



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



The Protocol and Procedure for visitors attending meetings of Merseyside Fire and Rescue Authority can be found by clicking [here](#) or on the Authority's website:

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

**R. Groves  
Monitoring Officer**

Tel: 0151 296 4000  
Extn: 4113 Shauna Healey

Your ref:

Our ref SH/RG

Date: 04 April 2022

Dear Sir/Madam,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION COMMITTEE** to be held at **1.00 pm** on **TUESDAY, 12TH APRIL, 2022** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

There seats available 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](mailto: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/uKKoXEMRC0w>

Yours faithfully,

PP – S. Healey

Monitoring Officer

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

**12 APRIL 2022**

**AGENDA**

**Members**

Cllr Lynn Hinnigan  
Cllr Kathy Hodson  
Cllr Brian Kenny (Chair)  
Cllr Paul Tweed  
Cllr Janet Grace  
Cllr Linda Maloney  
Cllr Lynne Thompson  
Cllr Patrick Hurley  
Cllr Edna Finneran

**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 5 - 8)**

To consider the minutes of the previous meeting of the Community Safety and Protection Committee held on 1<sup>st</sup> February 2022.

**3. Corporate Risk Register 2021-22 October - March Update (Pages 9 - 76)**

To consider Report CFO/011/22 providing the October to March update on the Corporate Risk Register.

**4. Trauma Training Contract (Pages 77 - 80)**

To consider report CFO/012/22 relating to the trauma training contract.

**5. Implementation of Leadership Message - Revised Provider (Pages 81 - 92)**

To consider Report CFO/013/22 relating to the implementation and provider of the leadership message.

6. **Heritage Centre Review** (Pages 93 - 100)

To consider report CFO/014/22 relating to the Heritage Centre Review.

## MERSEYSIDE FIRE AND RESCUE AUTHORITY

1 FEBRUARY 2022

### MINUTES

**Present:** **Cllr Brian Kenny (Chair)** Councillors Lynnie Hinnigan, Kathy Hodson, Paul Tweed, Janet Grace, Linda Maloney, Lynne Thompson and Edna Finneran

**Also Present:** Nick Searle (DCFO), Ria Groves (Monitoring Officer), Ian Cummins (Director of Finance and Procurement)

**Apologies of absence were received from: Phil Garrigan (CFO)**

#### **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 5 APPENDIX A**

(a) **Chairs Update**

The Chair congratulated Nick Searle, Deputy Chief Fire Officer, on his recent award of the Queen's Fire Service Medal.

Members noted that Councillor Pam Thomas was no longer a member of the Committee and wished to place on record their thanks for her contributions in the past and wish her the best of luck in her new role.

#### **2. MINUTES OF THE PREVIOUS MEETING**

**RESOLVED** that the minutes of the previous meeting held on 2<sup>nd</sup> September 2021 be agreed as an accurate record.

### **3. CHANGE OF APPOINTMENT TO THE AUTHORITY**

Ria Groves, Monitoring Officer, presented a report to the Authority concerning a change of appointment by Liverpool City Council. The report explained that Councillor Pam Thomas had resigned from the Authority in November and as a result, Liverpool City Council had nominated Councillor Patrick Hurley as a replacement for the remainder of the municipal year.

**RESOLVED** that:

- a) the resignation of Councillor Pam Thomas from the Authority ( Cllr Thomas has taken up a new role on the Liverpool City Council Cabinet) and the subsequent requirement for Liverpool City Council to nominate a replacement Labour Member to appoint to the Authority be noted;
- b) the appointment of Councillor Patrick Hurley, as one of Liverpool City Council's nominated representatives to the Authority, with effect from 1st February 2022 be noted and approved; and
- c) the appointment of Councillor Patrick Hurley to the following Committees vacated by Councillor Pam Thomas be noted and approved;
  - Community Safety & Protection Committee
  - Scrutiny Committee

### **4. FIRE STANDARDS BOARD**

Deputy Chief Fire Officer, Nick Searle, presented the report which outlined the introduction of National Fire Standards and provided background on their development.

Members were advised that by introducing the National Fire standards, the Fire Standards Board aimed to provide consistency across the sector and the Authority had been involved in the development of those standards.

Councillor Maloney asked if this would help to support areas without a Fire Authority and it was advised, that although governance would not play a significant role, the introduction of the National Fire Standards would support those areas through achieving consistency.

**RESOLVED** that the new National Fire Standards and the work being undertaken within MFRS to implement and ensure compliance with the new National Fire Standards be noted.

### **5. FM CONTRACT**

Deputy Chief Fire Officer, Nick Searle explained that after a review of the service, a procurement process for facilities contract management had been undertaken. The report noted that the contract would be for five years with the option to extend by a further two years.

The report outlined the contract achievements since 2015 and highlighted the direct and indirect benefits of the proposed recommendations.

Members queried the length of the contract noting that a potential seven years was longer than expected. It was explained that due to the technical aspects of the contract and the complexity of the systems, opting for a longer-term contract was less risky. Members were assured that there were monthly meetings and key performance indicators in place, which would enable MFRA to monitor progress and quality check against a Service Level Agreement and there would be the option for ongoing scrutiny by the Members.

The organisation's involvement with the Princes Trust was applauded by Members as was the transfer of staff to Bouygues.

**RESOLVED** that:

- a) the award of a five-year contract plus the option to extend for a further two years based on performance with Bouygues Energy and Services Ltd be approved; and
- b) the financial implication outlined in the report

Close

Date of next meeting Tuesday, 12 April 2022

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>COMMUNITY SAFETY AND PROTECTION COMMITTEE</b>		
<b>DATE:</b>	<b>12 APRIL 2022</b>	<b>REPORT NO:</b>	<b>CFO/011/22</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>JACKIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>CORPORATE RISK REGISTER 2021-22 OCT-MAR UPDATE</b>		

<b>APPENDICES:</b>	<b>APPENDIX A: CORPORATE RISK REGISTER 2021-22 OCT – MARCH UPDATE</b>
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### **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 October 2021 to March 2022.

### **Recommendation**

2. That Members approve the updated Corporate Risk Register for 2021/22 which incorporates the current status of identified Service risk to March 2022.

### **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 Purpose 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 will review the Corporate Risk Register during 2022/23 to streamline the document for ease of scrutiny.

7. The Covid 19 outbreak continues to be considered/referenced in a number of risk areas.

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**Equality and Diversity Implications**

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

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**Staff Implications**

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

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**Legal Implications**

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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.

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**Financial Implications & Value for Money**

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

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

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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.

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**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.*

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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.

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**BACKGROUND PAPERS**

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**CFO/111/11**

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**GLOSSARY OF TERMS**

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# CORPORATE RISK REGISTER 2021/22

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

April 2021 –March 2022

OCTOBER 2021 to MARCH 2022  
update

## MFRA RISK MATRIX

Increasing Impact B		Increasing Likelihood A				
		1	2	3	4	5
		Remote	Unlikely	Possible	Likely	Frequent
1	Slight	Manage for continuous improvement				
2	Minor					Develop Reduction measures
3	Significant			Develop Reduction measures	Compulsory Risk reduction	
4	Major		Develop Reduction measures	Compulsory Risk reduction		
5	Massive	Develop Reduction measures	Compulsory Risk reduction			

## Introduction

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

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

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

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

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

## Risk Appetite by Strategic Corporate Risk Category

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

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

Corporate Risk Category	Risk Appetite	Explanation
<b>Budget and financial</b>	Low	<b>The appetite for Budget and financial risk is low.</b> 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.
<b>Legal and legislative</b>	Low	<b>The appetite for Legal and legislative risk is low.</b> 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.
<b>Loss of strategic sites and assets</b>	Moderate	<b>The appetite for risk in relation to strategic sites and assets is moderate.</b> Risk appetite in relation to vehicles and equipment is low, as safety and usability must be achieved through the use of detailed specifications of requirements. Risk appetite in relation to FRS sites (e.g. for a new fires station) is higher, as it is acknowledged the options are more limited and the end result in relation to the provision of a new fire station is not entirely predictable at the beginning of the process.
<b>Environmental and Political</b>	Moderate	<b>The appetite for risk in relation to environmental and political matters is moderate.</b> 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.
<b>Loss of key staff</b>	Moderate	<b>The appetite for risk in relation to loss of key staff is moderate.</b> 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.
<b>Technology</b>	Low	<b>The appetite for Technology risk is low.</b> 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.
<b>Procurement</b>	Low	<b>The appetite for Procurement risk is low.</b> 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 2021/22

RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
1.	<b>Budget /Financial Risks</b>	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence	1.1.1	Increased risk to all MFRS staff safety - increased numbers of injuries.	15	<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><b>April-Sep Update</b> Continuous review of staffing through Operational Preparedness Group meetings, one to ones and Ops Board. Business Continuity Fuel Plan Revised</p> <p><b>Oct-March Update</b> No change this period</p>	12	AM Operational Preparedness
1.	<b>Budget/Financial Risks</b>			1.1.2	Increased risk of property loss	12	Resilience exists within departments to task staff with priority work steams in the event of insufficient	10	AM Operational Preparedness

							<p>staffing becoming a concern. Business Continuity Plans in place.</p> <p><b>April-Sep Update</b> No change this period</p> <p><b>Oct-March Update</b> No change this period</p>		
1.	<b>Budget/Financial Risks</b>			<b>1.1.3</b>	Reducing ability to respond or maintain competent workforce.	<b>15</b>	<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><b>April-Sep Update</b> The 3<sup>rd</sup> hybrid has been implemented at St Helens completing the operational response elements of IRMP Supplement 2019-21.</p> <p>Work has commenced on development of IRMP 2021-24 which see further improvements in appliances</p>	<b>10</b>	Director of POD

							<p>numbers whilst remaining within the existing 642 Full Time Equivalent firefighters budget.</p> <p><b>Oct-March Update</b> The organisation continues to monitor its workforce through the Workforce Strategy Group, and utilise its staff through effective working patterns. The recruitment strategy ensures continued recruitment to address the numbers leaving the organisation and this is supported by external transfers into the organisation</p>		
1.	<b>Budget/Financial Risks</b>			1.1.4	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><b>April-Sep Update</b></p>	10	<b>AM Operational Response/ Preparedness</b>

						<p>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 &amp; Learnpro) to ensure staff have underpinning knowledge across a range of skills and competencies. Apprenticeship/competency scheme in place.</p> <p><b>Oct-March Update</b> We have continued to recruit new Firefighters (FF) into MFRS and have robust arrangements in place to ensure we are developing our current FF apprentices into competent FF. We ensure that staff remain compliant with Learnpro and Safe Person Assessments (SPA).</p>		
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1.	<b>Budget/Financial Risks</b>	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 &amp; Firefighters</p>	1.2.1	Increased fires, deaths and injuries	<p><b>15</b></p> <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 Performance Management Group.</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><b>April-Sep Update</b> 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 1<sup>st</sup> October 2021. The service is also undertaking a gap</p>	<b>10</b>	<p><b>AM</b> <b>Prevention</b> <b>AM</b> <b>Protection</b></p>
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						<p>analysis against the NFCC prevention Standard.</p> <p><b>Protection Oct-March Update</b>                  Protection department have recruited 8 additional green book inspectors with further plans to increase the grey book cohort of personnel within the department.</p> <p>A gap analysis against the Protection Fire Standard is being undertaken to ensure accordance with requirements.</p> <p><b>Prevention Oct-March Update</b>                  Delivery of Home Safety activity fully resumed as of 1<sup>st</sup> February 2022. This has coincided with introduction of the CFRMIS application for HFSC forms. Quality assurance of home safety activity from a quantitative and qualitative perspective has now been introduced to Prevention and Operational assurance work</p>	
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1.	<b>Budget/Financial Risks</b>	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	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><b>April-Sep Update</b> No changed in the mitigation process from the above statement</p> <p><b>Oct-March Update</b> No change in the mitigation process from the above statement.</p>	10	<b>AM Operational Response</b>
1.	<b>Budget/Financial Risks</b>	1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	The current budget assumed no pay award for 2021/2022 based on the Government's	9	The Authority established a £0.500m inflation reserve to meet any unforeseen	1	<b>Director of Finance &amp; Procurement</b>

				<p>forecast of a public sector pay freeze.</p> <p>Each 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.</p>		<p>inflationary pressures or costs.</p> <p><b>April-Sep Update</b> 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% 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.</p> <p><b>Oct -March Update</b> Firefighters have accepted a 1.5% pay rise and other staff a 1.75% increase for 21/22. Members approved the use of reserves to cover the cost of the awards in 2021/2022 and have built into the 2022/23 budget growth to fund the award in future years.</p>	
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1.	<b>Budget/Financial Risks</b>	1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	<p>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</p> <p><b>April-Sep Update</b>                      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)</p> <p><b>Oct-March Update</b>                      HMICFRS judged MFRS to be Outstanding in the Efficiency strand of the 2021 inspection and one specific comment related to an improvement in the say processes had been automated and streamlined. SLT are keeping a close eye on any issues with recruitment or retention of support staff to ensure that</p>	6	SLT

							critical support services can be provided.		
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.7</b>	Loss of National Resilience funding from Home Office		Loss of operational response/service/training/lack of equipment/vehicles not maintained.	<b>15</b>	<p>Utilising MFRS resources to fulfil Role and responsibilities.</p> <p>Budget constantly reviewed with Home Office Colleagues</p> <p><b>April to Sep update</b> 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>	<b>12</b>	<b>AM National Resilience</b>

							<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> <p><b>Oct-March Update</b> No change this period</p>		
1.	<b>Budget/Financial Risks</b>	1.10	<p>“McCloud” - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. On 27th June 2019 the</p>	<p>The 2020 FPS actuarial review will consider the cost of the Government’s remedy and build it into the FPS employer rate from 2024/25. The MTFP has assumed an increase of 3% / or £1m from 2024/25.</p> <p>The Authority has approved an immediate detriment framework (IDF) to allow eligible members of the FPS access to their legacy schemes in advance of the required legislation and regulation changes. However, following an announcement by the HO</p>	12	<p><b>April – Sep update</b> 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> <p><b>Oct-March Update</b> The MTFP has included a provision in 24/25 for the increase in FPS employer rates and currently plays a</p>	1	<p><b>Director of Finance and Procurement / DCFO</b></p>	

			Supreme Court denied the Government permission to appeal this decision.		and Government to not implement any IDF schemes the Authority has paused the processing of claims under IDF until further clarification is received. IF the Authority acts on the IDF before legislation is in place it may incur administration and compensation cost of c£1m.		LGPS rate that takes account of the McCloud case.  A reserve has been established to cover any IDF costs.		
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.11</b>	Increases in fuel prices		Increases in energy costs due to the current oil and gas crisis are expected to last over the 2022 period and then hopefully fall.	<b>12</b>	<b>Oct-March Update</b> Sufficient provision exists within the inflation provision and inflation reserve to cover any increase over the next 12 months. IF prices remain high over the MTFP period the 2023/24 Budget will consider the adequacy of the current inflation provision.	<b>1</b>	<b>Director of Finance and Procurement / Head of Estates</b>

**Our Vision - Here to serve. Here to protect. Here to keep you safe.**

RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
2.	Legal and Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	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><b>April-Sep Update</b> 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
				2.1.2	Inability to respond to major national resilience incidents	15	<p><b>Oct-March Update</b> No change since the previous update.</p>	8	SLT

2.	Legal and Legislative Risks			2.1.3	Increased fires, deaths and injuries	15		12	SLT
2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	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><b>April-Sep Update</b></p> <p>Relevant training of employees and ensuring compliance with legislative requirements and SOP's continues to mitigate any</p>	12	SLT

							such risks to avoid injury and damage		
							<p><b>Oct-March Update</b></p> <p>Ensuring compliance with legislative requirements and SOP's continues to mitigate any such risks to avoid injury and damage. Training also assists to mitigate the risk.</p>		
2.	<b>Legal and Legislative Risks</b>	2.3	Changes introduced by the Localism Act 2011	2.3.1	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>	8	Head of Legal & Democratic Services.

