF framework and therefore the processing of eligible FPS members pension benefits under their legacy scheme whilst the LGA await legal opinion, and
 - b. request that officers report back to the Authority on the outcome of any further guidance from the LGA / NFCC Pension Lead on this matter that will allow the reactivation of the IDF.

Introduction and Background

-
5. The Government accepted the decision of the Court of Appeal that found the transitional protection offered to some members of the public pension schemes, following changes introduced in 2014 and 2015, had given rise to unlawful age discrimination.
 6. The Government proposed to rectify this by;
 - a. **Retrospective remedy** - 1st April 2015 to 31st March 2022 (the remedy period). The remedy requires that eligible pension members receive a choice of accessing their final salary (legacy) pension benefits or CARE benefits (reformed benefits) for the remedy period.
 - b. **Future discrimination remedy** (1st April 2022 onwards) – all public pension members move to the reformed schemes introduced in 2014 and 2015.
 7. In order to calculate accurate pension statements for the retrospective remedy period the Government would need to approve new legislation and pension regulation changes, and these would not be available before October 2023.
 8. Without the relevant legislation (pension and tax related changes) pension administrators would not be able to calculate accurately the dual pension statements. Retired eligible pension scheme members must wait until at least October 2023 before they have an option over their pension benefits.
 9. Following a request by the FBU to the HO to allow FPS eligible members immediate access to their old pension schemes, the Home Office (HO) issued an Immediate Detriment (ID) informal guidance note in August 2020 (updated in June 2021). This informal guidance note proposed a methodology for immediately processing eligible retiring FPS members' pension benefits under the legacy pension scheme arrangements. However, the HO guidelines stipulated that this process was not available for retired eligible members or those with particular technical pension issues. Members considered report CFO/020/21 at the Authority meeting on 10th June 2021, and approved the adoption the HO ID process.
 10. On the 8th October 2021, the LGA and FBU signed a Memorandum of Understanding (MoU) that established an Immediate Detriment Framework (IDF) for processing eligible retired and retiring FPS members' cases. This would allow eligible retired and retiring FPS members immediate access to their legacy pension benefits prior to remedying legislation being in place. At the Authority meeting on 11th November 2021, Members' approved the adoption of the LGA/FBU IDF to process all eligible FPS member pension claims rather than the HO ID.
 11. On the 29th November 2021, and with immediate effect, the Home Office (HO) withdrew their guidance in relation to processing eligible FPS members' immediate detriment cases ahead of the required legislation and pension regulation changes. The HO communication included advice from the

Government, Her Majesty's Treasury (HMT) and HMRC, that FPS scheme administrators do **NOT** process any immediate access cases due to significant levels of uncertainty and risk over tax and other consequences, and the administrative burdens for individuals, schemes and employers.

12. The HO in their communication of the 29th November, reference the work done by HMT and HMRC on drafting the remedy in the Public Service Pensions and Judicial Offices Bill. This work has made it clear to HO that the “gaps and uncertainties” over the relevant tax legislation and scheme regulations within their informal ID guidance are considerably greater than previously thought. The significant levels of uncertainty would likely result in second or third adjustments to eligible pension benefits made in advance of the legislation and regulation changes. HMT and HMRC raised significant areas of uncertainty and risk around the treatment of tax on pension contributions over the remedy period that will only be resolved following the approval of the relevant legislation. HMT no longer viewed the current version of the HO guidance as accurately representing the situation and the HO therefore made the decision to withdraw this guidance. The HO note is attached to this report as **Appendix A**.
13. As the LGA/FBU IDF in reality reflects the same methodology for dealing with eligible FPS cases in advance of the legislation and regulation changes (but allows retired FPS members to be processed and the payment of some forms of compensation), the same uncertainties apply to the IDF.
14. The FBU have responded to the HO note, see attached **Appendix B**, and have stated that FRAs should continue to adopt and implement the IDF agreed by the LGA and FBU. They have reiterated that failure to implement and act on the IDF will if necessary result in further legal action by the FBU against the relevant FRAs.
15. The attached email from the HO, **Appendix 3**, states that while the decision remains with scheme managers (the FRA) to make, the Government does not advise schemes to process any immediate detriment cases before the legislation is in place, given the significant risk and uncertainty. The email also advises that the Government will not make available any funding for any administration costs and non-eligible Pension Fund expenditure (this may include compensation payments) associated with processing immediate detriment cases.
16. Officers would recommend that Members put on hold the processing of any immediate detriment cases pending further direction and guidance from the LGA Pensions Team and / or the NFCC Pension Lead. The LGA have indicated they would hope to issue further guidance as soon as practical. Once this guidance has been received, a report will be brought back to Members' for consideration and approval.

