To: All Members of the Policy and Resources Committee (and any other Members who may wish to attend)

R. Groves
Monitoring Officer

Tel: 0151 296 4000
Extn: 4113 Shauna Healey

Your ref: Our ref   VC/RG   Date: 20 July 2022

Dear Sir/Madam,

You are invited to attend a meeting of the **POLICY AND RESOURCES**

COMMITTEE to be held at **1.00 pm** on **THURSDAY, 28TH JULY, 2022** in the Fire

Service Headquarters , Bridle Road, Bootle.

Please note that this meeting is webcast and can be found at the following link
https://youtu.be/8aLy3yFsBgc

Yours faithfully,

PP – S. Healey

Monitoring Officer

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

28 JULY 2022

AGENDA

Members

James Roberts (Chair)
Les Byrom CBE
Sharon Connor
Tracy Dickinson
Harry Gorman
Dave Hanratty,
Andrew Makinson
Hugh Malone
Gillian Wood

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)

   The Minutes of the previous meeting of the Policy and Resources Committee, held on 24th March 2022, are submitted for approval as a correct record and for signature by the Chair.

3. **Structure of the Authority** (Pages 9 - 14)

   To consider report CFO/037/22 which provides Members with changes to the existing structure to the Authority

4. **Service Delivery Plan 2021-22 End of Year Update** (Pages 15 - 88)

To consider report CFO/038/22 requesting members to scrutinse the performance target/outcomes as set out in the Service Delivery Plan 2021/22 for period April 2021 to March 2022

5. **REVENUE & CAPITAL OUTTURN 2021/22** (Pages 89 - 112)

To consider report CFO/036/22 informing members of the Authority's year-end financial position for 2021/22.

6. **Pay Policy** (Pages 113 - 140)

To consider report CFO/035/22 requesting approval for the publication of the Annual Pay Policy

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

MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

24 MARCH 2022

MINUTES

Present: **Cllr James Roberts (Chair)** Councillors Edna Finneran, Sharon Connor, Hugh Malone, Gillian Wood, Lisa Preston, Lesley Rennie and Andrew Makinson

Also Present: Mr I Cummins (IC) and Ria Groves

Apologies of absence were received from:
Les Byrom CBE

1.   **Preliminary Matters**

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

RESOLVED that:

a) no declarations of interest were made by individual Members in relation to any item of business on the Agenda

b) no additional items of business to be considered as matters of urgency were determined by the Chair; and

c) no items of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2.   **Minutes of the Previous Meeting**

RESOLVED that the minutes of the previous meeting of the Policy and Resources Committee, held on 16th December were approved as an accurate record.

3.   **Service Delivery Plan 2021-22 April to December Update**

Phil Garrigan, Chief Fire Officer, presented the Service Delivery Plan update for April to December and the HMICFRS Improvement Plan for the Committees approval.

It was explained that the Service Delivery Pan formed part of the Integrated Risk Management Plan and provided Members with a reflection on implementation across each area through performance indicators.

Concerning the performance of the service from April to December, the Chief noted that the total number of incidents was amber, rising from 12878 to 14051. The increase in incidents was partly attributed to a rise in special service incidents such as Covid support and therefore was more of a reflection of MFRS' multi agency work and it's role during the pandemic.

A reduction in the number of accidental dwelling fires was highlighted with an acknowledgement that this signified a year on year reduction, spanning the last five years. The Chief commended the outstanding preventative work that had been undertaken to secure this continued reduction. Members were advised that the number of injuries and fatalities had also decreased during this period.

With regards to the per cent of shifts lost to sickness absence, it was explained that Covid absence affected the figures and that if those instances were removed, absence performance would be below the set target of 4% (around 3.38%).

Councillor Wood noted that projections for infection rates in Wirral showed 1 in 20 residents currently had Covid and so queried if the service expected any fluctuations in transmission rates that could necessitate altering the plans outlined in the report. The Chief confirmed that when transmissions increased that was often reflected in the workplace but that effect was usually lessened at MFRS due to the precautions in place. The change in government guidance was expected to have a significant impact on transmission rates and it was explained that nationally Covid sickness was around 2%. It was explained that in MFRS if that figure rose to above 5% then there would be a review of the arrangements in place and the Chief was confident in that approach.

In relation to testing and access to tests, Councillor Wood asked if MFRS had a resource available for the public or its staff. Residents were currently being directed to their local authorities to arrange testing and the Authority had a supply of test kits through the Occupational Health team for its staff. The requirement to test had reduced and it was suspected this was affecting the accuracy of actual infection rates as asymptomatic cases would go unnoticed.

Councillor Connor noted the overall good performance of the Authority during the period and commended the work of the prevention team in reducing incidents as depicted in the performance figures. Councillor Connor had recently observed the prevention team on a local campaign after a fatality in the area, and the Chief extended an invite to any other Members who wished to join operational crews for a first-hand experience of how the crews operate and access communities.

The Chair of the Committee commended the service on its outstanding outcome in the HMICFRS inspection and its robust approach to tackling the areas that required improvement. It was asked if there were any areas that the service needed to focus on to improve performance.

The Chief explained that as a result of the inspection, Mo Yogi from the NHS and Asian Fire Service Network had been seconded to the Authority and was currently working on strengthening the Authority's approach to equality, diversity

and inclusion. The Chief expressed his confidence in the skills and strengths that this would bring into the service in terms of embedding and supporting the approach to equality.

A change in how Station Managers operate was also highlighted to Members, as the role would now encompass functional responsibilities alongside their station-based work. This change would be implemented on the 1st April and would seek to create stronger relationships between crews and the communities that they serve. The Chief explained that the new approach would help to 'round' the Station Managers, providing them with knowledge on station response, developing people, organisational response and functional knowledge to be better on the ground, thus improving that middle manager group's effectiveness.

RESOLVED that:

a)   the attached Service Delivery Plan reports (Appendices A-C) be approved for publication on the website; and

b)   the HMICFRS Improvement Plan at Appendix D be approved.

4.   **Service Delivery Plan 2022-23**

Phil Garrigan, Chief Fire Officer, presented the Service Delivery Plan for 2022 to 2023.

Members attention was drawn to the Station Plans contained in the report which had been developed with each station, directed by the IRMP. Each plan was bespoke to the area covered by that station and the communities that it served in that locality meaning that targets would vary across the estate. For example, Heswall may focus on Home Fire Safety Checks and the City Centre would focus on high-rise risk and inspections.

Councillor Wood questioned how fuel poverty and safely heating homes played into the plans especially for areas of deprivation. The Chief highlighted the importance of deprivation in relation to risk of fire and risk of fire death, which had resulted in a higher demand for resources in those areas of heightened deprivation. Through dialogue with the Liverpool City Region Combined Authority and local authorities, including the adoption of the socio economic duty and the inclusion of deprivation factors in Equality Impact Assessments was being considered. Including this information in local authority plans would help MFRA and partners to tackle fuel poverty and other risks associated with deprivation in a cohesive way, ensuring that the right actions were taken. A collective approach to this issue was needed across Merseyside as more people struggled with the cost of living.

In relation to fuel poverty, Councillor Wood asked what the impact of fuel poverty would be in the winter in terms of health risks like hypothermia, inability to heat homes and some families not being able to afford smoke alarms. The CFO explained the impact that a poor quality environment can have on people's health and that through increased partnership working that could be identified

and remedied earlier. One way to achieve this would be for GP's to prescribe a Safe and Well visit to individuals who present with a pattern of influenza illness. This would reduce costs for the NHS and improve the environment for the individual involved.

The Chief confirmed that data from energy and water suppliers was available to the Authority but this could be reviewed to ensure it was used as effectively as possible to support the most vulnerable.

Councillor Connor queried how outputs from the Station Plans would be measured in terms of attainment against key performance indicators. It was explained that each station would feedback into the Authority were the data would be monitored to ensure that the targets were being met. Comparing each station would be difficult as the targets for each would be based on the communities they served and so would differ. But the outcomes would give a strong indication of performance.

The Chair also complimented the Station Plans as they endorsed localism and using the knowledge of the firefighters working in those areas to help the community. He raised concerns that there could be differing levels of service provided but that allowing stations to use their initiative and dynamism to make improvements was welcomed, provided a baseline of quality was met.

The Committee discussed the Community Impact Fund noting that there would be £1000 available for each station to invest back into the community. It was explained that the relationships formed through investment needed to be maintained and the communities would require support throughout the year, not just a one-time gift or donation. The aim was to tackle root causes of poverty and to facilitate referrals into the stations through positive interactions with the community. Watch Managers were encouraged to work hard in understanding the needs of their locality in order to make a significant impact using the Fund.

It was agreed that an update on the Community Impact Fund be presented to the Committee at a future meeting to highlight how it helped to meet the aims of the Authority.

RESOLVED that the attached Service Delivery Plan (Appendix 1) for 2022-23 be approved prior to the publication of a designed version on the Authority's website.

Close Time:

Date of next meeting Thursday, 28 July 2022

Signed:_____   Date:_____

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**POLICY AND RESOURCES COMMITTEE**		
DATE:	**28 JULY 2022**	**REPORT NO:**	**CFO/036/22**
PRESENTING OFFICER	**MONITORING OFFICER**		
RESPONSIBLE OFFICER:	**RIA GROVES**	**REPORT AUTHOR:**	**RIA GROVES**
OFFICERS CONSULTED:	**STRATEGIC LEADERSHIP TEAM**		
TITLE OF REPORT:	**AMENDMENT TO THE STRUCTURE OF THE AUTHORITY**		

APPENDICES:	APPENDIX A:

Purpose of Report

1.   To inform Members of the change to the existing structure of the Authority

Recommendation

2.   It is recommended that Members;

a)   Note the establishment of the Community Independent Green Alliance Group;

b)   Note the change in proportionality of the Authority, and

c)   Note the change in the number of seats on each committee to be allocated to each political group in accordance with the change to the political proportionality;

Introduction and Background

3.   After the AGM the Monitoring Officer was advised that Members from the Liverpool Community Independents Group and the Green Party (Cllr Rothery and Cllr Gorman respectively) have agreed to form a new group on the Authority; the Community Independent Green Alliance Group.

4.   The representation of each political group on the Authority will be as follows:

Labour   13 Members
Liberal Democrat   2 Members
Community Independents   2 Members
Green Alliance
Conservative   1 Member

5. The creation of the new group means that the political balance of the Authority is as below:

Labour	72.22%
Liberal Democrats	11.11%
Community Independent Green Alliance	11.11%
Conservative	5.56%

6. In order to comply with political balance requirements, where practicable, it is therefore appropriate that the proportion of seats on committees allocated to political groups is in accordance with the new proportionality.

7. Whilst the number of seats allocated to the other groups on the Authority are not affected the Community Independent Green Alliance have now been allocated seats within the existing committee structure as highlighted in Appendix A. This has, in effect, changed from 2 seats each for the Liverpool Community Independents Group and the Green Party to a seat on each committee for the Community Independent Green Alliance Group within the committee structure.

8. Members are advised that as a result of the establishment of the group the Opposition Party with the largest percentage is now jointly the Liberal Democrats and the Community Independents Green Alliance.

Equality and Diversity Implications

9. There are no equality or diversity implications directly related to this report.

Staff Implications
10. There are no direct staff implications contained within this report.

Legal Implications

11. The Authority is required by law to set a minimum structure and the membership of the Authority is made up from those Members nominated by their respective council.

Financial Implications & Value for Money

12. This change in the structure of the Authority is cost neutral.

Risk Management, Health & Safety, and Environmental Implications

13. There are no direct risk management, health and safety or environmental implications relevant to this report.

Contribution to Our Vision:	*To be the best Fire & Rescue Service in the UK.*
Our Purpose:	*Here to serve, Here to protect, Here to keep you safe.*

14. Elected Members are nominated to Merseyside Fire and Rescue Authority to represent the best interests of the communities of Merseyside.

15. Confirming a robust Authority structure ensures that we are able to best serve communities and share knowledge of what we do.

BACKGROUND PAPERS

CFO/022/22   Structure of the Authority (AGM)

GLOSSARY OF TERMS

MFRA   **M**erseyside **F**ire and **R**escue **A**uthority is the physical and legal entity. When writing reports MFRA is the "object".

MFRS   **M**erseyside **F**ire and **R**escue **S**ervice is the service provided by MFRA. When writing reports MFRS is the "action"

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

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Committee	Members
Community Safety & Protection Committee 9 Members (6,1, (1 ,1)	**1 Cllr (Chair)** 2 Cllr 3 Cllr 4 Cllr 5 Cllr 6 Cllr 7 Cllr 8 Cllr Community Independent Green Alliance 9.Cllr
Policy & Resources Committee 9 Members (7,1, (1)	**1 Cllr (Chair)** 2 Cllr 3 Cllr 4 Cllr 5 Cllr 6 Cllr 7 Cllr 8. Cllr 9. Community Independent Green Alliance
Audit Committee (proposed increase from 5 to 6) 6 Members (4,1, 1) (Plus 1 Independent Person)	**1 Cllr (Chair)** 2 Cllr 3 Cllr 4 Cllr 5 Cllr 6. Community Independent Green Alliance
Scrutiny Committee 9 Members (6,1, 1 ,1) (Plus 1 Independent Person)	**1 Cllr (Joint Chair/ Scrutiny Lead)** **2 Cllr** (Joint Chair/ Scrutiny Lead) 3 Cllr 4 Cllr 5 Cllr 6 Cllr 7 Cllr 8 Community Independent Green Alliance 9 Cllr

Appointments / Appeals / Joint	Members
Appointments Committee (3,1,1) Made up of the Chair, Vice Chairs, and Party Group Leaders	**1 Cllr (Chair)** 2 Cllr 3 Cllr 4 Cllr 5 Party Group Leader for Community Independent Green Alliance
Appeals Committee (3,1, 1,) Made up of the Chair, Vice Chairs, and Party Group Leaders	**1 Cllr (Chair)** 2 Cllr 3 Cllr 4 Cllr 5 Party Group Leader for Community Independent Green Alliance
Joint Fire & Police Collaboration Committee 4 Members (3,1 or 1) Made up of the Chair, Vice Chairs, and 1 Opposition Spokesperson (Plus PCC)	**1 Cllr (Chair)** 2 Cllr (vice) 3 Cllr (vice) 4 Cllr or Party Group Leader for Community Independent Green Alliance

Member Development & Engagement Group (3,1,`1)	1 Cllr (Chair) 2 Cllr 3 Cllr 4 Cllr 5 Party Group Leader for Community Independent Green Alliance

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**POLICY AND RESOURCES COMMITTEE**		
DATE:	**28TH JULY 2022**	**REPORT NO:**	CFO/038/22
PRESENTING OFFICER	**CHIEF FIRE OFFICER**		
RESPONSIBLE OFFICER:	**DEB APPLETON**	**REPORT AUTHOR:**	**JACKIE SUTTON**
OFFICERS CONSULTED:	**STRATEGIC LEADERSHIP TEAM**		
TITLE OF REPORT:	**SERVICE DELIVERY PLAN 2021-22 END OF YEAR UPDATE**		

APPENDICES:	APPENDIX A:	FUNCTIONAL PLAN 2021-22 UPDATE
	APPENDIX B:	KPI/LPI END OF YEAR REPORT 21/22

Purpose of Report

1. To request that Members scrutinise the performance of the Service against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2021/22 for the period April 2021 to March 2022.

Recommendation

2. It is recommended that following scrutiny, Members:

    a) approve the attached Service Delivery Plan reports for publication on the Merseyside Fire & Rescue Service website.

Introduction and Background

3. The 2021/22 planning process began in January 2021. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the IRMP and Service Delivery Plan.

4. The End of Year Service Delivery Plan Performance Report for 2021/22 is the document that reports and updates on the Functional Plan action points and Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2021.

5. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

6.   In March 2021 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance measures would continue to be grouped in the following way:

- Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are
- Service Plan outcomes - Key Performance Indicators
- Tier 1 - Outputs – contributory outcomes and Local Performance Indicators
- Tier 2 – Output - Local Performance Indicators

7.   Performance indicators have been grouped according to incident type:
- Dwelling fire
- Non domestic property fire
- Anti-social behaviour and other fire
- Road traffic collisions
- Special service
- Fire alarms
- Staff welfare, risks and competency
- Energy and the environment

8.   The Key Performance Indicator TC05 Special Service Calls attended no longer has a target and is for quality assurance only. This decision was made due to the type of incidents attended. It was agreed that MFRS would not want to discourage many of the calls received, nor are we able to influence performance in some areas such as assisting partner agencies. Areas MFRS could influence such as RTC's attended and water rescue incidents, while still included in this indicator are also recorded separately as RC11 and RC24.

9.   This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.

10.   The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's and people living in areas of deprivation.

11.   The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meeting of relevant managers and the Strategic Leadership Team Strategy and Performance Board. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.

12.   All performance for 2021-22 is covered in detail in the appendices to this report.

13. Although this report is a look back at performance in 2021/22, the Service continually reviews how it uses its indicators to improve outcomes, anticipate demand and deliver high quality services. One way in which we will use PIs in 2022/23, is by establishing a suite of indicators that will provide intelligence that the Service can use to understand the direct impact on our communities of the cost of living crisis, to enable us to effectively plan and deliver services and interventions to help lessen that impact.

Functional Plan updates

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

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

Equality and Diversity Implications

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

Staff Implications

16. There are no direct staffing implications contained within this report. Performance is discussed with a number of staff during the planning process and reporting periods, and those staff provide updates and put in place strategies and plans for performance improvement where required.

17. The Service has adopted a new methodology for setting performance targets for stations and station staff have been involved in that process.

Legal Implications

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

Financial Implications & Value for Money

19. It is the aim of the majority of objectives to provide the same or an improved level of service for the same or a reduced cost.

20. Initiatives where there are cost implications have been approved by the Authority and they are monitored closely through the project management process.

Risk Management, Health & Safety, and Environmental Implications

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

Contribution to Our Vision:	***To be the best Fire & Rescue Service in the UK.***
Our Purpose:	*Here to serve, Here to protect, Here to keep you safe.*

22. The Service Delivery Plan is The Service Delivery Plan is the primary method by which the Authority delivers its objectives in order to achieve its Vision and purpose.

BACKGROUND PAPERS

GLOSSARY OF TERMS

SERVICE DELIVERY PLAN 2021-22

4th Quarter Report:

December 2021 to March 2022

Key for Progress Reporting: -

⇒ **Action is now business as usual/complete.**

⇒ **Action is well underway/completion anticipated by a stated date.**

⇒ **Action is on hold or not started.**

OPERATIONAL PREPAREDNESS OBJECTIVES:

FP-21/22-1.1

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

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

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

UPDATE QTR 4:

⇒ The Estates Team have managed, on behalf of the project, weekly Design Team meetings with key stakeholders including:

- Mechanical, Electrical and Plumbing Strategies for the site.
- Training area designs and key requirements.
- Employer's requirements, including Building Information Modelling (BIM) and Room Data Sheets.
- Building Research Establishment Environmental Assessment Method (BREEAM) requirements and carbon reduction strategies.
- Command & Control Requirements.
- Training and Development Academy (TDA) & Station Floor Plans and Elevations.

⇒ Weekly meetings and key actions have progressed well with detailed works carried out which concentrated on Royal Institute of British Architects (RIBA) stage 2 & 3 design information.

⇒ The Estates team are producing 'Room Data Sheets' and will work with Station, TDA, National Resilience management teams, staff and the key members of the Project Board in order to progress through to RIBA Stage 3.

⇒ The title report on the Long Lane site has been completed by MFRA's Legal Department. The completion on the land acquisition will be finalised on the condition of a successful planning application and

		formal approval from the Fire Authority. The Joint Contracts Tribunal is to be set up prior to construction ⇒ Planning permission was granted on the 3rd May (in the 2022/23 Service Delivery Plan period, but reported here for completeness). ⇒ This action is ongoing to the next functional planning year.
FP-21/22-1.2 Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing & Crime Act 2017 reviewing our Shared Estate, Operations and Support Services. Operational Preparedness will work with internal stakeholders to ensure opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining response to fires and other emergencies.	1.2 Monitor and review all areas of collaboration, developing business cases where they are in the interests of efficiency, effectiveness or public safety, through collaboration with Merseyside Police and NWAS, and as determined by the Blue Light Collaboration Programme Board. Opportunity assessments and reports will be undertaken against Shared Estate, Operations and Support Services.	UPDATE QTR 4: ⇒ Regular meetings continue with our collaborative partners and through the Board Structure – next meeting in May 2022. ⇒ Blue Light and Corporate Service Collaboration Boards agreed areas for collaboration in short term and longer term ⇒ Agreed plan presented at Joint Fire and Police Collaboration Committee ⇒ Collaboration Team working with directorates ⇒ Interoperability Voice Channel Trial completed ⇒ This action is ongoing to the next functional planning year

| FP-21/22-1.3

Continue to review how operational risk information is gathered and presented to operational staff, including the future transition of MFRS Site Specific Risk Information (SSRI) into new applications and how this can be shared with other FRS's. | 1.3.1 Continue to work to the Action Plan of the SSRI Board to complete the trial and deliver the app.

1.3.2 Source a new software program or develop and support the existing SSRI procedure. | UPDATE QTR 4:

⇒ The Provision of Operational Risk Information System (PORIS) Risk Assessment is completed and ready to start training for the four trial stations. The roll out is captured within the Response Functional Plan for 22/23 which will see all stations live by September/October.

⇒ Liaison has started with Civica (creators of CFRMIS) on the revised Site Specific Risk Information (SSRI) software with it to be brought into the Community Fire Risk Management Information System (CFRMS).

⇒ Both elements are ongoing and the action will continue into the new functional planning year. |
|---|---|---|
| FP-21/22-1.4

Implement the recommendations of the Pod Review Project aiming to increase resilience.

Enhancing specialist and non-specialist capabilities for terrorist incidents and providing additional kit and equipment to Firefighters; ensuring that MFRS specialist capabilities reflect foreseeable risk and are located and deployed based on that risk, including a drone capability. | 1.4.1 Defined deadlines of work package completion dates created.

1.4.2 Package completion work streams in final stage and to be passed to responsible officers for conclusion.

1.4.3 Drone initial scoping and costing completed, production of handover document to enable Protection to implement and deliver.

1.4.4 Initial POD distribution project completed, anticipating delivery of handover to Response to implement. | QUARTER 4 UPDATE:
⇒ All specialist assets have been relocated to Hybrid stations with crews provided with additional skillsets and training.

⇒ Drone capability has been delivered.

⇒ Action complete |

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FP-21/22-1.5		QUARTER 4 UPDATE:
Deliver the revised Command Strategy which will ensure staff know how to command fire and rescue service assets assertively, effectively and safely at incidents. This will incorporate regular assessment of command competence in line with National Operational Guidance and ensure all staff skills are up to date and promote organisational awareness to confirm consistency on how this is recorded	1.5.1 Develop command training packages to support all management levels.	⇒ Command Strategy and Command Competency Framework was produced and the team at the TDA are now working on all elements of framework to be delivered within the two year cycle up to March 2023.
	1.5.2 Develop an assessment program to ensure all operational managers are command competent	⇒ This action will continue into the 22/23 functional planning year.
	1.5.3 Create a command validation process for operational incident attendance.	
	1.5.3 Create an accurate recording process for command competency.	
FP-21/22-1.6		QUARTER 4 UPDATE:
To continue to implement the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against the 2030 Green Plan and the move to alternative fuelled vehicles for the MFRS fleet	1.6.1 Survey all MFRS sites.	⇒ This Transport Asset Management Plan and strategy is a live document and continues to be reviewed against the refresh policy.
	1.6.2 Cost analysis of options of electric vehicles and electric infrastructure.	⇒ The Environmental Policy is to be reviewed to incorporate the 2030 Green Plan which still has a number of areas to explore.
	1.6.3 Electric Fire Appliance demonstration and review.	⇒ This action will continue into the 22/23 Functional Planning year.

FP-21/22-1.7		
Implement the findings of the 2020/21 comprehensive review of Fire Control staffing and embed the future ways of working for Fire Control.	1.7.1 Continue to engage with FC staff.	COMPLETED Q2
	1.7.2 Redraft the Fire Control Staffing Service Instruction	COMPLETED Q2
	1.7.3 Consult with workforce and representative bodies.	COMPLETED Q2
	1.7.4 Create Fire Control working party to work with Time and Resource Management for handover of staffing.	COMPLETED Q2
	1.7.5 Deliver two training courses for new starters in 2021/22, in line with apprenticeship framework	COMPLETED Q2
	1.7.6 Deliver training for staff on upgrade to Vision 5.	COMPLETED Q2

EQUALITY & DIVERSITY OBJECTIVES:

| Equality Impact Assessment (EIA) completed with E&D Department on this Operational Preparedness Function Plan 2021/22 and EIAs will be completed when required for new build facilities, changes, new equipment, uniform changes, policy changes etc. | E&D-/20/21/1.14:

To review the Training and Development Academy facilities in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities. | QUARTER 4 UPDATE:
Current TDA Site
  ⇒ Implementing the actions in the accessibility audit

New TDA Build Project
  ⇒ An ED&I team representative has been a standing member of the Long Lane/TDA Project Board. This is to ensure that MFRA meets its statutory duties under the Equality Act 2010 and the site is accessible to all. |

Service Plan 2021-22 End of Year Update

Provide assistance to E&D Department in reference to NFCC around Equal Access and Provision of Services.		⇒ We will learn lessons from the accessibility audit and ensure that we have ongoing dialogue with our staff and the staff networks to ensure that their ideas and views are voiced and heard by the project management team. ⇒ This initial action is complete, but the TDA redevelopment is also part of the 2022/23 Functional Plan
	ED/20/21/1.19 Utilise our positive action campaigns for recruitment within all departments to ensure diversity.	COMPLETED Q2
	ED/20/21/1.16 Collaborate and work with other agencies to horizon scan and benchmark any ED & I process.	COMPLETED Q2
	E&D-20/21-1.10 Research, develop and implement supportive technology, e.g. 999 eye, What 3 Words.	QUARTER 4 UPDATE:

OPERATIONAL RESPONSE OBJECTIVES:

FP-21/22-2.1		
Enhance our response to specialist risk across Merseyside in specific areas such as Industrial, based at St. Helens, Marine at Wallasey, Marauding Terrorist Attack at Kirkdale and Wildfire at Formby and Heswall. We will also align our existing resources to create other specialist stations such as Command and Control at Liverpool City, High Volume Pump based at Belle Vale; with maintained skillsets across each district, Hazardous Materials at St. Helens and continued Search and Rescue at our proposed Long Lane site.	2.1.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.	COMPLETED Q3
	2.1.2 Complete Training Need Analysis for Specialist Resources	COMPLETED Q3
	2.1.3 Prepare Stations to receive Specialist Resources.	QUARTER 4 UPDATE: ⇒ All Pod moves completed and embedded on 30 minute recall at Hybrid locations. This includes Incident Command Unit, welfare, Hazmat, Bulk Foam, BA Support Unit, Marine Rail and Salvage Unit (MRSU) and Light Pump/Structure Unit (LPSU). Elevated training and specialisms in place at Liverpool City and St Helens with some adjustments taking place at Wallasey. Ops Assurance confirmed knowledge of skillsets November 21. E-Learning in place for special units. ⇒ Action now completed.