							<p><b>April-Sept update</b></p> <p>The governance and communication in place continues to mitigate this risk.</p> <p><b>Oct-March Update</b></p> <p>The governance and communication in place continues to mitigate this risk. Training and scrutiny of processes are also being undertaken</p>		
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2.	<b>Legal and Legislative Risks</b>	2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	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&amp;I Annual Report Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p><b>April-Sep Update</b> 61.7% of staff have received face ED&amp;I training and 75% have completed an online training module Staff networks are doing well and working with management to improve policy, services and outcomes.</p>	8	Director of Strategy and Performance
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						<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&amp;I Strategic Board meets quarterly.</p> <p><b>Oct-March Update</b></p> <p>Face to face ED&amp;I training has resumed and it is expected that all staff will have received it by the end of the Summer.</p> <p>85% of staff have completed the LearnPro module.</p> <p>Staff Networks continue to progress well, working with Senior Sponsors.</p> <p>Areas for improvement in relation to ED&amp;I that were picked up in the HMI inspection will all be</p>	
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							<p>addressed through the Service Delivery Plan, People Plan and HMICFRS improvement Plan.</p> <p>Responsibility for ED&amp;I will move to People and Organisational Development on 1<sup>st</sup> April to assist with embedding a more inclusive organisational culture.</p> <p>MFRS have seconded in an officer from the NHS to support this work.* He is also an active member of the Asian Fire Service Association.</p>		
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2.	Legal and Legislative Risks	2.6	Policing and Crime Act 2017	2.6.1	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><b>April-Sep Update</b></p> <p>Existing governance structure in place. No change.</p> <p><b>Oct-March Update</b></p> <p>White Paper on governance changes expected but not yet published.</p>	12	AM Preparedness
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2.	Legal and Legislative Risks	2.6		2.6.2	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	<p>The Policing and Crime Act 2017 places a duty on MFRA to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness</p> <p>MFRA's position is therefore to consider collaboration where it provides for a more efficient and/or effective service, where it improves the safety of the public, or is in the interests of economy.</p> <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>	8	AM Preparedness
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							<p><b>April-Sep Update</b></p> <p>Existing governance structure in place. No change.</p> <p><b>Oct-March Update</b></p> <p>No change this period</p>		
2.	Legal and Legislative Risks	2.7	Increased Litigation costs	2.7.3	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><b>April- Sep update</b></p> <p>No change for this period, the risks are mitigated as above</p> <p><b>Oct-March Update</b></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		2.7.2	Potential for increased litigation arising from shared premises with partners.	12	<p>Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise.</p>	6	Head of Legal & Democratic Services.

						<p><b>April-Sep Update</b> No change for this period, the risks are mitigated as above</p> <p><b>Oct-March Update</b> No change for this period, the risks are mitigated as above</p>			
2.	<b>Legal and Legislative Risks</b>	2.9	Failure to comply with Government Transparency agenda	2.9.1	Damage to reputation of MFRS by not publishing policies and data as required	12	<p>A Transparency Service Instruction has been produced to set out the Authority’s commitment There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish</p> <p><b>April-Sep Update</b> All Transparency data on the website is up to date.</p> <p><b>Oct-March Update</b> All Transparency data on the website is up to date.</p>	8	SLT

2.	<b>Legal and Legislative Risks</b>	2.10	Health & Safety audits, failures and investigations	2.10.1	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	<p>MFRA has a robust suite of H&amp;S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection.</p> <p><b>April-Sep Update</b> No change this period</p> <p><b>Oct-March Update</b> No change this period</p>	8	AM Operational Response
2.	<b>Legal and Legislative Risks</b>	2.11	Lead Authority for National Resilience	2.11.1	Increased responsibility and liability; capacity issues and reputational risk.	15	<p>Mitigation in part through careful contract management.</p> <p><b>April-Sep Update</b> Contract management continues and a review of the arrangement have been undertaken in this period to mitigate these risks</p> <p><b>Oct-March Update</b> Continued liaison of contractual obligations as</p>	8	Head of Legal & Democratic Services.

							well as communication across departments to ensure the scope of the role and risks can be managed appropriately		
2.	<b>Legal and Legislative Risks</b>	2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to undertake EFAD driving.	2.12.1	Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, experience or type of vehicle they have driven.	15	<p>Competency will be managed through the driving school with assessment and development plans being tailored to the individual. Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge.</p> <p><b>Apr-Sep Update</b> No change this period</p> <p><b>Oct-March Update</b> No change this period</p>	9	Director of HR, AM Operational Preparedness

2.	Legal and Legislative Risks	2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.	12	<p>Resilience is provided to ensure that any loss of key staff facilitating the partnership is minimised. In addition, there is evaluation on the workload involved in managing the partnership and gauging capacity to take on any further partnerships.</p> <p><b>April – Sep Update</b> The Protection Team continues to train and upskill its staff in order to satisfy the needs of the Primary Authority Scheme. A dedicated Station Manager and Watch Manager deal with the Primary Authority Scheme.</p> <p><b>Oct-March Update</b> Primary Authority Scheme (PAS) measures have been reviewed as part of the new departmental governance arrangements.</p>	9	AM Protection
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2.	<b>Legal and Legislative Risks</b>	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	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><b>Apr-Sep update</b> 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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							recall to duty, specifically trained officers.  <b>Oct-March Update</b> Further to the previous update, all roles within the department are being cross referenced to the fire regulator’s competency framework to ensure suitably qualified and competent personnel are in post.		
2	<b>Legal and Legislative Risks</b>	2.15	Professional Indemnity for Incident Investigation Team	2.15.1	Potential for professional indemnity claim for inaccurate or wrong conclusion of cause of fire.	16	Rigorous audit process of ISO17020 standards by independent accreditation service UKAS will ensure team are competent. This is being implemented during 2022/23 year. Reserves will be utilised to cover any potential PI claims.  <b>Oct-March Update</b> The ISO17020 accreditation process remains on track for completion 2022. Alignment to this and new	6	<b>AM Prevention</b>

							Fire Standard for investigation will mitigate risk.		
2	<b>Legal and Legislative Risks</b>	2.15	Incident Investigation Team prevented from carrying out fire investigations which are suspected as deliberate by the Forensic Science Regulator	2.15.2	Potential for Forensic Science Regulator to issue an order preventing IIT from carrying out investigations that are suspected as criminal.	16	<p>IIT officers are fully trained and maintain competence to national standards. All officers receive suitable and sufficient training to Level 5 FI and level 7 legal training. CPD is maintained throughout year and ISO17020 process will enhance the forensic discipline within the team.</p> <p><b>Oct-March Update</b> The ISO17020 accreditation process remains on track for completion 2022. Alignment to this and new Fire Standard for investigation will mitigate risk.</p>	4	<b>AM Prevention</b>

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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	Inability to respond to major local and national resilience incidents	20	Director of Finance and Procurement Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well.	8	Head of Technology, Director of Finance and Procurement, AM Operational Preparedness

<p><b>3.</b></p>	<p><b>Loss of Strategic Sites/Assets</b></p>	<p><b>3.2</b></p>	<p>Loss of FSHQ, FIRE CONTROL, TADA, fire stations and National Resilience Control</p>	<p><b>3.2.1</b></p>	<p>Inability to respond, delay in providing core services</p>	<p><b>20</b></p>	<p><u>Head of Technology &amp; AM Operational Preparedness.</u> Secondary Fire Control is available at TDA for relocation and '999's can be diverted regardless of the availability of SHQ. A fall-back 'buddy' agreement is in place with Surrey FRS and BT to redirect and manage emergency 999 calls during periods of outage, spate and spike.</p> <p>SHQ has a UPS backup which will provide electrical power to SHQ to enable decant to fall back sites.</p>	<p><b>8</b></p>	<p>Head of Technology, Director of Finance and Procurement, AM Operational Preparedness</p>	
<p><b>3.</b></p>	<p><b>Loss of Strategic Sites/Assets</b></p>	<p><b>3.3</b></p>	<p>Loss of utilities due to infrastructure failure.</p>	<p><b>3.3.1</b></p>	<p>Inability to provide core services temporarily whilst fall-back site is brought online</p>	<p><b>20</b></p>	<p>New agile working and ICT provision is in place for staff to work elsewhere if required. Business Continuity plans have been updated and are in place. Plans in place for Core training to be carried out on fire stations if required and TDA unavailable.</p>	<p><b>8</b></p>	<p>Head of Technology, Director of Finance and Procurement, AM Operational Preparedness</p>	
							<p><b>Apr- Sep Update</b></p>			