-
17. The McCloud / Sargeant case identified the pension changes introduced by the Government in April 2015 discriminated against individuals on the basis of age. The Government's proposed remedy removes that discrimination.

Staff Implications

18. The implementation of the LGA/FBU IDF introduced a process to allow eligible retired and retiring firefighters the opportunity to have immediate access to their legacy pension benefits. This report is recommending the IDF be put on hold pending further guidance from the LGA following the HO withdrawal of their ID guidance and the Government advice not to process any ID cases before the relevant legislation is in place.

Legal Implications

19. The Authority is not under any legal obligation to implement the IDF and MoU, but any refusal to do so may lead to further legal proceedings by the FBU. However, it is clear from the HO note issued on the 29th of November the level of significant uncertainties with the IDF process requires the Authority to seek further guidance on this matter.

Financial Implications & Value for Money

20. The administration and compensation costs associated with the IDF are expected to be significant, potentially +£500k or more. The Government have now made it clear they will not make any funding available for any FRA processing claims under the IDF. If the Authority continues with the IDF process, it will have to fund this cost from its own resources. The Quarter 2 financial review report, elsewhere on today's agenda, has identified the creation of a Pensions Reserve for £600k.
21. If the FBU commence legal action against FRAs who do not adopt the IDF then potentially the Authority may incur legal and court costs. Similar action in the past has resulted in FRAs agreeing to share such costs.

Risk Management, Health & Safety, and Environmental Implications

22. The FBU have stated they may consider further legal action against any FRA who do not adopt the IDF and MoU. By putting on hold the processing of immediate detriment cases the Authority may face legal action by the FBU.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

23. By putting the IDF on hold some of the operational workforce coming up to retirement may have to access their benefits under the current pension arrangements and wait until the legislation has been approved to access their legacy scheme.

BACKGROUND PAPERS

CFO/020/21 “FIREFIGHTER PENSION SCHEMES - MCCLLOUD/SARGEANT RULING - TREATMENT OF HO INFORMAL GUIDANCE ON TREATMENT OF 'IMMEDIATE DETRIMENT' CASES.” Authority 10 June 2021.

CFO/060/21 “FPS IMMEDIATE DETRIMENT FRAMEWORK” Authority 11 November 2021.

GLOSSARY OF TERMS

FPS	Fire Pension Scheme
HO	Home Office
ID	Immediate Detriment
IDF	Immediate Detriment Framework
MOU	Memorandum of Understanding
LGA	Local Government Association
HMT	Her Majesty’s Treasury
HMRC	Her Majesty’s Customs and Revenue

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APPENDIX A**Processing immediate detriment cases – November 2021**

This note sets out HM Treasury's best assessment at this point on the advisability of processing immediate detriment cases before new legislation to enact the McCloud remedy is in place, and the implications of this assessment for the Home Office guidance on processing immediate detriment cases published in August 2020 and revised in June 2021.

Background

Before the McCloud legislation is in place, any corrections to individuals' pension arrangements depend on an interpretation of how section 61 Equality Act 2010 would operate.