		QUARTER 4 UPDATE:
	2.1.4 Roll out peripatetic training for Specialist skills.	⇒ A Matrix is in production to define training blocks for Liverpool City, Wallasey and St Helens. These blocks will then progress with the planned attendance of two external appliances for each session to give insight across the Service. ⇒ Expected to take place across a 24 month period with launch predicted June 22.
FP-21/22-2.2 Improve our Operational Response capability, via a review of the current locations of our fire stations. Introduce a new Hybrid Station at Kirkdale and combine the duty systems at Liverpool City and Kensington fire stations; to create a Dual Station Hybrid model.	2.2.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.	COMPLETED Q3
	2.2.2 Facilitate moves based on service requirements	COMPLETED Q3
	2.2.3 Produce procedure for Dual Hybrid.	COMPLETED Q3
	2.2.4 Implement procedure	COMPLETED Q3
FP-21/22-2.3 Introduce an Integrated Demand	2.3.1 Liaise with NWAS to produce IDMP.	QUARTER 4 UPDATE: ⇒ MFRS continue to offer services to NWAS. Due to the Covid pandemic this action has been delayed and will roll over into 2022-23.

Management Programme (IDMP) with Northwest Ambulance Service, to work together in times of high demand including Emergency Medical Response.	2.3.2 Produce SLT paper on IDMP.	
	2.3.3 Identify training needs and equipment /PPE, based on engagement results from previous EMR locations.	
	2.3.4 Implement the programme.	
FP-21/22-2.4 Develop the internal structure of the Health and Safety department to address gaps in future succession planning and build resilience (following learning from Covid). This will take account of the relevant training, qualifications, knowledge and experience required within the department to meet the needs of the organisation.	2.4.1 Develop a zero cost option from within the existing establishment of Operational Response to provide a resilient and competent structure, recognising specialist H&S skills and qualifications required to support the succession challenges. Options will be captured in a report for Ops Board.	COMPLETED Q3
	2.4.2 Complete training needs analysis to identify qualification requirements and support the H&S succession plan report referenced above in 1.1.	COMPLETED Q3
	2.4.3 Present the report at Ops Board and subsequently implement change.	COMPLETED Q3
	2.4.4 Enrolment on and up to 50% completion of relevant H&S qualification	COMPLETED Q3

FP-21/22-2.5	2.5.1 – Consider new and emerging research on the hazards of fire contaminants, for example, the UCLan report; and report through the H,S & W Committee quarterly	COMPLETED Q3
Progress the work in relation to Firefighter contamination in support of reducing the risk of contamination to firefighters from fire effluents at incidents. This will take account of recommendations from current and emerging research.	2.5.2 – Enhance PPE recording systems to include prompts around Contaminated Fire kit	COMPLETED Q2
	2.5.3 – Develop and deliver training on harmful health effects of exposure to toxic fire effluents.	QUARTER 4 UPDATE: ⇒ Training on the harmful effects of exposure to toxic fire effluents has been developed and is included during annual crew based HAZMAT training at the TDA. Furthermore it has also featured as part of the Sunday six training which was delivered to all ops crews. ⇒ Action complete
	2.5.4 – Complete a Learn-Pro package for annual completion by Ops crews and upload onto system	QUARTER 4 UPDATE: ⇒ Learn-Pro package content developed by Health & Safety team and transposed into Learn-Pro by TDA. Package to be uploaded onto the Learnpro training site following final QA. Package has been developed based on findings of the University of Central Lancashire (UCLAN) report and the DECON: to prevent and Protect campaign. ⇒ Action complete
FP-21/22-2.6	2.6.1 Scope out training accreditation opportunities including IFE and formalise arrangements for	COMPLETED Q3

Improve the effectiveness of the Operational Assurance Officer role through the introduction of an accredited training/CPD regime; a review of how Officers are mobilised and respond to incidents and an evaluation of the OA officer handbook.		continued accredited OA training.	
	2.6.2	Produce an annual calendar of events for OA officer training and publish on the portal.	COMPLETED Q3
	2.6.3	Report completed Identifying options enabling OA to commence at an earlier stage of incidents and have a higher attendance rate.	QUARTER 4 UPDATE: ⇒ This action is carrying over to FP 2022/23. This is due to the Organisational restructure which has seen a change in Response directorate and more specifically 'Assurance'. A broader review of Operational Assurance, taking account of current best practice being developed by National Fire Chiefs Council (NFCC), options will now better inform a future report and Operational Assurance response model officer.
	2.6.4	Survey monkey created and used for evaluation of OA handbook; report produced with findings and any improvements actioned	COMPLETED Q3

EQUALITY & DIVERSITY OBJECTIVES:

E&D-21/22-2.10 & 2.11 Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSCS.	1. Create a strong cohesive organisation that is positive to rising to the future challenges we face.	QUARTER 4 UPDATE: ⇒ The new Leadership Message sets standards for integrity, courage and compassion, which places emphasis on our staff being inclusive, challenging negative behaviours and working to improve the diversity of the workforce as a whole.

Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups.	2. Ensure that people from diverse communities receive equitable services that meet their needs.	QUARTER 4 UPDATE: ⇒ The operational elements of the Service are provided with a means of linking in those within our communities to assistance managed by the Prevention department such as multi-lingual advice/publications. The facilities to assist people from diverse communities are available once the end users are identified.
	3. Reducing fires and other incidents amongst the vulnerable protected groups	QUARTER 4 UPDATE: ⇒ Prevention work has returned due to regulation and societal changes regarding Covid 19. In this, crews are conducting reassurance within local or regional groups, such as the Jewish community, in response to antisocial behaviour and communities in close proximity to the areas affected by the recent Liverpool Women's Hospital incident and identification of those most at risk of harm or injury by fire.
	4. To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: "eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't."	QUARTER 4 UPDATE: ⇒ A programme of station/operational ED&I presentations has been agreed and facilitated by the ED&I team. This has been well received and had positive feedback produced. It is important for our staff to embrace diversity as a modern FRS and be able to recognise, adapt to and protect those who may be vulnerable or under a protected characteristic.
	5. To continue to aspire to achieving excellence, or equivalent in a Fire and Rescue Service Equality Framework.	QUARTER 4 UPDATE: ⇒ Response are committed to joint working and collaboration with ED&I to support our people being the best they can be and being able to provide role modelling within communities as an industry leader for

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

PEOPLE & ORGANISATIONAL DEVELOPMENT OBJECTIVES:

FP-21/22-3.1	3.1.1	To strengthen leadership and line management to support organisational change and improved community outcomes	QUARTER 4 UPDATE: ⇒ This is a progressive piece of work that has been revised and built into the next years plan ⇒ Ongoing in Functional Plan 2022/23
To lead on the development of the new People Plan for 2021-24.	3.1.2	To provide excellent training and education to ensure continuous improvement of service to the public.	QUARTER 4 UPDATE: ⇒ This work continues to be delivered to a high standard , in conjunction with the development of the Apprenticeship schemes to support our Workforce Planning Strategy ⇒ Ongoing in Functional Plan 2022/23
	3.1.3	Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged	QUARTER 4 UPDATE: ⇒ The delivery of Occupational Health services and Mental Health wellness continues to develop and be well received by the workforce ⇒ Ongoing in Functional Plan 2022/23
	3.1.4	Developing cultural values, a behaviour which makes MFRS a great place to work.	QUARTER 4 UPDATE: ⇒ The revised values have been designed in conjunction with our employee base, and are now being built into our Leadership Message and everything we do ⇒ Ongoing in Functional Plan 2022/23

	3.1.5	Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve.	QUARTER 4 UPDATE: ⟹ This work continues to expand and fully utilise employees from across the Authority who want to support the work and interact across all our communities ⟹ Ongoing in Functional Plan 2022/23
FP-21/22-3.2 To design and implement an organisational Leadership message with revised values.	3.2.1	Adopting ways of working that respond to service needs.	QUARTER 4 UPDATE: ⟹ This work continues to be reviewed, and currently the Authority is looking at ways of working within Control ⟹ Ongoing in Functional Plan 2022/23
	3.2.2	To continue to develop the Leadership message through staff focus groups and consultation.	COMPLETED Q3
	3.2.3	To appoint external support to deliver organisationally and embed the Leadership message and revised values.	COMPLETED Q3
FP-21/22-3.3 To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.	3.3.1	To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.	UPDATE QTR 4: ⟹ This is an ongoing piece of work that is delivered through the Workforce planning group , and support to individual heads of service ⟹ Ongoing in Functional Plan 2022/23

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	3.3.2	To work with functional leaders to ensure any change management in their structural makeup is undertaken using best practice methodology to ensure those changes are effectively managed and delivered in a cost effective manner.	UPDATE QTR 4: ⇒ Again this is an ongoing work stream that will be supported by People and Organisational Development taking account of the specific head of services requirements ⇒ Ongoing in Functional Plan 2022/23
FP-21/22-3.4 To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.	3.4.1	To continue to strengthen our relationships with the community and partners in order to attract talent and to build on our reputational brand through positive action, careers events and Have a Go-days which demonstrate our position as an Employer of Choice.	UPDATE QTR 4: ⇒ A continuing piece of work that has been expanded by the establishment of a staff supported Positive Action Working Team, and the appointment of a community Support worker. ⇒ Ongoing in Functional Plan 2022/23
	3.4.2	To work with our ICT /Communications colleagues to launch on-boarding technology to ensure candidates remain engaged and focused during the recruitment and selection processes.	UPDATE QTR 4: ⇒ Again an ongoing project that will deliver an interactive site for all employees ⇒ Ongoing in Functional Plan 2022/23
	3.4.3	To work with Service Managers to ensure that the Service Values are demonstrated by supporting them in challenging unacceptable behaviour and recognising demonstration of the values and ground rules.	UPDATE QTR 4: ⇒ Another ongoing piece of work ⇒ Ongoing in Functional Plan 2022/23
	3.4.4	To work with internal and external colleagues and partners to build a coaching environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mind set.	COMPLETED Q2

FP-21/22-3.5	3.5.1 In collaboration with our workforce we will develop initiatives to underpin best practice in terms of staff health and wellbeing and ensure that MFRS provides and timely and relevant interventions.	UPDATE QTR 4: ⇒ This work is now established through Bill Pirrie and his Team , and is ongoing delivery within the core business of the service
To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.	3.5.2 We will maximise the physical and mental wellbeing of our staff to create a healthier environment where people are engaged, productive and challenged in their work.	UPDATE QTR 4: ⇒ This again is now mainstream delivery within the Occupational Health Team, and has been demonstrated most recently with the support and initiatives delivered to all employees during the current pandemic ⇒ This is ongoing as part of core business
	3.5.3 In partnership with all our staff we will actively lead and promote equally the benefits of positive mental health and physical health and wellbeing and ensure our services become embedded as "normal business" for our workforce.	UPDATE QTR 4: ⇒ This work is core business and is innovatively being delivered through the Occupational Health Team and other organisational advocates. ⇒ This is ongoing as part of core business
	3.5.4 To work with Managers to enable them to utilise the Service Capability and Absence and Attendance procedures to ensure that all employees are supported to perform to the best of their ability. This will be achieved via training and coaching of new and experienced Managers at their place of work in order to help them to choose appropriate management interventions available to them.	UPDATE QTR 4: ⇒ This continues as core business, and supports the organisation meeting its sickness absence targets ⇒ This has been impacted by COVID but work in conjunction with the Trade Unions continues to deliver positive outcomes for all employees

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FP-21/22-3.6	3.6.1	To transfer the management and development of the Stars system to POD	COMPLETED Q2
Continue to review and adapt all HR Systems and related technological interactions.	3.6.2	To review all internal HR systems and continued interaction with other systems	UPDATE QTR 4: ⇒ This work continues as part of core business

E&D-21/22-3.7		
To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.	The service actively targets and attends events to share the recruitment brand and to attract potential recruits to reflect the working populations of Merseyside.	UPDATE QTR 4: Please see 3.4.1 ⇒ Ongoing in Functional Plan 2022/23
E&D-21/22-3.8 & 3.9 To continue to consider reasonable adjustments which can impact on an employee's capability to undertake their role to their full potential.	Where an employee is not performing due to attendance, behaviour, knowledge, skills or aptitude, the Service will work with the employee to identify if a disability is limiting their full performance and will consider reasonable adjustments to enable the employee to reach their full potential.	UPDATE QTR 4: ⇒ This continues to be delivered as appropriate as part of core business

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PREVENTION OBJECTIVES:

FP-21/22-4.1		UPDATE QTR 4:
Continue to deliver against the Home Safety Strategy (2021 - 2024), inclusive of using person and place based factors to keep people safer in their homes.	4.1.1 Our aim will be to deliver 60,000 interventions during 2021/22. • 46,000 HFSCs (Stations) • 12,000 Safe and Well Checks • 2000 Low & Medium Risk 65% of our target group will be the over 65s. We will also use Indices of Deprivation and person centered data to access those most vulnerable from fire and direct referrals from agencies following analysis of all fatal and accidental fires across Merseyside.	⇒ The Accidental Dwelling Fire Strategy is below target due to restricted activity as a consequence of Covid Government guidance. Since 1st February 2022, operational crews have actively reengaged with Home Fire Safety activity. Performance Management Group (PMG) are updated with progress at regular intervals. Group Manager (GM) operational response and GM Prevention meet monthly prior to PMG. ⇒ Safe and Well visits are likely to achieve 10,000, complemented with Covid activity. ⇒ Action Complete – Business as usual
	4.1.2 The introduction of improved technology (surface pro) and MIS during 2021/22 will improve document management (removal of paper based systems), improve accuracy of data and support the achievement of the targets above.	UPDATE QTR 4: ⇒ This work is ongoing as part of the Community Fire Risk Management Information System (CFRMIS) implementation and reported at the CFRMIS project board. The HFSC process has been implemented with the Safe and Well process to follow in 2022/23 ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23

FP-21/22-4.2			UPDATE QTR 4:
We will further seek to professionalise prevention activity and align the strategy to the developing National Fire Chief's Council (NFCC) work stream regarding Home Safety this will include quality assurance of all Home Safety activity and an evaluation of its effectiveness.	4.2.1	We will ensure each advocate has regular training (including E-learning) to maintain the highest levels of competency.	⇒ Advocates undertake Continuous Professional Development (CPD) days quarterly with mandatory attendance. e.g. Autism Awareness and PREVENT training delivered since start of calendar year 2022. Schedule of CPD activity for Prevention staff is in place and ongoing ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
	4.2.2	The Function will provide guidance and training to each Watch/Team. We will quality ensure referrals (customer satisfactions calls) to support the internal evaluation of activity.	UPDATE QTR 4: ⇒ Prevention Team Managers to deliver training package to stations and watches with support of Station Manager and Watch Manager Home Safety Managers. This will be underpinned by training available through National Fire Chief's Council (NFCC) to support delivery of the Person Centered approach to Home Safety. HFSC visits are now Quality Assured by Station Managers for consistency. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
FP-21/22-4.3	4.3.1	Task and Finish Group will be established to improve training and officer awareness of the IRS system.	COMPLETED Q2
We will review existing assurance frameworks to improve quality of outcomes and improved reporting for Incident Recording System (IRS) and RM1 reporting.	4.3.2	Task and Finish Group will be established to review RM1's. This will complement the introduction of Vision 5 and CFRIMIS database to ensure	UPDATE QTR 4: ⇒ Paper provided to Prevention Board with regards to streamlining the RM1 process whilst mainlining the

		information required to assist crews in managing staff and public safety. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
FP-21/22-4.4 Station Based Campaigns - Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day).	4.4.1 Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day). We will also continue to further develop strategic alliances with key stakeholders (including housing providers) to support targeting of risk within the hierarchy of vulnerability (people and places).	UPDATE QTR 4: ⇒ Older Persons Day (October 2021) campaign delivered successfully in between Government restrictions. Other targeted campaigns involving Winter Warmth and Carbon Monoxide have also been delivered albeit, scaled down due to restrictions. Leafletting campaigns (circa 300k leaflets) have been utilised successfully to reach communities in times of lockdown. ⇒ Action completed – business as usual
FP-21/22-4.5 Continue to implement the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement.	4.5.1 We will align our strategy and interventions to partners place based plans to ensure the most effective outcomes including use of assets and resources.	UPDATE QTR 4: ⇒ Incident Investigation Team (IIT) Officers are assigned to Community Safety Partnerships (CSP's) and lead on behalf of MFRA to ensure partnership work is in place to address current issues around Anti Social Behaviour. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
	4.5.2 We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan, deliberate fire setting and increased tensions that may occur as a result of hate crime or terror related incidents.	UPDATE QTR 4: ⇒ Planning for the bonfire plan 2021 was started in July 2021 and numerous meeting with internal and external stakeholders were held. These meetings ensured the plan was robust and delivered the best outcomes for all

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		involved. Bonfire plan has been delivered and report produced. ⇒ Work will continue in ensuring all seasonal plans are up to date and communicated to all involved. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
	4.5.3 Road Safety Education will focus on the newly published Merseyside Road Safety Partnership Plan. Our interventions will be those aged 18 - 24 years and those identified as part of Youth Offending (Restorative Practice).	UPDATE QTR 4: ⇒ Planning to put in place effective delivery packages continues in anticipation for MFRA to be allowed back into educational premises post-pandemic. Pilot of Virtual Reality (VR) headsets is being looked in to with a view to purchasing 20 of these sets for use at engagement events. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
	4.5.4 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.	UPDATE QTR 4: ⇒ Water Safety Forum is chaired by MFRA and work is being aligned to NFCC water safety objectives. Due to Covid restrictions engagement has been limited and work is in place to drive forward the forum post-pandemic ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
	4.5.5 MFRS Incident Investigation Team will	UPDATE QTR 4:

	continue to develop its adopted approach to ISO accreditation and work in support of meeting the standards expected by Forensic Science Regulator.	⇒ MFRA are in the process of seconding two Incident Investigation Team (IIT) officers to the ISO project to ensure accreditation is delivered on time (September 2022). Numerous guidance documents are being developed and uploaded on to the portal. Training and quality assurance of documents being produced continues to ensure delivery of ISO in September 2023. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
FP-21/22-4.6 Continue and renew our focus to further ensure Safeguarding is fully embedded in the Service.	4.6.1 We will ensure whole service understanding of safeguarding through robust training to all our workforce and safeguarding officers, including monitoring, review and evaluation of safeguarding compliance through governance, performance and peer review.	UPDATE QTR 4: ⇒ The Strategic Safeguarding Manager has completed National Fire Chiefs Council (NFCC) Level 4 Safeguarding Train the Trainer Training and will create and deliver bespoke training for MFRS. ⇒ The Safeguarding Committee is chaired by Assistant Chief Fire Officer (ACFO) and attended by all Area Managers, Directors and Department Heads who review all emerging issues and approve the decision making governance. ⇒ Compliance and monitoring assessed through the NFCC Self-Assessment Toolkit with a view to peer review from other FRS as appropriate. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
EQUALITY & DIVERSITY OBJECTIVES:		
E&D-21/22-4.7		UPDATE QTR 4:

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To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups.	4.7.1 Our aim is to ensure we are engaging with diverse communities in an inclusive way. To work in partnership with stakeholders through collaboration on shared ambitions improving wellbeing, safety and cohesion.	⇒ Continuing to liaise with Business Analysts to review and scrutinise local data to ensure that activity in all communities is reflective of our understanding of these community demographics. Anomalies reported monthly and addressed through Operational Response and Equality and Diversity team as necessary.
E&D-21/22-4.8 To increase the use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.	4.8.1 We will have dedicated campaigns in support of Firekills and other thematic areas. Our Safe and Well Checks will include fuel poverty referrals	UPDATE QTR 4: ⇒ Safe and Well Form currently under development by Systems Support for the Community Fire Risk Management Information System (CFRMIS). This will include the Fuel Poverty section and where relevant will generate a referral to Energy Project Plus (EPP).
E&D-21/22-4.9 To continue to deliver and embed a MFRS Safeguarding Strategy.	4.9.1 We will look to support young people through the delivery of Princes Trust Team Programme and other Youth Engagement programmes.	UPDATE QTR 4: ⇒ The Strategic Safeguarding Manager, Senior Prevention Team Manager and Youth Engagement Manager are all Level 4 Safeguarding 'Train the Trainer' trained via National Fire Chiefs Council (NFCC). Additionally the Strategic Safeguarding Manager, Youth Engagement Manager and Youth Engagement coordinators are Designated Safeguarding Lead (DSL) trained via National Society of Cruelty to Children (NSPCC). ⇒ Safeguarding and Youth Engagement are currently working with a Professor from Edge Hill University to ensure that guidance for our Children and Young People is child-friendly and incorporates the 'rights of the child'. ⇒ Emerging issues and decision making on behalf of the Authority is managed via the Safeguarding Committee

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			which Chaired by the Assistance Chief Fire Officer (ACFO).

PROTECTION OBJECTIVES:

FP-21/22-5.1 Resource and deliver suitable operational based Fire Safety training and information for Response Personnel.	5.1.1	Develop fire safety and fires in buildings training packages for operational crews to be hosted on MFRA E learning platform, with specific focus on:-	UPDATE QTR 4: ⇒ Packages are scoped and content drafted to meet current needs. Recruitment of operational staff into the department to resource this work stream has been delayed but will be progressed once recruitment is complete. ⇒ Will be completed within 2022/23 financial year
		• Relevant legislation	⇒ See 5.1.1
		• Building Construction	⇒ See 5.1.1
		• Facilities for Fire-fighting in buildings	⇒ See 5.1.1
		• Use of Fire-fighting facilities.	⇒ See 5.1.1
	5.1.2	Each recruit FF will receive 2.5 days of face to face training receiving fire safety input, building construction and High Rise Building familiarisation.	UPDATE QTR 4: ⇒ Recruit course 1/22 received 2.5 days protection input covering: • Protection Dept Introduction and legislation • Fire Detection and Emergency Lighting • Means of Escape • Case Study

		• Fixed instillations • Dry & Wet Risers • Simple Operational Fire Safety Assessment (SOFSA) • SOFSA Practical • Building Construction High Rise Building Site Visit to Marwood Towers: • -Show design and escape routes • -Fire Service Access Facilities • -Fire fighting Lift Operation & Escape • -Smoke Control System • -Fire Fighting Shafts and stairs • -Dry/Wet riser • -(other fixed installations) High Rise Evacuation Strategy, Operational Considerations and Fire-fighter Facilities. (IFE Accredited) Subsequent courses will receive the same input. ⇒ Acton complete
	5.1.3 Underpin learning by developing a suite of videos to support operational crews in relation to:	UPDATE QTR 4: ⇒ Footage recorded with corporate communications will be enhanced with drone footage (once live) that will be captured by the protection department. MFRS continue to work with Sertus as a specialist company for smoke control systems. The plan to produce and share via NFCC. Progress has been hindered due to staff shortages in Watch Manager pool. ⇒ Will be completed within 2022/23 financial year
	• Ventilation and extraction systems	⇒ See 5.1.3
		⇒ See 5.1.3

	• Identification and operation of Firefighting lifts	
	• Interrogation of alarm and detection systems	UPDATE QTR 4: ⇒ An interim operational briefing note has been circulated to operational staff covering this topic. The topic will be carried over to 2022/2023 training development plan. ⇒ Will be completed within 2022/23 financial year
FP-21/22-5.2 Complete Regulatory Activity in line with District based Inspection targets.	• Protection staff will complete 2000 High Risk inspections.	UPDATE QTR 4: ⇒ 301 High Risk Audits completed this quarter. Covid restrictions have limited the ability to Audit some High-Risk premises such as care homes. Staff retention and vacant positions also impacting outcomes this quarter and the year. ⇒ Revised figures based on Premises Risk Model and available competent staff have been agreed with the Assistant Chief Fire Officer as part of the 2022/23 financial year.
	• Respond to all complaints and post fire situations covered by the RRO within 3 days.	UPDATE QTR 4: ⇒ The working group has completed its work and a new product was launched for reporting concerns internally. This is due to be extended to the external website and operational during next quarter. ⇒ Action complete
	• Respond to all requests for a Protection Response Officer (during 2020 we provided fire safety advice and/or responded on 50 occasions).	UPDATE QTR 4: ⇒ Protection officers either attended or provided advice to operational incident commanders at incidents on 28

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		occasions. This brings the year to date total to 100. PROs are now an embedded resource. ⇒ Action complete
	• Complete Annual target for Inspection of High and Very High Risk Premises	UPDATE QTR 4: ⇒ This is below target for the annual performance completion due to COVID and staff retention. The annual target was 1521 and 1394 were completed. ⇒ Revised figures based on Premises Risk Model and available competent staff have been agreed with Assistant Chief Fire Officer as part of the 2022/23 financial year.
	• Respond to 100% of Building Consultations within the 15 days' period	UPDATE QTR 4: ⇒ 100 % of consultations within the required 15 days. ⇒ Action complete
	• Complete 80 programmed petroleum visits	UPDATE QTR 4: ⇒ A revised target of 67 has been agreed (due to available petroleum premises requiring an inspection). 68 were completed and the target was achieved. ⇒ Action complete
	• Conduct the relevant activities for all new build petrol filling stations	UPDATE QTR 4: ⇒ New build inspections currently ongoing and not yet recorded in CFRMIS. This is part of the current phase of development and due for inclusion 2022/2023 ⇒ Will be completed within 2022/23 financial year

		UPDATE QTR 4:
	• Conduct 100% of all petroleum environmental searches within 14 days.	⇒ Completed all within 14 days ⇒ Action complete
	• Conduct 1 monthly peak hour's inspections campaign targeted at premises types identified through local and National intelligence. Activity will be recorded through our MIS.	UPDATE QTR 4: ⇒ A monthly peak hour's inspection has been undertaken each month for the quarter and the annual total of inspections was recorded as 152, far exceeding the annual target of 80. ⇒ Action complete
	• Carryout 4 Sub-Surface inspections, 1 per quarter	UPDATE QTR 4: ⇒ sub-surface inspections have been completed for the reporting period. ⇒ Action complete
	• Take the required enforcement and prosecution action when premises fail to comply with the relevant legislation (Reporting period 2019 – 2020, 41 Enforcement Notices and 28 Prohibition Notices issued. 2 Prosecutions which resulted in convictions).	UPDATE QTR 4: ⇒ To date in this reporting period, 57 Prohibition Notices, 27 Alteration Notices are currently in force. 121 Enforcement Notices are in force with 89 having been complied with. ⇒ Action complete but acknowledged as an ongoing element within business as usual
	• Process all applications for explosives storage (fireworks) within 14 days	UPDATE QTR 4:

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		⇒ All applications for explosives licenses were processed within timescales. A total of 234 explosives visits were completed during the period, surpassing the target of 220. Action complete
	• Respond to complaints relating to the illegal storage of explosives and take the required enforcement and prosecution action. In line with the MFRA complaints triage matrix.	UPDATE QTR 4: ⇒ No complaints received during this quarter. ⇒ Action complete
	• Carry out 110 programmed firework storage site inspections as per our risk based model.	UPDATE QTR 4: ⇒ A total of 234 explosives visits were completed during the period, surpassing the target of 220. ⇒ Action complete
FP-21/22-5.3 To undertake Building Risk Review Programme (BRRP) to satisfy the needs of MHCLG and NFCC.	• Recruit specialist team to deliver against BRRP.	UPDATE QTR 4: ⇒ A dedicated team consisting of a Building Risk Review (BRR) Coordinator, a BRR Lead Inspector, a BRR Local Authority Liaison, and BRR admin support were recruited and delivered against the Government's ambition to have inspected all listed high rise buildings by December 2021, all funded via the BRR Grant and Protection Uplift Grant. ⇒ Action complete
	• Assess, triage and complete an audit as necessary.	UPDATE QTR 4: ⇒ All 256 listed premises were visited on schedule. ⇒ Action complete
		COMPLETED Quarter 2

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	• Develop and confirm a trajectory for programme completion.	
	• Recruit 4 new Fire Safety Inspectors.	UPDATE QTR 4: ⇒ new Fire Safety Inspectors were recruited during the period and their development and training is ongoing. A further recruitment process was completed in early 2022 for recruitment start in 2022/2023. ⇒ Action complete albeit acknowledged that ongoing recruitment may be required in light of retirement profiles and succession planning requirements as well as departmental restructure.
FP-21/22-5.4 Develop Protection Structure in line with the NFCC Competency Framework. Including recruitment and training.	• We will utilise provided Government Protection Uplift funding to recruit fire safety officers, resource and develop the Protection Department to meet current and future demands of this FDP with our establishment:	⇒ As above
	• Recruit 4 additional temporary Watch Managers.	UPDATE QTR 4: ⇒ This is complete. However, due to staff development and transitional requirements in the service another recruitment campaign is necessary for 2022/2023. ⇒ Action complete
	• Recruit 4 fixed-term Fire Safety inspectors.	UPDATE QTR 4: ⇒ Completed in early 2022 for recruitment start in 2022/2023. ⇒ Action complete albeit acknowledged that ongoing recruitment may be required in light of retirement

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		profiles and succession planning requirements as well as departmental restructure.
	• Carry out 10 Fire Safety Quality Assurance audits per quarter.	UPDATE QTR 4: ⇒ This was postponed due to transitional arrangements in preparation for the national accreditation process. A new QA process is in development and is scheduled for completion in 2022/2023. ⇒ Will be completed within 2022/23 financial year
	• Provide access to 15 hours of CPD per year.	UPDATE QTR 4: ⇒ This has been completed via quarterly CPD training days and access to the LABC CPD programme. ⇒ Action complete
FP-21/22-5.5 Deliver a cross functional, single platform Management Information System to Protection, Prevention and Preparedness.	• Implement the CFRMIS application with the associated Protection modules.	UPDATE QTR 4: ⇒ Expected completion May 2022. ⇒ Will be completed within 2022/23 financial year
	• Technical Fire Safety.	UPDATE QTR 4: ⇒ This is almost complete. Final objectives due to be implemented by May 2022. Future module development and ongoing maintenance will transfer from Project status to Business as Usual. ⇒ Will be completed within 2022/23 financial year
	• Explosives.	UPDATE QTR 4:

		⇒ Remaining objectives will be delivered by May 2022. Some may follow on actions will be detailed in the end of work-package report. ⇒ Will be completed within 2022/23 financial year
	• Petroleum.	UPDATE QTR 4: ⇒ The CFRMIS Petroleum Module is currently being upgraded by Civica, the new module release is scheduled before December 2022. ⇒ Will be completed within 2022/23 financial year
	• Prevention	UPDATE QTR 4 ⇒ Phase 2 of the work-package is progressing within expected timescales and is due to be delivered in June 2022. ⇒ Will be completed within 2022/23 financial year
	• Preparedness	UPDATE QTR 4: ⇒ Provision of Operational Risk Information System (PORIS) assessment for Operational Crews is due to go live by July 2022, with the reminder of the Module expected April 2023. ⇒ Closed for Protection reporting purposes and will be completed within 2022/23 financial year
FP-21/22-5.6 Resource and deliver the agreed Drone	• Identify staff to manage 'Drone'.	UPDATE QTR 4:

capability by utilising the Protection Response Officers.		⇒ Station Manager and Watch Manager staff identified from within Protection Dept who currently provide operational cover via an expression of interest process. ⇒ Action complete albeit ongoing recruitment of Protection Response Officers to pilot the drone has been factored for the 2022/23 financial year
	• Source Civil Aviation Authority (CAA) Approved Drone pilot licencing.	UPDATE QTR 4: ⇒ Required and appropriate training identified to support the drone operations of MFRS. Heliguys identified as the training and equipment provider. Initial CAA on line course completed prior to the completion of pre course and on course practical and theoretical assessments. ⇒ Action complete
	• Train identified staff to required levels.	UPDATE QTR 4: ⇒ Identified staff completed the initial Civil Aviation Authority drone pilot assessment and licencing prior to the completion of the Emergency Service Done Operator Training and acquisition of General Visual Line of Sight (GVC) Drone licence. All drone pilots are required to maintain 120 mins flying time within a 90 day rolling period. Area has been created on the portal to record flying time. ⇒ Action complete albeit ongoing recruitment of Protection Response Officers to pilot the drone has been factored for the 2022/23 financial year
	• Provide and maintain 24/7 Drone availability.	UPDATE QTR 4: MFRS Drone capability went live on 1/2/22 with staffing modelling in place and relevant fire control action plans.

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		Existing 4x4 vehicle from fleet converted to support drone(s) and necessary auxiliary equipment to operate. Action complete

EQUALITY & DIVERSITY OBJECTIVE:

E&D-21/22-5.7 The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking.	Safeguarding training bespoke to Modern Slavery and Human Trafficking this will be recorded against individual training records.	UPDATE QTR 4: ⇨ Now carried over to the 2022/2023 training programme.
Then provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.	A clear process to refer prevention and safeguarding concerns, to protect the most vulnerable and/or under represented members of our communities	UPDATE QTR 4: ⇨ Pathways are established via the Portal for welfare and safeguarding concerns Action complete

NATIONAL RESILLIENCE OBJECTIVES:

FP-21/22-6.1 Review the Home Office National Coordination Advisory Framework (NCAF) and associated FRS supporting guidance.	6.1.1 Update content to reflect new Home Office structures associated with National Resilience	UPDATE QTR 4: ⇨ Latest edition of National Co-ordination Advisory Framework (NCAF) was released September 2021
	6.1.2 Review the current levels of response in regards to significant, serious and catastrophic	⇨ NCAF supporting guidance and recovery/repatriation guidance was approved at NRB April 22. These have now been uploaded onto the web app.

	definitions	
	6.1.3 Provide greater clarity on the functional roles within NCAF (NRCEU, NSAT, NRAT, NFCC Chair).	⇒ All National Resilience capability concept of operations are now linked within the NCAF supporting guidance. All relevant capability documents are hosted on the Webapp
	6.1.4 Develop a document library based on a hierarchical structure of relevant documents associated with National Resilience capabilities.	⇒ Action Complete
FP-21/22-6.2 Work closely with the Home Office National Resilience Critical Events Unit (NRCEU) in enhancing their knowledge of the FRS National Resilience structures and capabilities.	6.2.1 Develop training materials providing information on role of NRAT, structure of team	COMPLETED Q3
	6.2.2 Facilitate periodic sessions for engagement between NRAT and NRCEU colleagues	
FP-21/22-6.3 Following learning from the Covid pandemic, explore potential training delivery model options to provide greater resilience.	6.3.1 Review current arrangements for the sector led training delivery model including current MoUs for users and training delivery partners.	UPDATE QTR 4: ⇒ Existing Memoranda of Understanding (MoUs) have been reviewed and the Legal Team are awaiting agreement through the Fire Lawyers' Network before they are officially rolled out. ⇒ Work started on asset refresh of all surface pro laptops. ⇒ This action is now part of business as usual, the work will feature in 2022/23 plans but this aspect of the work is closed.
	6.3.2 Explore potential training delivery model options and work with NRAT capabilities to identify additional options with other partners to provide greater resilience.	

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	6.3.3 Engage with identified partners and secure Arrangements.	
	6.3.4 Produce MoUs or similar associated doctrine	
	6.3.5 Review NRAT ICT and communications provision with consideration towards future proofing and embracing new and changing working methods.	
FP-21/22-6.4 Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate.	6.4.1 Identify FRS who have implemented local arrangements for standard test recording.	UPDATE QTR 4: ⇒ Ongoing discussions between Prime Contractor, National Resilience and MFRS procurement. ⇒ This action will continue in the Functional Plan 2022/23
	6.4.2 Liaise with the Prime Contractor to identify their requirements for resource management systems.	
	6.4.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the NR website.	
	6.4.4 Liaise with NRAT capabilities to ensure training management system requirements are contained in the recording system.	
FP-21/22-6.5 Explore the use of Resilience Direct as a secure and reliable means to provide	6.5.1 Undertake training on how to utilise Resilience Direct system and create incident pages.	UPDATE QTR 4: ⇒ Resilience Direct training was sourced to take place in April 22 however this has been delayed due to the
	6.5.2 Liaise with NRCEU colleagues to confirm	

incident status updates to Home Office and other key stakeholders.	agreement in the use of Resilience Direct.	Enhanced Logistic Support (ELS) team now sitting on the National Working group for Resilience Direct.
	6.5.3 Run test sessions using past incidents prior to Implementation.	⇒ Further scoping work required to identify the need for NR capabilities to use Resilience Direct and how this would apply at an incident. ⇒ This action was about exploring the use of Resilience Direct. This action is complete. Implementing the use of Resilience Direct appears in the 2022/23 Functional Plan
FP-21/22-6.6 Develop Memorandum of Understanding (MoU) for procurement frameworks and training packages, with the Devolved Administrations.	6.6.1 Establish needs of Devolved Administration (DA) partners	UPDATE QTR 4: ⇒ Ongoing discussions between Devolved Administrations, National Resilience and MFRS procurement. ⇒ This work is ongoing as business as usual
	6.6.2 Review existing MoU with Welsh FRS and identify any implications.	
	6.6.3 Produce consistently applied MoUs with each Devolved Administration.	
FP-21/22-6.7 Provide support to relevant stakeholders for the forthcoming G7 summit and climate conference events.	6.7.1 Engage with relevant partners and stakeholders as part of the planning arrangements for the G7 summit (June 2021) and climate conference (November 2021).	COMPLETED Quarter 3
	6.7.2 Review status of national resilience resources with a view to servicing any requests for assistance and support.	

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FP-20/21-6.5- CARRY OVER Deliver phase 2 of the NR website development project.	6.8.1 Accord with timelines and objectives within the website development phase 2 process map for • Capability pages • Documentation and permissions • Assurance toolkit o Technical Issues o Exercises • Self-assessment • Assurance review • Training Management System • Maintenance of Skills	UPDATE QTR 4: ⇒ The Training Management System continues to progress and the Training Team are working closely with the Development Team to complete actions. Training is being rolled out to Fire and Rescue Service Training Managers and the National Resilience Assurance Team (NRAT). ⇒ This action is well underway so complete for this Functional Plan.

FINANCE OBJECTIVES:

FP-21/22-8.1 Monitor the development of Comprehensive Spending Review (CSR) 2021.	8.1.1 Respond to any consultation, and	COMPLETED Q3
	8.1.2 Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these	COMPLETED Q3

		reviews in a more favourable direction for MFRA, and	
	8.1.3	Assess the impact on the 2022/23 Medium Term Financial Plan (MTFP) and report as part of the 2022/23 Budget Process.	COMPLETED Q3
FP-21/22-8.2 To monitor the outcome of the McCloud pension challenge.	8.2.1	Ensure the pension administration information required as part of the remedy and compensation settlement is provided to the relevant parties, and	QUARTER 4 UPDATE: ⇒ Data Template completed and returned to Local Pensions Board (LPB). ⇒ Completed
	8.2.2	Assess the impact on the Authority's budget and MTFP and	COMPLETED Q2
	8.2.3	Report on the funding solutions via the financial review updates and 2022/23 budget process.	COMPLETED Q2
FP-21/22-8.3 To review the current process for charging and recovering discretionary fees and charges income.	8.3.1	Identify the current Directorate discretionary fees and charges service and prices.	COMPLETED Q2
	8.3.2	Prepare an overarching "policy / SI"	COMPLETED Q2
	8.3.3	Review current process for invoicing and monitoring income and suggest amendments as required.	COMPLETED Q3

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FP-21/22-8.4			COMPLETED Q3
To implement a new procurement/contract monitoring application to deliver effective management information for services and the update of transparency data on the Authority's website.	8.4.1	Identify a suitable off the shelf application.	
	8.4.2	Implement and transfer relevant Transparency data onto site.	COMPLETED Q3
	8.4.3	Use application going forward to advertise relevant contracts to potential suppliers	COMPLETED Q3
FP-21/22-8.5			COMPLETED Q3
Work with colleagues to upskill contract managers through an accreditation process, and thereby mitigate the identified contract management risk in the corporate risk register.	8.5.1	Work with Project lead to negotiate with chosen application provider the system that the relevant services wish to procure.	

LEGAL SERVICES OBJECTIVES:		
FP-21/22-9.1		COMPLETED Q3

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To undertake a comprehensive review to ensure that sums insured for each location remain accurate which will ensure the Authority is fully protected should an insured event occur.	9.1.1	Set up a working group from Finance, Estates, Ops Equipment, ICT, Workshops and other relevant teams to review the data we hold to ensure it is accurate and update as needed.	
FP-21/22-9.2 To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.	9.2.1	To review the requirements of the TDA site, obtain appropriate approval of the Authority and subject to approval obtain planning permission on the existing site and complete the relevant conveyancing.	QUARTER 4 UPDATE: ⇨ Further to Authority approval this work remains on-going

DEMOCRATIC SERVICES OBJECTIVES:

FP-21/22-9.3 To undertake a review of the new remote ways of working for Members, and the associated technology, to ensure that it continues to enable Members to undertake their roles as effectively as possible.	9.3.1	To review the current technology utilised for remote meetings and events, to ensure that it remains fit for purpose and provides the most efficient and effective solution.	COMPLETED Q3
	9.3.2	To review and continue to explore options for undertaking Members training and development and staff engagement activity remotely, to ensure that these events are adding as much value as possible.	COMPLETED Q3
	9.3.3	To ensure that the remote working arrangements, continue to enable effective oversight and scrutiny by Members.	COMPLETED Q3

	9.3.4	To continue to explore new opportunities for improving engagement between Members and staff, through the increased use of technology.	COMPLETED Q3
FP-21/22-9.4 To undertake a full review and refresh of the Authority's Scrutiny Forward Work Plan, to ensure that it is aligned to the new IRMP and future work streams.	9.4.1	To undertake a review of the current Forward Work Plan for the Authority's Scrutiny Committee and identify any outstanding reviews requiring action.	COMPLETED Q3
	9.4.2	To work with Authority Members and Officers, to identify items for inclusion within a new Forward Work Plan, which are aligned to the new IRMP and future work streams and projects. This will ensure that the Authority's scrutiny work remains relevant and aligned to key objectives.	COMPLETED Q3
FP-21/22-9.5 To review and refresh the Authority's Members Development Strategy & Programme, to ensure that it remains fit for purpose and continues to ensure that Members have the required knowledge and skills to undertake their roles as	9.5.1	To review the Members Induction Programme for new Members, particularly in light of the current restrictions, to ensure that all new Members to the Authority, continue to be inducted and integrated as effectively as possible.	COMPLETED Q3

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effectively as possible, particularly in light of current restrictions and remote working requirements.	9.5.2	To review and continue to explore options for delivering Member Training and Development activity remotely, to ensure they are meeting the requirements of Members.	COMPLETED Q3
	9.5.3	To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.	QUARTER 4 UPDATE ⇨Information has been obtained from new Members and liaison with POD has commenced as to introducing relevant training for Members
	9.5.4	To undertake a Training needs analysis for the Authority; and identify opportunities for peer mentoring/ support within the Authority Member group.	QUARTER 4 UPDATE ⇨ Further to the information obtained from Members this work is currently being undertaken

STRATEGY & PERFORMANCE OBJECTIVES:

FP-21/22-7.1	7.1.1 To support and further develop MFRS Staff networks to have a voice and higher visibility across all areas of the organisation • To increase membership of all the networks during 2021/2022 • To establish links with other emergency services network leads to share best practice	QUARTER 4 UPDATE ⇒ The Networks have moved forward during the year, despite Covid restrictions still having an impact at times. Chairs continued to be part of the ED&I Strategic Board offering a different viewpoint to aid decision making. ⇒ The Menopause Lounge (part of the Gender Network) has continued to engage with staff on a regular basis.

To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.	• To support networks to identify and celebrate key events during 2021/2022 • For the networks to assist in the shaping and delivery of organisational strategy and policy, working with us to improve staff experience on issues relating to each network. • To support the Positive Action Team • For Senior Lead Sponsors to support networks to achieve their aims and objectives and provide leadership	⇒ Black History Month and Chinese New Year were commemorated by the REACH (Race and Cultural Heritage) network, which changed its name during the year to better reflect its membership and purpose. ⇒ The LGBTQ+ Network purchased Pride Progress flags for all locations, with those flags being flown on relevant days during the year. ⇒ All networks provide support on Positive Action ⇒ A smaller group has formed to engage on neurodiversity ⇒ Senior Sponsors continue to provide support in relation to all the Protected Characteristics, including socio economic disadvantage, which has been a timely introduction given the recent increases in the cost of living. The continued development of the Networks has now become part of the People and Organisational Development objectives.
	7.1.2 To complete Phase 2 of the face to face delivery of the Essential ED&I training for all members of Staff Authority Members and Volunteers by the end of March 2022. (subject to Covid 19 restrictions)	QUARTER 4 UPDATE ⇒ Face to face training has continued during the year as restrictions have allowed, with 75% of staff having received the face to face training. This delay has been entirely due to the pandemic and is due to be completed in Q2 of 2022/23. This action will continue to be delivered by Strategy and Performance on behalf of People and Organisational Development.
	7.1.3 Feeding into the wider MFRS Training Needs Analysis to develop a suite of resources in various formats to compliment the Essential	QUARTER 4 UPDATE

	ED&I Training e.g. • Cultural awareness • Neurodiversity and disability awareness • Autism Awareness • Equality impact assessments	⇒ The Equality Impact Assessment process was reviewed during the year with guidance and training being developed during 2022/23 ⇒ Due to the requirement to focus on face to face ED&I Essentials training, the other aspects of this action will roll over to 2022/23
	7.1.4 To undertake a self-assessment evaluation and benchmarking tool, to ensure MFRS continuously improves its ED&I delivery against recognised best practice nationally • To complete ENEI's Talent Inclusion & Diversity Evaluation (TIDE)	QUARTER 4 UPDATE ⇒ This activity has not been completed and is likely to be part of the ED&I plans for 2022/23.
	7.1.5 To further develop our approach to community engagement through best practice identified in NFCC Equal Access Project.	QUARTER 4 UPDATE ⇒ Community Engagement has been retained by the Strategy and Performance Function and the action will progress during 2022/23. This year, contact has been made with community representatives and public sector officers responsible for this area of work, which will help shape MFRS's future strategy. The Knowing Our Communities database of information is being reviewed and engagement with MFRS managers will assist in identifying what types of community engagement will best assist them in delivering their services effectively.
FP-21/22-7.2 To make the most effective use of organisational information whilst continuing to improve information security and governance: -	7.2.1 To play a key role in the implementation and integration of the new CFRMIS (Community Fire Risk Management Information System) solution into organisation.	QUARTER 4 UPDATE **7.2.1 CFRMIS** Prevention: ⇒ CFRMIS has been populated with deprivation data, Exeter data, vulnerability data and date of last visit from Goldmine. ⇒ Dynamic HFSC status report has been developed using CFRMIS quick screens giving the crews the ability to

a. Continuing to digitally transform the organisation.	7.2.2 Final phase of development for the National Resilience application.	open a HFSC form directly from the prioritised list of addresses. ⇒ Started to work through Prevention phase 2 requirements to understand and build screens and workflows to support Fire Service Direct processes.
b. Continuing to ensure compliance with information governance and security legislation and regulations.	7.2.3 Continue to use our internal development team and the O365 tools available to systems support to contribute towards a digital transformation of the organisation and the removal of paper-based systems. In 2021/22 this will include the re-development of the OPS (Operational Performance System).	Protection ⇒ Over 100 standard paragraphs and 22 letter templates have been created. ⇒ Fire Safety Concerns form has been created for use by MFRS staff as well as members of the public. Workflow will send the data into CFRMIS creating a job to be assigned to a member of the Protection team. Operational Intelligence ⇒ Draft SSRI and PORIS forms have been created and will be amended based on feedback from the stations SSRI survey. ⇒ Working closely with Civica to ensure the next version of the Ops Intel module meets MFRS requirements. The entire project is scheduled to be completed in 2022/23 (Q4) **7.2.2 National Resilience Application** ⇒ The first phase of the Training Management module is complete, with the additional work identified from user feedback now being undertaken by the development team. ⇒ The Maintenance of Competence module has been developed, and now sits with each of the NR capabilities to add their competency framework elements and enter test training events to ensure the functionality meets the original scope for this module. Subject to successful testing, rollout is scheduled for May. ⇒ Calendar functionality is currently being written into

the application that will interface with the Training Management module, Assurance module and allow manual meeting entries to be submitted by NR Capability Officers/Advisors. The legacy website has now been disabled to all but National Resilience Assurance Team officers.

All planned activity has been completed during the year, but the wider project will continue into 2022/23

7.2.3 Digital Transformation
⇒ Digital transformation continues as part of core business. In addition to this, the planning work has begun for the move from SharePoint 2013 to SharePoint Online. This work will include a migration assessment, which will identify the size of the project i.e. timescales, internal and external resources required, costs, etc.

A project structure will be put in place as we progress through 2022/23.

7.2.4 Continue to work with all Functions to develop the Information Asset register for the Service, to enable us to understand and manage the information Assets and the risks to them, more effectively	QUARTER 4 UPDATE ⇒ The information asset register (name was changed to Record of Processing in line with national guidance was completed. This action is complete
7.2.5 We will continue to review the processes used to manage Information Governance and Security to enable us to optimise the information accordingly and seek to provide a greater understanding to fulfil our objectives and minimise risks.	QUARTER 4 UPDATE ⇒ Privacy notices were updated and processes for sharing personal data were improved and standardised, so the intended outcomes for 2022/23 were achieved. The focus for 2022/23 will be records management processes

FP-21/22-7.3

Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.

7.3.1 To implement the actions outlined in the Communications Strategy, including:
- The continued development of the new website and social media platforms/content
- Maintaining and strengthening the new branding
- Development of communications and marketing for the TDA (commercial) as appropriate during pandemic conditions
- Support for functional plan delivery across the service
- Support for specific areas of work including HMICFRS inspection, IRMP, Staff Survey
- Maximise opportunities for collaboration with partners (e.g. Bonfire safety video in partnership with Police)
- Continue to innovate and maximise resource/reduce expenditure e.g. investing in new video/audio/IT equipment to enable greater quality and output of video
- Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required
- Using the new Vuelio media monitoring software, develop a simple and effective multimedia report on Service media coverage which can be shared with officers regularly.

QUARTER 4 UPDATE
⇒ Most of these areas of work are now ongoing and business as usual.

⇒ The TDA communications marketing project was completed and the team has contributed communications advice to the new TDA project.

⇒ In Q4 the team invested in new audio visual equipment which is allowing them to produce even more sophisticated content that might previously had to be outsourced. For example, a video showcasing the effectiveness of home fire safety checks in saving lives.

⇒ Since the last update they have also supported pass out ceremonies, the Freedom of the City of Liverpool event and the annual Carol Service.

FP-21/22-7.4 Create a 2021-2024 Integrated Risk Management Plan.	7.4.1 A new IRMP will continue to be developed to start in July 2021. Initial public consultation took place in 2021/22, preparation of the draft Plan and Authority approval will take place in 2021/22, with final public consultation in Spring and following Authority approval publication will be in July 2021.	Completed in Q2
FP-21/22-7.5 Work with other functions to deliver a successful Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) inspection for MFRS.	7.5.1 In order to ensure that the Service's good practice and positive outcomes continues to be recognised in the HMICFRS inspection process we will work with other functions to coordinate the collation of evidence, prepare a self-assessment, collect data, brief staff, prepare the timetable and facilitate visits for a second HMICFRS inspection.	Completed in Q2

FP-21/22-7.6
 	
Implement an ICT infrastructure that will enable efficiency through current and emerging technology.
	7.6.1 Three (3) key activities in the ICT service pipeline
	this year are:
	   - CAD-MIS Project Phase Two
	   - Enhanced Virgin Media Network
	   - Move to Office 365 (O365) which includes e-mail hosting
	    by Microsoft
		QUARTER 4 UPDATE
		
		CAD-MIS Project Phase Two
		The Strategy and Performance Board 25th February 2022 decided the three projects to be included in CAD-MIS Phase Two are to be:
		    a. Emergency Services Network (ESN) Ready
		    b. Dynamic Cover
		    c. London Fire Survival Guidance.(FSG)
		
		⇒ Commercials are in place for ESN Ready and work has started on the Dynamic Cover and FSG projects

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⇒ Outstanding actions for CAD_MIS Phase One are:
- Final Training course – Data Management and data sets updates
- BOSS Mobile Pilot - Telent have completed infrastructure deployment, awaiting Capita to complete configuration

This action is carrying over into Functional Plan 2022/23

Enhanced Virgin Media Network.
⇒ Five Stations have upgraded links and are running at 100mb. SHQ - TDA link upgrade is now live and running at 10gb.
⇒ Planning is underway for the upgrade of remaining stations following delivery of the new station network switches during March 2022. An out of hours install is also being planned to install the Station Aggregation routers at SHQ and the TDA.

This action is carrying over into Functional Plan 2022/23

Move to O365
⇒ This was a major corporate software project, affecting all users. Migration to O365, involving Exchange migration to Microsoft-hosted O365 mailboxes and user adoption of O365 collaboration functionality.
This is now complete.

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FP-21/22-7.7

Respond to National Initiatives. The service is scheduled to switch from the current Airwave communication system to

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7.7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN.

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QUARTER 4 UPDATE
⇒ Contracts between telent and SSS Ltd (Capita) have been signed to deliver ESN functionality within our Fire Control systems in order to make them "Technically Ready". This will ensure we continue in our role as an Assurance Partner and de-risk our future transition from Airwave to ESN.

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the Emergency Services Network (ESN) which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this.		⇒ This activity will carry over into FP 22/23.
	7.7.2 Have a fully operational connection to the ESN upon completion.	QUARTER 4 UPDATE ⇒ Our direct connection into the ESN via the Managed Firewall agreement with Vodafone enables Merseyside FRS to maintain a leading role as one of only two Fire Sector Assurance Partners within the programme. As such, we continue to undertake extensive testing and hosting of critical events witnessed by the Home office and key players within the Emergency Sector. ⇒ This activity will carry over into FP 22/23.
	7.7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally	QUARTER 4 UPDATE ⇒ Merseyside FRS will continue to influence the direction and pace of ESN activities, along with the benefits from the early introduction of new technology. ⇒ Potential risks to both MFRS and the ESN project continue to be managed via our Project Board and regular meetings with the Home Office Programme Delivery Groups. ⇒ This activity will carry over into FP 22/23.
	7.7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible.	QUARTER 4 UPDATE ⇒ The testing of pre-production products is ongoing with the Home Office and Manufacturers. Product Integration Testing (PIT) and Operational Validation of existing devices and processes remains a critical milestone activity ahead of User Lead Operational Evaluation testing in 2023-4.

