

Public Document Pack



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: 4236 Vicky Campbell

Our ref VC/RG

Date: 7 December 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, 15TH DECEMBER, 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/OEooxsFzuDc>

Yours faithfully,

PP – V. Campbell

Monitoring Officer

Encl.

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

15 DECEMBER 2022

AGENDA

Members

James Roberts (Chair)
Les Byrom
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 7 - 10)

The Minutes of the previous meeting of the Policy and Resources Committee, held on 28th July 2022 are submitted for approval as a correct record and for signature by the Chair.

3. FINANCIAL REVIEW 2022/23 - JULY TO SEPTEMBER (Pages 11 - 40)

To consider report CFO/48/22 of the Director of Finance and Procurement, concerning the financial position, revenue and capital, for the Authority for 2022/23. This report covers the period July to September 2022

4. **TREASURY MANAGEMENT INTERIM REPORT 2022/23** (Pages 41 - 50)
To consider Report CFO/49/22 of the Director of Finance and Procurement concerning the requirements of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities.

5. **STATEMENT OF ASSURANCE 2021-22** (Pages 51 - 78)
To consider Report CFO/050/22 of the Chief Fire Officer, concerning the Authority's Statement of Assurance 2021-22 for publication on the Authority website.

6. **CORPORATE RISK REGISTER APRIL TO SEPT 2022 UPDATE** (Pages 79 - 134)
To consider Report CFO/051/22 of the Chief Fire Officer, concerning the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period April to September 2022.

7. **SERVICE DELIVERY PLAN 2022-23 JULY TO SEPT UPDATE** (Pages 135 - 248)
To consider Report CFO/52/22 of the Chief Fire Officer, concerning performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2022/23 for the period April to September 2022, the Integrated Risk Management Plan actions and the HMICFRS action plan.

8. **PURCHASE OF HIGH REACH EXTENDABLE TURRET APPLIANCE**
(Pages 249 - 254)
To consider report CFO/53/22 by the Chief Fire Officer and approve the purchase of a 20m High Reach Extendable Turret (HRET) Special appliance.

9. **COACHING AND MENTORING POLICY** (Pages 255 - 280)
To consider report CFO/54/22 by the Chief Fire officer for Members to approve the Coaching and Mentoring Policy

10. HYBRID WORKING POLICY (Pages 281 - 290)

To consider report CFO/55/22 by the Chief Fire Officer to advise Members of the work undertaken to introduce the new and more agile ways of working into the Authority following the lessons learnt following the pandemic and more widespread use of mobile technology solution and the potential to become more productive through the agile approach.

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.

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

28 JULY 2022

MINUTES

Present: Cllr James Roberts (chair)
Cllr Les Byrom
Cllr Sharon Connor
Cllr Tracy Dickinson
Cllr Dave Hanratty
Cllr Andrew Makinson
Cllr Hugh Malone

Also Present: DCFO Nick Searle, Ria Groves, Ian Cummins

Apologies of absence were received from: Cllr Harry Gorman, Cllr Gillian Wood, CFO Phil Garrigan

1. Preliminary Matters

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

Resolved that:

- a) no declarations of interest were made by individual Members in relation to any item of business on the Agenda
- b) no additional items of business to be considered as matters of urgency were determined by the Chair; and
- c) no items of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting

The Minutes of the previous meeting of the Policy and Resources Committee, held on 24th March 2022 were approved as a correct record and signed accordingly by the Chair.

3. Structure of the Authority

Ria Groves took the committee through the Structure of the Authority.

Cllr Hanratty questioned who the main opposition spokesperson would be. Ria Groves stated that it is currently Cllr Makinson as the leader of the Liberal Democrats Party and it has been agreed it will transition midway through the year which reflects the same situation as last year..

RESOLVED that the report be noted.

4. Service Delivery Plan 2021-22 End of Year Update

Deputy Chief Fire Officer, Nick Searle presented an update on the 2021 to 2022 Service Delivery Plan.

Cllr Byrom highlighted the importance of members understanding the main information to be taken from the report. He then credited the continuation of high-quality attendance/speed within the county and the statistically low fire deaths currently. However, highlighted the importance of key areas not being red such as sickness absence and the importance of drawing out key management statistics. Nick Searle reassured members that key areas are monitored constantly and if any key aspects are highlighted red it is monitored constantly.

Following this Cllr Malone questioned what the sickness figures were like compared to other authorities. Deb Appleton stated that not all Fire and Rescue Services use the same databases as MFRS to monitor sickness absence figures therefore, national statistics would have to be gathered from the People and Organisational Development team. Nick Searle also highlighted that due to Covid the sickness absence figures have been affected however the service has received good help from the occupational health team. Cllr Hanratty agreed that it is now difficult to compare sickness absence figures each year due to Covid however, Cllr Hanratty stated that the response time within the service is still excellent and this is a credit to everyone involved.

In relation to industrial waste fires, Members queried what we can do to stop this with the help of the environmental health service and added his concern for the impact the current waste fires are having in Kirkdale and questioned what actions we can take to reduce this. Nick Searle explained the prevention team have been attending areas recently that have been effected to highlight the issues that are leading to the fires.

Members queried how many drones the Service can have and the importance of having a number of employees trained to use them effectively as they can change the approach to fires. Nick Searle explained that there is a lot of data protection legislation that comes with the use of drones however the protection department have been trained up on the use of drones and they have been used at large scale incidents recently. .. The DCFO confirmed the use of drones in Heswall and Formby has been signed off at the Ops Board on 28/07/2022 to tackle wildfire issues in the county and each drone cost £300 each and £95 to train a pilot.

Members were also advised that in regard to environmental issues the Fire Authority can only take action within its legislative powers however officers from the protection team liaise with local authorities in every way they can.

Cllr Connor raised attention to page 26 of the report and questioned if the target for high risk visits by the protection team is 2000 annually. Nick Searle stated that post Grenfell Fire Services are reviewing what a high risk review is and what warrants a high risk review. However the annual target is 2000.

RESOLVED that the report be approved for publication.

5. REVENUE & CAPITAL OUTTURN 2021/22

Ian Cummins, Director of Finance took the committee through the Revenue and Capital outturn report.

Following the report Cllr Makinson questioned that previously it was discussed that there would be a 1 million pound spend on electricity however, page 90 refers to a 1.2 million spend on electricity contracts. Ian Cummins explained that there was no fixed price on the cost, during April, May and June and while the Authority was with Scottish Power. However it was agreed at the last Urgency Committee, the Authority would enter a new contract with a fixed rate under the Crown commercial services framework, with an estimated cost of around 1.5 million pounds.

Cllr Byrom queried how the authority can tolerate an underspend on 2 million pounds. He then emphasised the importance of building up a budget and storing away some capital to afford projects such as the TDA as delivering a project of this scale with capital money alone is a challenge. Therefore the authority needs to set aside a reserve for revenue costs. Cllr Byrom then stated that by January the authority needs to have a better idea of the power bills to look at re trimming the current budget.

RESOLVED that:

- a) actual revenue spend compared to the approved budget delivered a net underspend of £2.203m before the creation of year-end reserves be noted.
- b) this underspend be used to:
 - a. create the required year-end reserves of £0.250m to fund projects that have slipped from 2021/22 into 2022/23 be approved.
 - b. increase in the inflation reserve by £1.953m in order to meet the expected higher energy costs and potential pay awards in 2022/23 be approved.
- c) the re-phasing of planned capital spend from 2021/22 into future years of £4.012m, as outlined in Appendix B, be approved.
- d) the committed reserves of £30.499m and a general reserve of £3.0m as outlined in Appendix A4 be approved.

6. Pay Policy

Nick Searle, Deputy Chief Fire Officer took the committee through the current Pay Policy report.

The Committee approved the publication of the Authority's Pay Policy with Cllr Byrom adding it's the right thing to do.

RESOLVED that:

- a) The publication of the Authority's Pay Policy be approved.
- b) The potential challenges that predicted changes to national Living Wage will have on the existing grade structure be noted.
- c) Officers be instructed to develop and report back on options to be considered alongside ongoing national work at the NJC.

Close Time:

Date of next meeting Thursday, 15 December 2022

Signed: _____

Date: _____

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	15 DECEMBER 2022	REPORT NO:	CFO/48/22
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:	FINANCIAL REVIEW 2022/23 - JULY TO SEPTEMBER 2022		

APPENDICES:	APPENDIX A1: REVENUE BUDGET MOVEMENT SUMMARY APPENDIX A2: FIRE SERVICE REVENUE BUDGET MOVEMENTS APPENDIX A3: CORPORATE MANAGEMENT & NRAT REVENUE BUDGET MOVEMENTS APPENDIX A4: BUDGET MOVEMENT ON RESERVES APPENDIX B: CAPITAL PROGRAMME 2022/23 APPENDIX C: CAPITAL PROGRAMME 2022/23 – 2026/27
--------------------	---

Purpose of Report

1. To review the revenue, capital, and reserves financial position for the Authority for 2022/23. The Authority receives regular comprehensive financial reviews during the year which provide a full health check on the Authority's finances. This report covers the period July to September 2022.

Recommendation

2. It is recommended that Members;
 - a) note the contents of the report,
 - b) approve the proposed revenue and capital budget alignments,
 - c) approve the use of the £0.200m forecast favourable revenue variance to fund an increase in the smoothing reserve that can then be used to allow time to identify and implement any future saving options, if required, and
 - d) instruct the Director of Finance and Procurement to continue to work with budget managers to maximise savings in 2022/23.

Revenue:

The Authority approved a five-year medium-term financial plan (MTFP) at the Budget Authority meeting on 24 February 2022. The approved MTFP delivered a balanced budget for 2022/23 based on key budget assumptions around costs, in particular pay. This report updates members on the 2022/23 budget position and any issues arising in the year that may impact on the future years' financial position.

The MTFP assumed a 2.5% pay award for 2022/23, but local government staff have accepted an offer of a £1,925 fixed sum for all grades. This equates to approximately a 6.5% increase on the green/red book staff employee budget, and is 4% or £0.465m above the budget assumption. The current firefighters pay offer is 5%, and the FBU is currently seeking its members' views on the offer. A 5% settlement would exceed the budget provision by £0.695m in 2022/23 rising to £0.926m in a full year. Members have received a number of reports on the impact of the current high energy prices and a potential increase in energy costs of +200% or £1m above the budget for 2022/23. After taking into account the Government initiative for reducing business energy costs, (October 2022 to March 2023), energy costs are now expected to exceed the current budget by £0.5m.

Any pay award or energy costs that cannot be contained within the budget will be funded from the £3m inflation reserve in 2022/23. The Authority will need to consider the impact of higher inflationary increases in 2022/23, and potentially future years', as part of the 2023/24 budget process.

The total budget requirement remains at the original budget level of £61.792m. Appendix A1 – A4 outline in detail all the revenue budget and reserve movements between July and September 2022.

Capital:

The capital programme planned spend has increased by £0.039m in the quarter. New drones and additional ICT hardware have been included within the current programme. Re-phasing of schemes has resulted in £14.413m planned spend being slipped from 2022/23 to 2023/24 and this report outlines why the re-phasing is required. The revised Capital Programme is outlined in Appendix B and C.

Reserves & Balances:

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

Treasury Management:

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

Introduction and Background

3. The purpose of this report is to enable the Authority to monitor its income and expenditure levels against its budget on a regular basis throughout the year to ensure effective financial management.
4. This report is the review of the Authority's position up to the end of September of the financial year 2022/23 (July – September 2022).
5. In order to ensure that the financial reviews provide a regular and effective financial health check on all aspects of the Authority's finances the following structure has been adopted.

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

(A) Current Financial Year – 2022/23

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

Revenue Position:

7. Budget Movements: There have been a number of budget adjustments with no net impact because they are either self-balancing virements within department budgets or budget increases financed by reserves in line with previously agreed Authority decisions. The budget adjustments in quarter 2 included:-
 - A net contribution from reserves of £0.145m to fund approved projects; £0.062m firefighter pension administration ICT upgrade (funded from a Home Office grant/pension reserve); £0.050m from the training reserve to fund the new leadership message training; and other approved projects £0.033m. A full breakdown of the reserve movements is outlined in Appendix A4.
 - Increases in one-off grants and contributions of £0.250m (Merseyside Resilience Forum, Fire Protection Grant and other Grants) funded a one-off increase in operational supplies (£0.064m); training (£0.103m); and other costs (0.083m).

- The National Resilience Assurance budget has been realigned to reflect agreed Home Office spending plans, overall the adjustment nets to £0m.
 - Other self-balancing virements to cover small adjustments within non-employee budget lines.
8. **The net budget requirement remains at £61.792m, which is consistent with the original budget.**
9. **Update on Budget Assumptions and forecast actual expenditure:**
10. The key budget assumptions for 2022/23 are:
- I. Annual pay awards of 2.5%, and
 - II. General price inflation of 2% and Energy inflation of 12%,
 - III. The new TDA / Station can be built within the approved budget,
 - IV. No significant unplanned growth pressures would materialise in the year,

I. **Annual Pay awards assumption**, a 2.5% pay award for 2022/23;

Local government staff have accepted a £1,925 fixed sum for all grades, and this would equate to a **6.5% increase** on the green/red book staff employee budget, **4.0% or £0.465m above the budget assumption.**

The initial firefighters pay offer was 2% and this has now **been increased to 5%**. If accepted **this would exceed the budget by £0.695m in 2022/23 rising to £0.926m in a full year** (pay award is from 1st July). At the time of writing this report the FBU has recommended rejection of the offer and is balloting its members on industrial action

II. **Non-pay inflation – energy;**

Members have received a number of reports on the impact of the current high energy costs on the budget. The estimated increase in energy costs in 2022/23 was expected to be in the order of £1m above the budget. Following the Government's decision to offer some financial support to businesses from October 2022 to March 2023, the overspend is expected to be closer to £0.5m.

As a result of the higher pay and energy inflation a potential £2m overspend against the current budget may materialise in 2022/23. In order to ensure the revenue budget remains in a balanced position throughout 2022/23, the Director of Finance and Procurement recommends that members approve the use of the £3m inflation reserve to fund the expected higher pay awards and energy costs in 2022/23 that cannot be contained within the available budget.

The Authority will need to consider the impact of higher 2022/23 and potentially future years' inflation as part of the 2023/24 budget process.

III. The new TDA / Station can be built within the approved budget;

Building work commenced in October and currently the planned scheme is expected to be built within the approved budget.

IV. No significant unplanned growth pressures would materialise in the year - The budget assumes all spending requirements can be met from the approved budget.

11. The following paragraphs consider the September forecast outturn position and the identified variances;

I. Employee Costs;

Employee costs make-up nearly 80% of the Authority's revenue expenditure budget (*net of revenue costs associated with capital spend*) and is the most risk critical area of the financial plan. As a result, these costs are monitored extremely closely.

In order to maintain the current firefighter establishment the Service has for a number of years now recruited in advance of the expected retirements. This may mean that for short periods the actual number of firefighters is slightly above the budgeted establishment. The latest September uniform employee forecast indicates a net overspend of £0.200m against the budget. However, this may reduce if retirements continue throughout the next six months and the retirements exceed the number of new recruits expected in the January 2023 in-take. The Authority has established a £1.450m recruitment reserve to cover any costs associated with recruiting in advance of retirements. In addition, as mentioned in the pay award assumption section, any settlement above 2.5% will be funded from the inflation reserve.

The non-uniform establishment forecast indicates a £0.700m favourable variance due to staff recruitment and retention problems. The favourable variance will be used to cover the cost of the 2022/23 pay award in 2022/23, **leaving a net favourable variance of £0.200m.**

II. Non-Employee Costs;

Excluding energy costs, see budget assumption section, all other spend and income is expected to be consistent with the approved budget.