The government made clear in its July 2020 consultation and February 2021 consultation response that it accepts that members who moved to the reformed pension schemes on or after 1 April 2015 and have subsequently retired already have an entitlement to be treated as a member of their legacy scheme for the remedy period if they wish. This is based on the view that section 61 Equality Act 2010 permits pension scheme regulations to be read as though discriminatory provisions do not apply, allowing members in this position to be treated as a member of their legacy scheme.

It was initially thought that section 61 would be sufficient to allow the position of unprotected individuals due to retire before the deferred choice underpin is implemented ('pipeline' immediate detriment cases), who wished to receive legacy scheme benefits, to be corrected before the McCloud Bill, scheme regulations and relevant tax legislation came into force. This was reflected in the position set out in the July 2020 consultation document, which stated that the government would work with schemes to give members of reformed schemes due to retire before 2022 a choice of benefits, where this was administratively possible. It was acknowledged that there were still some policy and administrative issues to work through, and the consultation document noted the complexity involved and that systems changes may be required.

Consistent with that, the Home Office guidance document originally published in August 2020 was the best attempt possible at that time to set out a pathway for processing pipeline cases ahead of legislation. The document was produced in response to specific requests from the Firefighters' Scheme Advisory Board and in recognition of the particular pressures affecting the locally administered schemes. In producing the document, the complexity of these issues became increasingly apparent. The guidance did not therefore cover cases where individuals had already retired ('rectification' cases). Home Office and HMT were also clear that the document contained gaps in respect of pipeline cases, and that cases may need to be revisited, though the belief at the time was that it provided a basis to process at least some pipeline immediate detriment cases.

The February 2021 consultation response also reflected this position and acknowledged the particular complexities associated with rectification cases. The updated version of the Home Office guidance document published this year following further discussions with the sector was an attempt to provide more detail in some areas where this was possible, and to correct areas where thinking had moved on as a result of the further work that had been done. Both of these guidance documents were produced in good faith based on the best information available at the time, and it was made clear that there were still gaps and uncertainties.

Current assessment

The further work done by HMT and HMRC on drafting the remedy in the McCloud Bill (i.e. the Public Service Pensions and Judicial Offices Bill) has made it clear that these gaps and uncertainties are considerably greater than was previously thought. In some situations, it now appears that section 61 may not give all the powers required to operate the remedy smoothly and predictably, without generating significant uncertainty for schemes, and risking significant second or third adjustments for individuals.

Because of this, HMT's current view is now that immediate detriment cases, including those yet to retire, cannot be processed before legislation is in place without considerable risk, uncertainty and administrative burdens for individuals, schemes and employers.

The fundamental issue is that to support correction of immediate detriment cases before new legislation is in place, section 61's impact on some fairly obscure aspects of the McCloud remedy needs to be understood. Any such interpretation of how section 61 comes into play on these points is novel and contestable, and actions taken on the basis of it are risky.

This risk has become more apparent over time, as HMT and HMRC have worked through the McCloud remedy and its tax consequences in more detail. On some of these points, the effect of section 61 would only be known for certain if it is tested in a court of law. This means schemes face significant uncertainty on how to proceed.

For example, where an individual's situation is corrected before legislation is in place, analysis at this point suggests it is not certain that section 61 will allow contributions paid in the past to reformed schemes to have been paid, as a matter of fact, into legacy schemes. This could call into question certain aspects of the remedy, including those contributions' tax relievable status. That could mean that the individuals in question will owe tax on contributions made in the past to their reformed scheme. This issue could affect all individuals who have made contributions into their reformed scheme – not just those for whom an adjustment in the amounts of contributions is required. Schemes and employers could then face difficult decisions over how to deal with those past contributions, plus significant administrative burdens as they attempted to fully unwind historic situations. Some individual members could lose out – potentially temporarily, but to a significant degree if tax is owed on past contributions but compensation for tax relief on contributions now being made into the legacy scheme is not available until the full remedy is in place. Individuals may also face significant second, and sometimes third, corrections once legislation is in place, as some of these problems are corrected.