		⇒ Coverage testing continues, with specific focus on our **areas of concern** (AOC) across Merseyside and the region. ⇒ This activity will carry over into FP 22/23.
FP-21/22-7.8 Consider ways in which catering services can become more environmentally sustainable.	7.8.1 Working with the Procurement, Estates and Finance departments, examine the feasibility of upgrading kitchen equipment to more energy efficient models as current equipment needs replacing.	QUARTER 4 UPDATE ⇒ This objective progressed earlier in the year with more sustainable products being bought but has proved more difficult more recently sure to supply chain issues and product availability. ⇒ This action will carry over into 2022/23, but will also form part of an over arching environmental strategy in the future.
EQUALITY & DIVERSITY OBJECTIVES:		
To support the organisation to deliver against the following four Equality and Diversity Objectives	**ED/21/22/8.1** Create a strong cohesive organisation that is positive to rising to the future challenges we face **ED/21/22/8.2** Ensure that people from diverse communities receive equitable services that meet their needs **ED/21/22/8.3** Reducing fires and other incidents amongst the vulnerable protected groups **ED/21/22/8.4** To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to:	⇒ Progress against all these objectives is embedded throughout the previous updates. ⇒ Full feedback is provided every year in the ED&I Annual report which is presented to Members in September.

	"eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't."

GLOSSARY OF TERMS:			
24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ACFO	Assistant Chief Fire Officer	MERSOG	Merseyside Road Safety Partnership
ADF	Accidental Dwelling Fire	MHFA	Mental Health First Aid
AGM	Annual General Meeting	MoU	Memorandum of Understanding
		MRSU	Marine Rail and Salvage Unit
AM	Area Manager	MRSP	Merseyside Road Safety Partnership

APB	Annual Pension Benefit	MTA	Marauding Terrorist Attack
ARA	Analytical Risk Assessment	NCAF	National Co-ordination and Advisory Framework
ASB	Anti-Social Behaviour	MERSOG	Merseyside Road Safety Partnership
BREEAM	Building Research Establishment Environmental Assessment Method	NFCC	National Fire Chiefs Council
BRR	Building Risk Review	NILO	National Interagency Liaison Officer
CAA	Civil Aviation Authority	NOG	National Operational Guidance
CBRNE	Chemical Biological Radioactive Nuclear and high yield Explosives	NOL	National Operational Learning
CBT	Crew Based Training	NRA	National Risk Assessment
CFRMIS	Community Fire Risk Management Information System	NRAT	National Resilience Assurance Team
CFOA	Chief Fire Officers Association	NPG	National Procurement Group
CFP	Community Fire Prevention	NVQ	National Vocational Qualification
CFP	Community Fire Protection	NWAS	North West Ambulance Service
CM	Crew Manager	NWFO	North West Finance Officer
CPD	Continuous Professional Development	NWFRS	North West Fire and Rescue Services
CRM	Community Risk Management	NWRPT	North West Regional Procurement Team
CSP	Community Safety Partnership	OH	Occupational Health
DCFO	Deputy Chief Fire Officer	OIG	Operational Intelligence Group
DCLG	Department of Communities & Local Government	OJEU	Official Journal of the European Union
DCWTR	Day Crewing Whole-time Retained	PAS	Primary Authority Scheme
DIM	Detection, Identification and Monitoring	PCC	Police & Crime Commission
DoH	Department of Health	PID	Project Initiation Document
DSE	Disability Equalities Scheme	PMG	Performance Management Group
E&D	Equality & Diversity	NFCC	National Fire Chiefs Council
E,D& I	Equality, Diversity and Inclusion	POD	People & Organisational Development
EET	Education, Employment or Training	PORIS	Provision of Operational Risk Information System
EFAD	Emergency Fire Appliance Driver	PPE	Personal Protective Equipment
EIA	Equality Impact Assessment	PPRS	Prevention, Protection and Road Safety
EMR	Emergency Medical Response	PRM	Premises Risk Model
EPP	Energy Project Plus	PTI	Physical Training Instructor
ESMCP	Emergency Services Mobile Communication Programme	PVP	Protecting Vulnerable People
ESN	Emergency Services Network	RBIP	Risk Based Inspection Programme
FF	Fire-fighter	RM1	Risk Management 1
FSN	Fire Support Network	RNLI	Royal National Lifeboat Institute
FRA	Fire & Rescue Authority	RLSS	Royal Life Saving Society
FRS	Fire & Rescue Service	PPRS	Prevention, Protection and Road Safety

Service Plan 2021-22 End of Year Update

GDPR	General Data Protection Regulations	RRRG	Road Risk Review Group
GM	Group Managers	RSL	Registered Social Landlord
GVC	General Visual Line of Sight Drone License	RTC	Road Traffic Collision
HFSC	Home Fire Safety Check's	SCG	Strategic Command Group
H&S	Health & Safety	SI	Service Instruction
HMEPU	Hazardous Materials Environmental Protection Unit	SIRAH	Site Information Risk and Hazard
HVP	High Volume Pump	SIT	Street Intervention Team
IC	Incident Commander	SLT	Strategic Leadership Team
ICCS	Integrated Communication Control System	SME's	Small Medium Enterprises
ICT	Information Communication Technologies	SM	Station Manager
ICU	Incident Command Unit	SOFSA	Simple Operational Fire Safety Assessment
IIT	Incident Investigation Team	SOP	Standard Operational Procedure
IRMP	Integrated Risk Management Plan	SPA	Safe Person Assessment
IRS	Incident Reporting System	SSRI's	Site Specific Risk Information
ITHC	Information Technology Health Check	StARS	Staff Attendance Record System
JCC	Joint Control Centre	T&C's	Terms and Conditions
KSI	Killed and Seriously Injured (in relation to road safety)	TCG	Tactical Command Group
LCR	Liverpool City Region	TDA	Training and Development Academy
LFRS	Lancashire Fire & Rescue Service	TNA	Training Needs Analysis
LJMU	Liverpool John Moores University	VPI	Vulnerable Person Index
LLAR	Low Level Activity Risk	UAT	User Acceptance Test
LPB	Local Pensions Board	UCLAN	University of Central Lancashire
LPI	Local Performance Indicators	UKFRS	United Kingdom Fire and Rescue Service
LPSU	Light Pump/Structure Unit	WM	Watch Manager
LSP	Local Safeguarding Partnership	WTR	Whole-time Retained
MASAD	Multi-agency Specialist Assessment Team	YE	Youth Engagement
MASH	Multi Agency Safeguarding Hub	YOS	Youth Offending Scheme
MDT	Mobile Data Terminal	YPS	Your Pension Service
MERPOL	Merseyside Police	UKFRS	United Kingdom Fire and Rescue Service
MFRA	Merseyside Fire & Rescue Authority	WM	Watch Manager

Service Plan 2021-22 End of Year Update

SERVICE DELIVERY PLAN 2021-22:

April 2021 to March 2022

INDEX

Total emergency calls

Total incidents

Total fires

Primary fires

Secondary fires

Special services

False alarms

Attendance standard

Sickness absence

Carbon output

Objective:

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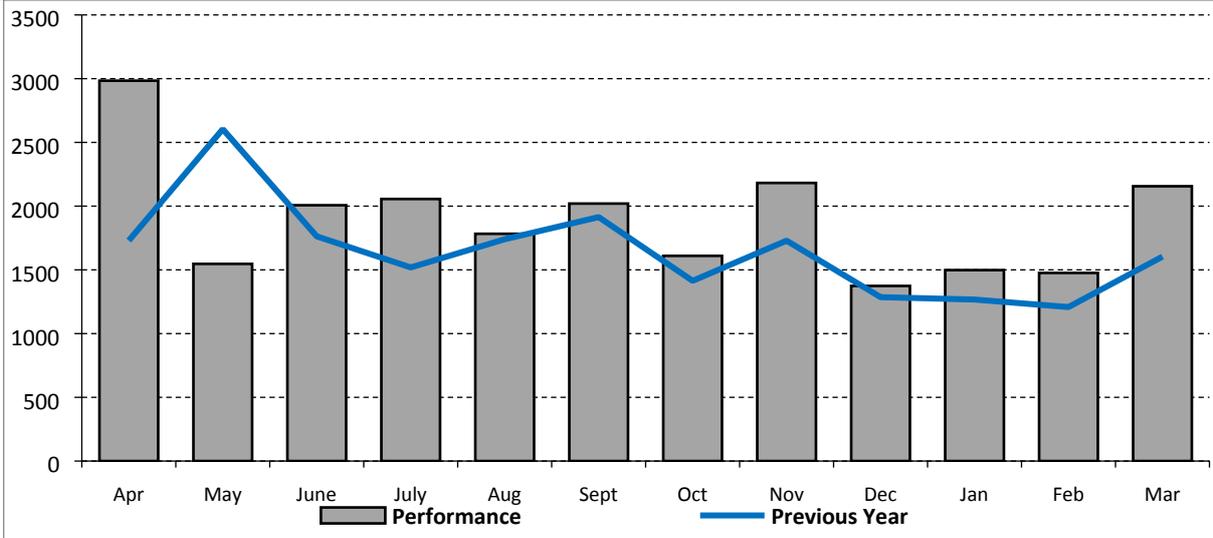
MERSEYSIDE FIRE & RESCUE SERVICE

1

BENCHMARK INDICATORS

TC00 Total number of emergency calls received

Service Plan Target	No target - Quality Assurance	Progress to Date	22693

Performance / Previous Year (Apr–Mar)

Cumulative Performance

Previous Year / Performance (Apr–Feb)
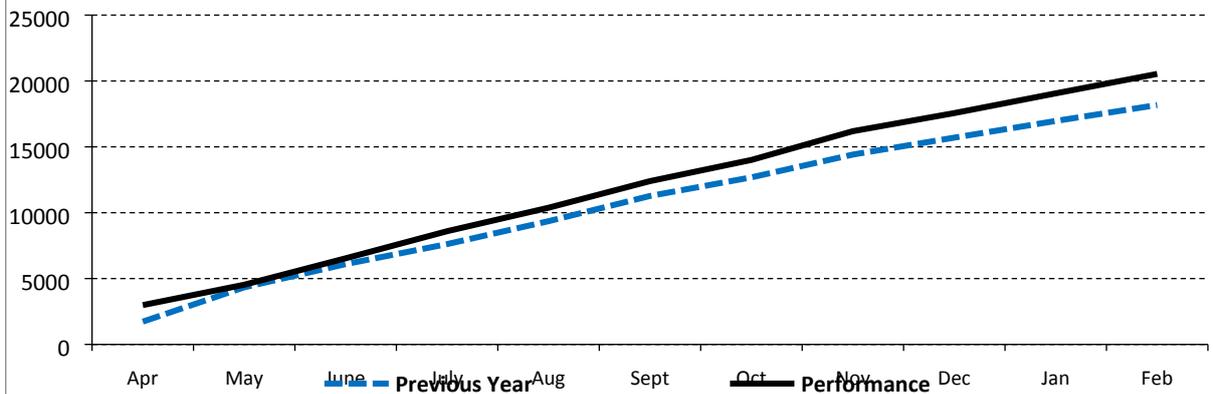
TO00 Total number of emergency calls received	For quality assurance only
DO22 The % of 999 calls answered within 10 seconds	

TC00	During 2021/22 Fire Control received 22693 emergency calls. This was 2915 more than last year, 2020/21, when 15867 calls were received. This reflects the increase in all incident types this year when compared to 2020/21 - when Covid restrictions were in place for much of the period, meaning the majority of Merseyside residents spent more time at home. Life has gradually returned to normal during this year.

November (2182) saw a predictable increase in calls due to the Bonfire period and also Storm Arwyn. April 2021 (2984) and March 2022 (2156). Fires attended and Special Service calls increased in March, it was also a very dry month. In April 2021 all incident types increased significantly, which had an ongoing impact on performance throughout the year.

This indicator does not have a target it is monitored for quality assurance only. This is because, being a total of all incident types, it includes some incident types that MFRS cannot impact on in terms of prevention activity (such as accidental vehicle fires). |
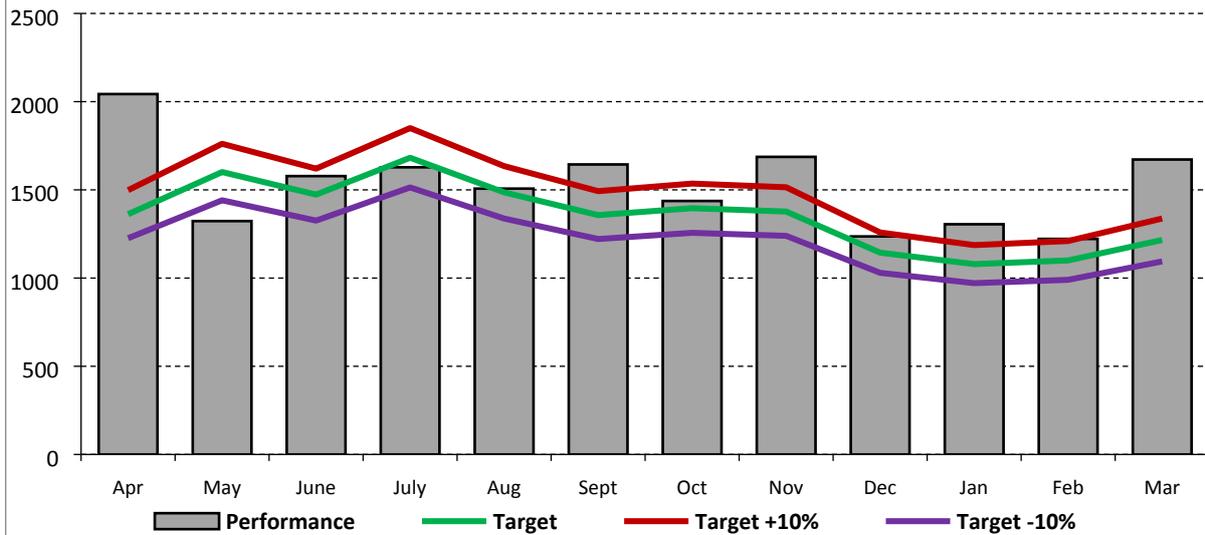| DO22 | Cumulatively 96.9% of 999 calls were answered within 10 seconds. This is better performance than the 96% target. |

2

TC01 The total number of incidents attended
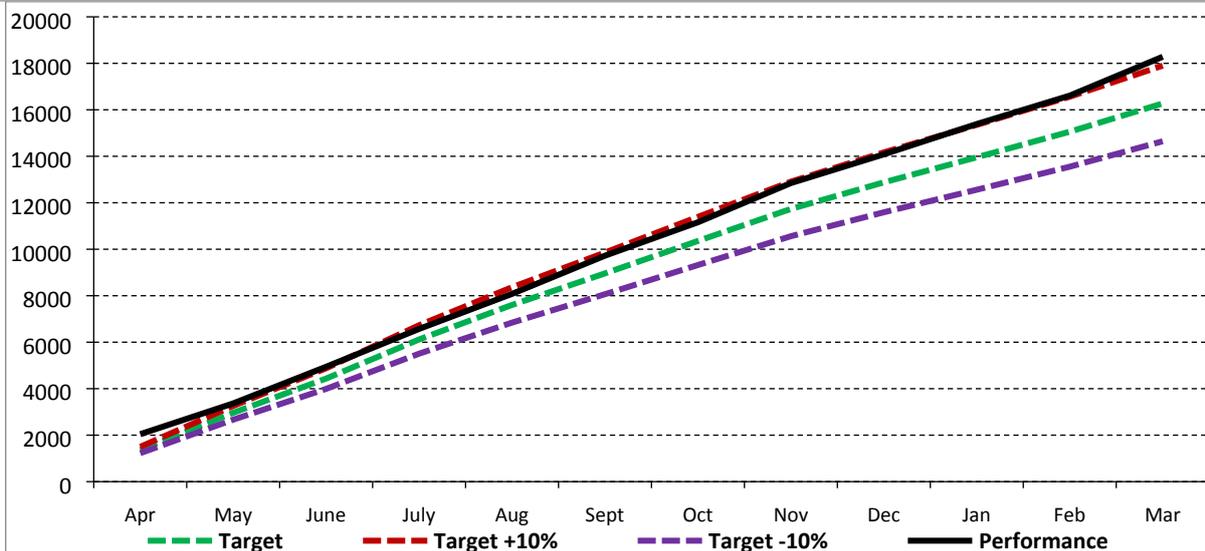
Service Plan Target Apr-Mar 2021/22	16273	Progress to Date	18282

Performance | Target | Target +10% | Target -10%

Cumulative Performance

Target | Target +10% | Target -10% | Performance

TC01 Total number of incidents attended	

| TC01 | Following a peak in the number of incidents in April (when 1917 incidents were attended), incident numbers have remained consistent throughout the year with an expected slight increase in November (1687) over the Bonfire period. There was a further peak in March (1672) as stated previously the weather was lot drier than usual and the number of fires attended increased.

Cumulatively, there have been 18282 incidents attended, compared to 15867 during 2020/21 – an increase of 2415 incidents.

There has been a significant increase in Special Service incidents attended (5345) compared to previous years (4250 in 2020-21), this is due in part to operational crews assisting partner agencies more, in line with memoranda of understanding.

When compared to the previous year, the majority of incident types have seen increases during 2021/22; this is partially due to Covid restrictions during 2020/21. This performance exceeded the annual target for 2021/22 (16273). |
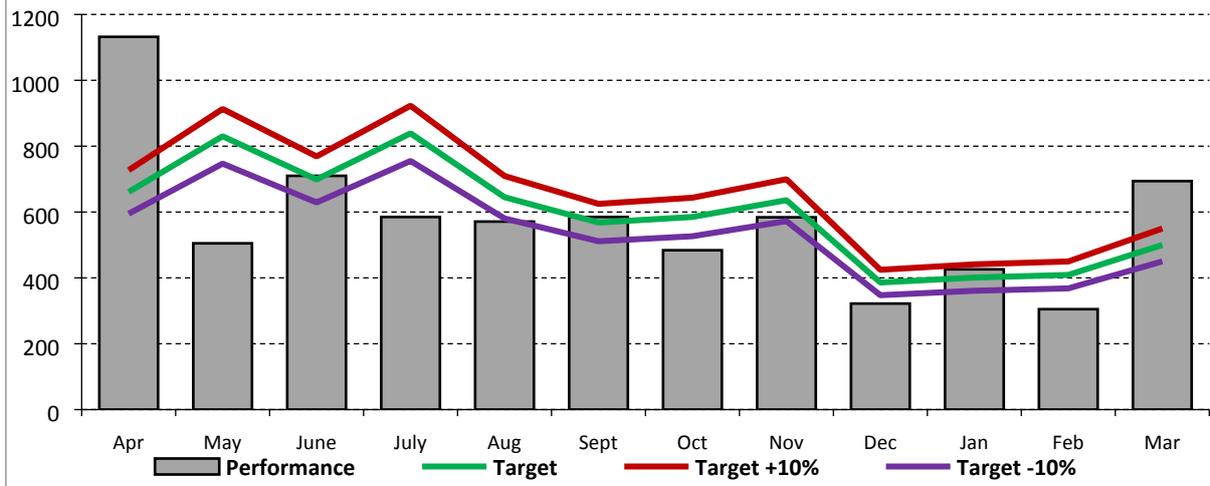
3

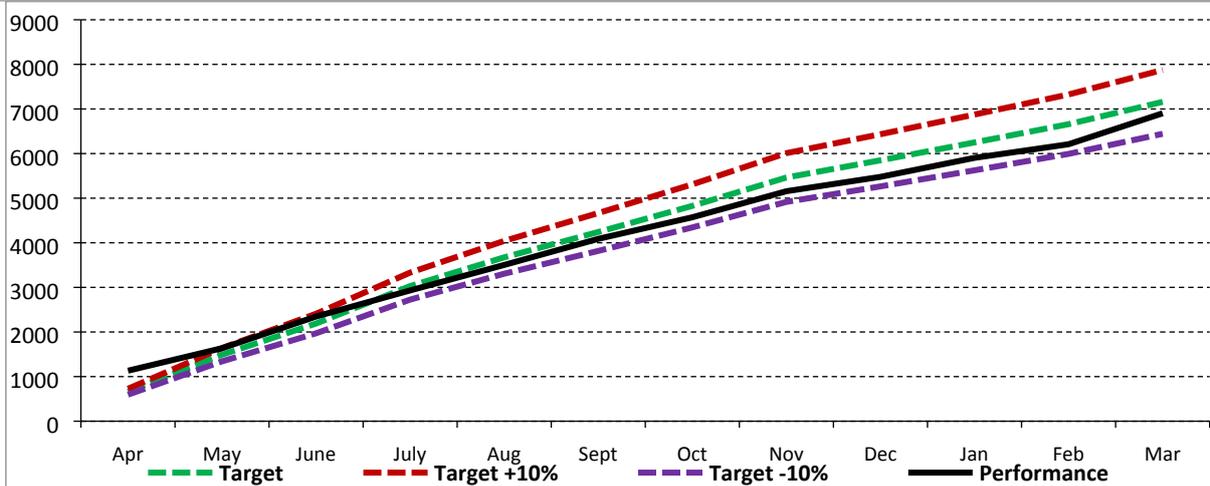## TC02 Total number of fires attended in Merseyside

Service Plan Target Apr-Mar 2021/22	7159	Progress to Date	6903

Cumulative Performance

TC02 Total number of Fires attended in Merseyside	

| TC02 | Crews attended 6903 fires during 2021/22. This is 791 more than in 2020/21 (6142), though less than the annual cumulative target of 7159.

Despite Merseyside seeing an increase in fires during April (1072) and June (710), incident numbers remained relatively consistent for the remainder of the year until fires increased in March, 506 compared to 460 in March 2021.

April was particularly significant for global performance reporting. The high numbers of incident was partially due to an extended period of dry, hot weather, which started the month before. This cumulative dry period therefore has an impact on fires and anti-social behaviour (ASB) and even impacted Accidental Dwelling Fires where 16 incidents involved fire that started externally to a home, which then damaged the outside, therefore, it is not just ASB that dry and hot weather affects.

Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service. |
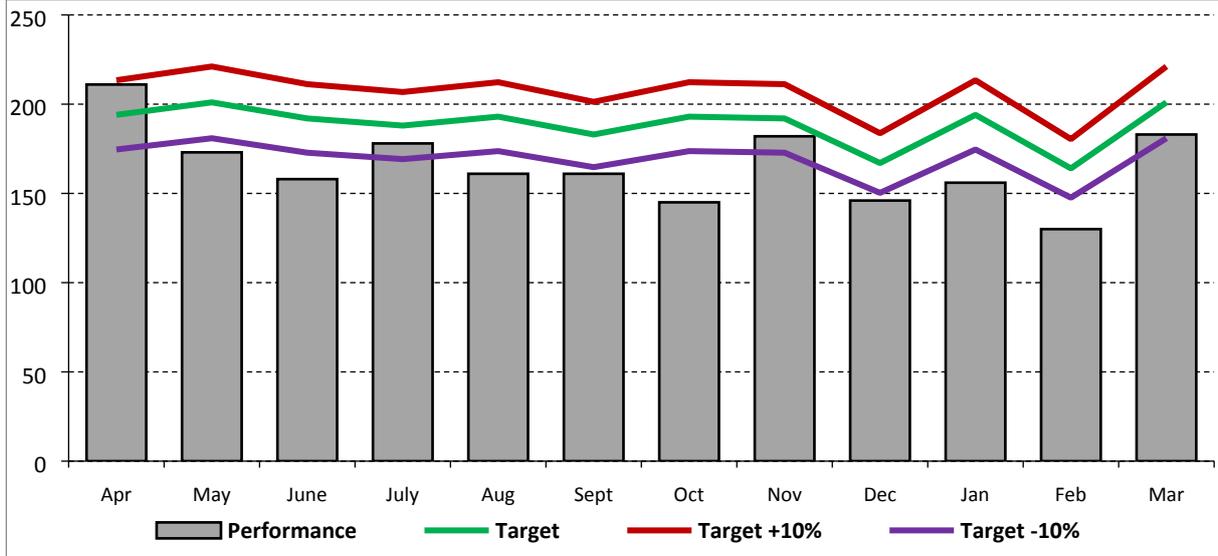
4

TC03 Total number of primary fires attended
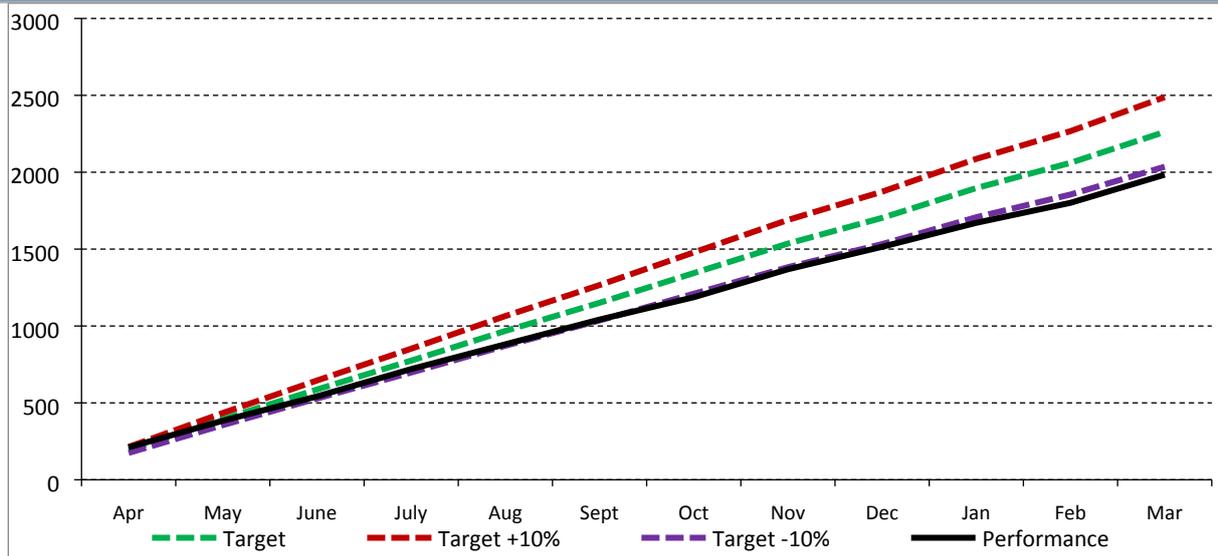
Service Plan Target Apr-Mar 2021/22	2262	Progress to Date	1984

Performance — **Target** — **Target +10%** — **Target -10%**

Cumulative Performance

Target — **Target +10%** — **Target -10%** — **Performance**

TC03 Total number of primary fires attended	

| TC03	During 2021/22 crews attended 1984 Primary Fires. This is 214 more than in 2020/21 (1770). This difference is partially due to the Covid-19 lockdowns in 2020/21 while gradually during 2021/22, restrictions relaxed and life on Merseyside is returning to some sort of normality. Dwelling fires and consequent fatalities and injuries, whilst increasing in number this year, all remain below annual targets. There has been an increase in deliberate vehicle fires during 2021/22 (402) compared to 306 in 2020/21 it is still well down when compared to previous, pre-covid, years 2019/20 saw 459 incidents and 2018/19 -510. Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where 5 or more appliances are in attendance.