						<p><b>Head of Technology</b>                  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 SIRAH, Risk &amp; 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><b>AM Preparedness</b>                  Due to the removal of SIRAH Risk &amp; 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><b>Oct-March Update</b></p>	
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							Head of Technology No change this period		
3.	<b>Loss of Strategic Sites/Assets</b>	3.4	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	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 Strategy and Performance and includes representatives of several departments with security responsibilities.</p> <p>There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security</p> <p>An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p><b>April-Sep Update</b> Protective security group continues to meet regularly</p>	9	Director of Strategy and Performance

							and addresses any emerging issues.  <b>Oct-March Update</b>  No change from previous update		
3.	<b>Loss of Strategic Sites/Assets</b>	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	Loss of Fire Control ICT services and information assets	20	See 6.2 and 6.9  As a further mitigation, cyber security is also increased by having the Fire Control infrastructure on its own firewalled network, with limited access in and out.  <b>April-Sep Update</b> No change during this period.  <b>AM Preparedness</b> CYBER Exercise held in July 2021. MFRS developing plan in conjunction with Merseyside Resilience forum  <b>Oct-March Update</b> No change this period. Any potential threats and	9	Head of Technology

							investigated and mitigation put in place if required.		
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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
4.	<b>Environmental and Political</b>	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	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.  <b>April-Sep Update</b> No changed in the mitigation process from the above statement.	10	AM Operational Response

							<p><b>Oct-March Update</b> No changes in the mitigation process from the above statement.</p>		
4	<b>Environmental And Political</b>	<b>4.2</b>	Insufficient water pressure resulting in the inability to fight fires effectively.	<b>4.2.1</b>	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><b>April-Sep Update</b> 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

						<b>15</b>	<b>Oct-March Update</b> No change this period	<b>8</b>	
4.	<b>Environmental and Political</b>	<b>4.3</b>	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	<b>4.3.1</b>	Increased economic costs from increases in arson	<b>15</b>	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	<b>8</b>	AM Prevention
				<b>4.3.2</b>	Increased economic costs from increases in fraud.	<b>15</b>		<b>8</b>	
				<b>4.3.3</b>	Increased incidents eg. fires	<b>15</b>		<b>8</b>	
				<b>4.3.4</b>	Increased antisocial behaviour (ASB)	<b>15</b>		<b>8</b>	

						<p>also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.</p> <p>Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p> <p><b>April-Sep Update</b> Update as above, however we have sought to understand the broader health related impacts of covid on communities and vulnerable people.</p> <p><b>Oct-March Update</b> Increased incidents e.g. Fires – Community Risk Management risk reduction</p>	
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							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. Initiatives to reduce impact continue to operate through collaboration such as the Violence Reduction Partnership and LFC Foundation.		
4.	<b>Environmental and Political</b>	4.4	Reputation	4.4.1	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	15	<p><b>April-Sep Update</b> MFRS continues to be well regarded due to highly effective service delivery and positive communications.</p> <p><b>Oct-March Update</b> No change from previous update.</p>	9	Director of Strategy and Performance

4.	Environmental and Political	4.5	Increased flood risk	4.5.1	Ability to respond to major flooding incidents from spate conditions.	15	<p><u>Response</u></p> <p>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.</p> <p>Additional resources are available to the Service if required for increased levels of activity. Increased Alert Level protocols can be implemented by Senior Officers for anticipated events.</p> <p><b>April-Sep Update</b>  <u>AM Preparedness</u>                      Additional resources are available to the Service if required for increased levels of activity.</p> <p>Increased Alert Level protocols can be implemented by Senior Officers for anticipated events. (These protocols have now changed and are</p>	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.6.1	Spate conditions will impact on ability to respond	15		10	AM Operational Preparedness & Operational Response

							<p>referenced as Fire Silver or Fire Gold meetings to discuss severe weather).</p> <p><u>AM Response</u> No changed in the mitigation process from the above statement.</p> <p><b>Oct-March Update</b> <u>AM Response</u> No change in the mitigation process from the above statement.</p> <p><u>AM Preparedness</u> No change this period</p>		
4.	<b>Environmental and Political</b>	4.7	Civil Unrest	4.7.1	Inability to respond effectively to civil unrest	15	<p>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).</p>	10	AM Operational Preparedness & Operational Response

							<p><b>April-Sep Update</b> Service Instructions were reviewed in light of increased protests due to COVID</p> <p><b>Oct-March Update</b> No change from above</p>		
4.	<b>Environmental and Political</b>	4.9	Diesel fuel vehicles being phased out in the future	4.9.1	Initiate an Electrical charging infrastructure and electric vehicles considering the Local Authority aim to introduce pollution charges.	15	<p><b>April-Sep Update</b> Initial discussion meeting held Sept 2021 and being raised at Strategic Estates Group October 2021</p> <p><b>Oct-March Update</b> Ongoing discussions around the strategic plan to move to electric vehicles supported by the relevant infrastructure.</p>	9	AM Operational Preparedness
4.	<b>Environmental and Political</b>	4.10	Fuel Strike	4.10.1	Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.	15	<p>Merseyside Resilience Forum Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions</p> <p><b>April-Sep Update</b></p>	9	AM Operational Preparedness

							Business Continuity arrangements reviewed and discussed at meetings planned within September 2021		
							<b>Oct-March Update</b> No change this period		

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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
5.	Loss of Key Staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident, significant incident	5.1.1	Loss of Key staff, Inability to provide core services	15	<u>AM Response</u> The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement	10	AM Operational Preparedness & Operational Response

							internal resilience arrangements. <b>April-Sep Update</b> No change this period <b>Oct-March Update</b> No change this period		
5.	<b>Loss of Key Staff</b>	<b>5.2</b>	Industrial Action resulting in the Inability to provide suitable response	<b>5.2.1</b>	Inability to attend incidents, provide core services	<b>15</b>	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. <b>April-Sep Update</b> The situation remains as reported in the last quarter <b>Oct-March Update</b> The situation continues to remain as previously reported	<b>12</b>	Director of POD
5.	<b>Loss of Key Staff</b>	<b>5.3</b>	Change resulting in loss of Key staff and	<b>5.3.1</b>	Loss of key skills, lack of momentum going forward,	<b>15</b>	The Authority continues to manage its staffing	<b>12</b>	Director of POD

			increasing workloads to set strategy and deliver services		reduced ability to respond to changes.		<p>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><b>April-Sep Update</b> 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> <p><b>Oct-March Update</b> Firefighter recruitment currently ongoing, workforce planning continues to monitor staffing numbers and any implications of the changes to the Pension scheme. No concerns around loss of skills but further work to be done around Hybrid working and reviewing conditions of service.</p>	
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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	Loss or reduction in the quality of services provided	12	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	6	Head of Technology  Director of Strategy & Performance  FMIS Manager

						<p>value and are fit for purpose to meet the business needs.</p> <p><b>Apr- Sep update</b>  <u>Head of Technology</u>                  Capita plc (Capita) announced 01.01.2021 that it has agreed to sell its Secure Solutions and Services (SSS) business to 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> <p><b>Oct-March Update</b>  <u>Head of Technology &amp; Director of Strategy and Performance</u>                  No change during this period.</p>	
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6.	Technology Risks	6.2	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	6.2.1	Data compromised, loss of data, complaints, legal action, fines	15	<p><u>Director of Strategy &amp; Performance</u>                  The Strategy and Performance ICT Board considers and responds to strategic risks                  A Protective Security Group focuses on information security                  Governance arrangements for applications were been reviewed and formalised in 2016.</p> <p><u>Head of Technology</u>                  See mitigation for Risks 6.2 &amp; 6.8</p> <p><b>April-Sep Update</b>                  The ICT Strategic Board and several operational Boards beneath that continue to effectively manage all ICT arrangements.</p> <p><b>Oct-March Update</b>                  Security implications are considered when new applications are implemented.                  Any potential threats to the network are investigated and</p>	12	Head of Technology  Director of Strategy & Performance
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							mitigation put in place if required.  <u>Head of Technology</u> No change this period		
6.	<b>Technology Risks</b>	<b>6.3</b>	The inability to keep pace with technology changes.	<b>6.3.1</b>	Loss or reduction in the quality of services provided	<b>15</b>	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.  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.	<b>12</b>	Head of Technology

						<p><b>April-Sep Update</b> No change during this period.</p> <p><b>Oct-March Update</b> No change during this period.</p>			
6.	<b>Technology Risks</b>	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	Data compromised, loss of data, complaints, legal action, fines	15	<p>There are policies for Information Security and Governance, Acceptable use of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information.</p> <p>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.</p>	12	Director of Strategy and Performance