Other areas of uncertainty exist and based on the experience so far of preparing the McCloud remedy, it is reasonable to conclude that further issues could emerge as work continues on the detailed McCloud remedy for changes to tax legislation and through scheme regulations.

The legislation the government is putting in place, through the McCloud Bill and tax legislation, and through the scheme regulations changes, aims to address uncertainties to deliver proportionate and reasonable results which are robust to further challenge on the grounds of discrimination, in line with the policy set out in the consultation and response documents. It is HMT's view at this point, based on the analysis as it currently stands, that cases cannot be smoothly and predictably processed until this legislation is in place and that there are risks and uncertainties for schemes and for individuals if cases are processed ahead of that.

Therefore HMT and Home office do not advise that schemes process pipeline immediate detriment cases before the legislation is in place, given the uncertainty of how to proceed on some elements, and the significant risk of generating unintended tax consequences that may, to a greater or lesser extent, then need to be reversed once legislation is in force.

It is of course still up to schemes to choose to process cases or not based on their own assessment of the competing legal risks, but at this stage it is not possible to give any guarantees that the remedy and its tax consequences will work as intended for everyone, before the legislation is in place.

Implications for the Home Office guidance

Whilst section 61 permits individuals affected to be treated as members of their legacy scheme, given the uncertainty around how it operates on some of the detailed elements of the McCloud remedy, HMT no longer views the current version of the Home Office guidance as accurately representing the situation. Unfortunately, that uncertainty also means the guidance cannot be revised to give schemes a clear way forward on how to process these cases that is certain to be correct. Home Office have therefore taken the difficult decision to withdraw this guidance.

It is also important to note that if schemes process cases and run up against tax issues which it is not straightforward to resolve – because the situation is either ambiguous under current rules due to uncertainty about how section 61 acts on some elements, or the current rules generate unwelcome tax outcomes – they will have to operate within the existing tax legislation and HMRC will not be able to help resolve those issues. This may mean that individuals could face unwanted tax bills and/or corrections to their tax affairs, which may then need to be corrected again once the legislation is in place.

For cases that have already been dealt with, or are in the process of being dealt with, the new legislation will give powers intended to allow schemes to put these individuals into the correct position, drawing on the provisions of the McCloud Bill. However, this could entail significant second or third corrections and so HMT would not advise that schemes continue to process cases on the assumption these provisions will mean a smooth and predictable experience for themselves and for members.

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2020

Circular: 2021HOC0582MR

Date: 30 November 2021

To: All Members

Dear Brother/Sister

Home Office Withdraws Immediate Detriment Guidance

The Home Office has withdrawn its informal guidance on immediate detriment, with immediate effect. HM Treasury confirmed this decision 29 November 2021.

Immediate detriment refers to the cases of members who have already retired or who will do so in the near future. The Home Office published guidance on processing immediate detriment cases in August 2020 and revised guidance in June 2021. This was specific guidance for the treatment of immediate detriment cases produced by the Home Office and is not to be confused with the current FBU/LGA Memorandum of Understanding (MOU) for the treatment of immediate detriment cases.

The Home Office note explaining why their guidance has been withdrawn states:

'It is of course still up to schemes to choose to process cases or not based on their own assessment of the competing legal risks, but at this stage it is not possible to give any guarantees that the remedy and its tax consequences will work as intended for everyone, before the legislation is in place.'

The Home Office withdrawing their guidance does not alter the Fire Brigades Union stated position in relation to immediate detriment cases. Those cases must be resolved as previously directed by the courts, and if necessary the union will take legal action if FRAs do not do so.

The FBU/LGA Framework provides the mechanism for FRAs to resolve those cases. A significant number of FRAs have now adopted the Immediate Detriment Framework MOU and we encourage the remaining FRAs to adopt the MoU as a means to prevent further action by the union.