5

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

COMMENTARY:	
DC11	Accidental dwelling fires during 2021/22 at 839 are lower than the annual cumulative target (861) but more than in 2020/21, when crews attended 799 accidental dwelling fires. It is possible that Covid 19 restrictions had an impact on the 2020/21 figures; as there were more people at home, the risk of fire is perceptively reduced as an occupier was frequently on hand to prevent any minor issues developing into flown blown fires.
DC12	There have been 4 fatalities in accidental dwelling fires this year, a reduction of 3 on the previous year
DC13	There have been 61 injuries in Accidental Dwelling Fires. This is considerably under the cumulative annual target of 90.
DC14	Deliberate dwelling fires in occupied property (120) is below target (138) and there have been 19 fewer incidents than in 2020/21 (139).
DC15	Deliberate fires in unoccupied properties (18) is lower than the annual target (20), though higher than in 2020/21 (16).
DC16 DC17	There have been no fatalities in the deliberate dwelling fires and 9 injuries which is considerably less than last year when there were 14 injuries.

DC11 Number of accidental fires in dwellings

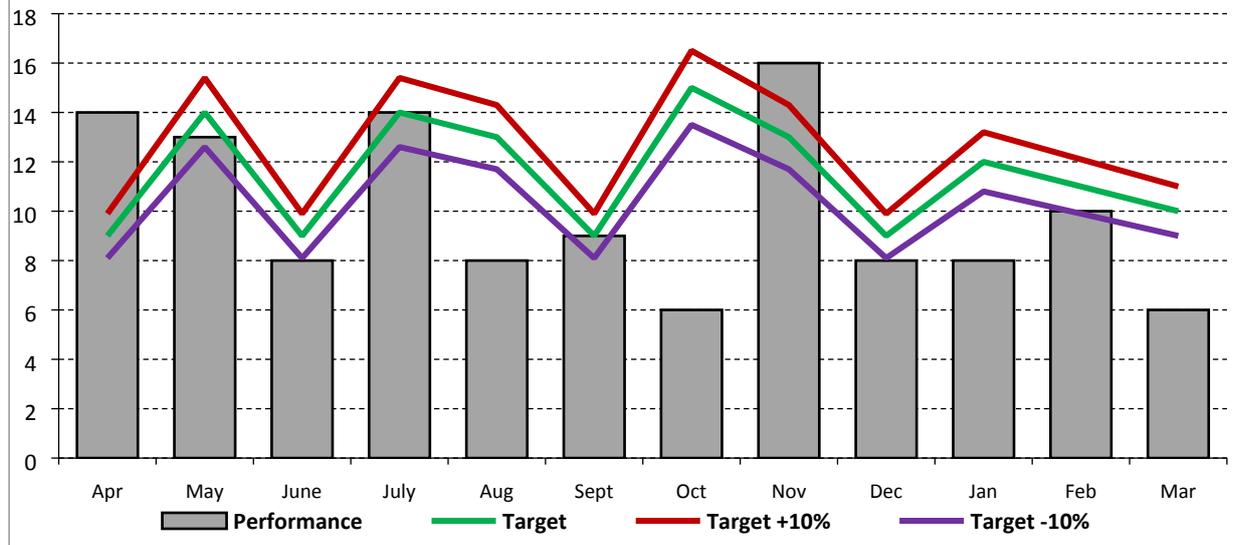| Service Plan Target Apr-Mar 2021/22	861	Progress to Date	839
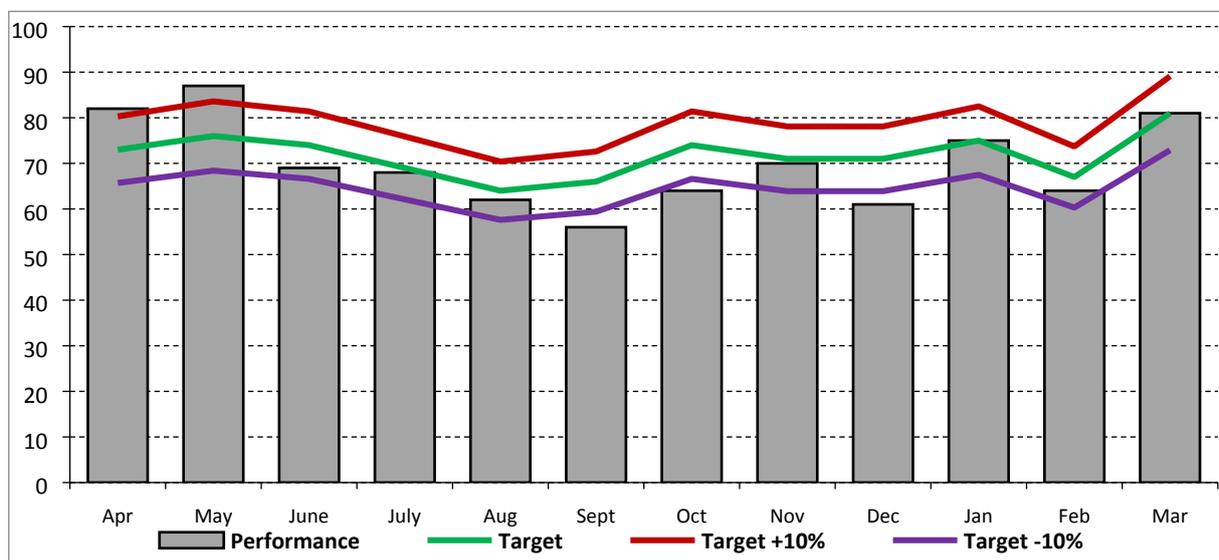
DC14 Number of deliberate dwelling fires in occupied properties

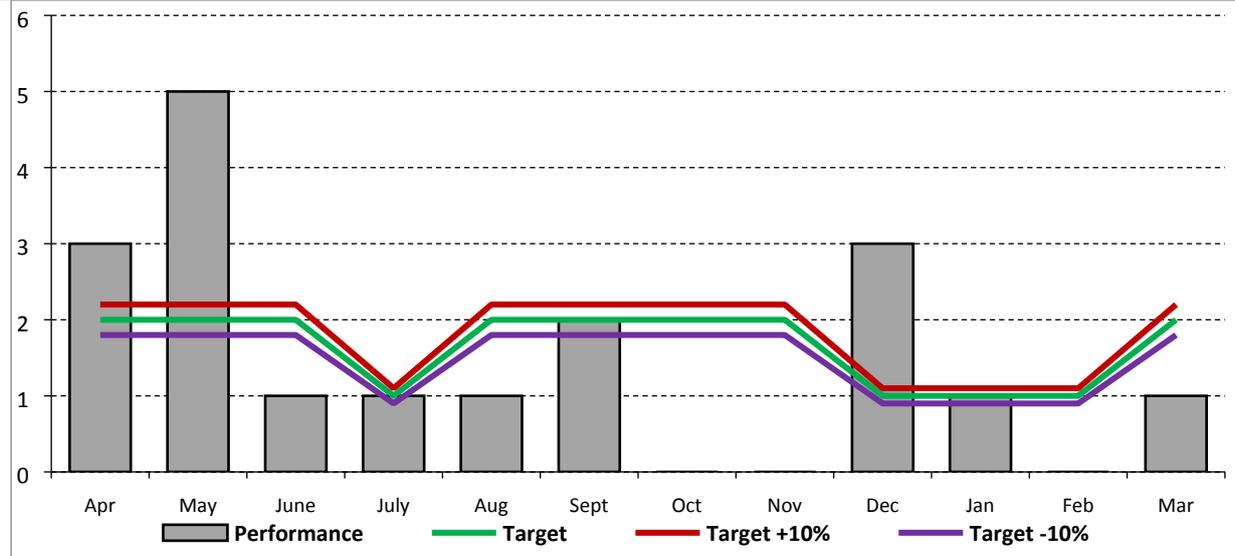| Service Plan Target Apr-Mar 2021/22	138	Progress to Date	120

Performance | Target | Target +10% | Target -10%

DC15 Number of deliberate fires in unoccupied properties

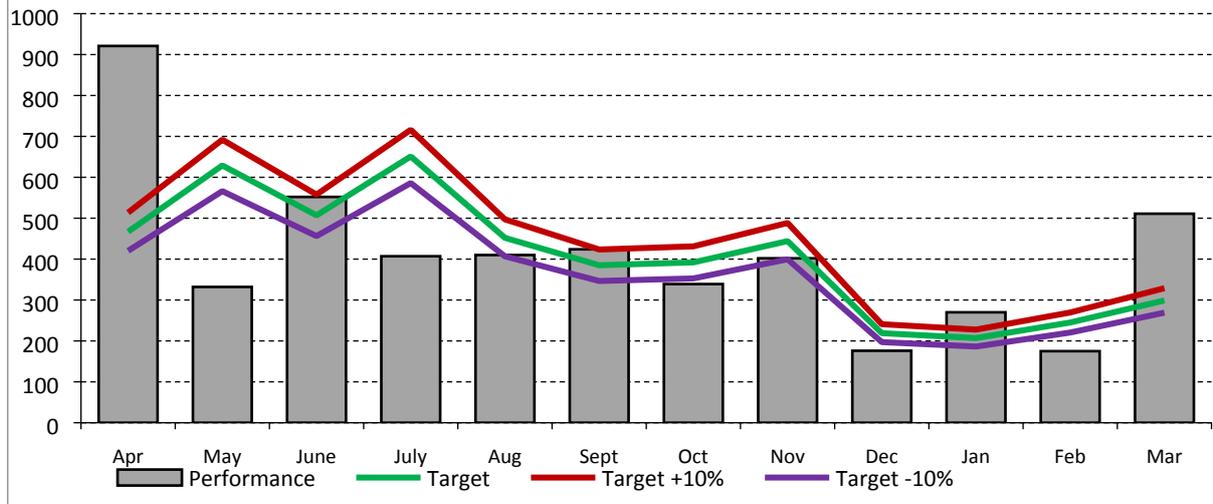| Service Plan Target Apr-Mar 2021/22	20	Progress to Date	18

Performance | Target | Target +10% | Target -10%

7

TC04 Total number of secondary fires attended

Service Plan Target Apr-Mar 2021/22	4897	Progress to Date	4919

Performance | Target | Target +10% | Target -10%

Cumulative Performance

Target | Target +10% | Target -10% | Performance
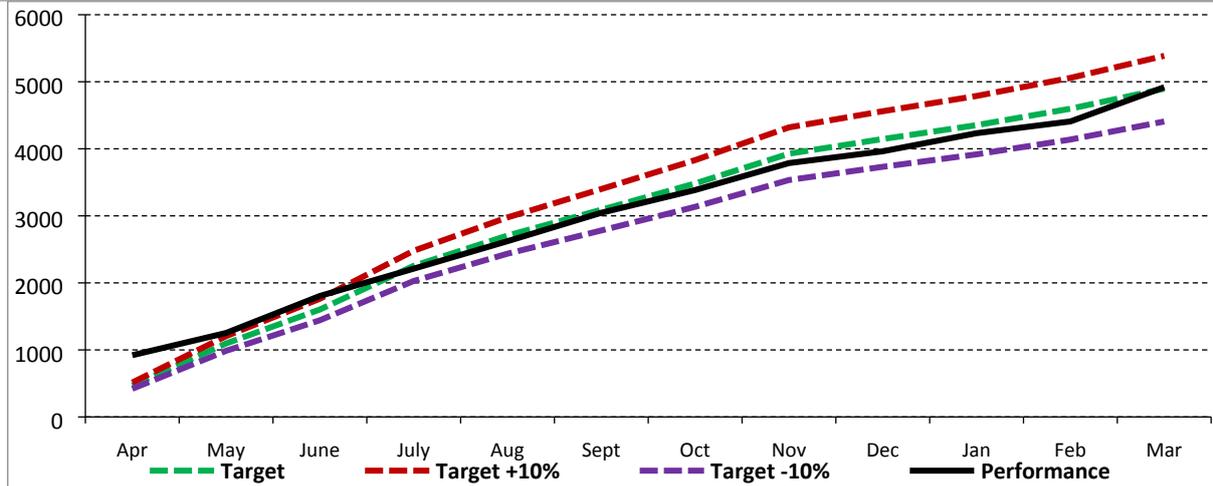
TC04 Total number of secondary fires attended	
AC13 Number of deliberate ASB fires attended	

TC04	There were 4919 secondary fires during 2021/22. This is 547 fewer fires than in 2020/21 (4372) and within 10% of the annual target of 4897.
AC13	The count of anti-social behaviour fires attended is higher this year (3362) than in 2020/21 (2993) but remains within 10% of the target (3208). Since a peak in April (when 610 incidents took place), incident counts have fallen and remained relatively consistent. The expected peak in November was not as high as previous years with 308 incidents - compared to 364 in 2019. Again, there was a peak in March as with many other indicators with 319 incidents attended.

The high number of fires during the April heatwave had a significant effect on the year as a whole. Had this heatwave not occurred then in all likelihood the annual target would have been achieved.

The Arson Reduction Team continue to work with partner agencies on initiatives such as Beachsafe on the Sefton coast to discourage barbecues and fires being lit and left in the Pinewoods and sand dunes. |
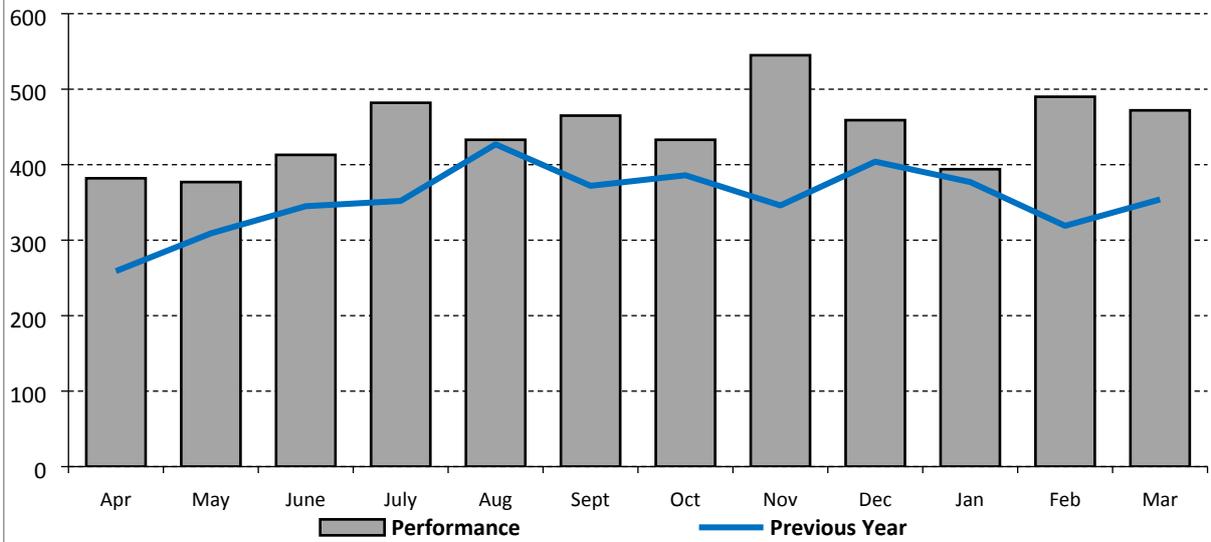
8

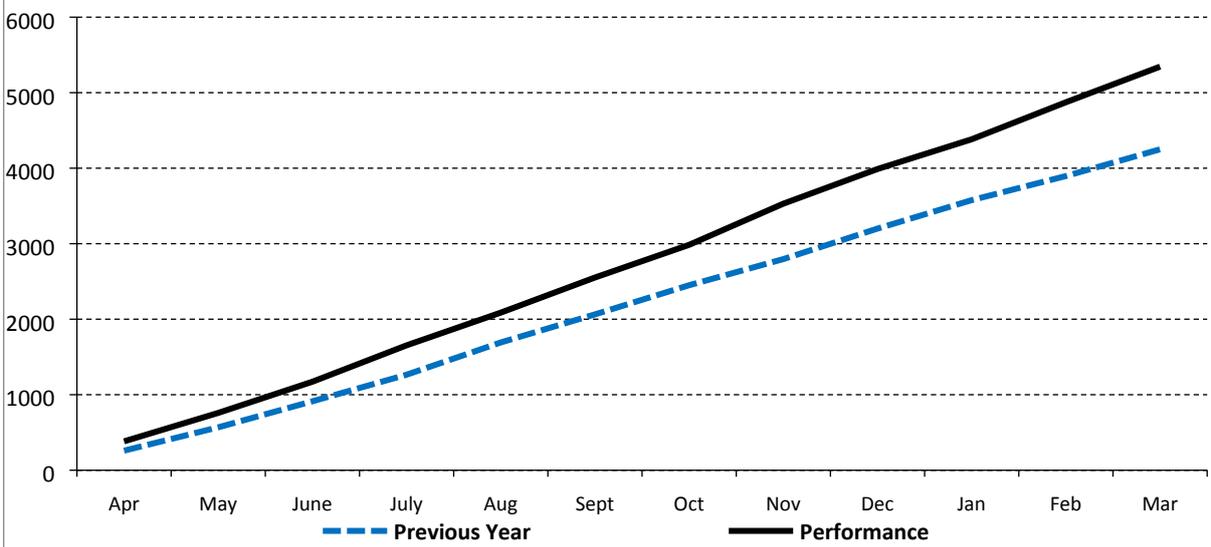## TC05 Total number of special services attended

Service Plan Target	Quality Assurance	Progress to Date	5345

Performance ▮ **Previous Year** ▬

Cumulative Performance

Previous Year ┅ **Performance** ▬

TC05 Total number of Special Services attended	For quality assurance only

| TC05 | When personnel and equipment are deployed for services other than fire fighting, those services are referred to as a 'Special Service Call' (SSC) and may be either 'emergency' or 'non-emergency.' Many are related to assisting partner agencies such as the Police and Ambulance, particularly related to providing medical assistance and effecting entry. They also include incident types like Road Traffic Collisions and Water Rescue.

During 2021/22 the number of special services attended (5345) was considerably higher than in 2020/21 (4250) an increase of 1095 incidents or 25%. Assisting other agencies increased by 29% (274 more incidents), RTC's by 49.9% (a 275 incident increase) and effecting entry by 22.2% (an additional 134) when compared to 2020/21.

Special service calls attended are counted for quality assurance only as a number of incident types (particularly those where MFRS is assisting other |

|	agencies) are encouraged, rather than MFRS being in a position to take action to prevent them as is the case with most other emergency response activity.
RC11	The number of Road Traffic Collisions attended in 2021/22 (830) is higher than 2020/21 (555), this is likely due to Covid 19 lockdown restrictions.
RC12	Sadly, there have been 17 fatalities in RTC's attended by MFRS and 284 injuries again considerably higher than this period in 2020/21 (232).
RC13	Police 'Killed and Seriously Injured' data in relation to the 16-24 year old age
RC15	group (which is the group targeted by MFRS Community Safety staff) also shows an increase (85 incidents attended) on 2020/21 data (59)
RC24	Water rescues are also included in Special Service calls and this type of incident has increased from 32 in 2020/21 to 52 2021/22. This incident type includes rescues from floods, rivers including the Mersey, park lakes and ponds. As with road traffic collisions, arson and antisocial behaviour, the community safety team takes action with partners to reduce these types of incident.

TC06 Total number of false alarms attended

Service Plan Target Apr-Mar 2021/22	5497	Progress to Date	6034

Legend: Performance, Target, Target +10%, Target -10%
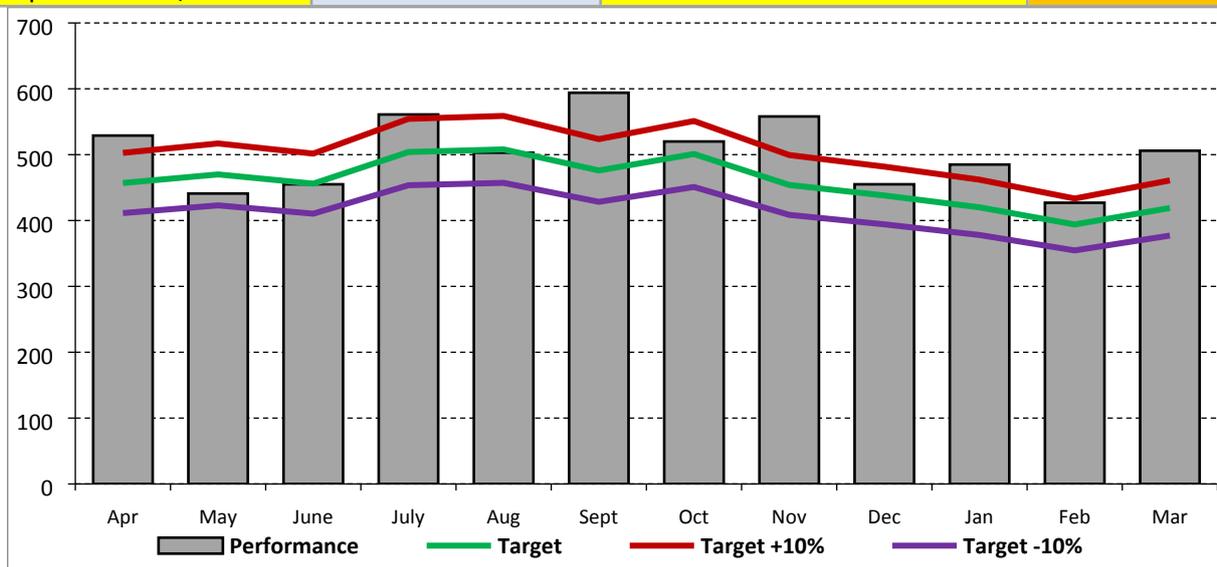
TC06 Total number of false alarms attended	

| TC06	The number of false alarms attended (6034) is within 10% of the 2021/22 target (5497). The number of incidents continue to fluctuate each month. The majority of false alarm calls are due to accidental/careless actuation, faults on the system and burnt toast incidents.
FC23	
	The total number of False Alarm Good Intent incidents attended during the year 2021/22 was 2334. This is 324 more than at year-end 2020/21 (2010) and exceeds the annual target of 1743.
FC12/11	False Alarm incidents due to smoke alarm actuations in domestic dwellings (2963) are higher than in 2020/21 (2880) with the annual target (2949) being narrowly missed. Incidents attended in non-domestic premises (550) have increased when compared to last year (460).

10

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

| Service Plan Target Apr-Mar 2021/22	90%	Progress to Date	95.4%
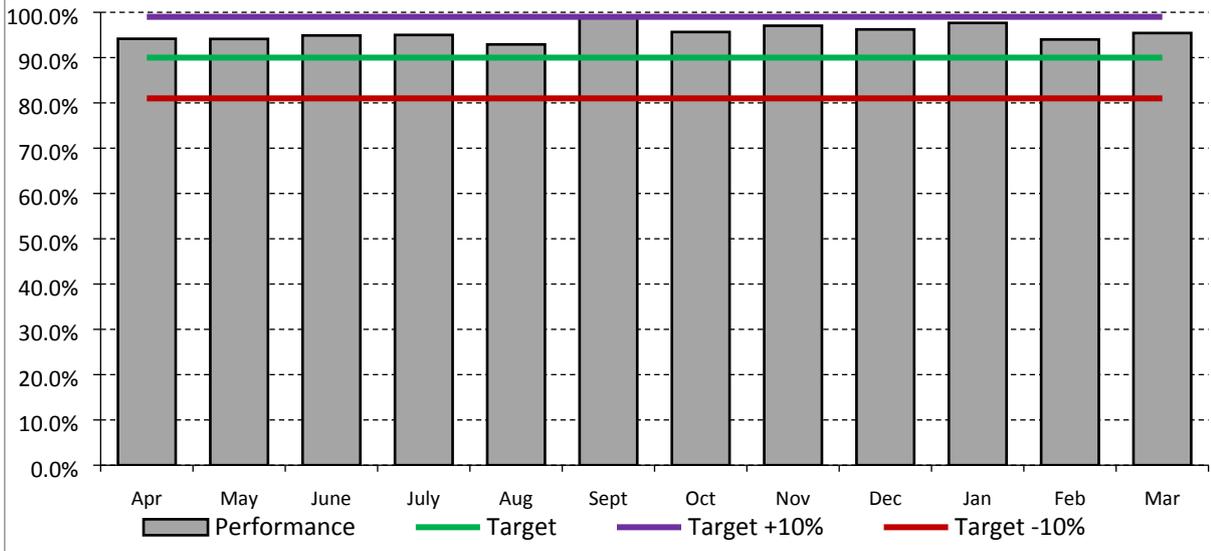
TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes DR23 Alert to mobile in under 1.9 minutes	
TR08	Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 95.4% of occasions, better than the target of 90%.
DR23	Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95.2% of incidents achieving the target 95%.

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

| Service Plan Target Apr-Mar 2021/22	4%	Progress to Date	5.40%
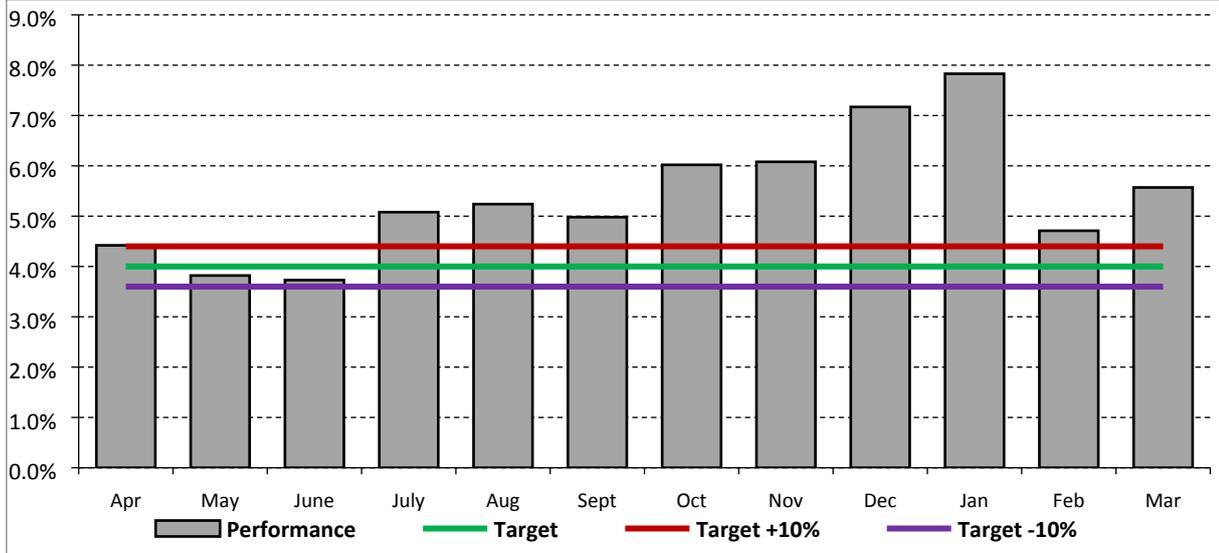
COMMENTARY:	
TD09 The % of available shifts lost to sickness absence, all personnel	
WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	
WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	
TD09	Overall sickness among all staff at 5.40% shifts lost to sickness absence exceeds the 4% target. During 2020/21 performance against this indicator was 4.27%. Sickness absence has increased during the third quarter of this reporting period. Sickness absence rose throughout the Winter months with peaks in December 7.17% and January 7.83% this has been the highest level of sickness absence this year and primarily due to Covid 19. If Covid 19 related absence was omitted then cumulative sickness for the year 2021/22 would be 3.13%.
WD11 **WD12**	Cumulatively 5.70% of shifts were lost to sickness absence among uniformed staff (3.09% with Covid related absence removed). The peaks in December saw 7.65% and January 8.54% of shifts lost to sickness absence this is the highest level of sickness recorded. Non-uniformed staff absence in 2021/22 was 5.40%. If Covid 19 related absence was omitted then cumulative sickness for the year 2021/22 would be 3.21%.