						<p>Collaborative work with Merseyside police and other FRAs is being considered to share best practice.</p> <p><b>April – Sep update</b> Work continues to ensure legislation is complied with including: Information sharing agreements Privacy notice updates Data Protection impact assessments Reviews of records management Advice/training for staff</p> <p><b>Oct-March Update</b> No change from the previous update.</p>			
6.	<b>Technology Risks</b>	6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	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</p>	9	Head of Technology

							<p>control; the main issue being slippage at the national level.</p> <p>The Home Office will continue to work closely with FRSs &amp; 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><b>Apr to Sep Update</b></p> <p>Airwave</p>		
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						<p>Representatives from MFRS who sit on the National Airwave Sustainability Working Group, report on the ongoing activities which ensure the continued support and availability of Airwave is maintained.</p> <p>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.</p> <p><b>Oct to Mar Update</b> <u>Head of Technology</u> No change during this period</p>			
6.	<b>Technology Risks</b>	6.9	Increase potential for Cyber Attack as we move to the Cloud		Loss or reduction in the quality of services provided	15	ICT deploys a number of security measures to protect the Merseyside Fire and Rescue Authority (MFRA) networks and information. Measures to protect from external attacks include applying updates and patches to applications,	12	Head of Technology

						<p>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>ICT received warnings from North West Warning &amp; Advice Reporting Point (NW WARP) and the Head of ICT attended quarterly NW WARP meetings for the first time.</p> <p><b>Apr to Sep Update</b>  <u>Head of Technology</u>                      No change during this period.</p> <p><b>Oct to Mar Update</b>                      ICT has followed Home Office &amp; NFCC guidance in response to the events in and around Ukraine.</p>		
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**Our Vision - Here to serve. Here to protect. Here to keep you safe.**

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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
7.	Procurement	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	<p>Regular, documented contract management in place for key contracts ith priorities agreed between the Authority and the supplier.</p> <p><b>April-Sep Update</b>                      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.</p>	1	Head of Procurement

						<p>extensions, re-procurement, merge etc.</p> <p>A policy to protect the Authority from Modern Slavery practices has been drafted with a view to provide additional training for contract managers.</p> <p>A suitable contract management accreditation course has been identified.</p> <p><b>Oct-March Update</b> Scheduled reports are being circulated that detail contract particulars, so providing better information and prevent potential discontinuity of service.</p> <p>The prospective Modern Slavery policy has passed and Equality Impact Assessment in order for it to progress to Authority for approval.</p>			
7.	Procurement	7.3	Key suppliers of goods and services ceasing to trade	7.3.1	Immediate impact on availability of goods and services required to operate	15	Use of Creditsafe alerts to identify and financial	1	Head of Procurement

					<p>efficiently, legal issues, alternative sources of supply needed.</p>	<p>changes to contracted suppliers.</p> <p><b>April-Sep Update</b> Use of framework agreements where possible with multiple supplier arrangements to allow for alternative supply</p> <p>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.</p> <p>At the point of award, audited accounts and insurance documents are requested to check the validity of statements.</p> <p>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.</p>		
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							<p><b>Oct-March Update</b> The credit reports for key suppliers are being received and monitored. The list of suppliers for which reports are required have has been reviewed. Also the reports' recipients have been changed to ensure that the Procurement team is sighted on the reports.</p> <p>Routine environmental scanning continues in order to provide early warning of potential supply issues.</p>		
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		1.8	Changes to insurance discount rates	1.8.1	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.	12	Director of Legal, Procurement & Democratic Services
							<u>Removed Sept 2019</u>		
1.	Budget/Financial Risks	1.9	The impact of unfavourable trade deals with the EU	1.9.1	If the UK leave the EU in March with an unfavourable trading relationship this will	20	Procurement are contacting critical suppliers to seek details of action they will	15	Head of Procurement

			<p>following UK exit in March 2019</p>		<p>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>		<p>take to maintain supplies post Brexit, whatever the agreement.</p> <p><b>April-Sep Update</b> 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> <p><b>REMOVED SEPTEMBER 2021</b></p>	
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		3.5		3.5.2	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.  <b>Removed Sept 2019</b>	6	Head of Estates
4.	Environmental and Political	4.11	Diesel fuel vehicles being phased out in the future	4.11.1	Impact on fleet and lease vehicles		Long term planning for vehicle and asset refresh. <b>April-Sep Update</b> 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		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	12	Director of Strategy and Performance		

			risk that it will become unavailable.			appropriate/affordable for MFRS.		
						<b>Closed March 2020</b>		
3.	<b>Loss of Strategic Sites/Assets</b>			<b>3.5.3</b>	25	In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Ecclestone will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.  <b>Apr-Sep Update</b> New station build completed and opened on 16 <sup>th</sup> Sepober Station completed and opened on 16 <sup>th</sup> Sepober.  <b>CLOSED</b>	12	Head of Legal & Democratic Services.
6.	<b>Technology Risks</b>	<b>6.7</b>	Withdrawal and transition arrangements from SOPHTLOGIC to new	<b>6.7.1</b>	15	The replacement of the SOPHTLOGIC system is programmed in for development and options	12	Director of Strategy and Performance

			MIS for Community Fire Protection.			<p>are being explored. The transitional arrangements remain part of that process.</p> <p><b>April-Sep Update</b> The Sophtlogic arrangement is being phased out as CFRMIC comes online.</p> <p><b>Oct-March Update</b></p> <p>WITHDRAWN FROM CORPORATE RISK REGISTER - CLOSED</p>		
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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>COMMUNITY SAFETY AND PROTECTION COMMITTEE</b>		
<b>DATE:</b>	<b>12 APRIL 2022</b>	<b>REPORT NO:</b>	<b>CFO/012/22</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>NICK MERNOCK</b>	<b>REPORT AUTHOR:</b>	<b>JOHN PRICE</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>TRAUMA TRAINING CONTRACT</b>		

<b>APPENDICES:</b>	<b>NONE</b>
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### **Purpose of Report**

1. To seek members approval to extend the current contract with Frontier Risks Group Ltd, for the provision of First Response Emergency Care (FREC) training for one year.

### **Recommendation**

2. It is recommended that members approve the utilisation of the one-year extension to the current contract with Frontier Risks Group Ltd, and that the expenditure during the proposed extension and value of the contract would exceed £250,000.

### **Introduction and Background**

3. Merseyside Fire and Rescue Authority ('the Authority') has contract with the training provider for the provision of FREC Training. The contract has a term of three years with the option to extend for up to a further two years. It is intended that the Authority will go back to market late 2022
4. Within this contract, the Authority has undertaken both FREC Initial and Refresher training for all staff as part of its core training methodology in order to ensure competency of operational staff in this area.
5. While the contract allows the provision of a contract extension of a further one-year, the proposed, extension period will mean the value of the contract will now exceed £250,000.
6. Officers will utilise the one-year extension to go back to market and complete an extensive procurement process to tender for the award of a new contract.

7. This interim arrangement is recommended for the purpose of organisational continuity, enabling the Authority to continue to deliver on its IRMP commitment of delivering comprehensive training and exercising against all foreseeable risk. This includes the provision of emergency medical response.

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### **Equality and Diversity Implications**

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8. The training programme itself is accessible to all employees that are required to undertake emergency care as part of their role. The selection for participation is based on the Authority agreed Recruitment and Development Policies.

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### **Staff Implications**

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9. There is a requirement for all operational staff with initial attendance for those new into the Service through recruitment or transfer processes and refresher training required within a two-year period following this.

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### **Legal Implications**

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10. The contract permits the extension period of one year and the recommendation including the expected expenditure remains compliant with the Procurement Regulations 2015.

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

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11. Based on known and predicted training requirements it is expected the Authority spending during this next year to March 2023 will be £105,000 for the courses provided within the contract and the amount of employees who would undertake them.
12. The costs can be contained within the organisational training budget.
13. The value of the contract over the original three-year plus the proposed extended year will exceed the contract value threshold for MFRS officers to approve, £250,000, and therefore the option to take up the further one year extension requires Members approval.

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

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14. Given the influence of COVID19 on team availability the time period to engage in a new contract for the services of specialist team building would impact on the current new recruit timeframe and workforce strategy and those employees seeking further leadership development in their career development. This can create a risk to the organisation in having recruits receiving different levels of training and the work undertaking during this

service embeds the values of the organisations within the employees prior to them starting their new careers within the organisation.

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**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.*

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15. The training directly contributes to ensuring Merseyside Fire & Rescue Service achieves its Purpose. Protecting our communities through highly training, safe and capable staff.