Yours in unity,

Mark Rowe National Officer

MR/jr

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From: Wadha Salah <Wadha.Salah@homeoffice.gov.uk>

Sent: 29 November 2021 15:18

To: Claire Hey <Claire.Hey@local.gov.uk>

Cc:

Subject: Pensions Update: Home Office informal and non-statutory immediate detriment guidance

Sent on behalf of Peter Spreadbury, Deputy Director, Police Workforce and Professionalism Unit

Withdrawal of informal and non-statutory Home Office Immediate Detriment guidance

I wanted to inform you that I have today written to the Chair of the Firefighters' Scheme Advisory Board advising that the Home Office has withdrawn our existing informal and non-statutory guidance in relation to processing certain kinds of immediate detriment case ahead of legislation.

Although the decision remains for scheme managers to make, the Government does not advise schemes to process any immediate detriment cases before the legislation is in place, given the risk and uncertainty.

I also want to take this opportunity to provide some further clarity in relation to the funding position. As the Government does not advise that immediate detriment cases should be processed in advance of the legislation coming into force, we will not be in a position to provide any additional funding for those costs which are paid outside of the pension account. These costs include payments that are not considered to be legitimate expenditure under the pension scheme regulations and any associated administration costs including any charges from your pension administrator. These will need to be funded locally by your fire and rescue authority from local budgets.

In relation to immediate detriment costs paid from the pension account in the course of processing pipeline cases, FRAs will need to ensure that these payments comply with the financing regulations of the pension scheme. If they are considered to be legitimate expenditure then they will be considered for payment as part of the established processes for claiming the AME top up grant.

As it is for individual Fire and Rescue Authorities as the Scheme Manager to make decisions in relation to immediate detriment, I would be grateful if colleagues from the LGA could bring this update and the attached note to the attention of FRAs and Chiefs.

Your sincerely,

Peter

Wadha Salah

Policy Adviser, Police Workforce and Professionalism Unit
Policing Policy Directorate, Public Safety Group

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BRIEFING NOTE			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	16 DECEMBER 2021	REPORT NO:	CFO/070/21
PRESENTING OFFICER	IAN CUMMINS, DIRECTOR OF FINANCE & PROCUREMENT		
RESPONSIBLE OFFICER:	HYWYN PRITCHARD 0151 296 4556	REPORT AUTHOR:	HYWYN PRITCHARD
OFFICERS CONSULTED:	RUTH BALLER-WILSON		
TITLE OF REPORT:	CONTRACT AWARD FOR STRUCTURAL FIRE GLOVES		

APPENDICES:	NONE
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Purpose of Report

1. To inform Members that the North West Fire and Rescue Procurement Group invited tenders for the supply of firefighter structural textile fire gloves. As the potential value of orders over the life of the contract may exceed £250,000 the Authority is required to approve the award of the contract.

Recommendation

2. That Members approve the award of a framework agreement on behalf of North West Fire and Rescue Authorities with FlamePro Global Limited for the supply of wholly textile fire gloves.

Introduction and Background

1. The North West Fire and Rescue Procurement Group (Merseyside, Manchester, Cumbria, Cheshire, Lancashire, Isle of Mann and Northern Ireland fire and rescues services) have been co-ordinating the specification for the supply of various firefighting PPE. The specification looks at ensuring the PPE meets the highest standards required to ensure firefighter safety and that suppliers can deliver the required range and scope of products to reflect a diverse workforce so all firefighters' needs are met.
2. A notice was published by Merseyside Fire and Rescue Service in the Official Journal of the European Union inviting tenders for the stated commodities on 20th December 2019. Bids were received by the end of February 2020 and considered by the North West Fire and Rescue Technical and Procurement Officers' Group.
3. From the 3 pairs of gloves submitted, two pairs failed compatibility and the remaining pair underwent MFRS wearer trials in its Training and Development Academy.
4. Notification was received on 15th of November stating that there were no issues with the gloves and so a contract could be awarded. The successful supplier

was notified on the following day of the intent to award subject to Authority approval.