12. Overall the latest forecast has identified a favourable net revenue variance of £0.200m. Given the uncertainty over the 2023/24 Local Government Financial Settlement and future pay awards, the Director of Finance and Procurement would recommend that Members' approve that the £0.200m favourable variance be used to increase the Smoothing Reserve, which would then be available if required to allow time to develop and implement any required saving options in 2023/24. The table overleaf summarises the year-end forecast position based on spend to the end of September 2022:

Anticipated Year-End Revenue Position (excl. National Resilience)				
	TOTAL BUDGET	ACTUAL as at 31.09.22	FORE-CAST	VARI-ANCE
	£'000	£'000	£'000	£'000
Expenditure				
Employee Costs	53,269	25,910	53,069	-200
Premises Costs	3,051	2,156	3,051	0
Transport Costs	1,270	764	1,270	0
Supplies and Services	3,404	1,415	3,404	0
Agency Services	6,680	3,123	6,680	0
Central Support Services	637	270	637	0
Capital Financing	26,269	0	26,269	0
Income	-14,685	-8,623	-14,685	0
Net Expenditure	79,895	25,015	79,695	-200
Contingency Pay&Prices	899	0	899	0
Cost of Services	80,794	25,015	80,594	-200
Interest on Balances	-172	0	-172	0
Movement on Reserves	-18,830	0	-18,830	0
Total Operating Cost	61,792	25,015	61,592	-200

13. The Director of Finance and Procurement will continue to monitor the position during the year to look to deliver savings to contribute towards the funding of the 2022/23 pay awards and increased energy costs.
14. Debtor accounts under £5,000 may be written off by the Director of Finance and Procurement. No account was written-off under delegated powers in the first quarter.

Capital Programme Position:

15. The last financial review report (CFO/045/22) approved a 5-year capital programme worth £70.826m. This has now been updated for scheme additions and changes during quarter 2 of £0.039m, as outlined below:-
 - a) Officers have reviewed the current 2022/23 programme to identify likely scheme start and completion dates and as a result identified £14.413m re-phasing into 2023/24;
 - i. After receiving the final planning permission, officers submitted responses to the Planning Department on how the conditions imposed on the build would be satisfied. Unfortunately the contract and build was delayed by approximately a month while the Service waited for the Planning Department to confirm they were satisfied with the approach put forward. Based on the actually build start date of October 2022, the scheme has now be re-phased and £10.000m slipped into 2023/24.
 - ii. Delays in finalising other build projects and getting contracts signed-off has meant a further £2.846m of building work has been re-phased into 2023/24.

- iii. Delays in finalising vehicle specifications and supply delays has resulted in a £1.314m re-phasing of vehicle spend into 2023/24.
 - iv. ICT projects of £0.254m have been re-phased to reflect the likely start date for these schemes as proposed developments to some applications is not required this year.
- b) The existing drones require replacing this year at an estimated cost of £0.032m. Revenue budget earmarked for the replacement will be used to cover the borrowing costs associated with the capital spend.
- c) New ICT hardware of £0.007m has been approved and will be funded from a revenue contribution.
16. The capital programme changes are summarised in Table below. The revised detailed capital programme is attached as Appendix B (2022/23 Capital Programme) and Appendix C (2022/23–2026/27 Capital Programme) to this report.

Movement in the 5 Year Capital Programme						
	Total Cost	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure						
Amendments to Approved Schemes;						
Quarter 2 re-phasing of schemes into 22/23.	0.0	-14,413.2	14,413.2			
Operational Drones	32.0	32.0				
New ICT Hardware	7.2	7.2				
	39.2	-14,374.0	14,413.2	0.0	0.0	0.0
Funding						
Capital Reserve						
Re-phasing of new TDA	0.0	-1,315.9	1,315.9			
Capital Receipts						
Sale of Newton LLAR houses due to re-phasing	0.0	-275.0	275.0			
RCCO						
New ICT hardware	7.2	7.2				
Borrowing						
Re-phasing of 22/23 Schemes into 23/24	0.0	-12,822.3	12,822.3			
Operational Drones	32.0	32.0				
	39.2	-14,374.0	14,413.2	0.0	0.0	0.0

Use of Reserves:

17. The analysis in Appendix A4 outlines a £0.145m drawdown from reserves in quarter 2, and paragraph 7 of the report outlines the use of these funds to support approved projects in 2022/23.
18. As outlined in this report any pay award settlements or energy costs that cause spend to exceed the available budget will be funded by a drawdown from the £3m inflation reserve during the year.

19. This report recommends that Members' approve the use of the £0.200m favourable variance identified in quarter 2, to fund an increase in the smoothing reserve, currently £1.588m. The smoothing reserve would be available if required to allow the Authority time to develop and implement any saving options if needed to balance the 2023/24 budget.
20. The general revenue reserve has remained unchanged at £3.000m.

(B) Treasury Management

21. The Authority continues to "buy in" Treasury Management from Liverpool City Council. The following paragraphs reflect Treasury Management activities in the period July to Sept 2022/23.

22. Prospects For Interest Rates

Following Russia's invasion of Ukraine in February 2022, global inflationary pressures have intensified sharply, leading to a sizeable deterioration in the outlook for world and UK growth.

The economic backdrop in the July-September quarter was characterised by higher oil, gas and commodity prices, fears of rising and persistent inflation and its damaging impact on consumers' cost of living, little indication of an imminent end to Russia-Ukraine hostilities and supply chain bottlenecks exacerbated by war in Ukraine and lockdowns in China.

Added to this was tough rhetoric and action by central bankers globally on fighting inflation through higher interest rates and quantitative tightening even as financial conditions became increasingly difficult for consumers, more so for those whose wages have not kept pace with inflation.

In the UK inflation remains elevated. There has been considerable volatility following the Government's "mini-budget" delivered 23rd September. While the package did include a price guarantee for energy prices set for a period of two years. Financial markets reacted negatively to the extent of the fiscal package with gilt yields rising steeply. This sharp move in gilts and concerns over the financial stability of various UK pension funds resulted in the Bank of England announcing on the 28th September it would be suspending the start of its quantitative tightening programme (the process by which it will reduce its holding of bonds) and was introducing a temporary programme to purchase long dated UK Government bonds. Subsequent to the "mini-budget", the UK Government has appointed a new chancellor and announced the reversal of a number of measures previously included within the "mini-budget".

Having increased interest rates to 1.25% in June, the Bank of England's Monetary Policy Committee on the 8th of Aug 2022 voted to increase the official Bank Rate by 0.5% to 1.75% and subsequently increased the Bank Rate further by 0.5% to 2.25% on the 22nd September. With no immediate sign of falling

inflation the Bank of England is therefore likely to continue on the current path of monetary tightening, so further rate rises look likely in the near term.

PWLB rates and gilt yields have been volatile throughout the second quarter of 2022/23 and this is likely to remain the case throughout this financial year. PWLB rates have risen for longer term loans, from 3.47% at the start of the quarter to 4.39% by the end of the second quarter, reaching a high point of 5.71% on 28 September before falling back following the Bank of England's intervention in the gilt market.

The strategy indicated that the overall structure of interest rates whereby short term rates are lower than long term rates, has continued for some time. In this scenario, the strategy would be to reduce investments and borrow for short periods and possibly at variable rates when required.

23. Capital Borrowings and the Portfolio Strategy

The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority does not envisage that any new long term borrowing will be required in 2022/23. Current market conditions continue to be unfavourable for any debt rescheduling.

24. Annual Investment Strategy

The investment strategy for 2022/23 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with DLUHC Guidance and CIPFA Code of Practice. Investments are made in sterling with an institution on the counterparty list.

Extreme caution has been taken in placing investments to ensure security of funds rather than rate of return. The use of deposit accounts with highly rated or part-nationalised banks and AAA rated money market funds has enabled reasonable returns in a low interest rate environment. Recent increases to Bank of England base rates have also improved the prospects for investment returns. In the period 1st July to 30 Sept 2022 the average rate of return achieved on average principal available was 1.83%. This compares with an average SONIA rate (Sterling Overnight Rate) of 1.24%.

The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2022/23 are as follows:

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

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

The Authority had investments of £61.350m as at 30th September 2022, see table below:

ANALYSIS OF INVESTMENTS END OF QUARTER 2 2022/23							
Institution	Credit Rating	MM Fund*	DMADF	Bank / Other	Building Society	Local Authority	Average Interest
		£		£	£	£	%
Aberdeen Liquidity	AAA	2,800,000					1.26
Blackrock	AAA	2,500,000					1.27
Federated Investors UK (Overnight)	AAA	3,000,000					1.12
Legal & General	A+	2,600,000					1.28
Morgan Stanley	A+	1,900,000					1.78
Debt Management Account Deposit Facility			27,000,000				1.95
HSBC (MFRS Deposit Account)	A			550,000			1.20
Santander	A			2,000,000			0.80
Sumitomo	A			2,000,000			1.32
Nationwide BS					2,000,000		1.53
Newcastle BS					1,000,000		1.00
Principality BS					1,000,000		1.55
Bradford Metropolitan DC						3,000,000	2.75
Medway Council						2,000,000	1.30
South Cambridgeshire DC						3,000,000	1.95
Thurrock Council						3,000,000	1.88
Wyre Forest DC						2,000,000	2.00
Totals		12,800,000	27,000,000	4,550,000	4,000,000	13,000,000	1.53
Total Current Investments						61,350,000	

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

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

25. External Debt Prudential Indicators

The external debt indicators of prudence for 2022/23 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt: £73 million
Operational boundary for external debt: £56 million

Against these limits, the maximum amount of debt reached at any time in the period 1 July to 30 September 2022 was £33.9 million.

26. Treasury Management Prudential Indicators

The treasury management indicators of prudence for 2022/23 required by the Prudential Code were set in the strategy as follows:

a) Interest Rate Exposures

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

The maximum that was reached in the period 1 July to 30 September 2022 was as follows:

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

b) Maturity Structure of Borrowing

Upper and lower limits for the maturity structure of borrowing were set and the maximum and minimum that was reached for each limit in the period 1st July to 30 Sept 2022 was as follows: -

Maturity Period	Upper Limit	Lower Limit	Maximum	Minimum
Under 12 months	50%	0%	1%	1%
12 months and within 24 months	50%	0%	0%	0%
24 months and within 5 years	50%	0%	0%	0%
5 years and within 10 years	50%	0%	0%	0%
10 years and above	100%	0%	99%	99%

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

The limit for investments of longer than 365 days was set at £2 million for 2022/23. One investment of £2m has been placed during the second quarter of 2022/23.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

30. See Executive Summary.

Risk Management, Health & Safety, and Environmental Implications

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

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

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

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/007/22 "MFRA Budget and Financial Plan 2022/2023-2026/2027" Authority 24th February 2022.

CFO/045/22 "Financial Review 2022/23 – April to June" Audit Committee 27th September 2022.

GLOSSARY OF TERMS

MTFP	Medium Term Financial Plan
TDA	Training & Development Academy
GDP	Gross Domestic Product
PWLB	Public Works Loans Board

2022/23 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2021/22	SERVICE REQUIREMENTS	Base Budget 2022/23	Qtr 1 Budget 2022/23	Reserve Draw- down	Virements	Qtr 2 Budget 2022/23
£'000		£'000	£'000	£'000	£'000	£'000
54,427	Fire Service	78,641	79,026	145	208	79,379
477	Corporate Management	488	500	0	16	516
0	NRAT MFRS Lead Authority (Budget Neutral)	0	0	0	0	0
0	2017 - 19 Dynamic Savings	0	0	0	0	0
54,904		79,129	79,526	145	224	79,895
0	Contingency for Pay/Price Changes	1,126	1,123	0	-224	899
54,904	TOTAL SERVICE EXPENDITURE	80,255	80,649	145	0	80,794
-70	Interest on Balances	-172	-172	0	0	-172
54,834	NET OPERATING EXPENDITURE	80,083	80,477	145	0	80,622
	<u>Contribution to/(from) Reserves:</u>					
	Emergency Related Reserves					
0	Bellwin / Emergency Planning Reserve	0	0	0	0	0
0	Insurance Reserve	0	0	0	0	0
-1,368	Facing The Future COVID-19 Reserve	0	0	0	0	0
-200	Collection Fund Deficit Reserve	-1,306	-1,306	0	0	-1,306
	Modernisation Challenge					
-412	Smoothing Reserve	0	0	0	0	0
597	Pensions Reserve	0	0	-62	0	-62
-550	Recruitment Reserve	0	0	0	0	0
0	Invest to Save Reserve	0	0	0	0	0
	Capital Investment Reserve					
4,136	Capital Investment Reserve	-16,991	-17,185	0	0	-17,185
-424	PFI Annuity Reserve	-69	-69	0	0	-69
	Specific Projects					
-19	Community Sponsorship Reserve	0	0	0	0	0
53	Equipment Reserve	0	0	0	0	0
0	Community Engagement Reserve	0	0	-6	0	-6
0	Training Reserve	0	0	-50	0	-50
-18	Health and Wellbeing Reserve	0	0	-7	0	-7
2,519	Inflation Reserve	0	0	0	0	0
65	Clothing Reserve	0	0	0	0	0
	Ringfenced Reserves					
-68	Princes Trust Reserve	0	0	0	0	0
-5	Community Risk Management Reserve	0	0	-13	0	-13
35	Energy Reserve	75	75	-7	0	68
75	New Dimensions Reserve	0	-200	0	0	-200
0	Appropriation to / From Revenue Balances	0	0	0	0	0
4,416	Movement in Reserves	-18,291	-18,685	-145	0	-18,830
59,250	BUDGET REQUIREMENT	61,792	61,792	0	0	61,792
-31,492	Settlement Funding Assessment	-31,251	-31,251	0	0	-31,251
2,836	Collection Fund Deficit	1,147	1,147	0	0	1,147
0	Transitional Funding Pension	0	0	0	0	0
-30,594	Precept Income	-31,688	-31,688	0	0	-31,688
-59,250	BUDGET FUNDING	-61,792	-61,792	0	0	-61,792

2022/23 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2021/22	SERVICE REQUIREMENTS	Base Budget 2022/23	Qtr 1 Budget 2022/23	Reserve Draw- down	Virements	Qtr 2 Budget 2022/23
£'000		£'000	£'000	£'000	£'000	£'000
	EMPLOYEES					
	Uniformed					
33,473	Firefighters	35,026	35,397		13	35,410
1,506	Control	1,463	1,484			1,484
2,602	Additional Hours	1,306	1,306		-1	1,305
37,581	TOTAL UNIFORMED	37,795	38,187	0	12	38,199
	APT&C and Manual					
9,567	APT&C	10,763	10,962		26	10,988
146	Tender Drivers	147	147			147
191	Catering	201	201		11	212
613	Transport Maintenance	665	663			663
51	Hydrant Technicians	54	54			54
97	Casuals	0	0			0
10,665	TOTAL APT&C/MANUAL	11,830	12,027	0	37	12,064
	Other Employee Expenses					
60	Allowances	58	60			60
0	Removal Expenses	1	1			1
710	Training Expenses	454	597	50	103	750
13	Other Expenses	9	9			9
8	Staff Advertising	7	7			7
112	Development Expenses	80	80		-21	59
113	Employee Insurance	147	147			147
-163	MPF Pen Fixed Rate	-169	-169			-169
55	Enhanced Pensions	52	52			52
4	SSP & SMP Reimbursements	0	0			0
119	Catering Expenditure	125	125			125
-412	HFRA Capitalisation Payroll	-375	-375			-375
619	TOTAL OTHER EMPLOYEE EXPENSES	389	534	50	82	666
	Pensions					
1,715	Injury Pension	1,790	1,790			1,790
38	Sanction Charges	21	21			21
147	Ill Health Retirement Charges	174	174			174
4	Injury Gratuity	0	0			0
1,904	TOTAL PENSIONS	1,985	1,985	0	0	1,985
50,769	TOTAL EMPLOYEES	51,999	52,733	50	131	52,914
	PREMISES					
18	Building Maintenance Repairs	29	29			29
11	Site Maintenance Costs	25	25		-2	23
905	Energy	990	990	7	1	998
46	Rent	46	46			46
1,120	Rates	1,586	1,586			1,586
200	Water	300	300			300
13	Fixtures	15	15			15
25	Contract Cleaning	0	0			0
52	Insurance	54	54			54
2,390	TOTAL PREMISES	3,045	3,045	7	-1	3,051
	TRANSPORT					
331	Direct Transport	312	310		10	320
8	Tunnel & Toll Fees	11	11			11
136	Operating Lease	133	133			133
434	Other Transport Costs	470	470		2	472
69	Car Allowances	91	91		-1	90
233	Insurance	223	223		21	244
1,211	TOTAL TRANSPORT	1,240	1,238	0	32	1,270