16. The provision of FREC training ensures our staff are provided with high quality training and assessment, enhancing their skillset and contributing to our Vision to be the best FRS in the UK.

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## **BACKGROUND PAPERS**

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

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## **GLOSSARY OF TERMS**

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**MFRA** Merseyside Fire and Rescue Authority is the physical and legal entity. When writing reports MFRA is the “object”.

**MFRS** Merseyside Fire and Rescue Service is the service provided by MFRA. When writing reports MFRS is the “action”

**E.G.** You are employed by the Authority (MFRA). The job you do forms part of the Service (MFRS) provided by the Authority (MFRA).  
If in doubt use MFRA.

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<b>AUTHORITY MEETING</b>			
<b>MEETING OF THE:</b>	<b>COMMUNITY SAFETY AND PROTECTION COMMITTEE</b>		
<b>DATE:</b>	<b>12<sup>TH</sup> APRIL 2022</b>		<b>CFO/013/22</b>
<b>PRESENTING OFFICER:</b>	<b>CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>NICK MERNOCK</b>	<b>REPORT AUTHOR:</b>	<b>NICK MERNOCK</b>
<b>OFFICERS CONSULTED:</b>	<b>JOHN PRICE IAN CUMMINS STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>IMPLEMENTATION OF LEADERSHIP MESSAGE – REVISED PROVIDER</b>		

<b>APPENDICES:</b>	<b>A. LEADERSHIP MESSAGE REPORT 2/9/21</b>	<b>B. LEADERSHIP MESSAGE</b>
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### **Purpose of Report**

1. To request Members ratify the decision of the Service to appoint a new external supplier to deliver the approved Leadership training for all employees following the withdrawal of the previous preferred supplier, and to seek approval for the additional financial implications that will be incurred.

### **Recommendation**

2. It is recommended that Members approve:
  - a) the appointment of The Smart Training Company as the preferred supplier to deliver the engagement Training for the introduction of the Authority agreed Leadership message for all employees; and
  - b) that a further £30k be drawdown from the Training Reserve to cover the cost difference between the original agreement reached in September 2021 and the cost of the new supplier.

### **Introduction and Background**

3. Members will recall they approved a report on 2<sup>nd</sup> September 2021 (Appendix A) agreeing to the implementation of training for all employees in relation to the implementation of the revised Leadership Message incorporating a new set of Organisational Values.

4. The revised Leadership Message was constructed utilising a number of high performing employees from Grey, Green and Red Book conditions of service who staff felt represented the values of the Service and demonstrated the behaviours that they felt reflected our role.
5. This engagement included representatives from each of our staff networks to ensure full consideration was given to all aspects of our work. Unlocking the power of a diverse workforce.
6. The organisational Values have been refreshed to reflect the views of our team, and are now representative of the views, and work experiences of our employees. These values will be built into our recruitment, our internal Gateway system and all employee Appraisals.
7. Unfortunately, after the Authority had approved this work the preferred supplier 'I Leadership' advised the organisation that due to personal circumstances they were now unable to complete the work as they were ceasing trading immediately.
8. The Authority has subsequently reviewed its specification, with particular emphasis on the use of the 'colours' personal profiling model, and further to engaging with suppliers Officers determined The Smart Training Company offered the services that was most suitable for the organisation for its requirements.
9. However, due to inflation and cost increases between the initial tendering period and the revised process, the cost of the work has increased and this is explained within the financial implications
10. Whilst the contractual cost has increased slightly the new company has committed to providing free community support to the Fire Authority by running free sessions to support our Youth Engagement work and the development of the participants.

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### **Equality and Diversity Implications**

11. The initial focus groups have been inclusive of all employees and representative of Grey, Green and Red book employees as well as the staff networks

If approved the insights leadership would be delivered across the whole Service irrespective of role or responsibility – in order to support the dissemination of the Leadership Message and the creation of high performing teams.

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### **Staff Implications**

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12. The engagement training, and the associated individual development plans would allow all employees to fully engage in moving the organisation forward, increasing engagement across all departments and develop a full subscription to the organisational values and comprehension of each individual's role and value within Merseyside Fire and Rescue Authority

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### **Legal Implications**

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13. The Head of Procurement has utilised the support of an external contractor to engage the market and proposed services of The Smart Training Company ensuring compliance with contract standing orders.

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

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14. The authority has already approved the majority of the costs of the training delivery and the individual assessments, and these were detailed in the previous report.
15. Unfortunately, in having to return to the market to find a new supplier that met the high expectations of the Authority to deliver the training as we have originally envisaged, has meant that due to inflation some costs have increased following the revised procurement process.
16. The additional costs across the whole package of training delivery to our staff including both training costs and individual assessments amounts to £30,000. The total value of the contract is £125,000, and can be met from the £150,000 training reserve that was established to meet these costs.
17. The new supplier has offered to carry out additional 'gratis' work to support our Youth Engagement programmes, equal to the increase in the contract costs.
18. This additional cost can be met from an additional virement from the Authority Training Reserve.

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

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19. The success of the Service is built on the highly engaged and driven employees, all who contribute to the continual development of the Fire and Rescue Service. By delivering and implementing fully these employees owned and designed Values and Leadership message will contribute to organisational engagement, staff retention and future development of the Service.

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

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Our Purpose: *Here to serve. Here to Protect. Here to keep you safe.*

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20. The organisation strives to be an employer of choice, that fully represents the diversity of the communities we serve and supports all employee development and organisational engagement.
21. The delivery of this training and development opportunity to all employees will enhance the staff engagement and fully embed our ways of working putting in place a platform for the future.

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## **BACKGROUND PAPERS**

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**CFO/056/21** If this report follows on from another, list the previous report(s)

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## **GLOSSARY OF TERMS**

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>COMMUNITY SAFETY &amp; PROTECTION</b>		
<b>DATE:</b>	<b>2<sup>ND</sup> SEPTEMBER 2021</b>	<b>REPORT NO:</b>	<b>CFO/056/21</b>
<b>PRESENTING OFFICER</b>	<b>DEPUTY CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>NICK MERNOCK</b>	<b>REPORT AUTHOR:</b>	<b>NICK MERNOCK</b>
<b>OFFICERS CONSULTED:</b>	<b>LYNN HUGHES</b>		
<b>TITLE OF REPORT:</b>	<b>IMPLEMENTATION OF THE REVISED LEADERSHIP MESSAGE AND VALUES</b>		
<b>APPENDICES:</b>	<b>APPENDIX A</b>	<b>LEADERSHIP MESSAGE</b>	

### **Purpose of Report**

1. To seek Members' agreement to the structured organisational implementation of the Authority's revised leadership message and values for all employees in conjunction with an experienced and knowledgeable external partner.

### **Recommendation**

2. That Members;
  - a) Approve the utilisation of I Leadership to deliver training for the introduction of the Authority's leadership message for all employees.

### **Introduction and Background**

3. Members will recall that they approved a revised People Plan for 2021 - 2024, within which the Authority agreed a new leadership message and a new set of organisational values and behaviours which sets the tone for the organisations' culture and performance.
4. The revised leadership message was constructed utilising a number of high performing employees from all areas of the Service within diverse focus groups to ensure full consideration of all organisational perspectives and inclusion. Leadership messages are pivotal for organisations to create shared purpose and meaning in the workplace, fostering a strong sense of working towards common goals and a sense of organisational belonging. This leads to enhanced performance and outcomes.
5. From those groups, a further cohort of employees were invited to attend focus groups to test out initial findings and further enhance the message. The purpose of the engagement with staff at the outset was to help determine what is

important, what the drivers are, what stands out about working for the organisation and what employees value. The valuable insights gained during this process were fundamental in the creation of the leadership message.

6. The clear messages from our employees saw the Authority's Mission changed to a Vision:

***To be the best Fire & Rescue Service in the UK. One team, putting its communities first***

The proposed training will focus on understanding and acknowledging difference and enabling employees to work effectively together with the Vision and Purpose at the heart of everything they do.

7. A Purpose was also added, which is ;

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

This captures the essence of public service and putting the community first.

8. The Vision and the Purpose will be delivered through the organisational aims of the Authority which are:
9. **Protect** -We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.
10. **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.
11. **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.
12. **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.
13. Our values define what we believe in and how we behave. Compassion, integrity and courage were the defining themes of our conversations; taken together they capture us at our best.
14. The values include key behaviours which ensure that the values are evident in everything we do. The full Leadership message is attached as Appendix 1.
15. Organisational values are integral to us recruiting, developing and retaining a high quality and engaged workforce. These values will be built into our recruitment, internal promotion and development systems and all employee

## Appendix 1

appraisals. The proposed training will help consolidate and embed these processes which are fundamental to our People Plan.