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TE10 Total carbon output of all buildings

Service Plan Target Apr-Mar 2021/22	65	Progress to Date	55.6

Legend: Performance | Target | Target +10% | Target -10%
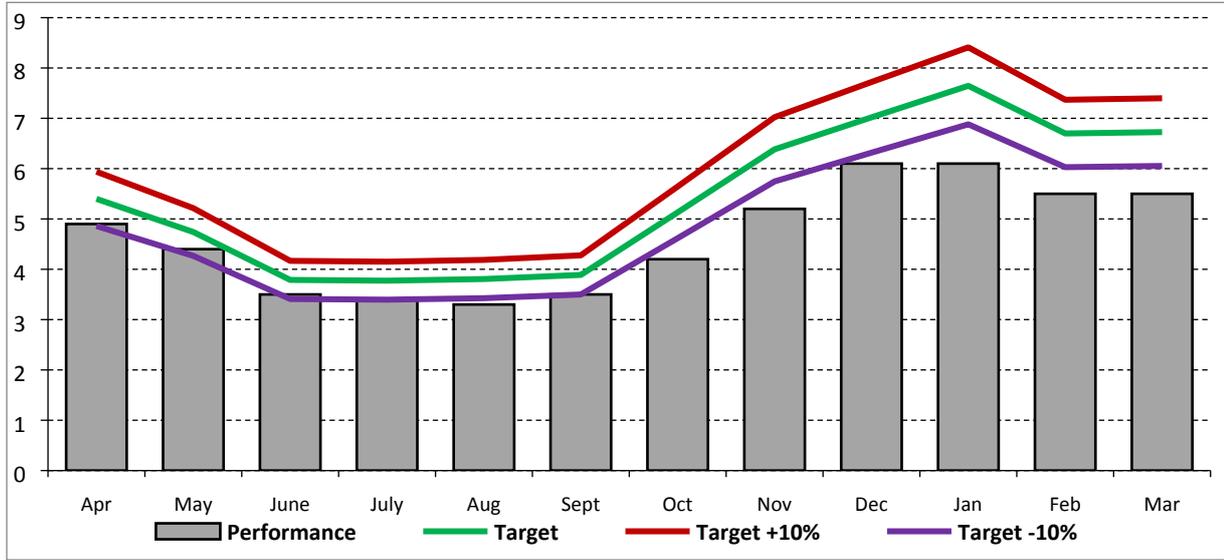
TE10 Total carbon output of all buildings	

TE10	Carbon output at 55.6 from all buildings is slightly lower than 2021/21 (57.4) and below the target of 65. This measurement is based on tonnage of CO2# for the MFRS estate.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	28 JULY 2022	REPORT NO:	CFO/036/022
PRESENTING OFFICER	IAN CUMMINS, DIRECTOR OF FINANCE AND PROCUREMENT		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	REVENUE & CAPITAL OUTTURN 2021/22		

APPENDICES:	APPENDIX A1- A4:	2021/22 REVENUE BUDGET TO ACTUAL
	APPENDIX B:	2021/22 CAPITAL BUDGET TO ACTUAL

Purpose of Report

1.   To report upon the Authority's year-end financial position for 2021/22.

Recommendation

2.   That Members;
   a. Note that actual revenue spend compared to the approved budget delivered a net underspend of £2.203m before the creation of year-end reserves.

   b. Approve that this underspend be used to;
      - create the required year-end reserves of £0.250m to fund projects that have slipped from 2021/22 into 2022/23, and
      - increase in the inflation reserve by £1.953m in order to meet the expected higher energy costs and potential pay awards in 2022/23.

   c. Approve the re-phasing of planned capital spend from 2021/22 into future years of £4.012m, as outlined in Appendix B.

   d. Approve committed reserves of £30.499m and a general reserve of £3.0m as outlined in Appendix A4.

Executive Summary

The Authority approved a five-year medium-term financial plan (MTFP) at the Budget Authority meeting on 25 February 2021. The approved MTFP delivered a balanced budget for 2021/22 based on key budget assumptions around costs, in particular a pay freeze. The Authority has a strategy of maximising any savings in the year in order to fund increases in reserves or additional debt payments to free up budget in order to act as a hedge against future financial challenges or fund infrastructure investment.

The Authority has approved the building of a new Training and Development Academy at a cost in excess of £39m, and in order to reduce the borrowing requirement for this scheme Members' approved that any favourable variances be used to increase the capital investment

reserve.

The final accounts of the Authority have now been completed and after taking into account the need to create £0.250m year-end reserves a £1.953m underspend on the revenue budget has been identified. Members were advised at the May 2022 Urgency Committee, that following the end of the fixed price electricity contract the Authority faced a £1m - £2m increase in costs in 2022/23. In addition pay inflation was putting the 2.5% pay award assumption for 2022/23 at risk. This report assumes Members will support the recommendation to use the £1.953m favourable variance to increase the inflation reserve in order to meet the higher utility costs and potential pay costs in 2022/23.

At the year-end committed reserves stood at £30.499m and the General Fund balance remains as anticipated at £3.000m.

Capital spending was £6.975m resulting in a variance of £4.146m against the £11.121m budget for 2021/22. The variance can be broken down into:

- A £4.012m re-phasing of planned spend from 2021/22 into future years, requiring the carry forward of capital budget.
- A net underspend and saving on capital projects of £0.134m.

As expected no new borrowing was taken out in the year.

Introduction and Background

3. This report sets out the actual financial performance of the Authority compared to the approved 2021/22 revenue and capital budgets.

4. At the Budget Authority meeting on 25 February 2021, Members approved the 2021/22 Budget and Medium Term Financial Plan (MTFP). The financial plan made a number of assumptions around future costs including:-

    - Annual pay awards of 0.0% in 2021/22 and thereafter 2.5% per annum,
    - A 2% per annum general price inflation,
    - That all approved saving options would continue to deliver the required savings,
    - No unavoidable revenue growth would materialise in the year,
    - Capital borrowing costs would be contained within the approved revenue budget,
    - Council Tax and local Business Rates income yield would be consistent with the estimated figures provided by billing authorities, and
    - Committed reserves would be sufficient to offset the relevant associated risks and planned project spend.

5. The delivery of the 2021/22 budget and approved financial plan was monitored closely during the year and Members received quarterly financial review updates. During the year firefighters received a 1.5% and other staff a 1.75% pay award, requiring £0.612m to be drawn-down from reserves to cover the cost in the year (with a permanent budget being built into the 2022/23 budget). The last report, CFO/002/22, went to the Audit Committee on 10 February 2022, and covered the period up to December 2021. This report now provides Members with the position up to the end of the 2021/22 financial year, 31 March 2022, and covers revenue, capital and reserve movements.

6. In summary, the key assumptions, with the exception of the pay freeze one, were found to be robust and all costs were contained within the available budget.

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

How the 2021/22 Budget changed during the year

Revenue:
8. The Revenue Budget for 2021/22 was set at £59.250m.

9. **Quarter four changes**; Further minor budget amendments have been made since the last financial review report, CFO/002/22, that reflect already approved policy decisions. These were;

- A net increase in reserves of £1.456m;

  - An increase in the Collection Fund Deficit reserve of £1.035m to cover the expected deficit on the 2022/23 Collection fund due to lower Business Rates income in 2021/22. The lower income was as a result of Government discounts announced after the budget was set. The Government has announced it will provide a grant to cover any loss arising from the new and extended discounts in 2021/22. The increase in the reserve is funded from the expected Government grant.
  - As planned the Service drew-down £0.400m from the recruitment reserve to cover the net cost of firefighter recruits appointed in advance of expected retirements.
  - Re-phasing of projects meant £0.224m was returned to the capital reserve to allow funds to be carried forward.
  - The Government announced some grant funding to cover the costs of investing in software packages to deal with the McCloud challenge and £0.077m of the grant has been used to increase the pension reserve to cover theses future costs.
  - The inflation provision underspend £0.209m and the receipt of backdated business rate refunds £0.331m were used to increase the inflation reserve by £0.540m in light of the expected increases in utility charges in 2022/23.
  - A further £0.020m was drawn-down from the energy reserve to fund planned energy saving schemes.

- A number of self-balancing virements within the revenue account;

  - £0.235m was vired from the inflation provision to cover the cost of the non-firefighter employee pay award, 1.75%, and other inflationary increases.
  - The receipt of £0.729 external income above budget was used to increase the relevant expenditure lines. The Apprentice Levy grant income increased by £0.251m and was used to increase the available trainers and training budget; the Emergency Services Mobile Communications Programme (ESMCP) grant increase by £0.100m and was used to increase ICT and other communications spend. A variety of Prevention grant funded programmes received an increase in available funding; Street Intervention £0.044m; Princes Trust £0.052m; Winter Warm Campaigns £0.038m; Increase in fees and charges £0.143m (NWAS vaccination income £0.065m). Other income increase, £0.101m.

o The National Resilience Assurance initiative budget was realigned at the year-end to reflect the final Home Office grant funding and planned spend, £0.534m.

These changes are summarised in the table below:

	Original Budget	Approved Qtr 3 Budget	Qtr 4 Amend-ments	Final Budget	Original to Final Budget Movements
	£'000	£'000	£'000	£'000	£'000
Net Expenditure					
Fire Service	62,756	57,733	-1,013	56,720	-6,036
Corporate	487	487	1	488	1
National Res. Assurance	0	0	0	0	0
	63,243	58,220	-1,012	57,208	-6,035
Interest on Balances	-172	-172	0	-172	0
Inflation Provision	655	444	-444	0	-655
Contribution (from) to Reserves	-4,476	758	1,456	2,214	6,690
Total Net Expenditure	59,250	59,250	0	59,250	0
Funded By					
Government Support	-31,492	-31,492	0	-31,492	0
Coll Fund Bus Rates / Council Tax Deficit	2,836	2,836	0	2,836	0
Council Tax	-30,594	-30,594	0	-30,594	0
	-59,250	-59,250	0	-59,250	0

Capital:

10. The Budget Authority meeting approved a five-year capital investment programme (2021/22 – 2025/26), of £51.831m, with a planned expenditure in 2021/22 of £14.913m. During the year members' approved adjustments to the programme to reflect various re-phasing of schemes and other adjustments. Following the approval of the April – December 2021 financial review report the five-year capital programme was increased to £58.552m with a planned spend in 2021/22 of £10.273m.

11. In the last quarter, January to March 2022, some small 2021/22 capital budget changes have been action as outlined below.

- A small increase in the capital budget of £0.072m; the ICT equipment £0.015m; smoke alarm installation £0.037m; and Energy Conservation schemes £0.020m all increase but were funded from the directorate revenue budget contributions.
- A number of appliances builds are slightly ahead of schedule resulting in the re-phasing of budget from 2022/23 into 2021/22, £0.776m.
- The overall total level of budgeted borrowing was consistent with the approved quarter 3 figure, although £0.776m of borrowing was re-phased from 2022/23 to 2021/22.
- The overall movement in the capital programme reflects the re-phasing of major schemes over the 2021/22 to 2025/26 period and any amendments approved by members through the quarterly financial review reports.

These changes are summarised in the table below:

	Original Budget	Approved Qtr 3	Qtr 4 Amendments	Final Budget	Original to Final Budget Movements
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Building & Land	30,405.9	32,111.6	20.0	32,131.6	1,725.7
Fire Safety	3,175.0	3,175.0	37.0	3,212.0	37.0
ICT	5,201.0	6,630.5	15.1	6,645.6	1,444.6
Operational Equip & Hydrants	3,644.9	6,234.5	0.0	6,234.5	2,589.6
Vehicles	9,404.3	10,400.1	0.0	10,400.1	995.8
	51,831.1	58,551.7	72.1	58,623.8	6,792.7
Funding					
Specific Non-Borrowing	23,955.8	26,195.5	72.1	26,267.6	2,311.8
Borrowing	27,875.3	32,356.2	0.0	32,356.2	4,480.9
	51,831.1	58,551.7	72.1	58,623.8	6,792.7

Reserves:

12. The 2021/22 Budget Authority approved a reserves strategy which maintained a general reserve of £3.000m and had anticipated £21.171m of committed earmarked reserves at the start of 2021/22. After taking into account the committed reserves movements at the end of 2020/21, reserves increased by £4.911 and therefore the revised opening committed reserves figure for 2021/22 was £26.082m.

Financial Performance in the Year

13. **2021/22 Revenue Outturn Position**: The table overleaf summarises the actual revenue position for 2021/22, excluding the Home Office National Resilience Assurance (NRAT) and other Lead Authority schemes budget and costs. NRAT and other Lead Authority schemes are 100% funded from the Government and relate to national and international rather than MFRS funded initiatives and any year-end variances associated with these schemes are carried forward (and belong to the Home Office / Government). **Appendix A1 to A3** provides a more detailed analysis of the budget to actual variances:

	Fire Service Budget	Fire Authority / Corporate Mgt	Total Budget	Actual (before Year-end reserves / adjustments	Variance	Year-End Reserves	Variance Post Reserves / Adjustment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure							
Employee Costs	51,696	343	52,039	51,092	-947		-947
Premises Costs	2,643	0	2,643	2,390	-253		-253
Transport Costs	1,286	0	1,286	1,211	-75		-75
Supplies & Services	3,549	21	3,570	3,060	-510	158	-352
Agency Services	6,595	0	6,595	6,550	-45		-45
Central Support Services	505	124	629	614	-15		-15
Capital Financing	5,885	0	5,885	5,849	-36		-36
Income	-15,439	0	-15,439	-15,863	-424	92	-332
Net Expenditure	56,720	488	57,208	54,903	-2,305	250	-2,055
Contingency Pay & Prices	0		0	0	0		0
Interest on Balances	-172		-172	-70	102		102
	56,548	488	57,036	54,833	-2,203	250	-1,953
Movement on Reserves	2,214		2,214	2,214	0		0
Overall Financial Position	58,762	488	59,250	57,047	-2,203	250	**-1,953**

14. The Authority has a strategy of maximising any savings in the year in order to fund increases in reserves or additional debt payments that may free up future budgets to fund infrastructure investment or act as a hedge against future financial challenges. At the May 2022 Urgency Committee Members considered a report on the expected financial challenge in 2022/23 due to significant increases in energy prices. Members supported using any uncommitted 2021/22 savings to increase the inflation reserve to cover the expected increase in energy costs and potential higher pay settlements. After taking into account the year-end earmarked reserve requests of £0.250m, net expenditure was £1.953m lower than the budget. The £1.953m underspend on the revenue budget has been used to fund an increase in the inflation reserve, and therefore the Authority's overall expenditure is consistent with its budget. The movement in year-end reserves is outlined further on in this report.

15. The main variations were:

Employee Costs, -£0.947m (1.8%) favourable variance –
- **Non-operational** vacancies and staff not being at the top of their budget grade meant a direct employee saving of £0.778m.
- The balance is made up from smaller variances over a number of non-direct employee budgets such as employee insurances, training expenses, injury pensions and ill health retirement charges.

Premises Costs, -£0.253m (9.6%) favourable variance –

- The water service charges for PFI stations had not been uplifted by the supplier since 2019/20. A provision for three years' worth of retrospective increases had been included in the 2021/22 budget. This contributed to a £0.100m saving on the Water Charges for 2021/22. The balance is made up from backdated business rate revaluation refunds and lower building and site maintenance repair costs.

Transport Costs, -£0.075 (5.8%) favourable variance –

- Actual diesel spend was £0.031m below budget as total mileage was less than budgeted for. The balance relates to lower car allowance costs, £0.010m, due to vacant posts and other associated vehicle running costs.

Supplies and Services, -£0.510m (14.3%) favourable variance –

- The PPE/Clothing budget underspent by £0.100m but £0.090m of this is to be carried forward as an earmarked reserve to meet orders placed at the year-end but delivery will be at the beginning of the 2022/23.
- Professional fees saving, £0.139m. Of this £0.068m relates to unspent grant monies for building risk, protection uplift works, and other initiatives that are now re-phased into 2022/23 along with the relevant grant income. Some planned work was either carried out in-house or no longer required, saving £0.60m on professional fees. The balance relates to small savings on professional fees over a number of projects.
- Officers are continuing to strictly manage controllable expenditure lines such as operational; computing; prevention and training supplies in light of the financial challenge. After taking into account year-end requests of £0.038m for spend now expected in 2022/23, a number of small favourable variances totalling of £0.233m have materialised.

Agency Services, -£0.045m (0.7%) favourable variance.

- Small one-off efficiency savings on outsourced contracts delivered a £0.045m saving.

Central Support Services, -£0.015m (2.4%) favourable variance.

- Small savings on the financial systems contract consultancy line as some development work was carried out in-house or deferred until 2022/23 resulted in a net £0.015m saving on Central Support Services.

Capital Financing, -£0.036m (0.1%).

- Interest payments on debt were slightly lower than forecast.

Income (*including interest on balances*), £0.332m (2.1%) favourable variance.

- Increase in specific grants was £0.274m greater than the budget. The Authority received more s31 business rates discount relief grant than forecast in the budget and suffered no loss of grant following the 2020/21 outturn business rates return.
- Fees and charges income was £0.077m higher than expected in part due to an increase in special services income.
- Interest earned on investments and balances was lower than the budget by £0.102m as interest rates continued to be supressed by the ongoing economic challenges faced by the Country.
- The balance is due to small variances on other income and contributions.

2021/22 Movement on Reserves.

16. This report identifies a net increase in committed earmarked reserves (opening balance £26.082m and a closing balance £30.499m) of £4.417m. The quarterly financial review reports up to December 2021 outlined a net movement in reserves of £0.758m, and as outlined in paragraph 9 of this report a further £1.456m increase in reserves relates to the planned use of reserves in quarter 4, totalling a £2.214m planned increase in the year.

17. At the year-end budget managers review their year-end position and if relevant request reserves to carry forward funds to meet spend now expected in 2022/23 or future years. Year-end reserves of £0.250m have been created to cover;

   -   A £0.090m PPE/Clothing reserve to meet orders placed at the year-end but delivery will be at the beginning of the 2022/23.
   -   Planned spend of the 2021/22 urban search and rescue / marauding terrorist firearms attacks grant of £0.075m has been re-phased into 2022/23 and will be carried forward as part of the New Dimensions Reserve.
   -   Some community initiatives, equipment purchases, and health and safety schemes have been re-phased into 2022/23 and the relevant existing reserves have been increased by £0.085m to cover this planned spend.

18. The final accounts of the Authority have now been completed and after taking into account the need to create £0.250m year-end reserves a £1.953m underspend on the revenue budget has been identified. Members were advised at the May 2022 Urgency Committee, that following the end of the fixed price electricity contract the Authority faced a £1m - £2m increase in costs in 2022/23. In addition pay inflation was putting the 2.5% pay award assumption for 2022/23 at risk. This report assumes Members will support the recommendation to use the £1.953m favourable variance to increase the inflation reserve in order to meet the higher utility costs and potential pay costs in 2022/23.

19. The Authority held £10.292m of unapplied Home Office capital monies as at 31 March 2022 for NRAT asset refresh. The Authority is required to include the £10.292m within the Authority's Statutory Financial Statements as a usable reserve, BUT as this money is not available to the Authority to fund any of its own investments it has been excluded from the available reserve balance quoted in this report.

20. The general reserve remained unchanged at £3m or 5% of the operating budget.

21. The table overleaf summarises the reserve movements in the year and Appendix A4 provides more details on the changes throughout the year;

	Opening Balance	Closing Balance
Commmitted Reserves	£'000	£'000
Emergency Related Reserves		
Bellwin/Emergency Planning	222	222
Insurance Reserve	499	499
COVID-19 Reserve	200	0
Collection Fund Reserve	3,788	2,420
Modernisation Challenge		
Smoothing Reserve	2,000	1,588
Pensions Reserve	55	652
Recruitment Reserve	2,000	1,450
Invest to Save/Collaboration	282	282
Capital Investment Reserve	13,584	17,720
PFI Annuity Reserve	1,866	1,442
Specific Projects		
Community Sponsorship Res	74	55
Equipment Reserve	152	205
Community Engagement Res	8	8
Training Reserve	150	150
Health and Wellbeing Reserve	25	7
Inflation Reserve	500	3,019
Clothing Reserve	25	90
Ringfenced Reserves		
Princes Trust Reserve	82	15
Community Risk Mgt Res	308	303
Energy Reserve	98	133
New Dimensions Reserve	164	239
Total Earmarked Reserves	**26,082**	**30,499**
General Revenue Reserve	**3,000**	**3,000**
Total Reserves	**29,082**	**33,499**

2021/22 Capital Expenditure.

22. Actual spend in the year was £6.975m resulting in a variance of £4.146m against the £11.121m budget for 2021/22. The variance can be broken down into:

- A £4.012m re-phasing of planned spend from 2021/22 into future years, requiring the carry forward of capital budget.
- A net underspend and saving on capital projects of £0.134m.

The rephrasing of schemes into future years and the small net underspend, resulted in actual borrowing in the year being £2.840m lower than budgeted.

A summarised capital programme outturn position statement is outlined below:

	Final Budget	Actual	Re-phasing into future years	Variance
	£'000	£'000	£'000	£'000
Expenditure				
Building & Land	3,607	1,937	1,666	-4
Fire Safety	672	565	0	-107
ICT	1,510	710	800	0
Operational Equip & Hydrants	3,766	2,314	1,429	-23
Vehicles	1,566	1,449	117	0
	11,121	6,975	4,012	-134
Funding				
Specific Non-Borrowing	5,776	4,546	1,172	-58
Borrowing	5,345	2,429	2,840	-76
	11,121	6,975	4,012	-134

23. The year-end re-phasing of capital schemes into 2022/23 is outlined in the table below

Re-phasing £'m	Scheme	Explanation
0.402	New TDA and Station.	Work was on hold pending final planning approval and report to the Authority for final approval. In June 2022 after receiving planning permission Members signed off the scheme.
0.103	Station roofs and canopy replacements.	Work on Bromborough roof was postponed due to supplier issues and will now be completed 2022/23, slight delay on some other schemes.
0.293	Speke/Garston & Old Swan stations refurbishment	Work was rescheduled to 2022/23 as Estates team prioritised finalising new TDA scheme.
0.868	Other Building works.	A number of routine planned fire station and general building investment schemes are commencing slightly later than planned as delays in finalising specifications re-tendering work, and scheme priorities has put completion dates back slightly.
0.145	Capita Vision 3 Update	Scheme expected to be finished over the half of 2022/23 as some parts of the investment had to be finalised towards the end of 2021/22.
0.187	I.C.T. Hardware	Planned Audio Visual Refresh at existing TDA is only being actioned when assets need to be refreshed to alleviate duplication of works required. Audio Visual

		Refresh at SHQ - Conferencing - some AV has been refreshed but a full replacement solution is still being designed to ensure future proofed and fit for MFRS purposes. The final solution is not expected to be agreed until post April 2022, hence the slippage of the works into 2022/2023. Audio Visual Refresh at Stations - awaiting quotes from supplier and agreement from MFRS for set-up sign off.
0.099	ICT - Servers	The refresh project is still being worked on by Telent, and the order should be agreed and placed soon. Ageing Servers need replacing – but this is being tied into future software upgrades, hence the need to slip the works into 2022/2023
0.092	ESMCP Project Control Room Integration	The remaining Capita Project Services are not expected until post April 2022 as delays experienced in getting final sign-off by Home Office.
0.054	New Emergency Services Network (ESN)	Awaiting Home Office final decision on ESN proposal
0.224	ICT Schemes	The commencement of other schemes was delayed due to delays in receiving hardware, completion of building / cabling works, or competing demands on limited staff resources resulting in the prioritisation of work.
1.173	Operational Equipment – NRAT Asset Refresh	The Authority acts as the lead authority for the Home Office for the procurement of national resilience assets. The Home Office are reviewing capability needs in light of what the future challenge may be, and therefore delayed the commencement of the asset replacement programme.
0.255	Operational Equipment	Reviews are ongoing about what the future ask and need of the Service is. Therefore, the equipment requirements will only be known once these reviews are finalised, and orders will be placed for the replacement equipment.
0.117	Vehicles	Orders have been raised later than planned for new vehicles, but delivery is expected in 2022/23.
4.012		

24. A full detailed breakdown of the 2021/22 capital budget movements, year-end variances and proposed slippage can be found attached to this report as Appendix B.

Equality and Diversity Implications

25. Resources are invested to support equality and diversity.

Staff Implications

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

Legal Implications

27.   None arising from this report.

Financial Implications & Value for Money

28.   At the Urgency Committee in May 2022 Members approved using any available one-off year-end savings to fund an increase in the inflation reserve in order to offset rising energy costs in 2022/23 and potential higher pay awards. After taking into account year-end reserve requests of £0.250m, net expenditure was £1.953m lower than the budget. The £1.953m revenue saving has been utilised to increase the inflation reserve in 2021/22, and therefore the Authority's overall expenditure is consistent with its budget.

29.   Capital spending was £6.975m resulting in a variance of £4.146m against the £11.121m budget for 2021/22. The variance can be broken down into:

   •   A £4.012m re-phasing of planned spend from 2020/21 into future years, requiring the carry forward of capital budget.
   •   A net underspend and saving on capital projects of £0.134m.

30.   The General Fund Balance as at 31st March 2022 was, as anticipated, £3.000m. MFRA committed reserves as at 31st March 2022 stand at £30.499m (excluding the £10.292m unapplied Home Office capital monies held by the Authority for the NRAT asset refresh).

Risk Management, Health & Safety, and Environmental Implications

31.   None arising from this report.

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

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

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

BACKGROUND PAPERS

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

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

CFO/067/21   "Financial Review 2021/22 – April to September" Policy and Resources Committee 18 December 2021.

CFO/002/22   "Financial Review 2021/22 – April to December" Audit Committee 10 February 2021"

GLOSSARY OF TERMS

CAPITAL EXPENDITURE   Section 40 of the Local Government and Housing Act 1989 defines 'expenditure for capital purposes'. This includes spending on the acquisition of assets either directly by the Authority or indirectly in the form of grants to other persons or bodies. Expenditure that does not fall within this definition must be charged to a revenue account.