2022/23 FIRE SERVICE REVENUE BUDGET MOVEMENT (continued)

Actual 2021/22	SERVICE REQUIREMENTS	Base Budget 2022/23	Qtr 1 Budget 2022/23	Reserve Draw- down	Virements	Qtr 2 Budget 2022/23
£'000		£'000	£'000	£'000	£'000	£'000
	SUPPLIES & SERVICES					
10	Administrative Supplies	13	17		3	20
294	Operational Supplies	296	303		64	367
6	Hydrants	11	11			11
52	Consumables	44	45			45
99	Training Supplies	103	96			96
93	Fire Prevention Supplies	55	86		4	90
3	Catering Supplies	26	22			22
419	Uniforms	330	338		-2	336
74	Printing & Stationery	95	96		-1	95
2	Operating Leases	1	1			1
314	Professional Fees/Service	232	292	6	41	339
739	Communications	782	770		57	827
14	Postage	15	15			15
13	Command/Control	8	11		1	12
363	Computing	297	443		17	460
270	Medicals	271	269			269
41	Travel & Subsistence	66	71		-4	67
119	Grants/Subscriptions	105	110	20	2	132
1	Advertising	2	3		1	4
35	Insurances	37	37			37
0	Furniture	13	16			16
72	Laundry	82	82			82
14	Hospitality	6	7		2	9
0	Seconded Officers In	0	30			30
3,047	TOTAL SUPPLIES & SERVICES	2,890	3,171	26	185	3,382
	AGENCY SERVICES					
168	Super Fund Admin	126	126	62		188
1,533	ICT Service Provider	1,517	1,525		1	1,526
438	ICT Managed Suppliers	437	398		12	410
2,897	PFI Unitary Charges ((Int/Principal/Op Costs)	2,891	2,891		100	2,991
1,514	Estates Service Provider	1565	1,565			1,565
6,550	TOTAL AGENCY SERVICES	6,536	6,505	62	113	6,680
	CENTRAL EXPENSES					
472	Finance & Computing	472	483		15	498
2	Central Expenses	0	0			0
474	TOTAL CENTRAL EXPENSES	472	483	0	15	498
	CAPITAL FINANCING					
3,687	PWLB Debt Charges	5,121	5,121			5,121
51	MRB Debt Charges	60	60			60
2,134	Revenue Contribution to Capital	20,738	21,104		6	21,110
-23	Early Settlement of Debt (Pfi Refin)	-22	-22			-22
5,849	TOTAL CAPITAL FINANCING	25,897	26,263	0	6	26,269
70,290	TOTAL EXPENDITURE	92,079	93,438	145	481	94,064
	INCOME					
12,892	Specific Grants	10,838	11,646		162	11,808
88	Sales	1	4			4
1,356	Fees & Charges	1,152	1,306		22	1,328
14	Reinforcing Moves	5	5			5
1,025	Rents etc	984	984		1	985
159	Recharges Secondments	210	210			210
174	Contributions	125	134		88	222
144	Recharges Internal	113	113			113
11	Other Income	10	10			10
15,863	TOTAL INCOME	13,438	14,412	0	273	14,685
54,427	NET EXPENDITURE	78,641	79,026	145	208	79,379

2022/23 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT

Actual 2021/22	SERVICE REQUIREMENTS	Base Budget 2022/23	Qtr 1 Budget 2022/23	Reserve Draw- down	Virements	Qtr 2 Budget 2022/23
£'000		£'000	£'000	£'000	£'000	£'000
	EXPENDITURE					
	Finance & Legal costs					
79	Finance Officer	79	79			79
45	Legal Officer	59	71		1	72
	Democratic Rep (1020)					
9	- Travel & Subsistence	17	17			17
2	- Conference Fees	2	2			2
200	- Members Allowances	204	204			204
1	- Telephones	1	1			1
0	- Training	1	1			1
1	- Hospitality	1	1			1
	Central Expenses (1030)					
15	Bank Charges	15	15			15
47	District Audit Fees	30	30		15	45
78	Subscriptions	79	79			79
477	TOTAL EXPENDITURE	488	500	0	16	516

2022/23 NATIONAL RESILIENCE ASSURANCE REVENUE BUDGET MOVEMENT

Actual 2021/22	SERVICE REQUIREMENTS	Base Budget 2022/23	Qtr 1 Budget 2022/23	Reserve Draw- down	Virements	Qtr 2 Budget 2022/23
£'000		£'000	£'000	£'000	£'000	£'000
	EXPENDITURE					
2,151	Employee Costs		1,896		421	2,317
4	Premises Costs		2		1	3
6,165	Transport Costs		6,651		27	6,678
3,868	Supplies and Services Costs		2,127		1,413	3,540
476	Agency Costs		778			778
0	Central Expenditure		66		-66	0
5	Capital Financing Costs		5		1	6
12,669	TOTAL EXPENDITURE	0	11,525	0	1,797	13,322
	INCOME					
12,669	Income		11,525		1,797	13,322
0	NET EXPENDITURE	0	0	0	0	0

Budgeted Movement on Reserves 2022/23

	Opening Balance	Qtr 1 Drawdown & changes	Qtr 2 Drawdown & changes	Closing Balance
Committed Reserves	£'000	£'000	£'000	£'000
<u>Emergency Related Reserves</u>				
Bellwin / Emergency Planning Reserve	222			222
Insurance Reserve	499			499
Facing The Future COVID-19 Reserve	0			0
Collection Fund Reserve	2,420	-1,306		1,114
<u>Modernisation Challenge</u>				
Smoothing Reserve	1,588			1,588
Pensions Reserve	652		-62	590
Recruitment Reserve	1,450			1,450
Invest to Save / Collaboration Reserve	282			282
<u>Capital Investment Reserve</u>	17,720	-17,185	0	535
<u>PFI Annuity Reserve</u>	1,442	-69		1,373
<u>Specific Projects</u>				
Community Sponsorship Reserve	55			55
Equipment Reserve	205			205
Community Engagement Reserve	8		-6	2
Training Reserve	150		-50	100
Health and Wellbeing Reserve	7		-7	0
Inflation Reserve	3,019			3,019
Clothing Reserve	90			90
<u>Ringfenced Reserves</u>				
Princes Trust Reserve	15			15
Community Risk Management Reserve	303		-13	290
Energy Reserve	133	75	-7	201
New Dimensions Reserve	239	-200		39
Total Earmarked Reserves	30,499	-18,685	-145	11,669
General Revenue Reserve	3,000	0	0	3,000
Total Reserves	33,499	-18,685	-145	14,669

This page is intentionally left blank

Capital Programme 2022/23

<u>EXPENDITURE</u>		Approved Budget	Qtr 1 Budget	Q2 Re-Phasings	Qtr 2 Virements	Qtr 2 Budget	Actual to 30.09.22
		£	£	£	£	£	£
BUILDING & LAND PROGRAMME							
BLD001	Roofs & Canopy Replacements	40,000	143,400			143,400	7,314
BLD004	Concrete Yard Repairs	60,000	80,500			80,500	9,545
BLD005	Tower Improvements	20,000	26,600			26,600	
BLD007	L.E.V. Sys In App Rooms	25,000	32,500			32,500	
BLD013	Appliance Room Floors	105,000	142,000	-100,000		42,000	
BLD014	Boiler Replacements	65,000	77,800			77,800	9,664
BLD016	Community Station Investment	50,000	73,000			73,000	4,051
BLD018	Conference Facilities H/Q	35,000	40,000			40,000	
BLD020	5 Year Electrical Test	70,000	124,600			124,600	12,711
BLD026	Corporate Signage	25,000	29,700			29,700	
BLD031	Diesel Tanks	0	19,400			19,400	7,200
BLD032	Power Strategy (Generators)	5,000	22,000			22,000	
BLD033	Sanitary Accommodation Refurb	95,000	116,200	-75,000		41,200	
BLD034	Office Accommodation	65,000	78,500			78,500	1,012
BLD039	F.S. Refurbishment Heswall	75,000	147,100			147,100	10,217
BLD041	F.S. Refurbishment Aintree	159,900	159,900	-100,000		59,900	
BLD044	Asbestos Surveys	20,000	28,400			28,400	
BLD050	LLAR Accommodation Belle Vale	0	49,800			49,800	
BLD053	Lighting Replacement	22,900	22,900			22,900	364
BLD055	F.S. Refurbishment Bromborough	1,250,000	1,273,700	-1,000,000		273,700	14,791
BLD057	F.S. Refurbishment Crosby	50,000	93,400			93,400	760
BLD058	H.V.A.C. Heating, Vent & Air Con	50,000	62,200			62,200	19,459
BLD060	D.D.A. Compliance Work	160,000	213,300	-100,000		113,300	7,645
BLD061	Lighting Conductors Surge Protectors	30,000	48,000			48,000	
BLD062	Emergency Lighting	30,000	44,200			44,200	1,415
BLD063	F.S. Refurbishment Kirby	369,500	369,500	-350,000		19,500	
BLD067	Gym Equipment Replacement	70,000	103,500			103,500	4,460
BLD070	Workshop Enhancement	0	9,800			9,800	482
BLD071	Station Refresh	0	21,400			21,400	15,655
BLD073	SHQ Museum	191,000	191,000	-191,000		0	
BLD075	LLAR Accommodation Newton Le Willows	450,000	464,600	-350,000		114,600	9,402
BLD081	SHQ Stage C Works	0	0			0	-15,014
BLD083	St Helens Fire Station Build	0	0			0	-66,588
BLD084	F.S. Refurbishment Croxteth	0	37,400			37,400	
BLD085	F.S. Refurbishment Speke/Garston	150,000	296,500			296,500	2,345
BLD086	F.S. Refurbishment Old Swan	150,000	296,500			296,500	6,287
BLD088	F.S. Refurbishment Kensington	134,900	134,900	-130,000		4,900	
BLD089	F.S. Refurbishment Toxteth/Hub	200,000	200,000	-200,000		0	
BLD090	F.S. Refurbishment Wallasey	50,000	63,000			63,000	2,615
BLD091	New Build TDA	27,556,000	28,785,100	-10,000,000		18,785,100	4,423,069
BLD092	Service HQ. Offices	50,000	98,600			98,600	12,555
BLD093	Refurbishment MF1	150,000	150,000	-150,000		0	
BLD094	Security Enhancement Works	25,000	27,800			27,800	6,776
BLD095	Electric Vehicle Infrastructure	50,000	50,000			50,000	
BLD096	Passive Strategy	20,000	20,000			20,000	
BLD097	Saughill Massie Wig Wags	100,000	100,000			100,000	
CON001	Energy Conservation Non-Salix	120,000	172,900	-100,000		72,900	
CON002	Energy Conservation Salix	0	1,800			1,800	
EQU002	Fridge/Freezer Rep Prog	10,000	33,000			33,000	314
EQU003	Furniture Replacement Prog	10,000	38,700			38,700	12,256
TDA001	TDA Refurbishment	0	42,100			42,100	-3,505
	Total	32,364,200	34,857,200	-12,846,000	0	22,011,200	4,517,258
FIRE SAFETY							
FIR002	Smoke Alarms (H.F.R.A.)	235,000	235,000			235,000	98,785
FIR005	Installation Costs (H.F.R.A.)	375,000	375,000			375,000	0
FIR006	Deaf Alarms (H.F.R.A.)	25,000	25,000			25,000	7,700
FIR007	Replacement Batteries (H.F.R.A.)	0	0			0	133
	Total	635,000	635,000	0	0	635,000	106,618

Capital Programme 2022/23

<u>EXPENDITURE</u>		Approved Budget	Qtr 1 Budget	Q2 Re-Phasings	Qtr 2 Virements	Qtr 2 Budget	Actual to 30.09.22
		£	£				£
ICT							
FIN001	FMIA/Eproc/Payroll/ HR Replacement	253,500	253,500	-253,500		0	
IT002	I.C.T. Software	562,000	573,500			573,500	388,200
IT003	I.C.T. Hardware	456,660	338,560		7,150	345,710	50,523
IT005	I.C.T. Servers	146,000	244,600			244,600	
IT018	I.C.T. Network	42,000	98,100			98,100	55,215
IT019	Website Development	0	15,700			15,700	
IT026	I.C.T. Operational Equipment	62,200	77,500			77,500	4,883
IT027	I.C.T. Security	2,000	2,000			2,000	1,646
IT028	System Development Portal	75,000	119,700			119,700	
IT030	I.C.T. Projects / Upgrades	5,000	8,200			8,200	
IT055	C3i C&C Comms and Info system	5,000	7,300			7,300	
IT058	New Emergency Services Network	0	54,300			54,300	
IT059	ESMCP Project Control room integration	0	92,000			92,000	
IT062	Capita Vision 3 Update	0	145,300			145,300	7,690
IT063	PIPS System Upgrade	120,000	120,000			120,000	
IT064	999 EYE Emergency Streaming	0	40,000			40,000	
IT065	Dynamic Cover Response Tool	0	35,000			35,000	
IT066	ESN Ready	662,000	710,000			710,000	123,132
IT067	DCS Upgrade	108,000	108,000			108,000	44,477
IT068	Command & Control Suite TDA	700,000	501,000			501,000	
	Total	3,199,360	3,544,260	-253,500	7,150	3,297,910	675,766
NATIONAL RESILIENCE ASSET REFRESH							
OPS055	NRAT Operational Equipment	0	1,172,600			1,172,600	413,138
VEH011	NRAT Vehicles	0	1,000,000			1,000,000	
	Total	0	2,172,600	0	0	2,172,600	413,138
OPERATIONAL EQUIP. & HYDRANTS							
OPS001	Gas Tight Suits Other Ppe	6,000	13,700			13,700	1,975
OPS003	Hydraulic Rescue Equipment	85,000	85,000			85,000	6,097
OPS005	Resuscitation Equipment	50,000	59,700			59,700	
OPS009	Pod Equipment	0	96,700			96,700	
OPS011	Thermal Imaging Cameras	0	10,800			10,800	
OPS016	Gas Detection Equipment	28,000	33,300			33,300	
OPS022	Improvements To Fleet	43,200	55,200			55,200	9,607
OPS023	Water Rescue Equipment	15,000	15,000			15,000	500
OPS024	BA equipment / Comms	10,000	39,100			39,100	918
OPS026	Rope Replacement	10,000	14,700			14,700	
OPS027	Light Portable Pumps	0	30,000			30,000	
OPS033	Marine Rescue Launch	20,000	26,100			26,100	
OPS034	Operational Ladders	64,000	88,000			88,000	17,448
OPS036	Radiation Detection Equipment	65,000	65,000			65,000	
OPS039	Water Delivery Hoses	47,000	50,600			50,600	
OPS049	Bulk Foam Attack Equipment	143,000	143,000			143,000	
OPS052	DEFRA FRNE Water Rescue Grant		16,000			16,000	
OPS054	Electrical Equipment	8,000	8,000			8,000	
OPS058	Operational Drones		0		32,000	32,000	
HYD001	Hydrants (New Installations)	18,500	18,500			18,500	3,186
HYD002	Hydrants (Rep Installations)	18,500	18,500			18,500	4,913
	Total	631,200	886,900	0	32,000	918,900	44,644
VEHICLES							
VEH001	Wti'S Purchased	606,100	688,300			688,300	599,563
VEH002	Ancillary Vehicles	649,075	654,775	-106,700		548,075	
VEH004	Special Vehicles	3,346,800	3,346,800	-850,000		2,496,800	150,000
VEH005	Vehicles water Strategy	40,000	40,000			40,000	
VEH010	Marine Rescue Vessels	357,500	373,900	-357,000		16,900	51,155
WOR001	Workshop Equipment		13,100			13,100	
	Total	4,999,475	5,116,875	-1,313,700	0	3,803,175	800,718
	Grand Total	41,829,235	47,212,835	-14,413,200	39,150	32,838,785	6,558,142