16. Many organisations fail in this area by just designing and enforcing a senior team designed leadership message and expect all employees to adopt it and engage with it. Values need to be more than words on a page so that they are lived and enacted every single day. It captures our story, our place and our community.
17. A key element of the leadership message is to create a connection to it so that all members of staff have clarity in how they contribute. It is not about communication it is about changing culture. This is why it is essential that the revised Leadership message and values are delivered to all our employees to ensure that the high level of engagement continues.
18. It is proposed to deliver employee workshops to embed the leadership message that will not be hierarchically based, but will be integrated sessions of both operational and non-operational employees of all grades and ranks promoting a shared view of the vision of acting as one team.
19. A key element of the engagement training will be to explore the ways in which each individual prefers to work and communicate and how those ways of working impact on individuals, teams and our communities. The proposed external training providers have a powerful assessment tool that explores the preferences of how each individual operates within a work environment, but also builds in an appreciation of how colleagues may work in a different way.
20. The ability to understand how we work, and also appreciate how others differ, aligns the organisation around common goals and maximises the performance potential of the workforce. It enhances and improves teamwork and reduces silo working, making us more effective.
21. To deliver effective cultural change it is recommended that an inclusive approach regardless of grade or position is integral to successful delivery of the leadership message. Leadership are an experienced training organisation, working with blue light organisations to deliver an impactful, inspiring and engaging way of using their assessment tool to explore people's preferences, identifying colours to denote different styles of working.
22. Using this type of assessment to identify preferences of how people engage with work will ensure the benefits of this approach are realised across the organisation. The delivery of such training with an independent facilitator will assist with their skills and expertise to engage staff who undertake the assessments and embed the communication and impact across the Service. This will help to deliver the leadership message from concept to application in the workplace.
23. It is the preference that all employees have the benefit of an individual assessment and development plan. Officers have considered whether it would be a viable option to carry out individual assessments for supervisory managers

in the first instance, and while this could still be pursued if Members wished, officers do not believe this would deliver the full extent of the benefits.

24. It is recognised that this is a considerable investment for Members to approve, but one that is recommended to embed the leadership message in order to continue to enhance the levels of engagement and organisational delivery. The revised values and behaviours support the creation of a more inclusive and externally focused culture as well as a more adaptive and responsive workforce to better respond to future demands and the proposed training would be instrumental in delivering this.
25. We are now at the point of entering the next phase with the revised leadership message and values and consequently this investment in complete organisational engagement will drive Merseyside Fire and Rescue Service forward into the next stages of its development and towards its establishment as the best Fire and Rescue Service.

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### **Equality and Diversity Implications**

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26. The focus groups and interviews that took place with over a 100 staff when developing the leadership message were representative of all employees as well as the staff networks
27. The development prescribed within this report, and if approved in its entirety by members would consequently be delivered to all employees

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### **Staff Implications**

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28. The engagement training, and the individual development plans would allow all employees to fully engage in moving the organisation forward, increasing engagement across all departments and develop a full subscription to the organisational values and comprehension of each individual's role and value within Merseyside Fire and Rescue Authority

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### **Legal Implications**

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29. The Head of Procurement has advised officers and ensured the procurement of these services remain compliant with the Authority's contract standing orders.

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

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30. Through the work of the procurement team a considerable discount has been achieved based on the normal external costings which has seen a considerable reduction in the cost of what is a major organisational piece of work for approximately 1,000 employees.
31. The expected cost of the delivery of the course for all our employees will be £50,000

## Appendix 1

32. The cost of producing an individual development plan for every organisational employee would be £45,000
33. To only produce the individual organisational development plan for just supervisory managers would be £21,500
34. The cost of the total organisational implementation of this piece of work (£71,500 to £95,000 depending on the individual development plan role out option) would be funded from a virement from the Authority Training Reserve.

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

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35. The success of the Service is built on the highly engaged and driven employees, all who contribute to the continual development of the organisation. Fully delivering and implementing these employee-owned and designed values and leadership message as proposed will contribute to organisational engagement, staff retention and future development of the Service.

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**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.*

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36. The organisation strives to be an employer of choice, that fully represents the diversity of the communities we serve and supports all employee development and organisational engagement.
37. The delivery of this training and development opportunity to all employees will enhance the staff engagement and fully embed our ways of working putting in place a platform for the future.

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### **BACKGROUND PAPERS**

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### **GLOSSARY OF TERMS**

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# WE ARE MERSEYSIDE FIRE & RESCUE SERVICE

## OUR STORY

There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening.

Saving lives and keeping our Firefighters safe matters to us.

We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.

We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.

Our teams continue to shape our story putting our community at the heart of everything we do.

We have a long and proud history of being bold - a mindset of let's try it- let's do it.

For Merseyside Fire & Rescue Service, good enough is never good enough.

We are our community and we know the part we can play - **our place, our culture and our people** are what make us great.

### OUR VISION

**To be the best Fire & Rescue Service in the UK.**  
One team, putting its 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.

### OUR VALUES

#### 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

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<b>BRIEFING NOTE</b>			
<b>MEETING OF THE:</b>	<b>COMMUNITY SAFETY AND PROTECTION COMMITTEE</b>		
<b>DATE:</b>	<b>12<sup>TH</sup> APRIL 2022</b>		
<b>PRESENTING OFFICER:</b>	<b>CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>RIA GROVES</b>	<b>REPORT AUTHOR:</b>	<b>RIA GROVES</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>FUTURE OF MERSEYSIDE FIRE AND RESCE HERITAGE AND EDUCATION TRUST</b>		
<b>APPENDICES:</b>			

### **Purpose of Report**

1. To update Members on the operations of the Merseyside Fire and Rescue Heritage and Education Trust ('the Heritage Centre') and in doing so bring forward suggested ways to manage it moving forward, which negate any associated risk whilst demonstrating the ongoing benefits of maintaining the viability of the Heritage Centre.
2. The importance of maintaining the Authority's heritage for future generations has been recognised most recently when the Service received the 'Freedom of the City of Liverpool' on the 11<sup>th</sup> March 2022.

### **Recommendation**

3. It is recommended that the Members;
  - a) note the current position of the Heritage Centre and implications for the Authority;
  - b) approve the proposal for the Authority to offer to take it over the day to day running of the Heritage Centre; and
  - c) approve, subject to the Heritage Centre's agreement, the incorporation of the Heritage Centre within the Authority.

### **Introduction and Background**

4. Merseyside has a 180-year proud tradition of firefighting and has often been at the forefront of innovation and new technology during that time. Through the dedication and perseverance of its volunteers over the years the Heritage Centre

is a valuable local history resource and archive for pictures, documents and artefacts that chart the history of the fire service and demonstrate the contributions to the fire service has made to its community over the years.

5. In 2015, the Heritage Centre was registered at the Charity Commission with charity number 1161346. The Heritage Centre occupies the Authority's property under the terms of a licence dated 17 October 2012 entered into between the Charity's trustees ("Trustees") and the Authority ("Licence").
6. The Authority and the Heritage Centre also entered into a memorandum of understanding on 27 April 2017 which sets out the basis on which the Authority and the Charity collaborate ("MOU"). The MOU is not legally binding however it set out how both organisations could compliment one another's aims.
7. The Heritage Centre regularly receives visits from local history groups, serving and ex-members of the service and schools. A number of the ex-members who have visited have had dementia and have found their visits to be therapeutic by helping them to remember events from times past. Schools make use of the museum to support various topics of study including 'People Who Help Us', 'The Great Fire of London' and 'World War 2'.

#### **The Heritage Centre's current status**

8. The Heritage Centre is an unincorporated organisation which means that it has charitable status, but does not have its own legal identity. The Heritage Centre is run by the Trustees and volunteers. The Heritage Centre is reliant upon funding from the Authority and donations made from visitors to the museum and at events.
9. The Authority currently hold a budget of £8,850 for the Heritage Centre to call off which covers insurance, supplies, uniforms required each year. During the year budget is also allocated from other cost centres in relation to fuel costs and variable costs in relation to the FM Contractor. Any additional donations collected over the year may pay for additional items the Heritage Centre may seek to acquire.
10. The donations obtained by the Heritage annually cannot be solely relied upon to fund the requirements the Heritage Centre has in order to sustain its existence and continue to contribute to the community. The impact of Covid19 has only served to reinforce this issue with events being cancelled the museum closed for a substantial period.
11. The Authority has also contributed by assisting the Heritage Centre with the provision of ICT equipment and assistance with policies and procedures and advice.
12. The Trustees have acknowledged without the Authority's financial contribution and resources in kind the Heritage Centre could no longer continue to operate.