Equality and Diversity Implications

5. The North West Fire and Rescue Technical and Procurement Officers' Group in determining the scope of the tender and the needs of individual fire and rescue services has ensured suppliers can deliver the required range and scope of products to reflect a diverse workforce so all firefighters' needs are met.

Staff Implications

6. The specification and evaluation of supplier products has taken into account the current highest level of fire standards required, this is to ensure that firefighter safety is a major consideration in determining what product and what supplier is chosen.

Training Implications

7. The use of firefighting PPE forms part of business as usual and as such there are no new training implications with the use of the proposed gloves.

Legal Implications

8. The tender exercise has been conducted in compliance with the Public Contracts Regulations 2015.

Financial Implications & Value for Money

9. The approved budget contains adequate provision to meet the cost of the current and future purchase of the Service's firefighters' Fire Glove requirements. Currently MFRS procure the leather structural fire gloves however, the textile gloves proposed under this contract represents an alternative that may or may not be used by MFRS, or indeed any other FRS eligible to access the agreement, in the future.
10. Value for money can be demonstrated as an openly advertised competitive exercise has been conducted.
11. The combined value of call-off contracts derived from the framework agreement is estimated to be in the order of £530,000 for all eligible contracting authorities for the agreement's entire term.

Risk Management, Health & Safety, and Environmental Implications

12. The following actions have been taken to manage risk. The standard selection questionnaire was included as part of the process. The Specification document included standards that bidders were required to meet in order to progress in the evaluation.

13. The contract has clauses that:
- a. manage risk including provisions for insurance as well as indemnity and liability
 - b. addresses health and safety and
 - c. relates to environmental protection

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14. By supplying the best firefighter PPE and equipment it will contribute to making MFRS the best service in the UK.

BACKGROUND PAPERS

GLOSSARY OF TERMS

ARA	Any Relevant Acronyms used in the report or technical terminology
PPE	Personal Protective Equipment

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	16 DECEMBER 2021	REPORT NO:	CFO/072/21
PRESENTING OFFICER	CFO		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	BILL ELLIOTT
OFFICERS CONSULTED:	DEB APPLETON IAN CUMMINS ED FRANKLIN KEV PILKINGTON (TELENT) HYWYN PRICHARD MARK RICE		
TITLE OF REPORT:	ESN READY AND DISPATCH COMMUNICATIONS SERVER INSTALLATION		

APPENDICES:	APPENDIX A:	BUSINESS CASE TO HOME OFFICE REF: CAP-2021-11-25VR11.3
	APPENDIX B:	PART 1: PROPOSAL FOR ESN DEPLOYMENT VR11
	APPENDIX C:	PART 2: D3000 TECHNICAL REFRESH PROPOSAL VR3.1
	APPENDIX D:	PART 3: DCS UPGRADE – ISSUE 4
	APPENDIX E:	FUNDING BREAKDOWN

Purpose of Report

1. To seek approval to continue as a Home Office Emergency Service Network (ESN) Assurance Partner (AP) and approve Merseyside Fire & Rescue Authority (MFRA) funding of an ICT technical refresh as part of the Business Case to make Merseyside Fire & Rescue Service (MFRS) ESN Technically Ready.
2. To inform Members of the need to install Dispatch Communication Server (DCS) as a requirement to continue use of Airwave beyond its expected end date due to delays to the national ESN programme.

Recommendation

3. That Members;
 - a. note the Business Case to make MFRS ESN Ready and that the Home Office will provide funding for some aspects of the associated Capita ESN Technically Ready Activities;
 - b. approve an ESN Ready Capital Scheme for £661,600 in 2021/2022, of which £195,658 will require MFRS funding. Note, however, this may reduce if the Home Office commits to funding a greater amount of the Telent expenditure;
 - c. continue to support MFRS in working with the Home Office as an Assurance Partner on this important national programme; and
 - d. approve a MFRS ICT Capital budget growth of £108k in 2022/2023 to install DCS.