Capital Programme 2022/23

EXPENDITURE		Approved Budget	Qtr 1 Budget	Q2 Re-Phasings	Qtr 2 Virements	Qtr 2 Budget	Actual to 30.09.22
		£	£				£
Capital Receipts							
	Sale of Newton 2 LLAR House	275,000	275,000	-275,000		0	
	Vehicles & Equipment > £10,000		56,000			56,000	19,320
R.C.C.O. / Capital Reserve							
	Capitalisation of Sals HFRA (FIR005)	375,000	375,000			375,000	
	TDA Refurbishment (BLD091) Cap Inv Res	19,768,000	20,101,000	-1,315,900		18,785,100	4,423,069
	IT003 - I.C.T. Hardware		15,100		7,150	22,250	
	ESN Funding	595,000	618,000			618,000	123,132
Grant							
	NRAT National Resilience Grant		2,172,612			2,172,612	413,138
	Total Non Borrowing	21,013,000	23,612,712	-1,590,900	7,150	22,028,962	4,978,659
Borrowing Requirement							
	Unsupported Borrowing	20,816,235	23,600,123	-12,822,300	32,000	10,809,823	1,579,483
	Borrowing	20,816,235	23,600,123	-12,822,300	32,000	10,809,823	1,579,483
	Total Funding	41,829,235	47,212,835	-14,413,200	39,150	32,838,785	6,558,142

This page is intentionally left blank

Capital Programme 2022/23 to 2026/27

Capital Expenditure	Total Cost £	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Building/Land	45,965,200	22,011,200	22,034,000	360,000	880,000	680,000
Fire Safety	3,175,000	635,000	635,000	635,000	635,000	635,000
ICT	7,388,850	3,297,910	1,081,960	1,121,460	762,860	1,124,660
NRAT Resilience Assets	2,172,600	2,172,600	0	0	0	0
Operational Equipment & Hydrants	3,071,900	918,900	474,000	1,133,000	316,000	230,000
Vehicles	9,091,375	3,803,175	2,014,350	1,315,850	1,818,000	140,000
Expenditure	70,864,925	32,838,785	26,239,310	4,565,310	4,411,860	2,809,660
<i>2022/23 - 2026/27 Q1 Approved Programme</i>	<i>70,825,775</i>	<i>47,212,835</i>	<i>11,826,110</i>	<i>4,565,310</i>	<i>4,411,860</i>	<i>2,809,660</i>
Q1 Change to Q2 Budget	39,150	(14,374,050)	14,413,200	0	0	0
Q2 Movements Explained by:						
Re-Phasing of Schemes		(14,413,200)	14,413,200			
RCCO - IT003 IT Hardware	7,150	7,150				
Borrowing - IT058 Operational Drones	32,000	32,000				
Q2 Movement	39,150	(14,374,050)	14,413,200	0	0	0
Financing Available	Total £	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Capital Receipts	3,731,000	56,000	3,675,000	0	0	0
RCCO	2,515,250	1,015,250	375,000	375,000	375,000	375,000
Capital Reserves	20,101,000	18,785,100	1,315,900	0	0	0
Grants	2,172,612	2,172,612	0	0	0	0
Total Non Borrowing	28,519,862	22,028,962	5,365,900	375,000	375,000	375,000
Unsupported Borrowing	42,345,063	10,809,823	20,873,410	4,190,310	4,036,860	2,434,660
Total Funding	70,864,925	32,838,785	26,239,310	4,565,310	4,411,860	2,809,660
<i>2022/23 - 2026/27 Q1 Approved Programme</i>	<i>70,825,775</i>	<i>47,212,835</i>	<i>11,826,110</i>	<i>4,565,310</i>	<i>4,411,860</i>	<i>2,809,660</i>
Q1 Change to Q2 Budget	39,150	(14,374,050)	14,413,200	0	0	0
Funding Change Explained by:						
RCCO	7,150	7,150	0	0	0	0
Capital Reserves (re-phasing of schemes)	0	(1,315,900)	1,315,900	0	0	0
Capital Receipts (impact of scheme re-phasing)	0	(275,000)	275,000	0	0	0
Grants	0	0	0	0	0	0
Unsupported Borrowing	32,000	(12,790,300)	12,822,300	0	0	0
OPS058 Operational Drones		32,000				
Re-Phasing of Schemes		(12,822,300)	12,822,300			
Q2 Movements	39,150	(14,374,050)	14,413,200	0	0	0

Buildings Capital Programme 2022/23 to 2026/27

Type of Capital Expenditure	Total Cost £	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Major Site Refurbishments						
BLD016 Community Station Investment	73,000	73,000				
BLD039 FS Refurbishment Heswall	147,100	147,100				
BLD041 FS Refurbishment Aintree	159,900	59,900	100,000			
BLD055 FS Refurbishment Bromborough	1,273,700	273,700	1,000,000			
BLD057 FS Refurbishment Crosby	393,400	93,400				300,000
BLD063 FS Refurbishment Kirkby	369,500	19,500	350,000			
BLD070 Workshop Enhancement	9,800	9,800				
BLD071 Station Refresh	21,400	21,400				
BLD084 FS Refurbishment Croxteth	37,400	37,400				
BLD085 FS Refurbishment Speke/Garston	296,500	296,500				
BLD086 FS Refurbishment Old Swan	296,500	296,500				
BLD088 FS Refurbishment Kensington	134,900	4,900	130,000			
BLD089 FS Refurbishment Toxteth	200,000		200,000			
BLD090 FS Refurbishment Wallasey	563,000	63,000			500,000	
BLD091 TDA New Build	37,623,100	18,785,100	18,838,000			
BLD093 Marine Fire 1 Refurbishment	150,000		150,000			
BLD095 Electric Vehicle Infrastructure Works	150,000	50,000	25,000	25,000	25,000	25,000
	41,899,200	20,231,200	20,793,000	25,000	525,000	325,000
Other						
BLD073 SHQ Museum	191,000		191,000			
	191,000		191,000			
LLAR Accommodation Works						
BLD050 LLAR Accommodation Belle Vale	49,800	49,800				
BLD075 LLAR Accommodation Newton-le-Willows	464,600	114,600	350,000			
	514,400	164,400	350,000			
General Station Upgrade Works						
BLD001 Roofs & Canopy Replacements	303,400	143,400	40,000	40,000	40,000	40,000
BLD004 Concrete Yard Repairs	160,500	80,500	20,000	20,000	20,000	20,000
BLD005 Tower Improvements	66,600	26,600	10,000	10,000	10,000	10,000
BLD013 Non Slip Coating to Appliance Room Floors	262,000	42,000	130,000	30,000	30,000	30,000
BLD014 Boiler Replacements	137,800	77,800	15,000	15,000	15,000	15,000
BLD020 Electrical Testing	204,600	124,600	20,000	20,000	20,000	20,000
BLD031 Diesel Tanks	19,400	19,400				
BLD033 Sanitary Accommodation Refurbishment	196,200	41,200	95,000	20,000	20,000	20,000
BLD044 Asbestos Surveys	68,400	28,400	10,000	10,000	10,000	10,000
BLD060 DDA Compliance	253,300	113,300	110,000	10,000	10,000	10,000
	1,672,200	697,200	450,000	175,000	175,000	175,000
Other Works						
BLD007 L.E.V. System in Appliance Rooms	52,500	32,500	5,000	5,000	5,000	5,000
BLD018 Conference Facilities SHQ	60,000	40,000	5,000	5,000	5,000	5,000
BLD026 Corporate Signage	49,700	29,700	5,000	5,000	5,000	5,000
BLD032 Power Strategy	42,000	22,000	5,000	5,000	5,000	5,000
BLD034 Office Accommodation	138,500	78,500	15,000	15,000	15,000	15,000
BLD053 Headquarters Lighting	22,900	22,900				
BLD058 HVAC - Heating, Ventilation & Air Con	102,200	62,200			20,000	20,000
BLD061 Lightening Conductors & Surge Protection	68,000	48,000	5,000	5,000	5,000	5,000
BLD062 Emergency Lighting	64,200	44,200	5,000	5,000	5,000	5,000
BLD067 Gym Equipment Replacement	183,500	103,500	20,000	20,000	20,000	20,000
BLD092 Service Headquarters Offices	98,600	98,600				
BLD094 Security Enhancement Works	127,800	27,800	25,000	25,000	25,000	25,000
BLD096 Passive Fire Stragety	100,000	20,000	20,000	20,000	20,000	20,000
BLD097 Saughall Massie Wig Wags	100,000	100,000				
TDA001 TDA Refurbishment	42,100	42,100				
CON001 Energy Conservation Non-Salix	200,000	20,000	120,000	20,000	20,000	20,000
CON002 Energy Conservation Salix	54,700	54,700				
EQU002 Replacement programme for Fridge Freezers	73,000	33,000	10,000	10,000	10,000	10,000
EQU003 Furniture Replacement Programme	108,700	38,700	10,000	20,000	20,000	20,000
	1,688,400	918,400	250,000	160,000	180,000	180,000
	45,965,200	22,011,200	22,034,000	360,000	880,000	680,000
Original Budget	39,634,200	32,364,200	5,350,000	360,000	880,000	680,000
Current Programme	45,965,200	22,011,200	22,034,000	360,000	880,000	680,000
Changes	6,331,000	(10,353,000)	16,684,000			
Q1 Movements/Adjustments	6,331,000	2,495,000	3,836,000			

Fire Safety Capital Programme 2022/23 to 2026/27

Type of Capital Expenditure	Total Cost £	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
FIR002 Smoke Alarms (100,000 HFRA target)	1,175,000	235,000	235,000	235,000	235,000	235,000
FIR005 Installation costs (HFRA)	1,875,000	375,000	375,000	375,000	375,000	375,000
FIR006 Deaf Alarms (HFRA)	125,000	25,000	25,000	25,000	25,000	25,000
	3,175,000	635,000	635,000	635,000	635,000	635,000
Original Budget	3,175,000	635,000	635,000	635,000	635,000	635,000
Current Programme	3,175,000	635,000	635,000	635,000	635,000	635,000
Changes						

ICT Capital Programme 2022/23 to 2026/27

Type of Capital Expenditure	Total Cost £	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
IT002 ICT Software						
Software Licences	10,100	2,100	2,000	2,000	2,000	2,000
New Virtualisation Infrastructure	75,000		75,000			
5 Year Antivirus & Filtering Software	200,000	200,000				
MDT Software Solution Refresh	100,000	100,000				
Microsoft SQL Upgrade	50,000		50,000			
Logpoint Security Information and Event Mgmt (SIEM)	80,000		80,000			
Microsoft EA Agreement (Servers & Security)	211,800	43,800	42,000	42,000	42,000	42,000
Microsoft EA Agreement (Windows & Office)	1,029,000	213,000	204,000	204,000	204,000	204,000
Microsoft EA Agreement (Application Development)	70,600	14,600	14,000	14,000	14,000	14,000
Logpoint Subscription License	103,000					103,000
	1,929,500	573,500	467,000	262,000	262,000	365,000
IT003 ICT Hardware						
Desktops (target 20%)	216,300	40,100	40,100	40,100	48,000	48,000
Laptops/Surface Pros/Tablets/Docking Stations (target 20%)	416,150	51,150	62,000	62,000	120,500	120,500
Monitors & Monitor Arms (target 20%)	75,500	19,500	14,000	14,000	14,000	14,000
Peripherals replacement (target 20%)	16,050	4,050	3,000	3,000	3,000	3,000
Mobile device replacement (target 20%)	66,250	16,810	12,360	12,360	12,360	12,360
Landline Handset Refresh	10,900	900	10,000			
Audio Visual Conference Facility - SHQ	142,000	142,000				
Audio Visual Conference Facility - Stations	48,800	48,800				
New Long Lane Station	22,400	22,400				
Backup Tape Drive 5-year asset refresh	25,000					25,000
IPTV 5-year asset refresh	36,800					36,800
	1,076,150	345,710	141,460	131,460	197,860	259,660
IT005 ICT Servers						
Server/storage replacement (target 20%)	490,600	230,600	65,000	65,000	65,000	65,000
Server/storage growth	70,000	14,000	14,000	14,000	14,000	14,000
SAN 5 Year Refresh	135,000			135,000		
	695,600	244,600	79,000	214,000	79,000	79,000
IT018 ICT Network						
Local Area Network replacement (discrete)						
Network Switches/Router replacement	10,000	2,000	2,000	2,000	2,000	2,000
Network Switches/Routers Growth	25,000	5,000	5,000	5,000	5,000	5,000
Network Data Port Replacement	50,000	10,000	10,000	10,000	10,000	10,000
Core Network Switch/Router upgrade	256,100	56,100		200,000		
MDT Wireless Network Replacement	25,000			25,000		
Public Wi-Fi Replacement	15,000			15,000		
Vesty Road Network Link Refresh	40,000			40,000		
Secondary FireControl backup telephony refresh	40,000			40,000		
PSTN replacement asset refresh	125,000					125,000
Enhanced Virgin Media Network Phase Five Wireless Access	25,000	25,000				
	611,100	98,100	17,000	337,000	17,000	142,000
IT026 ICT Operational Equipment						
Pagers/Alerters	21,900	5,900	4,000	4,000	4,000	4,000
Callmy Alert	5,500	1,500	1,000	1,000	1,000	1,000
Station Equipment Replacement	54,700	14,700	10,000	10,000	10,000	10,000
Toughpad Asset Refresh - Vehicles	150,000			150,000		
MDT Replacement (Not incl. in ESMCP)	75,000		75,000			
NEW Station End Network Equipment Asset Refresh	140,000				140,000	
Increase in Appliances - Equipment	25,400	25,400				
ICU existing hardware 5-year asset refresh	20,000					20,000
MDT (Screen & CPU) Front Line Vehicles asset refresh	210,000					210,000
Bromborough Station Refurbishment	30,000	30,000				
	732,500	77,500	90,000	165,000	155,000	245,000
IT027 ICT Security						
Remote Access Security FOBS	10,000	2,000	2,000	2,000	2,000	2,000
Celestix 3-year renewal - VPN tokens	44,000		22,000			22,000
	54,000	2,000	24,000	2,000	2,000	24,000
IT058 New Emergency Services Network (ESN)						
ESN Radios / Infrastructure - Estimate	54,300	54,300				
	54,300	54,300				
IT063 Planning Intelligence and Performance System						
PIPS System upgrade	120,000	120,000				
	120,000	120,000				
Other IT Schemes						
IT019 Website Development	55,700	15,700			40,000	
IT028 System Development (Portal)	119,700	119,700				
IT030 ICT Projects/Upgrades	28,200	8,200	5,000	5,000	5,000	5,000
IT055 C.3.I. C.&C Communication & Information	27,300	7,300	5,000	5,000	5,000	5,000
IT059 ESMCP Project Control Room Integration	92,000	92,000				
IT062 Capita Vision 3 Update (CFO/058/17)	145,300	145,300				
IT064 999 Emergency Streaming (999EYE)	40,000	40,000				
IT065 Dynamic Cover/Response Tool	35,000	35,000				
IT066 ESN Ready	710,000	710,000				
IT067 DCS Upgrade	108,000	108,000				
IT068 Command & Control Suite	501,000	501,000				
FIN001 FMIS/Eproc/Payroll/HR Replacement	253,500		253,500			
	2,115,700	1,782,200	263,500	10,000	50,000	10,000
	7,388,850	3,297,910	1,081,960	1,121,460	762,860	1,124,660
Original Budget	7,036,800	3,199,360	828,460	1,121,460	762,860	1,124,660
Current Programme	7,388,850	3,297,910	1,081,960	1,121,460	762,860	1,124,660
Changes	352,050	97,550	253,500			