RESERVES   Amounts set aside to meet future contingencies but the use does not affect the Authority's net expenditure in a given year. Appropriations to and from reserves may not be made directly from the revenue account.

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

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2021/22 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2020/21	SERVICE REQUIREMENTS	Base Budget 2021/22	Qtr 3 Budget 2021/22	Reserve Draw-down	Virem-ents	Qtr 4 Budget 2021/22	Actual (before Year-end reserves)	Variance	Year-End Reserves Adjust-ment	Variance Post Reserves
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
54,379	Fire Service	62,756	57,733	-1,247	234	56,720	54,426	-2,294	250	-2,044
465	Corporate Management	487	487	0	1	488	477	-11	0	-11
0	NRAT Lead Authority	0	0	0	0	0	0	0		0
54,844		63,243	58,220	-1,247	235	57,208	54,903	-2,305	250	-2,055
0	Contingency for Pay/Price	655	444	-209	-235	0	0	0		0
54,844	TOTAL SERVICE EXPENDITURE	63,898	58,664	-1,456	0	57,208	54,903	-2,305	250	-2,055
-199	Interest on Balances	-172	-172	0	0	-172	-70	102	0	102
54,645	NET OPERATING EXPENDITURE	63,726	58,492	-1,456	0	57,036	54,833	-2,203	250	-1,953
	Contribution to/(from) Reserves:									
	Emergency Related Reserves									
0	Bellwin / Emergency Planning	0	0	0	0	0	0	0		
0	Insurance Reserve	0	0	0	0	0	0	0		
-154	COVID-19 Reserve	0	-200	0	0	-200	-200	0		
3,788	Collection Fund Deficit Reserve	-2,403	-2,403	1,035	0	-1,368	-1,368	0		
	Modernisation Challenge									
0	Smoothing Reserve	0	-412	0	0	-412	-412	0		
55	Pensions Reserve	0	520	77	0	597	597	0		
-1,000	Recruitment Reserve	0	-150	-400	0	-550	-550	0		
-266	Invest to Save Reserve	0	0	0	0	0	0	0		
5,158	Capital Investment Reserve	-1,965	3,912	224	0	4,136	4,136	0		
4	PFI Annuity Reserve	-91	-424	0	0	-424	-424	0		
	Specific Projects									
41	Community Sponsorship	0	-19	0	0	-19	-19	0		
61	Equipment Reserve	0	-15	0	0	-15	-15	0	68	
0	Community Engagement	0	0	0	0	0	0	0		
0	Training Reserve	0	0	0	0	0	0	0		
5	Health and Wellbeing Reserve	0	-20	0	0	-20	-20	0	2	
-200	Inflation Reserve	0	26	540	0	566	566	0		1,953
-303	Clothing Reserve	0	-25	0	0	-25	-25	0	90	
	Ringfenced Reserves									
0	Princes Trust Reserve	-106	-82	0	0	-82	-82	0	15	
-10	Community Risk Mgt	0	-5	0	0	-5	-5	0		
89	Energy Reserve	89	55	-20	0	35	35	0		
48	New Dimensions Reserve	0	0	0	0	0	0	0	75	
7,316	Movement in Reserves	-4,476	758	1,456	0	2,214	2,214	0	250	1,953
61,961	BUDGET REQUIREMENT	59,250	59,250	0	0	59,250	57,047	-2,203	-1,953	0
-31,433	Settlement Funding Assessment	-31,492	-31,492	0	0	-31,492	-31,492	0		
-225	Collection Fund Deficit	2,836	2,836	0	0	2,836	2,836	0		
-30,303	Precept Income	-30,594	-30,594	0	0	-30,594	-30,594	0		
-61,961	BUDGET FUNDING	-59,250	-59,250	0	0	-59,250	-59,250	0	0	0
0	"NET BUDGET POSITION"	0	0	0	0	0	-2,203	-2,203	-1,953	0

APPENDIX A2

2021/22 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2020/21	SERVICE REQUIREMENTS	Base Budget 2021/22	Qtr 3 Budget 2021/22	Reserve Draw-down	Vire-ments	Qtr 4 Budget 2021/22	Actual (before Year-end reserves)	Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	EMPLOYEES							
	Uniformed							
32,552	Firefighters	33,948	34,339	400	2	34,741	33,473	-1,268
1,350	Control	1,431	1,448		30	1,478	1,506	28
2,343	Additional Hours	1,286	1,301		27	1,328	2,602	1,274
36,245	**TOTAL UNIFORMED**	36,665	37,088	400	59	37,547	37,581	34
	APT&C and Manual							
9,935	APT&C	10,192	9,795	3	569	10,367	9,566	-801
147	Tender Drivers	144	144		2	146	146	0
177	Catering	197	196		4	200	191	-9
597	Transport Maintenance	630	630		9	639	613	-26
52	Hydrant Technicians	53	53		1	54	51	-3
76	Casuals	0	25		12	37	97	60
10,984	**TOTAL APT&C/MANUAL**	11,216	10,843	3	597	11,443	10,664	-779
	Other Employee Expenses							
70	Allowances	58	61		8	69	60	-9
0	Removal Expenses	1	1			1	0	-1
407	Training Expenses	455	659		88	747	710	-37
11	Other Expenses	12	12		-3	9	13	4
1	Staff Advertising	7	9			9	8	-1
54	Development Expenses	80	125		1	126	112	-14
144	Employee Insurance	144	147		-5	142	113	-29
-157	MPF Pen Fixed Rate	-163	-163			-163	-163	0
55	Enhanced Pensions	52	52			52	55	3
4	SSP & SMP Reimbursements	0	0			0	4	4
119	Catering Expenditure	118	118		14	132	119	-13
-245	HFRA Capitalisation Payroll	-375	-375		-37	-412	-412	0
463	**AL OTHER EMPLOYEE EXPENSES**	389	646	0	66	712	619	-93
	Pensions							
1,773	Injury Pension	1,790	1,790			1,790	1,715	-75
4	Sanction Charges	21	21		9	30	38	8
189	Ill Health Retirement Charges	174	174			174	147	-27
8	Injury Gratuity	0	0			0	4	4
1,974	**TOTAL PENSIONS**	1,985	1,985	0	9	1,994	1,904	-90
49,666	**TOTAL EMPLOYEES**	50,255	50,562	403	731	51,696	50,768	-928
	PREMISES							
7	Building Maintenance Repairs	32	29		3	32	18	-14
11	Site Maintenance Costs	22	24			24	11	-13
909	Energy	934	987		2	989	905	-84
43	Rent	46	48		-1	47	46	-1
1,576	Rates	1,586	1,486	-331	3	1,158	1,120	-38
256	Water	300	300		-2	298	200	-98
14	Fixtures	15	15		1	16	13	-3
37	Contract Cleaning	0	0	20	5	25	25	0
48	Insurance	51	54			54	52	-2
2,901	**TOTAL PREMISES**	2,986	2,943	-311	11	2,643	2,390	-253
	TRANSPORT							
293	Direct Transport	310	332		5	337	331	-6
8	Tunnel & Toll Fees	11	11			11	8	-3
137	Operating Lease	133	140		-5	135	136	1
286	Other Transport Costs	470	470			470	434	-36
56	Car Allowances	93	86		4	90	69	-21
236	Insurance	232	223		20	243	233	-10
1,016	**TOTAL TRANSPORT**	1,249	1,262	0	24	1,286	1,211	-75

2021/22 FIRE SERVICE REVENUE BUDGET MOVEMENT *(continued)*

Actual 2020/21	SERVICE REQUIREMENTS	Base Budget 2021/22	Qtr 3 Budget 2021/22	Reserve Draw-down	Vire-ments	Qtr 4 Budget 2021/22	Actual (before Year-end reserves)	Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	SUPPLIES & SERVICES							
8	Administrative Supplies	13	20		-5	15	10	-5
360	Operational Supplies	273	311		1	312	294	-18
7	Hydrants	11	11			11	6	-5
182	Consumables	44	45	6	10	61	52	-9
81	Training Supplies	105	116		-3	113	99	-14
104	Fire Prevention Supplies	59	54		46	100	93	-7
3	Catering Supplies	29	21		-8	13	3	-10
632	Uniforms	306	521			521	419	-102
72	Printing & Stationery	95	94			94	74	-20
3	Operating Leases	37	1		1	2	2	0
236	Professional Fees/Service	239	454	-13	12	453	314	-139
756	Communications	782	784		-7	777	739	-38
10	Postage	14	14		3	17	14	-3
9	Command/Control	8	11		3	14	13	-1
466	Computing	250	456	-61	20	415	363	-52
231	Medicals	271	287		5	292	270	-22
6	Travel & Subsistence	68	67		-8	59	41	-18
101	Grants/Subscriptions	102	132		-1	131	119	-12
0	Advertising	1	8		-7	1	1	0
29	Insurances	30	34		3	37	35	-2
42	Furniture	13	13		1	14	0	-14
68	Laundry	82	82		-2	80	72	-8
3	Hospitality	4	14		3	17	14	-3
105	Seconded Officers In	0	0			0	0	0
3,514	**TOTAL SUPPLIES & SERVICES**	2,836	3,550	-68	67	3,549	3,047	-502
	AGENCY SERVICES							
106	Super Fund Admin	126	206	-21		185	168	-17
1,480	ICT Service Provider	1,494	1,542		15	1,557	1,533	-24
412	ICT Managed Suppliers	437	437		1	438	438	0
2,876	PFI Unitary Charges ((Int/Principa	2,866	2,891			2,891	2,897	6
1,441	Estates Service Provider	1415	1481	20	23	1,524	1,514	-10
6,315	**TOTAL AGENCY SERVICES**	6,338	6,557	-1	39	6,595	6,550	-45
	CENTRAL EXPENSES							
488	Finance & Computing	457	464		40	504	472	-32
5	Central Expenses	0			1	1	2	1
493	**TOTAL CENTRAL EXPENSES**	457	464	0	41	505	474	-31
	CAPITAL FINANCING							
3,255	PWLB Debt Charges	4,240	3,714			3,714	3,687	-27
53	MRB Debt Charges	60	60			60	51	-9
2,477	Revenue Contribution to Capital	5,481	2,064	20	50	2,134	2,134	0
0	Early Settement of Debt (Pfi Refin	0	-23	0	0	-23	-23	0
5,785	**TOTAL CAPITAL FINANCING**	9,781	5,815	20	50	5,885	5,849	-36
69,690	**TOTAL EXPENDITURE**	73,902	71,153	43	963	72,159	70,289	-1,870
	INCOME							
12,538	Specific Grants	8,536	10,854	1,260	504	12,618	12,892	274
23	Sales	1	21		31	52	88	36
976	Fees & Charges	1,170	1,106	30	143	1,279	1,356	77
18	Reinforcing Moves	5	5			5	14	9
1,009	Rents etc	930	981		27	1,008	1,025	17
376	Recharges Secondments	256	130			130	159	29
229	Contributions	125	200		22	222	174	-48
95	Recharges Internal	113	113		2	115	144	29
47	Other Income	10	10			10	11	1
15,311	**TOTAL INCOME**	11,146	13,420	1,290	729	15,439	15,863	424
54,379	**NET EXPENDITURE**	62,756	57,733	-1,247	234	56,720	54,426	-2,294

2021/22 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT

Actual 2020/21	SERVICE REQUIREMENTS	Base Budget 2021/22	Qtr 3 Budget 2021/22	Reserve Draw-down	Virements	Qtr 4 Budget 2021/22	Actual (before Year-end reserves)	Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	EXPENDITURE							
	Finance & Legal costs							
79	Finance Officer	79	79			79	79	0
54	Legal Officer	54	58		2	60	45	-15
	Democratic Rep (1020)							
10	- Travel & Subsistence	17	17		-1	16	9	-7
0	- Conference Fees	2	2			2	2	0
204	- Members Allowances	208	204			204	200	-4
0	- Telephones	1	1			1	1	0
0	- Training	1	1			1	0	-1
0	- Hospitality	1	1			1	1	0
	Central Expenses (1030)							
9	Bank Charges	15	15			15	15	0
31	District Audit Fees	30	30			30	47	17
78	Subscriptions	79	79			79	78	-1
465	**TOTAL EXPENDITURE**	**487**	**487**	**0**	**1**	**488**	**477**	**-11**

2021/22 NATIONAL RESILIENCE ASSURANCE REVENUE BUDGET MOVEMENT

Actual 2020/21	SERVICE REQUIREMENTS	Base Budget 2021/22	Qtr 3 Budget 2021/22	Reserve Draw-down	Vire-ments	Qtr 4 Budget 2021/22	Actual (before Year-end reserves)	Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	EXPENDITURE							
1,097	Employee Costs		2,431		140	2,571	2,151	-420
1	Premises Costs		0		4	4	4	0
5,969	Transport Costs		6,474		16	6,490	6,165	-325
1,734	Supplies and Services Costs		3,646		373	4,019	3,868	-151
494	Agency Costs		666			666	476	-190
0	Central Expenditure		0			0	0	0
7	Capital Financing Costs		4		1	5	5	0
9,302	**TOTAL EXPENDITURE**	**0**	**13,221**	**0**	**534**	**13,755**	**12,669**	**-1,086**
	INCOME							
9,302	Income		13,221		534	13,755	12,669	-1,086
0	**NET EXPENDITURE**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Budgeted Movement on Reserves 2021/22

	Opening Balance	Qtr 3 Balance	Qtr 4 Drawdown	Year-End Requests	Use Year-End Variance	Closing Balance
Commmitted Reserves	£'000	£'000	£'000	£'000	£'000	£'000
Emergency Related Reserves						
Bellwin/Emergency Planning	222	222				222
Insurance Reserve	499	499				499
COVID-19 Reserve	200	0				0
Collection Fund Reserve	3,788	1,385	1,035			2,420
Modernisation Challenge						
Smoothing Reserve	2,000	1,588				1,588
Pensions Reserve	55	575	77			652
Recruitment Reserve	2,000	1,850	-400			1,450
Invest to Save/Collaboration	282	282				282
Capital Investment Reserve	13,584	17,496	224			17,720
PFI Annuity Reserve	1,866	1,442				1,442
Specific Projects						
Community Sponsorship Res	74	55				55
Equipment Reserve	152	137		68		205
Community Engagement Res	8	8				8
Training Reserve	150	150				150
Health and Wellbeing Reserve	25	5		2		7
Inflation Reserve	500	526	540		1,953	3,019
Clothing Reserve	25	0		90		90
Ringfenced Reserves						
Princes Trust Reserve	82	0		15		15
Community Risk Mgt Res	308	303				303
Energy Reserve	98	153	-20			133
New Dimensions Reserve	164	164		75		239
Total Earmarked Reserves	**26,082**	**26,840**	**1,456**	**250**	**1,953**	**30,499**
General Revenue Reserve	**3,000**	**3,000**	**0**	**0**	**0**	**3,000**
Total Reserves	**29,082**	**29,840**	**1,456**	**250**	**1,953**	**33,499**

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Capital Programme 2021/22

EXPENDITURE	Approved Budget	Q3 Budget	Q4 Re-Phasings	Q4 Vire-ments	Q4 Budget	Actual to 31.03.22	Year-End Re-Phasing into Future Years	Year-End Variance
	£	£	£	£	£	£	£	£
BUILDING & LAND PROGRAMME								
Roofs & Canopy Replacements	40,000	177,100			177,100	73,658	103,400	-42
Concrete Yard Repairs	20,000	29,400			29,400	8,937	20,500	37
Tower Improvements	10,000	6,600			6,600		6,600	0
L.E.V. Sys In App Rooms	5,000	7,500			7,500		7,500	0
Appliance Room Floors	55,000	37,000			37,000		37,000	0
Boiler Replacements	40,000	12,800			12,800		12,800	0
Community Station Investment	25,000	29,600			29,600	6,619	23,000	19
Conference Facilities H/Q	25,000	5,000			5,000		5,000	0
5 Year Electrical Test	120,000	123,200			123,200	68,599	54,600	-1
Corporate Signage	25,000	8,000			8,000	3,334	4,700	34
Diesel Tanks	0	26,600			26,600	7,200	19,400	0
Power Strategy (Generators)	5,000	18,100			18,100	1,053	17,000	-47
Sanitary Accommodation Refurb	60,000	21,200			21,200		21,200	0
Office Accommodation	35,000	16,800			16,800	3,312	13,500	12
LLAR Accommodation Formby	0	0			0	-141		-141
F.S. Refurbishment Heswall	0	286,600			286,600	214,540	72,100	40
F.S. Refurbishment Aintree	159,900	0			0			0
Asbestos Surveys	35,000	48,000			48,000	39,557	8,400	-43
LLAR Accommodation Belle Vale	50,000	50,000			50,000	241	49,800	41
Lighting Replacement	25,000	2,100			2,100	2,081		-19
F.S. Refurbishment Bromborough	250,000	37,500			37,500	13,814	23,700	14
F.S. Refurbishment Crosby	125,000	59,400			59,400	16,009	43,400	9
H.V.A.C. Heating, Vent & Air Con	40,000	23,400			23,400	11,215	12,200	15
D.D.A. Compliance Work	160,000	53,300			53,300		53,300	0
Lighting Conductors Surge Protector	35,000	18,000			18,000		18,000	0
Emergency Lighting	35,000	15,000			15,000	833	14,200	33
F.S. Refurbishment Kirby	250,000	0			0			0
Gym Equipment Replacement	70,000	46,600			46,600	13,111	33,500	11
Workshop Enhancement	0	11,800			11,800	1,959	9,800	-41
Station Refresh	25,000	69,800			69,800	48,391	21,400	-9
SHQ Museum	191,000	0			0			0
LLAR Accommodation Newton Le W	200,000	72,400			72,400	57,840	14,600	40
SHQ Stage C Works	0	0			0			0
St Helens Fire Station Build	0	0			0	-4,450		-4,450
F.S. Refurbishment Croxteth	0	37,400			37,400		37,400	0
F.S. Refurbishment Speke/Garston	150,000	150,000			150,000	3,520	146,500	20
F.S. Refurbishment Old Swan	150,000	150,000			150,000	3,520	146,500	20
F.S. Refurbishment Kensington	40,000	5,100			5,100	5,047		-53
F.S. Refurbishment Toxteth/Hub	200,000	0			0			0
F.S. Refurbishment Wallasey	75,000	25,000			25,000	12,017	13,000	17
New Build TDA	5,000,000	1,475,600			1,475,600	1,073,534	402,100	34
Service HQ. Offices	75,000	59,600			59,600	10,987	48,600	-13
Refurbishment MF1	150,000	0			0			0
Security Enhancement Works	25,000	35,400			35,400	32,623	2,800	23
Electric Vehicle Infrastructure	25,000	0			0			0
Energy Conservation Non-Salix	120,000	52,900			52,900		52,900	0
Energy Conservation Salix	0	21,000		20,000	41,000	39,223	1,800	23
Fridge/Freezer Rep Prog	10,000	32,000			32,000	9,020	23,000	20
Furniture Replacement Prog	10,000	80,600			80,600	51,865	28,700	-35
TDA Refurbishment	0	150,000			150,000	107,911	42,100	11
Total	**8,145,900**	**3,587,400**	**0**	**20,000**	**3,607,400**	**1,936,980**	**1,666,000**	**-4,420**
FIRE SAFETY								
Smoke Alarms (H.F.R.A.)	235,000	235,000			235,000	141,710		-93,290
Installation Costs (H.F.R.A.)	375,000	375,000		37,000	412,000	412,000		0
Deaf Alarms (H.F.R.A.)	25,000	25,000			25,000	11,550		-13,450
Risk Management Residential Block	0				0			0
Total	**635,000**	**635,000**	**0**	**37,000**	**672,000**	**565,260**	**0**	**-106,740**

Capital Programme 2021/22

EXPENDITURE	Approved Budget	Q3 Budget	Q4 Re-Phasings	Q4 Virements	Q4 Budget	Actual to 31.03.22	Year-End Re-Phasing into Future Years	Year-End Variance
	£	£	£	£	£	£	£	£
ICT								
F.M.I.S. Replacement	0	0			0			0
I.C.T. Software	262,000	271,800			271,800	260,341	11,500	41
I.C.T. Hardware	333,460	375,860		15,050	390,910	204,097	186,800	-13
I.C.T. Servers	79,000	100,700			100,700	2,150	98,600	50
I.C.T. Network	17,000	175,100			175,100	119,010	56,100	10
Website Development	0	15,700			15,700		15,700	0
I.C.T. Operational Equipment	88,500	105,100			105,100	89,782	15,300	-18
I.C.T. Security	2,000	2,000			2,000	1,840		-160
System Development Portal	110,000	44,700			44,700		44,700	0
I.C.T. Projects / Upgrades	5,000	5,000			5,000	1,845	3,200	45
C3i C&C Comms and Info system	5,000	5,000			5,000	2,705	2,300	5
New Emergency Services Network	0	54,300			54,300		54,300	0
ESMCP Project Control room integra	25,900	92,000			92,000		92,000	0
Capita Vision 3 Update	50,000	173,100			173,100	27,829	145,300	29
PIPS System Upgrade	0	0			0			0
999 EYE Emergency Streaming	40,000	40,000			40,000		40,000	0
Dynamic Cover Response Tool	35,000	35,000			35,000		35,000	0
Total	**1,052,860**	**1,495,360**	**0**	**15,050**	**1,510,410**	**709,599**	**800,800**	**-11**
OPERATIONAL EQUIP. & HYDRANTS								
Gas Tight Suits Other Ppe	5,000	7,700			7,700		7,700	0
Hydraulic Rescue Equipment	40,000	48,400			48,400	48,444		44
Resuscitation Equipment	45,000	9,900			9,900	200	9,700	0
Pod Equipment	50,000	128,500			128,500	31,816	96,700	16
Thermal Imaging Cameras	12,000	12,000			12,000	1,249	10,800	49
Gas Detection Equipment	20,000	5,300			5,300		5,300	0
Improvements To Fleet	30,000	59,200			59,200	47,195	12,000	-5
Water Rescue Equipment	15,000	16,400			16,400	16,259		-141
BA equipment / Comms	30,000	32,100			32,100	2,980	29,100	-20
Rope Replacement	10,000	23,800			23,800	19,062	4,700	-38
Light Portable Pumps	0	30,000			30,000		30,000	0
Marine Rescue Launch	10,000	10,000			10,000	3,914	6,100	14
Operational Ladders	47,000	24,200			24,200	192	24,000	-8
Radiation Detection Equipment	50,000	0			0			0
Water Delivery System	0	0			0			0
Water Delivery Hoses	15,000	18,600			18,600	14,983	3,600	-17
Bulk Foam Attack Equipment	120,000	0			0			0
DEFRA FRNE Water Rescue Grant	16,000	16,000			16,000		16,000	0
NRAT National Asset Refresh	1,000,000	3,286,200			3,286,200	2,113,632	1,172,600	32
PV Solar Panels	0	0			0			0
Hydrants (New Installations)	18,500	18,500			18,500	7,830		-10,670
Hydrants (Rep Installations)	18,500	18,500			18,500	7,370		-11,130
Total	**1,552,000**	**3,765,300**	**0**	**0**	**3,765,300**	**2,315,125**	**1,428,300**	**-21,875**
VEHICLES								
Wtl'S Purchased	1,136,000	595,700	763,400		1,359,100	1,276,908	82,200	8
Ancillary Vehicles	577,720	143,095			143,095	137,386	5,700	-9
Special Vehicles	1,441,050	21,600	12,850		34,450	34,417		-33
Vehicles water Strategy	0	16,400			16,400		16,400	0
Marine Rescue Vessels	357,500	0			0			0
Workshop Equipment	0	13,100			13,100		13,100	0
Total	**3,512,270**	**789,895**	**776,250**	**0**	**1,566,145**	**1,448,711**	**117,400**	**-34**
Grand Total	**14,898,030**	**10,272,955**	**776,250**	**72,050**	**11,121,255**	**6,975,674**	**4,012,500**	**-133,081**

Capital Programme 2021/22

FUNDING	Approved Budget	Q3 Budget	Q4 Re-Phasings	Q4 Virements	Q4 Budget	Actual to 31.03.22	Year-End Re-Phasing into Future Years	Year-End Variance
	£	£			£	£	£	£
Capital Receipts								
Sale of Formby LLAR House	0	350,000			350,000	292,050		-57,950
Sale of Newton 2 LLAR House	275,000	0			0			0
R.C.C.O. / Capital Reserve								
Capitalisation of Sals HFRA (FIR005	375,000	375,000		37,000	412,000	412,000		0
Mini Buses (VEH002) Princes Trust	105,800	0			0			0
TDA Refurbishment (BLD091) Cap	5,000,000	1,444,000			1,444,000	1,444,000		0
TDA Refurbishment (TDA001) Covid	0	150,000			150,000	150,000		0
ICT Equipment	0	34,700		15,050	49,750	49,750		0
Salix Capital Reserve Released	0	20,000		20,000	40,000	40,000		0
OPS Gas Monitors & Smoke Blocke	0	43,800			43,800	43,800		0
Grant								
NRAT National Resilience Grant	1,000,000	3,286,244			3,286,244	2,113,632	1,172,612	0
Total Non Borrowing	**6,755,800**	**5,703,744**	**0**	**72,050**	**5,775,794**	**4,545,232**	**1,172,612**	**-57,950**
Borrowing Requirement								
Unsupported Borrowing	8,142,230	4,569,211	776,250	0	5,345,461	2,430,442	2,839,888	-75,131
Borrowing	**8,142,230**	**4,569,211**	**776,250**	**0**	**5,345,461**	**2,430,442**	**2,839,888**	**-75,131**
Total Funding	**14,898,030**	**10,272,955**	**776,250**	**72,050**	**11,121,255**	**6,975,674**	**4,012,500**	**-133,081**

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**POLICY AND RESOURCE COMMITTEE**		
DATE:	**19 JULY 2022**	**REPORT NO:**	**CFO/035/22**
PRESENTING OFFICER	**CHIEF FIRE OFFICER**		
RESPONSIBLE OFFICER:	**NICK MERNOCK**	**REPORT AUTHOR:**	**MIKE PILKINGTON**
OFFICERS CONSULTED:	**STRATEGIC LEADERSHIP TEAM**		
TITLE OF REPORT:	**PAY POLICY**		

APPENDICES:	APPENDIX A:	PODPOL10 PAY POLICY
	APPENDIX B:	EIA PAY POLICY

Purpose of Report

1. To request members approve publication of the Annual Pay Policy in line with requirements of Section 38 of the Localism Act 2011.

Recommendation

2.   It is recommended that Members;

   a)   Approve publication of the Authority's Pay Policy;

   b)   Note the potential challenges that predicted changes to national Living Wage will have on the existing grade structure; and

   c)   Instruct Officers to develop and report back on options to be considered alongside ongoing national work at the NJC

Introduction and Background

3.   Members will be aware of the requirements of the Authority to publish a statement setting out its policies in relation to the pay of its workforce, including Senior Officers, in line with Section 38 of the Localism Act 2011

4.   This requirement is discharged via publication of the Pay Policy (PODPOL 10) on the MFRA Website (www.merseyfire.gov.uk).

5.   As part of the annual review and update of this policy, Officers review current rates of pay to ensure compliance against legal requirements as outlined within the national minimum wage (NMW) which as of 2022 is £9.18 per hour for employees under the age of 23; and the national living wage (NLW) which is £9.50 per hour for employees over the age of 23.