Introduction and Background

4. **The Emergency Services Mobile Communications Programme (ESMCP)** is a Home Office led national project which aims to deliver an Emergency Services Network (ESN) to replace the existing Airwave communications network used by the police, fire and rescue service and ambulance services in the UK.
5. In July 2020, following a series of discussions with the Home Office, MFRS accepted the invitation to become an Assurance Partner (AP) along with West Yorkshire Fire & Rescue Service (FRS), Cheshire Constabulary, Devon and Cornwall Constabulary and the Ambulance Radio Programme.
6. The role of an Assurance Partner (AP) is to assist in the development and testing of the ESN and associated devices as well as benefit from the enhancements and features the new technology aims to deliver.
7. Since becoming an AP, MFRS has led on a number of successful trials of early ESN products and has hosted numerous User Engagement events, with the next major test event taking place in the New Year.
8. MFRS was the first Emergency Service to connect a dedicated test environment to the ESN which, at the request of the Home Office, has enabled us to support other agencies including Scottish Police and Transport for London in their user training and operational testing activities over the last 12 months.

9. As an Assurance Partner MFRS will continue to play a major role in the development and user testing of the ESN and associated devices. Following the enhancements required within the Control room to become ESN Technically Ready, MFRS would coordinate and lead on a number of key aspects of the Operational Evaluation phase.
10. The Operational Evaluation phase aims to confirm the products' suitability within a single sector and multiagency operational environment. The outcomes of which would be changes to our way of working in order to benefit from the enhanced features of the ESN communications platform.
11. This then means that MFRS is in a position to benefit from extra ESN Programme support whilst carrying out ESN Ready Activities, which other FRS will not benefit from.
12. Further, MFRS will benefit from being the only FRS engaging with suppliers at this time and as such will not be subject to potential delays at a later date, as suppliers support a greater demand from all FRS.

ESN Technical Readiness

13. The next phase of Assurance Partner activities will require our Fire Control room systems to become ESN Technically Read" and be fully integrated into the ESN network.
14. At the request of the Home Office, our Computer Aided Despatch (CAD) & Integrated Communication Control System (ICCS) supplier, Capita, has worked with telent to develop a set of costed proposals which aims to deliver:
 - a. An ESN Technically Ready Fire Control solution
 - b. Upgrades, including hardware refresh, which will improve system availability and reliability
 - c. The replacement of end-of-life Airwave equipment with a DCS solution to maintain existing communications until Mass Transition by all Emergency Services in 2025
15. These costed proposals along with our Business Case (Appendix A – D) weresubmitted to the Home Office during November for review with a view to the Home Office providing funding.

Outcome of the Home Office review of the submitted Business Case

Parts One & Two

16. The Home Office has agreed to approve and fund certain elements of the proposal within Parts 1 & 2 which they consider essential to make our Fire Control and supporting systems ESN Technically Ready. (see Appendix A – Business Case to the Home Office). These funds will be drawn-down from the Home Office.
17. The Home Office has also identified elements of Part 2 citing that they constitute equipment which would form part of the normal roadmap of equipment refresh for MFRS. These elements are considered to be Business As Usual (BAU) by the Home Office and will not be funded.
18. Although not considered essential for the role of Assurance Partner, MFRS considers that it is appropriate to refresh these BAU elements ahead of their end-of-life to improve the reliability, minimise support intervention and reduce the risk of critical equipment failure during the Operational Evaluation period from 2022 to 2025.
19. Therefore, undertaking a technical refresh at the same time as being an Assurance Partner is beneficial to MFRS as it aligns resources with the National Programme, but also ensures that technical work that would otherwise be completed at a separate time that could clash with future ESN programme requirements, is completed at the same time as the Assurance Partner work, minimising risk to the Authority.
20. MFRS is therefore seeking potential ICT Capital budget growth of £195k in 2021/2022 to support ESN Technically Ready activities earlier than originally planned, identified as DS3000 Technical Refresh. Note, however this may reduce if the Home Office Fire Directorate commits to funding a greater amount of the expenditure for necessary Telent services..