NRAT Reiliance Assets 2022/23 to 2026/27

Type of Capital Expenditure	Total Cost £	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
OPS055 NRAT Asset Refresh	1,172,600	1,172,600	0	0	0	0
VEH011 NRAT Vehicles	1,000,000	1,000,000	0	0	0	0
	2,172,600	2,172,600	0	0	0	0
	2,172,600	2,172,600	0	0	0	0
Original Budget	2,153,000	0	474,000	1,133,000	316,000	230,000
Current Programme	2,172,600	2,172,600	0	0	0	0
Changes	19,600	2,172,600	(474,000)	(1,133,000)	(316,000)	(230,000)
<u>Q1 Movements/Adjustments</u>	2,172,600	2,172,600	0	0	0	0

Operational Equipment Capital Programme 2022/23 to 2026/27

Type of Capital Expenditure	Total Cost £	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<u>OPS001 Gas Tight Suits Other PPE</u>						
Gas Tight Suits	31,700	13,700	6,000	6,000	6,000	
Bump Hats	2,000			2,000		
	33,700	13,700	6,000	8,000	6,000	
<u>OPS003 Hydraulic Rescue Equipment</u>						
Hydraulic Rescue Equipment - Replacement Prog	690,000	85,000	85,000	350,000	85,000	85,000
Air Lifting Equipment - Air Bags & Control Units	80,000				80,000	
	770,000	85,000	85,000	350,000	165,000	85,000
<u>OPS005 Resuscitation Equipment</u>						
Resuscitation Rescue Equipment	14,800	14,800				
Appliance Resuscitation Equipment & Cylinders	44,900	44,900				
	59,700	59,700				
<u>OPS009 POD Equipment</u>						
Demountable Unit Refurbishment	77,100	77,100				
Gas Monitors	19,600	19,600				
	96,700	96,700				
<u>OPS022 Improvements to Fleet</u>						
Improvements to Fleet	165,600	45,600	30,000	30,000	30,000	30,000
PPV Fans	5,500	5,500				
Smoke Blockers	4,100	4,100				
	175,200	55,200	30,000	30,000	30,000	30,000
<u>OPS024 BA Equipment/Communications</u>						
BA Cylinder Replacement	14,500	14,500				
Rolling 10 year life	630,000			630,000		
BA Test Rig	10,500	10,500				
BA Set Batteries	14,100	14,100				
	669,100	39,100		630,000		
<u>OPS036 Radiation/Gas Detection Equipment</u>						
Radiation Detection Equipment	45,000	45,000				
Single Gas Detection Equipment	20,000	20,000				
	65,000	65,000				
<u>OPS049 Bulk Foam Equipment</u>						
Bulk Foam Attack Equipment	48,900	48,900				
Bulk Foam Stock	94,100	94,100				
	143,000	143,000				
<u>Other Operational Equipment</u>						
OPS011 Thermal imaging cameras	185,800	10,800	175,000			
OPS016 Gas Detection Equipment (MYRA DS)	45,300	33,300	12,000			
OPS023 Water Rescue Equipment	75,000	15,000	15,000	15,000	15,000	15,000
OPS026 Rope Replacement	54,700	14,700	10,000	10,000	10,000	10,000
OPS027 Light Portable Pumps	30,000	30,000				
OPS033 Marine Rescue Equipment	66,100	26,100	10,000	10,000	10,000	10,000
OPS034 Operational Ladders	150,000	88,000	17,000	15,000	15,000	15,000
OPS039 Water Delivery Hoses	121,600	50,600	17,000	18,000	18,000	18,000
OPS052 DEFRA FRNE	16,000	16,000				
OPS054 Electrical Equipment	98,000	8,000	60,000	10,000	10,000	10,000
OPS058 Operational Drones	32,000	32,000				
	874,500	324,500	316,000	78,000	78,000	78,000
<u>Hydrants</u>						
HYD001 Hydrants (New Installations)	92,500	18,500	18,500	18,500	18,500	18,500
HYD002 Hydrants (Replacements)	92,500	18,500	18,500	18,500	18,500	18,500
	185,000	37,000	37,000	37,000	37,000	37,000
	3,071,900	918,900	474,000	1,133,000	316,000	230,000
Original Budget	2,784,200	631,200	474,000	1,133,000	316,000	230,000
Current Programme	3,071,900	918,900	474,000	1,133,000	316,000	230,000
Changes	287,700	287,700				

Vehicles Capital Programme 2022/23 to 2026/27

Type of Capital Expenditure	Price Per Unit	Total		2022/23		2023/24		2024/25		2025/26		2026/27	
		Unit	Cost £	Unit	£	Unit	£	Unit	£	Unit	£	Unit	£
VEH002 Ancillary Vehicles													
<u>Cars</u>													
Pool Cars - Skoda Fabia	15,050	15	225,750	15	225,750								
Pool Cars - Possible Electric	18,000	20	360,000					20	360,000				
Officer Response Cars - 2020/21 Price	22,650	13	294,450	6	135,900	7	158,550						
Officer Response Cars - 2025/26 Price	30,000	7	210,000							7	210,000		
<u>4X4s</u>													
Isuzi	24,000							1	24,000				
Isuzi IIT	24,000	3	72,000	3	72,000								
<u>Vans</u>													
Master/Transit Panel (CAP1903 - 6)	23,850	5	119,250	4	95,400			1	23,850				
Panel Van	22,000	1	22,000							1	22,000		
Panel Van - RTC reduction	31,000	1	31,000							1	31,000		
Courier van	25,000	4	100,000									4	100,000
Dog Van Mercedes Vito - Delivery April 2023	50,025	1	50,025	1	50,025								
Water Rescue Van	35,000	1	35,000							1	35,000		
<u>Mini Buses</u>													
Fire Service - Blue Light	32,000	1	32,000							1	32,000		
Princes Trust - Disabled Access	32,000	1	32,000			1	32,000						
Princes Trust	24,900	3	74,700			3	74,700						
			1,682,175		579,075		265,250		407,850		330,000		100,000
VEH004 Special Vehicles													
CPL - Aerial Appliance	780,000	2	1,634,100	2	1,634,100								
Prime Movers/POD Long Term Capablity Mment	168,050	3	504,150	1	168,050	2	336,100						
ICU	650,000	1	650,000			1	650,000						
BA Support Unit (POD) - NEW	250,000	1	250,000	1	250,000								
Crew Van for Drone	32,000	1	32,000	1	32,000								
Wildfire Appliance 4x4	50,000	2	100,000			2	100,000						
TDA Road Sweeper	83,650	1	83,650	1	83,650								
Curtain Sided Truck (Driving School)	86,000	1	86,000			1	86,000						
Water Rescue Unit	54,000	1	54,000	1	54,000								
Crane Lorry	200,000	1	200,000			1	200,000						
Water Bowser Appliance	275,000	1	275,000	1	275,000								
			3,868,900		2,496,800		1,372,100						
VEH010 Marine Rescue Vessels													
RNLI Class 75 Rib Boats			357,500		500		357,000						
			357,500		500		357,000						
VEH001 Fire Appliances													
Heavy Rescue Vehicle - Slippage CAP2029	233,500	1	121,400	1	121,400								
2021/22 Price CAP1971 - Balance Part Built	284,000	4	535,900	4	535,900								
2024/25 Price	290,000	3	870,000					3	870,000				
2025/26 Price	296,000	3	888,000							3	888,000		
NEW Electric Fire Appliances	600,000	1	600,000							1	600,000		
			3,015,300		657,300		870,000		1,488,000				
VEH005 Water Strategy Vehicles													
			16,400		16,400								
WOR001 Workshop Equipment													
Equipment			43,100		13,100		20,000		10,000				
Rolling Road Replacement (MOT bay)			10,000						10,000				
Smoke Analyser (MOT bay)			8,000						8,000				
Smoke Analyser (HGV)			10,000						10,000				
Workshop Equip Somers vehicle Lift.	20,000	2	40,000	2	40,000								
4 Post Vehicle Lift	20,000	2	40,000									2	40,000
			151,100		53,100		20,000		38,000				40,000
			9,091,375		3,803,175		2,014,350		1,315,850		1,818,000		140,000
Original Budget			8,973,975		4,999,475		700,650		1,315,850		1,818,000		140,000
Current Programme			9,091,375		3,803,175		2,014,350		1,315,850		1,818,000		140,000
Changes			117,400		(1,196,300)		1,313,700						

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	15 DECEMBER 2022	REPORT NO:	CFO/49/22
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:	TREASURY MANAGEMENT INTERIM REPORT 2022/23		

APPENDICES:	APPENDIX A: TREASURY MANAGEMENT INTERIM REPORT 2022/23
--------------------	---

Purpose of Report

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

Recommendation

2. It is recommended that Members note the contents of the report.

Introduction and Background

3. The CIPFA Code of Practice for Treasury Management in Local Authorities has been adopted by the Authority and a Treasury Policy Statement incorporated into Financial Regulations, which are contained within the Authority's Constitution, in accordance with the requirements of the Code. The arrangements for reporting treasury management activities to members are that the Director of Finance and Procurement will present a minimum of three reports:-
 - An Annual Treasury Strategy Report before the start of a financial year.
 - An interim report during the second half of a financial year, (other interim reports will be prepared if necessary).
 - An annual outturn report by 30th September following the financial year to which it relates.
4. The original 2022/23 Treasury Management Strategy Statement was contained within the Budget and Financial Plan report CFO/007/22 approved by the

Authority at its meeting on 24th February, 2022. The strategy covered the following areas:

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

5. The Interim Treasury Management Report, attached as Appendix A, constitutes the interim report for 2022/23. In summary the treasury management activity has been carried out in compliance with the relevant Codes and Statutes and within the borrowing and treasury management limits set by the Authority under the prudential code. Performance indicators are consistent with the Authority's approved Treasury Management Strategy.

Equality and Diversity Implications

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

Staff Implications

7. None directly related to this report.

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

10. None directly related to this report.

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

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

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

BACKGROUND PAPERS

CFO/007/22 “MFRA Budget and Financial Plan 2022/2023 – 2026/27” Authority 24th February 2022.

GLOSSARY OF TERMS

CIPFA The Chartered Institute for Public Finance & Accountancy.

This page is intentionally left blank

TREASURY MANAGEMENT INTERIM REPORT 2022/23

INTRODUCTION

1. The CIPFA Code of Practice for Treasury Management in Local Authorities has been adopted by the Authority. The Code requires that Treasury Management activities are subject to reports to Members. This report represents the interim report for 2022/23.
2. For each financial year the Authority sets a balanced budget so that cash income raised during the year is sufficient to meet all of its cash expenditure commitments. One of the key functions of the Authority's treasury management activity is to ensure that these cash flows are effectively managed, so that cash is available when it is needed. Surplus cash is invested having regard to risk, liquidity and yield.
3. A further key function of the treasury management activity is to ensure that the Authority has sufficient funds to pay for its capital and other investment plans. These capital plans, which are set out in the Capital Programme, identify the borrowing needs of the Authority over a longer time horizon than the current year. In managing its longer term cash flow requirements for capital expenditure the Authority will take out loans or alternatively use its cash flow surpluses in lieu of external borrowing. This latter practice is referred to as "internal borrowing". In managing its loans, it may at times be advantageous for the Authority to repay or restructure its borrowings to optimise interest payments or achieve a balanced debt portfolio.
4. Having regard to these activities, the Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as:

"The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
5. As treasury management decisions involve borrowing and investing substantial sums of money, the Authority is exposed to potentially large financial risks, including the loss of invested funds and the revenue effect of changing interest rates. The identification, control and monitoring of risk are therefore integral elements of treasury management activity.
6. The strategy for the year was identified in the Treasury Management Strategy Statement 2022/23 and was contained within the Budget and Financial Plan report CFO/007/22 approved by the Authority at its meeting on 24th February, 2022. The strategy covered the following areas:
 - (a) prospects for interest rates;
 - (b) capital borrowing and debt rescheduling;
 - (c) annual investment strategy;
 - (d) external debt prudential indicators;
 - (e) treasury management prudential indicators.
 - (f) performance indicators;
 - (g) treasury management advisers

7. The Treasury Management Interim Report considers actual treasury management performance up to September 2022.

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

- No new borrowing has been arranged in the year or is expected to be arranged.
- Borrowing of £0.165m is due to be repaid in the second half of 2022/23.
- Financial Investments at 30 September 2022 stood at £61.35m, with associated income of £0.114m received in the first half of the year
- The Bank of England (BOE) base rate has increased from 0.75% at the start of the financial year, to its current level announced on 22nd September 2022 of 2.25%.
- Longer term Public Works Loan Board (PWLB) rates have increased during the first half of the year by 1.77% from 2.62% at the start of the year to 4.39% at 30 September 2022.
- Treasury Management activity for 2022/23 has been carried out in compliance with the relevant codes and statutes and within the borrowing and treasury management limits approved by the Authority as part of the budget setting process.

PROSPECTS FOR INTEREST RATES

8. The ongoing conflict in Ukraine has continued to put pressure on global inflation and the economic outlook for UK and world growth remains weak. The UK political situation towards the end of the period following the ‘fiscal event’ increased uncertainty further.

The Bank of England (BoE) increased the Bank Rate to 2.25% during the first half of the financial year from 0.75% in March. The Monetary Policy Committee (MPC) noted that domestic inflationary pressures are expected to remain strong and so given the rhetoric around tackling inflation further bank rate rises should be expected

The MPC is particularly concerned about the demand implications of fiscal loosening, the tight labour market, sterling weakness and the willingness of firms to raise prices and wages. They may therefore raise the bank rate more quickly and to a higher level to dampen aggregate demand and reduce the risk of sustained higher inflation.

9. The PWLB certainty rate for borrowing is linked to Gilt yield plus a margin of 0.80%. Gilt yields have increased since the start of the financial year and remain volatile having been exacerbated by the UK government’s fiscal plans. PWLB rates for longer term loans have risen sharply by 1.77% during the first half of the financial year. The table below shows the spread of interest rates during the first six months of the year.

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	2.15%	2.38%	2.56%	2.72%	2.45%
Date	01/04/22	13/5/22	04/4/22	04/4/22	04/4/22
High	5.31%	5.64%	5.55%	6.00%	5.71%
Date	28/9/22	28/9/22	28/9/22	28/9/22	28/9/22
30/9/21	4.89%	5.31%	5.15%	4.98%	4.39%
Average	3.01%	3.12%	3.33%	3.64%	3.37%

(figures do not include 20bps certainty rate discount)

Local authorities can borrow from the PWLB provided they can confirm they are not planning to purchase 'investment assets primarily for yield' in the current or next two financial years, with confirmation of the purpose of capital expenditure from the Section 151 Officer. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing.

Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.

Competitive market alternatives may be available for authorities with or without access to the PWLB. However, the financial strength of the individual authority and borrowing purpose will be scrutinised by commercial lenders. Further changes to the CIPFA Prudential Code introduced in December 2021 prohibit borrowing for the primary purpose of commercial return even where the source of borrowing is not the PWLB.

The Authority is not planning to purchase any investment assets primarily for yield within the next three years and so is able fully access the PWLB.

CAPITAL BORROWINGS AND DEBT RESCHEDULING

10. The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority does not envisage that any new long-term borrowing will be required in 2022/23.
11. Current PWLB lending terms have severely constrained the option to generate savings via debt rescheduling. A significant rise in long term interest rates is required before rescheduling of debt is viable. However, interest rate structures are continually monitored for opportunities to generate savings from debt rescheduling. Any rescheduling that takes place will be reported to Members in monitoring reports.

ANNUAL INVESTMENT STRATEGY

12. The investment strategy for 2022/23 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with DLUHC Guidance and CIPFA Code of Practice. Investments are made in sterling with an institution on the counterparty list and a limit of £2m for investments with duration in excess of one year.
13. Investments have been made with various counterparties including UK and foreign banks with higher credit ratings, the larger Building Societies, "nationalised" banks and AAA rated money market funds. This diversity has enabled reasonable returns in a low interest rate environment. In the period 1st April to 30 September 2022 the average rate of return achieved on average principal available was 1.83 %. This compares with an overnight SONIA (Sterling Overnight Rate) rate of 1.24 %.
14. The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2022/23 are as follows:

UK Government (including gilts and the DMADF)	Unlimited
UK Local Authorities (each)	Unlimited
Part Nationalised UK banks	£4m
Money Market Funds (AAA rated)	£3m

Enhanced Money Market (Cash) Funds (AAA rated)	£3m
UK Banks and Building Societies (A- or higher rated)	£2m
Foreign banks registered in the UK (A or higher rated)	£2m

15. The Authority had investments of £61.35m as at 30th September 2022 (this included a £28m firefighters' pension grant received in July that will be utilised in the year):

ANALYSIS OF INVESTMENTS END OF QUARTER 2 2022/23

Institution	Credit Rating	MM Fund*	DMADF	Bank / Other	Building Society	Local Authority	Average Interest
		£		£	£	£	%
Aberdeen Liquidity	AAA	2,800,000					1.26
Blackrock	AAA	2,500,000					1.27
Federated Investors UK (Overnight)	AAA	3,000,000					1.12
Legal & General	A+	2,600,000					1.28
Morgan Stanley	A+	1,900,000					1.78
Debt Management Account Deposit Facility			27,000,000				1.95
HSBC (MFRS Deposit Account)	A			550,000			1.20
Santander	A			2,000,000			0.80
Sumitomo	A			2,000,000			1.32
Nationwide BS					2,000,000		1.53
Newcastle BS					1,000,000		1.00
Principality BS					1,000,000		1.55
Bradford Metropolitan DC						3,000,000	2.75
Medway Council						2,000,000	1.30
South Cambridgeshire DC						3,000,000	1.95
Thurrock Council						3,000,000	1.88
Wyre Forest DC						2,000,000	2.00
Totals		12,800,000	27,000,000	4,550,000	4,000,000	13,000,000	1.53
Total Current Investments						61,350,000	

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

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

EXTERNAL DEBT PRUDENTIAL INDICATORS

16. The external debt indicators of prudence for 2022/23 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt:	£73 million
Operational boundary for external debt:	£56 million

Against these limits, the maximum amount of debt that was reached in the period April to September 2022 was £33.9 million.

TREASURY MANAGEMENT PRUDENTIAL INDICATORS

17. The treasury management indicators of prudence for 2022/23 required by the Prudential Code were set in the strategy as follows:

a) Interest Rate Exposures

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

The maximum that was reached in the period April to September 2022 was as follows:

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

b) Maturity Structure of Borrowing

Upper and lower limits for the maturity structure of borrowing were set and the maximum and minimum that was reached for each limit in the period April to September 2022 was as follows: -

Maturity Period	Upper Limit	Lower Limit	Maximum	Minimum
Under 12 months	50%	0%	1%	1%
12 months and within 24 months	50%	0%	0%	0%
24 months and within 5 years	50%	0%	0%	0%
5 years and within 10 years	50%	0%	0%	0%
10 years and above	100%	0%	99%	99%

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

The limit for investments of longer than 365 days was set at £2 million for 2022/23. One such investments for £2m has been made in the first half of 2022/23.

PERFORMANCE INDICATORS

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

18. The indicators for the treasury function are:

Borrowing – the indicator is the average rate of actual borrowing compared to the average available for the period of borrowing. However, there has been no borrowing in the period April to September 2022.

Investments – Internal returns compared to the SONIA rate. The return in the period April to September 2022 was 0.59% above the benchmark.

REVISIONS TO CIPFA CODES

19. CIPFA published its revised Treasury Management Code of Practice and Prudential Code for Capital Finance in December 2021. The key changes in the two codes are around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments. The principles within the two codes took immediate effect although local authorities could defer introducing the revised reporting requirements within the revised codes until the 2023/24 financial year

TREASURY MANAGEMENT ADVISORS

20. The treasury management service is provided to the Authority by Liverpool City Council. The terms of the service are set out in an agreed Service Level Agreement. The Council employs treasury management advisors appointed under a competitive procurement exercise who provide a range of services which include: -

- Technical support on treasury matters, capital finance issues.
- Economic and interest rate analysis.
- Debt services which includes advice on the timing of borrowing.
- Debt rescheduling advice surrounding the existing portfolio.
- Generic investment advice on interest rates, timing and investment instruments.
- Credit ratings/market information service comprising the three main credit rating agencies.

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

CONCLUSION

22. Treasury Management activity in 2022/23 has been carried out in compliance with the relevant Codes and Statutes and within the borrowing and treasury management limits set by the Authority under the prudential code.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	15 DECEMBER 2022	REPORT NO:	CFO/50/22
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	STATEMENT OF ASSURANCE 2021-22		

APPENDICES:	APPENDIX A: STATEMENT OF ASSURANCE 21-22
--------------------	---

Purpose of Report

1. To request that Members consider and approve the Authority’s Statement of Assurance 2021-22 for publication on the Authority website.

Recommendation

2. It is recommend that Members;
 - a) note the information contained within this report;
 - b) approve the Authority’s draft Statement of Assurance 2021-22 and;
 - c) if approved, the Statement of Assurance 2021-22, be signed by the Chair of Merseyside Fire and Rescue Authority and the Chief Fire Officer.

Introduction and Background

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

‘Fire and rescue authorities must provide annual assurance to their community and to Government on financial, governance and operational matters.
4. The National Framework goes on to say that the statement should outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document (April 2021 to March 2022) – to the National Framework, the Integrated Risk Management Plan and to any strategic plans prepared by the authority for that period.

5. Where fire and rescue authorities have already set out relevant information that is clear, accessible and user-friendly within existing documents, they may wish to include extracts, or links to these documents within their statement of assurance.
6. With this in mind, the Authority's Statement of Assurance April 2021 to March 2022 has been prepared in a way that does not substantially duplicate existing plans, reports and other documents, but instead includes links to existing documents held on the MFRA website, or in some cases to documents held by other organisations or within Governmental departments.

Equality and Diversity Implications

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

Staff Implications

8. There are no staff implications arising from this report

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

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

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

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

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

BACKGROUND PAPERS

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

This page is intentionally left blank



Statement of Assurance

2021-22

Merseyside Fire & Rescue Authority

ANNUAL STATEMENT OF ASSURANCE 2021/22

CONTENTS

1. Foreword	Page 2
2. Introduction	3
3. Governance arrangements	5
4. Overview of Merseyside Fire & Rescue Service	7
5. The risks we face in Merseyside	11
6. Risks beyond our borders	12
7. Our services to the community	13
8. Our performance	15
9. Financial performance	17
10. Our future plans	19
11. Glossary of Terms	22

MERSEYSIDE FIRE & RESCUE AUTHORITY

ANNUAL STATEMENT OF ASSURANCE 2021/22

1. Foreword

Fire and Rescue Authorities are accountable for their performance and as such, information regarding effectiveness and value for money should be accessible, transparent and accurately reported to the communities they serve. Along with legislation which governs how FRA's provide their services, the revised [Fire and Rescue Service National Framework for England 2018](#) requires Merseyside Fire and Rescue Authority (MFRA) to produce this Annual Statement of Assurance. The Statement of Assurance focuses on Authority governance, performance and activity that took place between 1st April 2021 and 31st March 2022.

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

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

Since our last Statement of Assurance was published, we have all continued to live through what must be the most challenging time of our lives, with the impact of the pandemic still being felt, but with a gradual return to normality. At the end of the reporting period we began to see the first indications of challenges relating to the cost of living, energy prices and the war in Ukraine. There will be more focus on these in the next Statement of Assurance.

Like all organisations, the pandemic resulted in many changes for Merseyside Fire and Rescue Authority including an increase in agile working and the use of Information Technology, changes in the way we work to ensure we still delivered all our services.

Some of this has been challenging, but there have also been many positives to take away from the pandemic period. Our excellent emergency response was not affected and we carried out extensive work to support our communities; working with all Merseyside Local Resilience Forum partner organisations to help Merseyside communities deal with the impact of the pandemic

Our Prevention and Protection staff have continued to provide support and advice to vulnerable residents and to building owners during the year, and we have taken action when need to, to keep people safe.

During 2021/22 we had the second full inspection of the Service by Her (now His) Majesty's Inspectorate of Constabulary and Fire and Rescue Services and our results show that we have continued to improve and

excel, gaining “Outstanding” judgements in Prevention, our response to national emergencies and our approach to efficiency. (The full inspection report and those of the other fire & rescue services inspected so far are available on the HMICFRS website: www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/).

There is still work for us to do, of course, and in particular we have been focussing on our organisational culture and making sure the Service is fully inclusive. During the last two years, we have worked with staff and launched a new Leadership Message that aligns our Vision, Purpose aims and values and links them with our People Plan, because People are at the heart of everything we do. You can read more about our Leadership Message on page 12.

We will continue to work to make sure that our organisational culture is welcoming to people from all backgrounds and everyone feels that they belong.

In our [Integrated Risk Management Plan 2021-24](#) (IRMP) and [Service Delivery Plan 2022-23](#), our focus once again included an increase in our front line response, and to our knowledge, this not mirrored anywhere else in the country (as highlighted in our inspection report). The specialisms and capabilities of our staff and the equipment we provide will be enhanced to meet all the known and emergent risks on Merseyside.

Over the remaining years of the IRMP, we will build a new state of the art Training and Development Academy and National Resilience Centre of Excellence in Long Lane, Aintree. This will allow us to expand and increase our training, with the potential to become a centre of excellence for national training. As part of that project, we also want to create a new super-station to replace two fire stations that are reaching the end of their useful life, whilst securing an improvement in our response times. We have recruited more Fire Protection Officers to increase our ability to inspect high risk buildings and assist building owners and occupiers to comply with fire safety law. We will broaden our fire prevention activity to include providing free home fire safety checks for vulnerable people living in more deprived areas as well as continuing with our focus on older Merseyside residents.

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

2. [Introduction](#)

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

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

Mid 2020, population figures show that Merseyside has a population 1,434,286. Since the 2011 census, the population of Merseyside has grown by 4.9% with each metropolitan district showing overall increases. There are slightly more females than males in Merseyside (51.1% female against 48.9% male). Based on the 2011 Census, of the total population of over 65's in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic

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

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

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

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

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

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

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

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

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

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

MFRA published the [Service Delivery Plan 2021-22](#) in April 2021. The [Integrated Risk Management Plan 2021-24](#) was published on 1st July 2021 following two periods of consultation with stakeholders.

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

The Service Delivery Plan establishes the standards of performance expected and reported on the 2020/21 outcomes. The IRMP, Annual Station Plans and Functional Plans set the Service Delivery Plan objectives for the year. Following an inspection by Her (now His) Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in Summer 2021 the Service Delivery Plan process.

3. Governance arrangements

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

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

The Authority

The Authority is made up of 18 Elected Members, all of whom must be a Councilor elected to one of the five constituent district councils within Merseyside (Knowsley, Liverpool, Sefton, St Helens and Wirral). There is also an independent person on the Authority. Members of the Authority have a responsibility to the whole community of Merseyside and are directly accountable to the people of Merseyside for the running of the Fire and Rescue Service. All Members meet together as the Fire and Rescue Authority. Meetings of the Authority are normally open to the public and details are published on our website www.merseyfire.gov.uk

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

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

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

Our legal responsibilities

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

- Members code of conduct
- [MFRA Constitution 2021/22](#) and allowances
- Meetings, agendas and decisions
- [Complaints Procedure](#)

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

Three high level principles underpin Corporate Governance:

- Openness and inclusivity
- Accountability
- Integrity

The Fire and Rescue Service National Framework

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

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

The priorities are:

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

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

4. Overview of Merseyside Fire and Rescue Service

Our Vision: -

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

Our Purpose

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

Our Aims:

- **Protect**
We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe
- **Prevent**
We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities
- **Prepare**
We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective

▪ **Respond**

We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe

Our Service:

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

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

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

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

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

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

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

We serve with Courage

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

We serve with Integrity

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

We serve with Compassion

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference

Responsibility & accountability of the Chief Fire Officer

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

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

The Chief Fire Officer is accountable to the Authority. Details of the powers delegated to the Chief Fire Officer (and in their absence the Deputy Chief Fire Officer,) who may further delegate to any member of either the Executive Team or the Strategic Leadership Team as appropriate, can be found on page 32 of [MFRA Constitution 2021/22](#) (Authority AGM 10th June 2021).

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

Staffing levels, including the number of officers, can be found on the [DCLG 2021/22](#) (Department for Communities and Local Government) and [CIPFA 2021/22](#) (Chartered Institute of Public Finance and Accountancy) websites. A log in is required.

Organisational Development

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

Our People Strategy and Implementation Plan were published. These documents can be found on the [Website](#) under Authority meetings - Community Safety and Protection Committee 4th September 2018. We revised and updated these on 30th June 2021 at the Fire Authority meeting.

Leadership Development

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

Leadership courses such as CMI (Chartered Management Institute) Levels 3 and 5, Institute of Occupational Safety and Health) IOSH and National Examination Board of Safety and Health (NEBOSH) are attended by uniformed and non-uniformed staff. Staff interested in development into the role of supervisory manager can enter the Supervisory Management Gateway and attend operational incident command courses at the

Fire Service College. MFRA requires operational staff seeking progression to undertake the Institute of Fire Engineers (IFE) examinations to demonstrate the underpinning knowledge required for the role. Operational managers are offered courses aimed at developing their knowledge, skills and values to enable them to effectively take over command on the incident ground.

Staff consultation - Representative Bodies

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

Staff Survey

In November 2020 Merseyside Fire and Rescue Authority conducted a 4th staff survey, facilitated by an independent organisation (People Insight). 61% of staff responded to the Survey, the FRS average response is 50-55%. This is a survey that we conduct every two years, so it did not take place in 2021/22.

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

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

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

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

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

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

Working as part of a strong and close-knit team

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

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

A summary report on the [Staff Survey results 2020](#) provided by People Insight was considered by Merseyside Fire and Rescue Authority on 25th February 2021. This report summarises all of the results produced by People Insight. The next Staff Survey will take place in November 2022.