6. In addition officers monitor existing grades with the aim of ensuring that all permanent employees within the Authority (this excludes temporary apprentices employed through the Governments Apprentice Scheme) earn an hourly rate which is equal or above the Real living wage, which as of 2022 is £9.90 per hour (for those outside of London).

7. At present the lowest graded support staff roles are those on the green book whose posts are assessed at Grade 2 (in a deliberative action taken by the Chief Fire Officer there are currently no roles assessed as Grade 1) for which the hourly rate ranges from £10.05 per hour to £10.35 per hours (based on a 35 hour week). This is above the Real Living Wage.

8. The lowest graded grey book roles are the nationally agreed Firefighter trainee (FFT) & Firefighter Control trainee (FFCT) which currently receive an hourly rate of £11.05 (FFT) and £10.49 (FFCT) per hour respectively. This is above the Real Living Wage.

9. Paragraph 7 and 8 reflect current rates following 2021 pay increases with 2022 pay deals yet to be agreed or implemented.

Future Challenges to Green Book Grade System

10. The NJC circular dated 19th May 2022 provided an update on the current status of the expected trade unions 2022 pay claim alongside a detailed outline of the predicted challenges to NJC pay scales based on estimates made by the Low Pay Commission for future increases to the National Living wage.

11. As of May 2022 the NJC estimate a NLW in 2024 of £10.95 within a potential range of £10.58 - £11.53, albeit there is a high degree of uncertainty related to wage growth forecasts given current inflationary pressures.

12. Should the NLW be set at £10.95 in 2024 this would see (based on 2021 rates) scale point 1-5 from the current grading system (grades 1,2,3 and part of grade 4) having to be removed as they would be below the legally required NLW. This would create obviously challenges in terms of level of responsibility and overall grading further up the salary points.

13. As outlined in the circular a number of options are under consideration at a national level, however officers will continue to review and local options available with the view to implementing solutions to address these challenges. Options will be reported back to members as necessary.

Equality and Diversity Implications

14. A full EIA has been completed for the Pay Policy and is attached at Appendix B.

Staff Implications

15. Ensuring pay is competitive is vital to compete for and to retain talent within a labour market that the ONS estimates suggest current has a record of 1.3 Million job vacancies as May 2022.

16. The added challenges of the current rates of inflation and the impact this will have on the cost of living for staff is significant priority for both staff and officers.

Legal Implications

17. Section 38 of the Localism Act 2011 places a requirement on the Authority to publish a Pay Policy on its website.

18. MFRA is required to comply and ensure employees receive pay in line with the NMW and NLW. A failure to ensure pay is in accordance could result in investigation by HMRC and employees raising an employment tribunal.

Financial Implications & Value for Money

19. There are no financial implications associated with the publication of the Pay Policy.

20. Additional options brought to members in light of the predicted challenges to the existing grade structure will be fully costed out and presented in the appropriate report.

Risk Management, Health & Safety, and Environmental Implications

21. There are no Health & Safety or Environmental Implications associated with the Pay Policy.

Contribution to Our Vision:	*To be the best Fire & Rescue Service in the UK.*
Our Purpose:	*Here to serve, Here to protect, Here to keep you safe.*

22. An effective Pay Policy and grading structure allows us to attract and retain the staff who form our One Team and work towards being 'The best Fire & rescue Service in the UK'

BACKGROUND PAPERS

None

GLOSSARY OF TERMS

MFRA   **M**erseyside **F**ire and **R**escue **A**uthority is the physical and legal entity. When writing reports MFRA is the "object".

MFRS   **M**erseyside **F**ire and **R**escue **S**ervice is the service provided by MFRA. When writing reports MFRS is the "action"

ONS   Office for National Statistics

Service Policy   PODPOL10
Pay Policy

Document Control

Active date	Review date	Author	Editor	Publisher
1st June 2022	1st April 2023	Nick Mernock	CFO	Sue Nash

Amendment History

Version	Date	Author	Reasons for Change
1.0		Nick Mernock	Old format
2.0	08.12.17	Nick Mernock	Updated & in new format
3.0	20.10.18	Nick Mernock	Updated
4.0	Jan 2020	Nick Mernock	Annual Review
4.1	Feb 2021	Nick Mernock	Annual Review
4.2	May 2022	Nick Mernock	Annual Review & Update

Equalities Impact Assessment

Initial	Full	Date	Reviewed by	Comments
	x		DAG	Portal: Approved EIA Forms

Civil Contingencies Impact Assessment

Date	Reviewed by	Comments

Related Documents

Doc. Type	Ref No.	Title	Location
SI	0859	Pay Review Process	Portal: Service Instructions

Distribution List

Name	Position	I/R
SLT	All SLT Members	

Sign-Off List

Name	Position
SLT	All SLT Members: Signed off at meeting

Target audience

All MFRS	X	Ops Crews		Fire safety		Community FS		Support Staff	
Principal off.		Senior off.		etc		etc		etc	

Ownership

FOI exemption required?	Yes		URL	
	No	X	Reason	

Legislation

Title	Fire & Rescue Service Act	2004
	National Framework for Fire and Rescue Service (England)	2012

Contact

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POD	nickmernock@merseyfire.gov.uk	4320

Pay Policy

1. Policy Introduction and Background

This Statement sets out the Authority's policies in relation to the pay of its workforce, particularly its Senior Officers, in line with Section 38 of the Localism Act 2011. The Statement is approved by the Authority each year and published on the Authority's website demonstrating an open and transparent approach to pay policy.

2. Policy Explanation

This Statement draws together the Authority's policies relating to the payment of the workforce, particularly:-

- Senior Officers
- Its lowest paid employees; and
- The relationship between the pay of Senior Officers and the pay of other employees.

For the purposes of this Statement, "pay" includes basic salary, pension and all other allowances arising from employment.

The Authority's operates a pay policy to ensure that:-

- It is competitive and allows the Authority to recruit and retain high quality staff to deliver its vision and to make its staff and its communities safer
- Is fair and equitable both within the organisation, whilst considering relevant comparable data with other similar organisations and roles.
- Is transparent and open to public scrutiny

In deciding pay levels all roles take account of National Conditions of Service as well as undertaking Organisational Job Evaluation using a national jointly agreed scheme that is endorsed by the representative bodies. This process will take account of a range of measurable factors that ensures organisational transparency, continuity and equality in relation to pay.

Details of the Pay Review process can be found within Service Instruction SI 0859

This process where appropriate can also be supplemented were necessary to take account of:-

a) Market Forces and comparators

   Comparisons are undertaken where deemed appropriate or equitable roles can be identified:-

   - With other Metropolitan and similar sized Fire and Rescue Services
   - With other pan Merseyside and local district organisations
   - Other comparator and private sector salaries where appropriate (particularly for professional services roles)

b) The relative size and efficiency of the management team
c) The level and breadth of responsibility both at a local or national level
d) The full range of benefits afforded to the individual
e) Organisational Success

If this approach is to be adopted it is at the approval of the Director of People and Legal.

The Authority regularly reviews its management structures and pay scales to ensure they remain efficient and applicable. Although recognising the national pay framework, the Authority has also negotiated a more flexible local agreement which has enabled it to reduce overall numbers and deliver savings on the staffing budget.

The Authority has moved to a structure of single pay points for its senior managers. The pay points were introduced as individual roles within the management team became subject to review.

The Authority no longer operates any bonus or performance pay mechanism for its senior managers.

Decision Making Process

The Full Authority body ultimately agrees the structure and pay levels for the organisation. The Authority is made up of locally elected Councillors from the five districts of Merseyside. The Authority's responsibility is to ensure that the fire and rescue service is run properly and responsibly. More information about the running of the Authority can be found at www.merseyfire.gov.uk

Reemployment

It is not in the Authority's policy to re employ or contract with senior managers who have been made redundant, or sought voluntary severance unless there are exceptional circumstances where their specialist knowledge and expertise is required for a specific defined period.

Openness and Accountability

The Authority is committed to openness and accountability to the communities it serves. Information about pay and rewards is published:-

- In this pay policy annually
- In its annual accounts statement
- On its website

Pay Arrangements for The Strategic Leadership Team (Senior Officers)

For the purposes of this policy, Senior Officers are defined as the Strategic Leadership Team (SLT). SLT is responsible for implementing the policies procedures and decisions of the Fire Authority and carry out a variety of professional advisory roles.

The SLT has three Executive Officers:-

- **Chief Fire Officer**

- **Deputy Chief Fire Officer**

- **Assistant Chief Officer**

The entire management structure has been very much reduced since 1996 when the executive team comprised of 8 officers *(A Chief Fire Officer, a Deputy Chief Fire Officer and four Assistant Chief Officers (3 of whom were operational) and this operational team were supported by a Clerk to the Authority and a Treasurer).* The Authority committed to a continuous review of its efficiency and to

deliver a dynamic but streamlined structure.

Alongside the Executive the Authority has a number of strategic managers to deliver its day to day business. The other members of SLT are:-

- Director of Strategy and Performance
- Director of Finance & Procurement (Section 151 Officer)
- Director of People & Legal
- Monitoring Officer
- Area Manager Operational Preparedness (Flexible Duty)
- Area Manager Operational Response (Flexible Duty)
- Area Manager Protection (Flexible Duty)
- Area Manager Prevention (Flexible Duty)
- Area Manager National Resilience (Flexible Duty). [This role is nationally funded]

Officers' Remuneration

The current Chief Fire Officer was appointed in September 2018 and was appointed on a reduced salary (at his request) from that of the previous post holder. The current salary is set at £174,240. The Deputy Chief Fire Officer was also appointed in October 2018 and also was appointed on a reduced salary to the pervious post holder as the position is paid at 85% of the Chief Fire officer salary. The Assistant Chief Fire officer position is paid at 75% of the Chief Fire Officers salary.

(The former and current Chief Fire Officer (when in the role of Deputy Chief Fire Officer) declined nationally agreed pay rises between 2011 and 2018. A pay rise linked to the outcomes of the national pay bargaining for uniformed Grey Book staff would be applicable under normal circumstances).

Director/Area Manager salaries range from £75k-£100k

Other non-pay related benefits are attached in Appendix A

Green Book Incremental Progression

Green Book employees are paid within incremental pay scales which allows for yearly progression until the top of the grade is achieved. It is Authority practice to place new employees, employees regraded through the pay review system or those employees promoted using a process of minimum point of advantage. This is subject to a minimum floor increase of £500 for existing staff following a regrade / promotion.

This places individuals at the bottom of the grade if that represents a salary increase for them of at least £500. If the pay increase is below £500 they will be placed on the 2nd increment in the new grade.

If an individual can demonstrate they were already substantitively earning above the lowest salary point (for example where spinal points fall within more than one grade band), they will placed on the first appropriate spinal column point that represents a pay increase of at least £500.

Definition of Lowest Paid Staff

The Authority defines its lowest paid employees by alignment to the lowest grades of uniformed and non-uniformed staff.

The lowest paid non-operational role is Grade 1, with a salary of £18,333 pa.

The lowest paid operational role is Firefighter (Trainee) £24,191 pa.

Comparison with Lowest Paid Staff

In setting reward structures for Senior Managers, the Authority does not take direct account of multiples of pay, but it is mindful of the Hutton Recommendation, that multiples of over 20 might well be considered excessive.

The current ratios as of 31/3/22 between high and low paid staff are:-

Highest paid Manager/Lowest paid member of all staff = 9.50 (Last year this was 9.62)
Highest paid Manager/Lowest paid operational staff = 7.20 (Last year this was 7.20)

3. Policy Implementation

The Service Instructions used to underpin this Policy are:

SI0859   Pay Review Process

Appendix A

MERSEYSIDE FIRE AND RESCUE SERVICE

Pay Policy Other Benefits

In 2015, new laws introduced a new scheme for firefighters - the Firefighters' Pension Scheme 2015 (FPS 2015). These laws included protections which meant that some members of the legacy schemes (FPS 1992 and FPS 2006) didn't join FPS 2015 either straight away or at all, depending on their age. After a legal challenge, the courts determined that these protections were age discriminatory.

To remove future discrimination from the scheme and ensure equal treatment, all remaining protected members of the legacy schemes who were not currently members of FPS 2015 transferred into this scheme on 1 April 2022.

This means that future service for all members will build up in the existing FPS 2015 - this scheme is not changing.

Final salary benefits already built up in either of the legacy schemes (FPS 1992 or FPS 2006) are fully protected.

Uniformed firefighters including the Chief Fire Officer (CFO), Deputy Chief Fire Officer (DCFO) and Assistant Chief Fire Officer (ACFO) and the Area Managers can all be members of the Firefighter Pension Scheme 2015 (FPS 2015).

FPS 2015 is a contributory scheme; this means that the employee contributes to the scheme from his or her own salary. Grey Book members of staff (operational staff) contribute between 11% to 14.5% of their salaries dependant on grade. Employer's contribution to the FPS 2015 are 28.8%. Both employee and employer's contribution are paid into an Authority pensions account and the cost of pensions, when they are taken, are also then paid from this account with the net deficit then reimbursed by Government.

The rules governing the pension scheme are contained in regulations made by Parliament and are available at http://www.gov.uk

Non-Uniformed staff can be members of the Local Government Pension Scheme which is a contributory scheme; this means that the employee contributes to the scheme from his or her own salary.

The employee contribution rate is between 5.5% and 10.5% and the Employer's contribution to the LGPS is currently 17.5% (the figure varies depending upon how much is needed to ensure benefits under the scheme are properly funded, and are set independently). The rules governing the pension scheme are contained in regulation made by Parliament and are available at http://www.lgps.org.uk

Other Benefits

The Strategic Leadership Team (SLT) work such hours as are necessary to ensure the job gets done. This routinely involves evening and weekend work as well as the standard Monday to Friday business week. No extra payments are made for such extended hours.

In addition, the CFO, DCFO and ACFO work a 'continuous duty' system whereby they have to remain available for operational response for protracted periods. The very nature of a senior officer role also means that they regularly have evening and weekend work commitments.

Where a car is required to carry out their duties each Officer is provided with a lease car arrangement to which the Authority makes a contribution.

The individuals are given the flexibility to add to this lease amount at their own expense if they want to exercise their personal choice for a more expensive car. The Authority has clear guidelines on the type of vehicle that can be used given the operational nature of the role and recognition of emissions.

In addition, other organisational benefits may be applicable. The Authority strives to be an excellent employer and makes a wide range of benefits and support available to **all** staff. The Executive team may be eligible/take advantage of these benefits in certain instances.

Benefits available to all Authority Employees

• Flexible working including the use of flexi time

• Agile Working including from home on an ad hoc basis

• Free On Site Gym

• Free staff car parking

• PPC (Employee Assistance Programme) which is extended to cover all family members

• Free Flu Inoculations

• Counselling services

• Free Physiotherapy services

• Childcare vouchers

• Health advice clinics

• Specialist Nurse Advisor health assessment

• Early Intervention Diagnostic Assessment

• Medical Financial Assistance

• Total Fitness Rehabilitation Exercise Referrals

• Rehabilitation Clinic

- Payment of prescription charges for menopause medication

• Smoking Cessation Support

• Internet access may be provided at home for access to critical Authority computer systems

• Essential Communications equipment may be provided

• Corporate Uniform and clothing allowances

• Pre-retirement Leave

• Enhanced maternity benefits

• Relocation Expenses

• Season Ticket Loans (travel)

• Additional personal Security based on a police risk assessment

Expenses/Allowances

The Authority reimburses officers for costs incurred when working away from home, when at conferences, regional or national meetings etc. The costs of work travel, accommodation and subsistence are claimable The very nature of the role means that SLT members are regularly required to work in different parts of the country and spend nights away from home. Claims are either based upon actual expenditure incurred according to strict controls and rules or, on occasion, can be payable in line with the Authority's national scheme for Allowances.

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EQUALITY IMPACT ANALYSIS

Overview Details			
Function /Department	People and Organisational Development	**Date Of analysis**	9th June 2022
Title and overview of what is being assessed / considered	Pay Policy PODPOL10	**16th June 2022**	
Who will be affected by this activity? (Please tick) Station Managers and above		Staff ☒	Public ☐
Author of Equality Impact Analysis	Amanda Cross	**Equality Analysis quality assured by (Member of the POD team)**	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other "protected group". In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

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template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) equality impact assessment toolkit as well as the Maturity Models and Workforce Good Practice Frameworks developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis		
1	**What evidence have you used to think about any potential impact on particular groups?** (Please highlight any evidence that you have considered to help you address what the potential impact may be) **Example evidence:** • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis **NFCC** Equality of Access documents – We encourage you to click on the following **link** to access a series of 'equality of access documents', developed by the National Fire Service Council (NFCC) & reference the data and information highlighted. Some aspects of these documents will help you provide information, awareness, and data to support: • Integrated Risk Management Plans	All employees of the Fire Service deserve to have their pay determined in an open and transparent manner and this is scrutinised by external audit and the HMRC. Pay policy for the majority of grey and control employees is determined at National Level with circulars and updates from the NJC. However, Senior Manager grey book pay is determined at local level to reflect the needs of the Authority by elected Councillors. Green book employees are paid following a pay review process using a local government sponsored system called Gauge. The Gauge system has been devised to be as free from bias and discrimination as possible with the language refreshed by the system providers on updates. It is the role not the person undertaking the role that is assessed and a set of key statements are analysed by a trained assessor. Each pay review is moderated by a panel of other pay reviewers to ensure consistency and fairness. Similar roles are compared and each assessor looks for " bias" in the scoring and will moderate the answers if applicable. This process is for non-operational roles up to " Head of " level. At these levels market forces, experience, level and breadth or responsibility and role expertise/complexity are factored into the pay review. MFRS also participates in Basecamp- a network of employers from the North West Employers Association where pay, benefits and job roles is shared. It should be noted that the standard MFRS working week is 35 hours per week rather than 37.5 or 39 so some mathematics is required to get a direct comparison and the benefits of working for MFRS alter the overall remuneration package.	

2

	• Service delivery strategies • Positive action and recruitment plans • Workforce improvement plans • Community engagement activities • and, will prompt conversations within the workplace. Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances	Basecamp also communicates briefings regarding national pay bargaining, for example, the impact of an uplift in the Living Wage to spinal points. As an organisation we are committed to being transparent about our progress towards building a more inclusive, diverse and equitable organisation. Therefore, pay gap reporting is a key part of this. Annually we publish both gender and ethnicity pay gaps. This policy document references the strategy relating to the pay mechanisms currently in place.	
2	**Do you have all the evidence you need in order to make an informed decisions about the potential impact?** (Please tick)	**Yes** ☒ If you feel that you have enough evidence, then you will **not** need to undertake any engagement activity	**No** ☐ If you feel that you do not have enough evidence to make an informed decision then you **will need to** undertake engagement activity with the staff or members of the public as applicable

3

3	**What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?**
	
	Examples include:
	<u>Public</u>
	  • Interviews
	  • Focus groups
	  • Public Forums
	  • Complaints, comments, compliments
	<u>Staff</u>
	  • Staff events / workshop
	  • Existing staff meetings / committees
	  • Staff Networks
	  • Representative Bodies
	  • Annual Staff Survey questions
		The pay policy has been in existence for a number of years and the EIA is a refresh of the old documentation.
		
		MFRS undertake annually a gender and ethnicity pay gap analysis.	

4	**Will there be an impact against the protected groups as described in the Equality Act (2010)?** Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring. Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community. It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable		**Not applicable** ☒
		What is the **actual** or **potential** impact on **disability?** The Service will make reasonable adjustments to enable a disabled person to remain in work and to undertake the hours they are assessed by a Service Dr of undertaking. We have not yet had an issue where an employee has required work to be removed from them as a part of a reasonable adjustment and thought would need to be given to whether this impacts the job evaluation grade (particularly in to supervision of employees which attracts a higher rating)	**Not applicable** ☒
		What is the **actual** or **potential** impact on **gender reassignment?**	**Not applicable** ☒
		What is the **actual** or **potential** impact on **marriage and civil partnership?** .	**Not applicable**

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box.			☒
If there is **no impact,** please state that there is no impact.	What is the **actual** or **potential** impact on **pregnancy and maternity?** The Service has generous maternity provision and Basecamp/ FRS peer review has placed it as one of the most generous in English, Scottish and Welsh government. Maternity pay is part of the overall remuneration package.	**Not applicable** ☐	
	What is the **actual** or **potential** impact on **race?** The proportion of BAME employees in operational roles (5.3%) is very close to the local population (5.5%). We believe this to be the most accurate comparision in relation to MFRS being representative of our own communities and it shows the success of our positive action work in Merseyside. When compared to both the English average (5.1%) and Metropolitan fire and rescue services (10.5%), MFRS had proportionally fewer Black and Minority Ethnic (BAME) members of staff regardless of role (4.6%), but this comparison can be misleading due to significant differences in the proportions of BAME people throughout the country.	**Not applicable** ☒	
	What is the **actual** or **potential** impact on **religion and / or belief?**	**Not applicable** ☒	
	What is the **actual** or **potential** impact on **sex (gender)?** The latest ED&I report shows when looking at our gender pay gap reporting for 2021/22 that across the organisation, the mean gender pay gap is 10.3% or £1.70 per hour. For operational staff only, the gap is 9.5% and for support staff the gap is wider at 13.2%.	**Not applicable** ☐	

5

When the 2021/22 gender pay gap is compared to the previous year, it identifies that overall the gender pay gap has slightly increased from 9.9% to 10.3%.   For Support Staff the gap increased from 11.2% during 2020/21 to 13.2% during 2021/22. For operational staff, the gender pay gap also increased from 11.2% during 2020/21 to 13.2% during 2021/22.

The gender pay gap reveals several key issues pertinent to the pay policy. Overall, the gender segregation has identified key issues in terms of horizontal and vertical segregation.   The uniformed gender segregation is hugely influenced by the imbalance of male and women in the Service. Women are heavily under-represented in uniformed roles at all levels. Actions to address this are in place as part of MFRS commitment towards positive action. Existing initiatives appear to be focused on entry level and an emphasis should now be placed on succession planning and career progression.

The shift patterns in Control do not seem to have had a negative impact in both attracting or retaining female personnel. In terms of Support employees there is a reasonable balance of men and women throughout each level. However, women predominate in the lower grades

What is the **actual** or **potential** impact on **sexual orientation?**	**Not applicable** ☒
What is the **actual** or **potential** impact on **Socio-economic disadvantage?** In order to ensure pay parity in increments an employee will always be placed onto the bottom of the next band unless this results in a pay increase of less than £500. This ensures that our lowest graded employees receive a meaningful pay rise.	**Not applicable** ☐

MFRS has identified the following planned actions to remove the gender/ethnicity pay gap and reduce occupational segregation:

- Work regional comparators on a regional and national level & adopt best practice
- Continue to use job evaluation as a means of ensuring job are graded correctly
- Use positive action across all roles and levels to address under representation in terms of gender and ethnicity.
- Carry out a qualitative analysis to ascertain the full extent of working practices and specifically the impact of shifts, flexible working patterns and physical fitness requirements for both Uniformed and Support employees.
- Remain mindful of the impact of bias and the recruitment and selection process.
- Continue to explore creative use of hybrid working & family friendly practices
- Conduct future pay reviews and analysis of retention data to determine whether any inconsistencies exist in the reasons noted for leaving the MFRS by job category/grouping

7

ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?				
Impact	**Action Required**	**Integrated existing work (yes/no) outline**	**Target Date**	**Responsibility**
Age	Contracts run reports to ensure apprentice key birthdates are registered and altered •	Yes		POD
Disability -	Reasonable adjustments are managed by the reasonable adjustments panel, OH and the line manager, Consider undertaking a disability pay gap reporting	Yes		POD
Pregnancy and Maternity -	Maternity pay is managed by the contracts team	Yes		POD
Race/Gender	MFRS has identified the following planned actions to remove the gender/ethnicity pay gap and reduce occupational segregation: • Work regional comparators on a regional and national level & adopt best practice • Continue to use job evaluation as a means of ensuring job are graded correctly • Use positive action across all roles and levels to address under representation in terms of gender and ethnicity. • Carry out a qualitative analysis to ascertain the full extent of working practices and specifically the impact of shifts, flexible working patterns and physical fitness requirements for both Uniformed and Support employees.			

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	• Remain mindful of the impact of bias and the recruitment and selection process. • Continue to explore creative use of hybrid working & family friendly practices • Conduct future pay reviews and analysis of retention data to determine whether any inconsistencies exist in the reasons noted for leaving the MFRS by job category/grouping			
Carers	Requests for time off or reduced hours is managed by the Flexible working panel	Yes		POD
Other				
Deprived communities/socio economic	Consider undertaking socio-economic background pay gaps and to set a socio-economic background target.			

How will these actions be monitored and where will the outcomes be reported?
(Please describe below)

Every pay change has to be able to be scrutinised by external audit. As a result a full trail of paperwork and authorisations is required to demonstrate why someone is not being paid the expected norm (a reduction in hours) or a pay increase- a Pay review .

MFRS has identified the following planned actions to remove the gender/ethnicity pay gap and reduce occupational segregation:

- Work regional comparators on a regional and national level & adopt best practice
- Continue to use job evaluation as a means of ensuring job are graded correctly
- Use positive action across all roles and levels to address under representation in terms of gender and ethnicity.
- Carry out a qualitative analysis to ascertain the full extent of working practices and specifically the impact of shifts, flexible working patterns and physical fitness requirements for both Uniformed and Support employees.
- Remain mindful of the impact of bias and the recruitment and selection process.
- Continue to explore creative use of hybrid working & family friendly practices
- Conduct future pay reviews and analysis of retention data to determine whether any inconsistencies exist in the reasons noted for leaving the MFRS by job category/grouping

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Completed by (Please print name /Designation)	Amanda Cross HR Adviser	Signature Date	9th June 2022
Quality Assured by (Please print name /Designation)	Mo Jogi	Signature Date	9th June 2022

Name of responsible SLT member (Please print name /Designation)		Signature Date	

Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) equality impact assessment template
National Fire Chiefs Councils (NFCC) Equality Impact Assessment Toolkit
National Fire Chiefs Councils (NFCC) Maturity Models and Workforce Good Practice Frameworks
This document provides insight into the NFCC Maturity model and provides guidance on the following areas:
- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

Equality Diversity & Inclusion Resource Library
The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library here.

Disability related support including:
- AFSA - Lets talk workplace disability

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Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities

These can also be found on the [NFCC website](#)

NFCC Toolkits
The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)
- [Gender Diversity Toolkit](#)

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- Neurodiversity Toolkit
- Undertaking an Equality Impact Assessment Toolkit
- Staff Networks Toolkit

Webinars

NFCC Lunch and Learns which include
- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

ED&I Annual Report this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

Diversity Events Calendar the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

Knowing our Communities Data this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy
- Appendix 1 - Disability in the workplace information for staff and managers
- Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace
- Appendix 3 - Access to Work Support for staff and managers in the workplace
- Appendix 4 - Supporting people with Dyslexia in the workplace
- Appendix 5 - Supporting Staff during the Menopause
- Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters
- Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender (LGBT) staff in the Workplace
- Appendix 8 - Supporting Transgender staff in the Workplace
- Appendix 9 - Neurodiversity in the workplace

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