Part 3

21. Delays in the national ESMCP programme will result in the existing Airwave equipment at SHQ reaching end-of-life, before its replacement with ESN.
22. Proposal Part 3 (DCS Upgrade – issue 4) details the work required to install DCS, which would ensure continued access to the Airwave network.

23. The Home Office have rejected our request for funding the DCS installation citing that it constitutes equipment, which would form part of a normal roadmap of equipment refresh for MFRS. The DCS is considered BAU by the Home Office and will not be funded.
24. The National Fire Chiefs Council (NFCC) have indicated that Fire & Rescue Services should install DCS before end-of-life December 2022. MFRS considers it appropriate to refresh these BAU elements at the earliest opportunity.
25. MFRS is therefore be seeking ICT Capital budget growth of £108k in 2022/2023 to install DCS.

Equality and Diversity Implications

26. After consultation with MFRS Equality, Diversity and Inclusion (EDI), it has been determined that an Equality Impact Assessment (EIA) for these technical improvements is not necessary. This is because the improvements are (1) part of the larger ESN project and (2) fundamentally focussed on the background hardware, software and processes only.
27. The improvements are therefore EDI 'neutral', and users will not notice a difference beyond minor improvements to audio quality and system response.

Staff Implications

28. The activities outlined in this report will ensure that Fire Control and operational crews continue to provide an effective level of incident management and response during the transition to the Emergency Services Network (ESN) and beyond.
29. Training needs will be identified and training delivered where required

Legal Implications

30. MFRS has a statutory duty to comply with its core functions under the Fire and Rescue Services Act 2004, including, but not limited to, firefighting, road traffic accidents and emergencies. The role of Fire Control in answering emergency calls and mobilising resources assists MFRS in complying with this statutory duty.

Financial Implications & Value for Money

31. As MFRS continues as a Home Office Emergency Services Network (ESN) Assurance Partner (AP), work will be undertaken to bring the DS3000 Integrated Communications Control System (ICCS) to an ESN Technically Ready state.

32. At the same time, there is the need to install a Dispatch Communications Server (DCS), in order to continue to use Airwave, owing to delays to the national ESMCP project.
33. In order to deliver the required investment this report is seeking the approval of new growth within the ICT capital programme over the 2021/22 – 2022/23 period. growth is requested on three lines under the heading of a new scheme called 'ESN-ready activities and DCS'.
 - a. ESN Solution Deployment
 - b. DS3000 Technical Refresh
 - c. DCS Install

The table contained in appendix E summarises the current estimated planned spend and funding sources. The total planned spend is £769,539, of which £303,616 will fall on the Authority. The revenue cost associated with this level of borrowing is £65,400 and can be contained within the current debt servicing budget.

Risk Management, Health & Safety, and Environmental Implications

34. The reputation of the Authority could be compromised if Fire Control fails to provide a primary mobilisation service. In addition, the involvement of MFRS as an Assurance Partner has benefits to the organisation including those associated with being an early adopter of the technology and the reputational benefits of the willingness of MFRS to assist the national project.

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35. The implementation will assist our duty to respond to all emergency calls with a level of response appropriate to the risk, and deal with all emergencies efficiently and effectively.

BACKGROUND PAPERS

GLOSSARY OF TERMS

AP	Assurance Partner
BAU	Business As Usual
CAD	Computer Aided Despatch
DCS	Dispatch Communications Server
EDI	Equality, Diversity and Inclusion
EIA	Equality Impact Assessment
ESMCP	Emergency Services Mobile Communication Project
ESN	Emergency Service Network
FRS	Fire & Rescue Service

ICCS
MFRS
NFCC

Integrated Communication Control System
Merseyside Fire & Rescue Service
National Fire Chiefs Council

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