Equality, Diversity and Inclusion

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

We published an [Equality, Diversity and Inclusion Annual Report 2021-22](#) which set out how we have met our legal obligations and improved outcomes for our communities.

The risks we face in Merseyside

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

Social Risk

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

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

Environmental & Economic Risks

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

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

5. Risks beyond our borders

National & Local Resilience

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

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

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

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

Management of Risk

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

- [Service Delivery Plan 2022-23](#) for details of 2021/22 performance indicator outcomes
- [Integrated Risk Management Plan 2021-24](#)
- [Medium Term Financial Plan 2021-22-2025-26.](#)
- Our Corporate Risk Register 2020/21 can be found in Authority papers (2nd December 2021) on the [Website](#)

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

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

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

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

6. [Our Services to the Community](#)

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

- [The Fire and Rescue Services Act 2004](#)
- [The Fire and Rescue Services \(Emergencies\) \(Order\) 2007](#)
- [The Civil Contingencies Act 2004](#)
- [Localism Act 2011](#)
- [Regulatory Reform \(Fire Safety\) Order 2005](#)
- [Fire and Rescue Service National Framework for England 2018](#)
- [Local Government Acts 1972 to date](#)
- The [Service Delivery Plan 2021-22](#) highlights MFRA's commitment to delivering an excellent service to the communities of Merseyside. This document brings together actions from the [Integrated Risk](#)

[Management Plan 2021-24](#), Station Community Safety Delivery Plans, Functional Plans, [Equality and Diversity](#) planning and details of outcomes from 2021/22. All these plans are available to view through the MFRA Portal and website.

Operational Response

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

- To maintain an effective emergency response to meet risk across Merseyside with safety and effectiveness at its core
- The [Operational Response](#) function ensures that the Authority, on behalf of the public, is assured with regard to the readiness of its operational workforce, appliances, stations and equipment to respond appropriately and in a timely manner to emergencies, and that when we do respond our firefighters, procedures and equipment are safe and effective.
- The Operational Response function is led by an Area Manager who is responsible for the operational element of the MFRA workforce. This equates to approximately 627 operational staff across the 22 Fire Stations, Marine Rescue, Fire Control and Officer Group (figures at March 2022).

Protection (legislative fire safety)

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

Our Priorities:

PREMISES – Our Fire Protection department aim to:

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

Prevention

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

- Arson reduction
- Road safety
- Water Safety

Our Priorities:

PEOPLE – Community Fire Prevention department aim to:

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

PLACE – Community Safety department aim to:

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

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

YOUTH ENGAGEMENT aim to:

- Develop a Youth Engagement Strategy incorporating our planned youth engagement programmes and a sustainable medium term funding plan.
- Enhance our youth engagement programmes through enhanced integration within Community Risk Management Function.
- Explore collaboration opportunities with Merseyside Police and other partners to maximise youth engagement opportunities.

7. Our Performance

The MFRA [Service Delivery Plan 2022-23](#) reports on performance for 2021/22 and establishes the Key (KPI) and Local Performance Indicators (LPI's) and service delivery standards for 2022/23. Performance against the KPI's is reported to Authority in the [Service Delivery Plan reports](#) and to the Strategy and Performance Board and Performance Management Group (PMG) on a quarterly and monthly basis respectively.

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

2021/22 saw our performance in relation to Prevention and Protection recover from the impact of the pandemic during 2020/21, although during that difficult period, we stepped up and worked with our partners delivering pandemic-related services direct to our communities

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

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

Performance is managed and reported on at all levels and in all functions, with staff working hard to reduce the number of emergency incidents that occur in Merseyside. The table below illustrates the number of incidents attended by type, for an average day between 2012/13 and 2021/22. The table identifies that during 2021/22, 50.1 incidents were attended on a daily basis, this is the highest count of daily incidents measured over the 10 year period. However, what should be taken into account is that in the majority of incident types, there have been reductions in incidents. The increase is primarily due to an increase in Special Services, especially with the FRS assisting partners and other agencies more and more each year. This provides evidence that working with local partners and MFRA’s own initiatives and campaigns has had a beneficial impact on the people and communities of Merseyside.

Average Count of Incidents attended per day

Incident Type	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Accidental Fires in the Home	3.1	3.2	2.9	3.0	2.7	2.5	2.5	2.4	2.2	2.3
Other Building & Property Fires	2.5	2.3	2.1	2.2	2.2	2.0	1.8	1.5	1.4	1.5
Vehicle Fires	2.0	1.8	1.9	2.0	2.3	2.3	1.9	1.8	1.3	1.7
All Antisocial Behaviour Fires	11.8	15.8	12.0	12.5	13.0	13.2	14.5	9.7	12.0	13.5
False Automatic Fire Alarms	12.5	7.5	7.7	7.9	8.6	9.3	9.0	10.1	9.2	9.6
Other False Alarms	4.7	4.5	4.4	4.8	5.2	5.8	5.6	5.3	5.8	6.9
Road Traffic Collisions	1.3	1.4	1.6	1.5	1.7	1.5	1.7	2.0	1.5	2.3
Other Special Services	5.3	5.6	5.6	6.0	6.8	7.1	7.3	8.7	10.1	12.4
Grand Total	43.0	42.0	38.2	39.9	42.4	43.8	44.1	41.5	43.5	50.1

What others have said about our performance?

Lead HMI Andy Cooke, HMICFRS Inspection Summer 2021

MFRS 'proactively targets' its activities to reduce anti-social behaviour arson and violence, and improve water safety. Inspectors said they saw 'positive examples of its community work to increase awareness and reduce the risk of fire and other emergencies'.

From the NFCC Protection Policy Reform Unit (PPRU)

"As a metropolitan service, the help and support provided by MFRS to the PPRU around the development of an end user platform for new Fire Safety legislation is invaluable and greatly appreciated"

Ian Copland, HM Principal Inspector of Health & Safety - COMAH

Following the annual review, I can confirm that the COMAH external emergency plan reviews and tests in Merseyside have been completed within the 3 year period, as required under COMAH. Merseyside Emergency Planning Authority is therefore considered to have met all the above success criteria, and has adequately discharged its duties under COMAH.

Rosehanna Chowdhury Director, Resilience & Recovery Directorate - Department for Levelling Up, Housing & Communities

"I wanted to thank you all for your superb efforts and hard work in preparing for and leading local plans to ensure the smooth running of Operation London Bridge. Whilst the last five days have been unlike any others during my time in the Civil Service, I've also received numerous offers of support and thanks for the work that we're carrying out in the resilience community. I wanted to share the deep-felt thanks with you all ahead of us coming together again tomorrow at the ResCG.

Equally, I wanted to thank you for your ongoing support in providing data, and treating information shared with you with sensitivity. As we move to the latter half of the response, appropriate information security and handling protocols will remain essential to smooth delivery.

We truly appreciate all the work being undertaken and thank you again for your continued support."

8. Financial Performance

In accordance with the statutory requirement under the Accounts and Audit (England) Regulations 2015, MFRA published a [Statement of Accounts 2021-22](#). The Statement of Accounts sets out the financial activities of the Authority for the year ended 31st March 2022, with comparative figures for the previous financial year. These financial statements have been prepared in accordance with the 2021/22 Code of Practice on Local Authority Accounting (*the Code*) as published by the Chartered Institute of Public Finance and Accountancy (CIPFA) and are based upon International Financial Reporting Standards (IFRS). The Code and relevant guidance notes specify the principles and practices of accounting required to give a "true and fair" view of the financial position and transactions of the Authority.

The [Statement of Accounts 2021-22](#) includes the Authority's 2021/22 Annual Governance Statement (AGS). The AGS outlines the Authority's governance arrangements including the processes and procedures in place

to enable the Authority to carry out its functions effectively, and assess the adequacy of the Authority's internal control arrangements. (These documents can be found on the MFRS website - [Finance and Accounts](#) page).

The Statement of Accounts and AGS, illustrate that business is being conducted transparently and in accordance with the law and 'that public money is being properly accounted for and used economically, efficiently and effectively'. *Section 3 of the Local Government Act 1999.*

Internal Audit

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

On the basis of the reviews undertaken the 2021/22 Internal Audit Report has concluded that:

“From the Internal Audit work undertaken in compliance with the PSIAS in 2021/22, it is our opinion that we can provide Substantial Assurance that the system of internal control in place at Merseyside Fire & Rescue accords with proper practice. This opinion is based on the individual assurance levels we have provided for each of the audit reviews undertaken during the year and includes consideration of the wider sources of assurance provided to the Authority.... The priority work on fundamental systems audits completed to date have shown a substantial level of compliance. Based on the audit work carried out in 2021/22 we are not aware of any significant control weakness, which impact on the Annual Governance Statement.”

External Audit

External audit services are carried out by the Grant Thornton. Grant Thornton's 2021/22 Annual Audit Letter and Audit Findings Report is expected to give an unqualified opinion on the Authority's financial statements:

We are still waiting for the final 2021/22 Annual Audit letter which is expected to be issued after the Auditor reports to the February 2023 Audit Committee on the findings of their Value for Money review

Our budget for 2021-22

Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan 2021/22 – 2025/26;

For many years now the Authority has approved a rolling 5-year comprehensive medium term financial plan (MTFP). The Authority's Budget meeting on 25th February 2021 approved the 2021/2022 – 2025/2026 MTFP and was it was based on a number of key assumptions around; future pay awards; other costs; and future Government funding support. The Budget and MTFP, assuming all options hold out, delivers a balanced financial position for 2021/2022 and 2022/2023. A potential financial challenge from 2023/2024 was forecast, however, due to the significant uncertainty over future Government support and future costs (particularly pay awards and the impact of the McCloud remedy in relation to pensions), this challenge was noted by the Authority at this time. The Authority has an excellent track record of dealing with any financial

challenges it faces, and IF any future challenge does materialise then the Authority will approve a plan to meet that challenge.

The Medium Term Financial Plan 2021/22 to 2025-26 and Budget Resolution agreed at the Authority Budget meeting on 25th February 2021, can be found on the MFRA website - Finance and Accounts.

Financial Management

The Authority's five-year financial plan takes into account Revenue, Capital, Reserves and Prudential Borrowing forecasts. During the year the Authority receives a comprehensive quarterly financial review report that updates Members on the MTFP and Budget performance and any required amendments to the financial plan.

Our long term financial challenges and commitments

The Authority approved a scheme to build a new training centre and a new fire station to provide outstanding training facilities and replace two existing fire stations (Aintree and Croxteth) at a cost of £39m. In order to reduce the requirement to fund this investment via borrowing the Authority has built up a capital reserve of £22m through one-off savings and the re-alignment of existing reserves, and, identified assets it can sell to generate over £3m in capital receipts.

The Authority is concerned that future Government funding from 2023/24 onwards will not meet the Service's requirements and additional frontline savings will be required as the Government may introduce public sector spending cuts to meet the cost of living crisis and debt repayments.

9. Our Future Plans

Our future plans are detailed in the [Service Delivery Plan 2022-23](#) and [Integrated Risk Management Plan 2021-24](#). We will be focused on continuing to deliver an excellent service to the residents and businesses of Merseyside with making more efficient use of the resources we have. The annual planning process for the Service Delivery Plan and Community Safety Plans begins in November each year, is approved by Authority in March and published on 1st April.

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

The new St Helens fire station opened in October 2020. This was the third of the station mergers proposed in IRMP 2017/20 with Saughall Massie and Prescott being completed in 2019/20. Our focus now shifts to the building of the new Training and Development academy and fire station at Long Lane, Aintree, which is due for completion in 2024.

Collaboration

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

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

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

Community Engagement & Communication

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

We consult with our communities at independently facilitated public consultation events in the five Merseyside council areas. Principal Officers and management teams deliver briefings and consultation exercises with staff, representative bodies, Councillors, partners, stakeholders and Local Authority leaders.

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

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

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

Merseyside Fire and Rescue Authority wishes to continue to be provided with assurance in relation to its fire and rescue service including financial health, governance arrangements and service delivery performance.

Consultation with interested parties took place during 2021 around proposals in IRMP 2021-24 to relocate Croxteth and Aintree fire stations, including the Training and Development Academy to new state of the art facilities at a site on Long Lane, Aintree. The communities of Merseyside can be assured of the Authority’s absolute commitment to continuing to deliver the best service it possibly can.

Access to Information held by Merseyside Fire & Rescue Authority

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

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

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

Privacy Notices

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

Assurance Declaration

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

This Statement of Assurance is signed on behalf of Merseyside Fire and Rescue Authority as approved at the Authority’s Policy and Resources committee on Thursday 15th December 2022.

Councillor Les Byrom
Chair of Merseyside Fire and Rescue Authority

Phil Garrigan
Chief Fire Officer

Glossary of Terms

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

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	15 DECEMBER 2022	REPORT NO:	CFO/51/22
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	CORPORATE RISK REGISTER APRIL TO SEPT 2022 UPDATE		

APPENDICES:	APPENDIX A: CORPORATE RISK REGISTER APR-SEPT 2022 UPDATE
--------------------	---

Purpose of Report

1. To inform Members of the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period April to September 2022.

Recommendation

2. It is requested that Members approve the updated Corporate Risk Register for 2022/23 which incorporates the current status of those risks to September 2022.

Introduction and Background

3. It is good practice to regularly review the internal and external risks to the on-going delivery of service by the Authority.
4. To that end, a Corporate Risk Register has been produced which focusses on the Vision and purpose of Merseyside Fire and Rescue Authority ('the Authority') and aligns each risk to a specific aim. The Strategic Leadership Team (SLT) has reviewed the risks contained within the Corporate Risk Register and considered any new risks that might affect the Authority during 2022/23. The resultant risks have been scored against the original risk and re-scored following mitigation. The purpose of this report is to ask Members to review the updated Corporate Risk Register attached at Appendix 1 to consider any implications for the Authority.
5. SLT had previously considered the outcomes from an Internal Audit report from April 2017 that considered the Authority's approach to Risk Management. Overall compliance was found to be "Good", with some "Substantial" elements. The report also required the Authority to consider its risk appetite and tolerance and

to ensure that the status of all risks is updated regularly. These actions have been completed.

6. Officers have sought an external review of the corporate risk register alongside what training can be provided to ensure relevant officers have sufficient knowledge to be empowered to raise the relevant risks. The proposals are being presented to SLT for consideration which include a new format of capturing risk including at department level upwards with engagement at every level of the Authority to ultimately create and identify corporate risks.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

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

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

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

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

BACKGROUND PAPERS

CFO/019/20 Corporate Risk Register 2021/22 October to April 2022

GLOSSARY OF TERMS

This page is intentionally left blank



CORPORATE RISK REGISTER 2022/23

Aims: - Protect. Prevent. Prepare. Respond.