**Risks involved for the authority with the current close connections to a charity**

13. There are risks involved in the current relationship between the two organisations as the Heritage Centre is a charity with one of the main risks residing when the Authority is deemed to be acting as a trustee.

Control and management of the Charity

14. S.177 of the Charities Act 2011 defines a trustee as being “*the persons having the general control and management of the administration of a charity*”. This definition does not require such individuals to be registered with the Charity Commission as being a trustee.

Authority’s control and management of the Heritage Centre as a Charity

15. There is a concern that the Authority (or potentially certain individuals employed by the Authority) has “general control and management of the administration” of the Heritage Centre.
- (a) the Heritage Centre occupies the Authority’s property under the terms of the Licence. The Licence can be terminated on three months’ notice which does not provide security of tenure to the Charity and gives the Authority control over where the Charity is based;
  - (b) the Authority was involved in setting up the Heritage Centre up as a charity;
  - (c) the Authority provides regular funding to the Heritage Centre as referenced in paragraph 8 above;
  - (d) the Heritage Centre uses the Authority’s assets including ICT equipment and intellectual property for branding;
  - (e) Some of the Trustees are connected to the Authority being ex-employees/Members;
  - (f) the Heritage Centre’s volunteers wear the Authority’s uniform, have incorporated the Authority’s policies, procedures and risk assessments and there are references to contacting fire control in the event of an RTC and adhering to MFRS core values and policies within a volunteering agreement;
  - (g) the Heritage Centre shares a website with the Authority.

16. The Heritage Centre does have a separate financial structure to the Authority and separate tax basis but it could be very difficult to argue that there is no control by the Authority.
17. The Heritage Centre as a general comment appears to lack autonomy, which may mean that the Authority is deemed to have “general control and management of the administration of the Charity”. This means that the Authority could be viewed as a trustee of the Heritage Centre, with all the obligations and duties such a position entails, for example requirements not to have a conflict of interest, to act in the Heritage Centre’s best interests, and ensure that the Heritage Centre is carrying out its purposes for the public benefit.
18. Consequences of the Authority being deemed a Trustee and any failure by the Authority when acting as a Trustee to comply with the duties of a charity trustee are:

If a trustee does not act in the best interests of a charity and this results in loss, serious risk of loss or other damage to the charity, the Commission expects the trustees to put things right, and to report it as a serious incident. If the trustees seriously breach their legal duties, resulting in serious harm or exposure for the charity, the Commission may:

- a) open a statutory inquiry; or
  - b) remove the charity from the register. This could result in financial liabilities.
  - c) legal consequences such as fines or penalties;
  - d) trustee liability if the charity suffers a loss because of a breach of trustee duty; or
  - e) HMRC investigation and penalties
19. The Heritage Centre is an unincorporated charity so trustees could face personal liability. This is unlimited. Trustees are usually protected from personal liability to a charity if they have made honest mistakes but can show that they have acted reasonably, with care and in good faith. This further complicates the matter if the trustees have acted on the basis of and in accordance with their policies or procedures which are in fact the Authorities.

#### Volunteers and employees

20. There is also a reputational risk to the Authority, particularly with the use of the Authority’s uniform by the Charity’s volunteers that to the public the actions of the volunteers (who could potentially even hold themselves out to be volunteers of the Authority if they are confused) are those actions endorsed by the Authority and in the event a volunteer of the Heritage Centre behaves inappropriately it may well impact on the Authority’s own brand as well as dealing with any fall out from any complaints.

## **Options for the future**

### **Separation from the heritage centre**

21. To mitigate the potential of the Authority being deemed a trustee of the Heritage Centre, the Authority should assert its separate identity from the Heritage Centre and reduce the level of assistance it provides to the Heritage Centre in its current form including:
  - (a) Separation of finances
  - (b) Establish terms pursuant to which the Heritage Centre is able to use the intellectual property of the Authority or prevent any such use
  - (c) Amend the website to ensure there is no confusion that the Heritage Centre is not part of the Authority
  - (d) The Licence should be reviewed and amended to reflect the actual current use of the premises particularly any shared facilities to separate the two entities.
  - (e) Separation of ICT infrastructure
  - (f) employees and representatives of the Authority should refrain from participating in decision making at all;
  - (g) The Heritage Centre drafting its own policies and procedures rather than using those already drafted by the Authority would be more suitable.
22. While this may reduce the risk to the Authority this option will fundamentally impact the Heritage Centre's ability to continue to remain viable as there is a lack of resource to support the Heritage Centre to be able to administratively function and access professional services.
23. Sadly, many small fire services museums have closed due to lack of support and separation from the Authority would present a real risk of the same happening to Merseyside's Heritage Centre. The Heritage Centre has benefited from support from the Authority and has in return preserved historical items and promoted the work of the Service to the community at large. The Heritage Centre have indicated they are keen to continue to work with the Authority to further enhance the educational aspects of the work.

### **Winding up the charity and the authority taking control of the centre**

24. The alternative option is if the Heritage Centre should choose to do so it could wind up the charity and the Authority could take control of the Heritage Centre.
25. This option would allow the Heritage Centre to continue to contribute to the history of the fire service on Merseyside and beyond, connect to other areas of the community officers from the Authority may not ordinarily have access to, to deliver the Authority's visions and aims as well as help to disseminate and communicate significant fire safety and prevention strategies in order for the Authority to continue to help and protect its community.

26. The Authority taking control of the Heritage Centre would also permit the Heritage Centre to access all of the Authority's resource in terms of health and safety, equipment and professional advice. The volunteers would also become the Authority's volunteers amassing a broader base for the Heritage Centre to continue to thrive. It would also be recommended that greater governance of the Heritage Centre be put in place and updates reported back to Members.
27. The Authority taking control of the Heritage Centre also means it can control and manage the risks it is currently exposed to and it can ensure that the Heritage Centre has a long-term future in so doing.
28. The Authority can then explore ways in which the Heritage Centre can become an embedded part of the Service, not only to maintain the rich cultural heritage of the Service, but also to allow the Heritage Centre to further develop opportunities to engage with local communities in innovative ways that connect directly with the Authority's plans and strategies.
29. If Members were agreeable to take over the control of the Heritage Centre, the Trustees would then need to consider this proposal and any such decision to wind up the charity must be a decision of the members of the Charity only.

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#### **Equality and Diversity Implications**

30. There are none directly relating to this report.

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#### **Staff Implications**

31. Staff have already provided their time and resource to assist the Heritage Centre any further implications may relate to ensuring the Authority is in a better position as to the its level of risk

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#### **Legal Implications**

32. The Authority may find itself liable for claims against the charity in event the charity's insurance fails or there is a subsequent claim by the insurers or even the individuals directly against the Authority.
33. The Authority may not be insured to cover any such claims relating to the Heritage Centre and as a result of the Authority's close relationship with them. Such claims may fall outside the current scope of the policy cover.
34. The remaining legal implications are contained within the report.

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

35. The Authority currently allocate £8,850 to the Heritage Centre.

36. Any resulting claims (including the defence of such) would incur a financial cost.
37. If the Heritage Centre sought to wind up the charity and agree to the Authority taking control it would incur an increase in costs in tax as currently the locations the Heritage Centre is based on the Authority's premises.
38. the Heritage Centre and Crosby Fire Station currently attracts tax relief for those areas due to its charitable status/ as the Heritage Centre would no longer be a charity this would increase the business tax rates by £10,332.10 based on 2022/23 figures. The increased costs can be contained within the overall Authority business rates budget.
39. In the event the Heritage Centre was to be wound up as it could not sustain itself independently of the Authority, the Authority would incur these costs in any regard.

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

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40. The risks are contained within the report.

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### **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.*

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Our Heritage is an incredibly important part of who we are and the impact that we have on our communities.

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### **BACKGROUND PAPERS**

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

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### **GLOSSARY OF TERMS**

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**ARA** Any Relevant Acronyms used in the report or technical terminology

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