April 2022 –March 2023

April 2022 to September 2022
update

MFRA RISK MATRIX

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

Introduction

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

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

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

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

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

Risk Appetite by Strategic Corporate Risk Category

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

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

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

CORPORATE RISK REGISTER 2022/23

RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
1.	Budget /Financial Risks	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence and sourcing fleet and resources	1.1.1	Increased safety and reputational risk to all MFRS	15	<p>Resilience exists within departments to task staff with priority work steams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place.</p> <p>Budgets are set in line with the medium financial plan to ensure MFRS can deliver its legislative requirement i.e. collaborative training.</p> <p>April-Sep Update Continuous review of staffing through Operational Preparedness manager meetings. Regular budget meetings scheduled in. No immediate funding issues in Operational Preparedness.</p>	12	AM Operational Preparedness

1.	Budget/Financial Risks			1.1.3	Reducing ability to respond or maintain competent workforce.	15	<p>The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff</p> <p>April-Sep Update The organisation continues to monitor its workforce through the Workforce Strategy Group, and utilise its staff through effective working patterns. The recruitment strategy ensures continued recruitment to address the numbers leaving the organisation and this is supported by external transfers into the organisation</p>	10	Director of POD
1.	Budget/Financial Risks			1.1.4	Reduced ability to maintain FF safety	15	<p><u>AM Response</u> Maintenance of competency is managed on station through Safe Person Assessments and the training planner for all operational staff. TRM staff</p>	10	AM Operational Response/ Preparedness

							utilise Voluntary Additional Hours to ensure appliances are fully staffed.		
							<p>April-Sep Update Continual core training. Maintenance of competence on station. Provision of PPE available through E proc.</p>		
1.	Budget/Financial Risks	1.2	<p>Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)</p> <p>Political Risk – failure to meet statutory duty</p> <p>Community Safety Risk – failure to address risks to community & Firefighters</p>	1.2.1	Increased fires, deaths and injuries	15	<p>MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through Performance Management Group.</p> <p>The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased Protection teams as such a review is underway</p> <p>Grenfell Tower phase 1 recommendations will</p>	10	<p>AM Prevention AM Protection</p>

						<p>require oversight and to ensure they are suitably addressed. The Risk Based Inspection Programme (RBIP) methodology requires a review to ensure resources are being used efficiently and effectively.</p> <p>April-Sep Update AM Protection There is one remaining criteria to address to ensure full implementation of the Protection Fire Standard.</p> <p>Protection department staffing levels are at their highest for 12 months with a revised structure implemented to clarify reporting lines and areas of responsibility.</p> <p>Phase 1 of the RBIP review has commenced.</p> <p>Over 90% of the Grenfell phase 1 recommendations have now been implemented.</p> <p>AM Prevention</p>	
--	--	--	--	--	--	---	--

							Prevention and Operational crews are on target to deliver HFSCs and Safe and Well visits as set out in the Service Delivery Plan.		
1.	Budget/Financial Risks	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	Increased risk of property loss in the community	15	MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards. April-Sep Update No change in the mitigation process from the above statement.	10	AM Operational Response
1.	Budget/Financial Risks	1.4	Pay & Inflation increases-impact on ability to maintain a balanced budget	1.4.1	The current budget assumes 2.5% pay award for 2022/2023 (and future years). Each 1% increase in pay equates to approximately £0.4m for firefighters and £0.1m for other staff. Higher CPI / RPI will increase the uplift on a number of major contracts.	9	The Authority established a £3m inflation reserve to meet any unforeseen inflationary pressures or costs. April-Sep Update The current “cost of living crisis” and high inflation has resulted in public sector pay awards of approximately 5%. Non-operational staff have	1	Director of Finance & Procurement

					Current energy costs have increased by 200% and may result in costs exceeding the budget by £600k to £1m.		been offered a fixed amount, £1, 925 or + 6% on the pay bill, 3.5% or £400k above the budget. Once pay awards have been agreed any amount above the budget will be funded from the inflation reserve and then built into the 2023/24 budget process. The current forecast is that firefighter (5%?) and non-operational staff awards may require £1.2m from the inflation reserve in 2022/23.	
1.	Budget/Financial Risks	1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	Processes are redesigned when cuts to staffing are made Stopping performing specific activities considered Remaining staff are trained in processes/services that are still required April-Sep Update Turnover of support staff has increased: <ul style="list-style-type: none"> Hybrid working pilot being introduced. 	SLT

							<ul style="list-style-type: none"> Retention of staff being reviewed Succession planning being considered 	9	
1.	Budget/Financial Risks	1.7	Loss of National Resilience funding from Home Office		Loss of operational response/service/training/lack of equipment/vehicles not maintained.	15	<p>Utilising MFRS resources to fulfil role and responsibilities.</p> <p>Budget constantly reviewed with Home Office Colleagues</p> <p>April to Sep update No change this period</p>	12	AM National Resilience
1.	Budget/Financial Risks	1.10	“McCloud” - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination.		<p>The 2020 FPS actuarial review will consider the cost of the Government’s remedy and build it into the FPS employer rate from 2024/25. The MTFP has assumed an increase of 3% / or £1m from 2024/25.</p> <p>The Authority had approved an immediate detriment framework (IDF) to allow eligible members of the FPS access to their legacy schemes in advance of the required legislation and regulation changes. However, following</p>	12	<p>April – Sep update A pension reserve of £0.652m has been established to cover potential legal / administration costs.</p> <p>The Service is working with the LGA FPS team and if a solution can be found to the IDF challenges it will consider implementing the IDF. However the fall-back is to wait for legislation and regulation changes and act</p>	1	Director of Finance and Procurement / DCFO

			<p>The Government is currently finalising legislation and regulation changes to implement a remedy for retired / retiring eligible members from October 2023.</p>		<p>an announcement by the HO and Government to not implement any IDF schemes the Authority has paused the processing of claims under IDF until further clarification is received.</p> <p>IF the Authority acts on the IDF before legislation is in place it may incur administration and compensation cost of c£1m.</p> <p>If it doesn't act in advance of the Gov required changes the FBU have threatened possible legal action that may result in costs for the Service.</p>		<p>on the remedy from October 2023.</p>		
1.	<p>Budget/Financial Risks</p> <p>NOW IN 1.4 Pay and Inflation</p>	1.11	Increases in fuel prices		<p>Increases in energy costs due to the current oil and gas crisis are expected to last over the 2022 period and then hopefully fall.</p>	12	<p>This is challenging for all organisations and individuals. The Authority has entered into a framework agreement. Although still considerably higher than in previous years, this action has helped limit the impact of price increases.</p> <p>CLOSED MERGED WITH 1.10 ABOVE</p>	1	<p>Director of Finance and Procurement / Head of Estates</p>

--	--	--	--	--	--	--	--	--	--

Our Vision - To be the best Fire and Rescue in the UK Our Purpose - Here to serve. Here to Protect. Here to keep you safe.									
RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
2.	Legal and Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	Damage to MFRS reputation. Impact on public and partner goodwill.	15	The IRMP process is thorough and consulted on widely. research and analysis activities are carried out, risks are assessed and strategies and processes adopted to deal with them. April-Sep Update AM National Resilience NCAF is reviewed on an annual basis.	8	SLT

2.	Legal and Legislative Risks			2.1.2	Inability to respond to major national resilience incidents	15	Operational business continuity (Fire Calm). LTCM regular meetings are held with prime contractor. NRFC training. NRAT all covered and reviewed under Lead Authority arrangements.	8	SLT
				2.1.3	Increased fires, deaths and injuries	15	<p>Director of Strategy and Performance</p> <p>The current IRMP will run until July 2024 and its achievement is closely managed within the Authority’s governance structure. Planning for the new Community Risk Management Plan (name changed to reflect the relevant Fire Standard) will begin in early 2023.</p>	12	SLT

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

							No change this period		
2.	Legal and Legislative Risks	2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	Potential impact on reputation Potential legal action	15	<p>The Equality and Diversity Policy is regularly reviewed Equality Actions form part of the Service Delivery Plan and ED&I Annual Report Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p>April-Sep Update Responsibility for this moved to People and organisational Development in April 2022, the ED&I annual report was published in September 2022, the EIA process has been refreshed, Service-wide training has</p>	8	Director of People and Organisational Development/Mo Jogi

							progressed and a new ED&I action plan brings together all related actions in one place		
2.	Legal and Legislative Risks	2.6	Policing and Crime Act 2017	2.6.1	Potential change to Governance	15	<p>A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case.</p> <p>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.</p> <p>April-Sep Update</p> <p>MFRS responded to draft White Paper consultation that included reference to Police, Fire and Crime Commissioners taking on responsibility for all FRS; no further information from the Government on this as yet..</p>	12	SLT

2.	Legal and Legislative Risks	2.6		2.6.2	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	<p>The Policing and Crime Act 2017 places a duty on MFRA to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness</p> <p>MFRA's position is therefore to consider collaboration where it provides for a more efficient and/or effective service, where it improves the safety of the public, or is in the interests of economy.</p> <p>This will be delivered and monitored through the MFRA commitment to the Blue Light Collaboration Team, the Blue Light Collaboration Programme Board, and all collaboration programmes recorded through the Local Collaboration Overview.</p>	8	AM Preparedness
----	-----------------------------	-----	--	-------	--	----	---	---	-----------------

							April-Sep Update A Blue Lights Board was held in May 2022. Further meetings will establish new areas of collaboration.		
2.	Legal and Legislative Risks	2.7	Increased Litigation costs	2.7.3	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents. April- Sep update Review of work practices and analysis of trends remains ongoing to mitigate incidents and therefore potential for litigation costs.	6	Head of Legal & Democratic Services.
2.	Legal and Legislative Risks	2.7		2.7.2	Potential for increased litigation arising from shared premises with partners.	12	Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise. April-Sep Update Review of work practices and analysis of trends remains ongoing to mitigate incidents and	6	Head of Legal & Democratic Services.

							therefore potential for litigation costs.		
2.	Legal and Legislative Risks	2.9	Failure to comply with Government Transparency agenda	2.9.1	Damage to reputation of MFRS by not publishing policies and data as required	12	<p>A Transparency Service Instruction sets out the Authority's commitment There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish</p> <p>April-Sep Update All Transparency data on the website is up to date.</p>	8	SLT
2.	Legal and Legislative Risks	2.10	Health & Safety audits, failures and investigations	2.10.1	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	<p>MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection.</p> <p>April-Sep Update No change this period</p>	8	AM Operational Response

2.	Legal and Legislative Risks	2.11	Lead Authority for National Resilience	2.11.1	Increased responsibility and liability; capacity issues and reputational risk.	15	Mitigation in part through careful contract management. April-Sep Update Review of all documentation and processes is underway.	8	Head of Legal & Democratic Services.
2.	Legal and Legislative Risks	2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to undertake EFAD driving.	2.12.1	Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, experience or type of vehicle they have driven.	15	Competency will be managed through the driving school with assessment and development plans being tailored to the individual. Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge. Apr-Sep Update The Road Risk Review Group monitors incidents of note and performance	9	Director of HR, AM Operational Preparedness

							and takes action to reduce such incidents. This is also monitored through Performance Management Group.		
2.	Legal and Legislative Risks	2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.	12	<p>Resilience is provided to ensure that any loss of key staff facilitating the partnership is minimised. In addition, there is evaluation on the workload involved in managing the partnership and gauging capacity to take on any further partnerships.</p> <p>April – Sep Update A dedicated Primary Authority Scheme (PAS) reference holder has been assigned as part of the departmental structure review.</p> <p>PAS agreements have increased from three to four with a further two pending.</p>	6	AM Protection

2.	Legal and Legislative Risks	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	Potential for MFRA to be unable to serve prohibition or restriction notices on premises out of office hours when the use of the premises involves or will involve a risk to the relevant persons so serious that use of the premises ought to be prohibited or restricted.	15	Senior Officers in Protection when scheduled on cover can provide this facility to respond out of hours; providing they are not engaged at an operational incident. Article 31 Officers provide some additional limited support to assess complaints but are not warranted officers or deemed competent under the Fire Protection Competency Framework. Recall to duty provides some resilience but availability is not guaranteed. Potential for assistance from a neighbouring Fire and Rescue Service. Apr-Sep update Protection Response Officers (PROs) have now been increased, with one remaining officer to be trained. Resilience arrangements are available via suitably qualified officers in the flexi officer group.	9	AM Protection
----	------------------------------------	------	---	--------	--	----	--	---	---------------

2	Legal and Legislative Risks	2.15	Professional Indemnity for Incident Investigation Team	2.15.1	Potential for professional indemnity claim for inaccurate or wrong conclusion of cause of fire.	16	<p>Rigorous audit process of ISO17020 standards by independent accreditation service UKAS will ensure team are competent. This is being implemented during 2022/23 year. Reserves will be utilised to cover any potential PI claims.</p> <p>Apr-Sept Update Internal Quality Assurance Audit officer has been introduced to QA investigations internally and externally. UKAS pre-inspection re ISO 17020 went ahead in September and feedback is being reviewed. Training started to be rolled out from 1st October 2022. The first 24 officers have commenced training.</p>	6	AM Prevention
2	Legal and Legislative Risks	2.15	Incident Investigation Team prevented from carrying out fire investigations which are suspected as deliberate by the	2.15.2	Potential for Forensic Science Regulator to issue an order preventing IIT from carrying out investigations that are suspected as criminal.	16	IIT officers are fully trained and maintain competence to national standards. All officers receive suitable and sufficient training to Level 5 FI and level 7 legal	4	AM Prevention

			Forensic Science Regulator				training. CPD is maintained throughout year and ISO17020 process will enhance the forensic discipline within the team. Apr-Sept Update Update as 2.15.1		
--	--	--	----------------------------	--	--	--	--	--	--

Our Vision - To be the best Fire and Rescue in the UK Our Purpose - Here to serve. Here to Protect. Here to keep you safe.									
RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	Inability to respond to major local and national resilience incidents	20	Director of Finance and Procurement Finance Staff can operate applications from any	8	Head of Technology, Director of Finance and Procurement,

Our Aims: ~ Protect ~ Prevent ~ Prepare ~ Respond

							MFRS site. Application hosted externally with ABS having fall back sites as well.		AM Operational Preparedness
							<u>Head of Technology & AM Operational Preparedness.</u>		
3.	Loss of Strategic Sites/Assets	3.2	Loss of Fire Control, National Resilience Fire Control and back up site	3.2.1	Inability to respond, delay in providing core services	20	<p>Secondary Fire Control is available at TDA for relocation and '999's can be diverted regardless of the availability of SHQ. A fall-back 'buddy' agreement is in place with Surrey FRS and BT to redirect and manage emergency 999 calls during periods of outage, spate and spike.</p> <p>SHQ has a UPS backup which will provide electrical power to SHQ to enable decant to fall back sites.</p> <p>New agile working and ICT provision is in place for</p>	8	<p>Head of Technology, Director of Finance and Procurement, AM Operational Response</p>

3.	Loss of Strategic Sites/Assets	3.3	Loss of utilities due to infrastructure failure.	3.3.1	Inability to provide core services temporarily whilst fall-back site is brought online		<p>staff to work elsewhere if required. Business Continuity plans have been updated and are in place. Plans in place for Core training to be carried out on fire stations if required and TDA unavailable.</p> <p>The ICT Capital budget covers the replacement of Surface Pros in line with their Asset Life.</p> <p>Apr- Sep Update Head of Technology No change during this period.</p> <p>AM Response All stations have robust business continuity plans in place which cover loss of utilities/infrastructure. Plans sighted and signed off by Station Managers. Plans tested against in annual tabletops</p>		
3.	Loss of Strategic Sites/Assets	3.4	Protective security-potential risks resulting from non-compliance with	3.4.1	Potential security risk in relation to all FRS assets, particularly in relation to	20	A Protective Security Group is led by the Director of Strategy and Performance	9	Director of Strategy and Performance

			FRS Protective Security Strategy.		Personnel, information and premises risk.		<p>and includes representatives of several departments with security responsibilities.</p> <p>There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security</p> <p>An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p>April-Sep Update</p> <p>The protective Security Group continues to meet and monitor security related matters. There is an increased focus on Cyber Security.</p>		
3.	Loss of Strategic Sites/Assets	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	Loss of Fire Control ICT services and information assets	20	<p>See 6.2 and 6.9</p> <p>As a further mitigation, cyber security is also increased by having the Fire Control infrastructure on its own firewalled network, with limited access in and out.</p>	9	Head of Technology

							April-Sep Update Head of Technology No change during this period.		
--	--	--	--	--	--	--	---	--	--

Page 111

Our Vision - To be the best Fire and Rescue in the UK
Our Purpose - Here to serve. Here to Protect. Here to keep you safe.

RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
4.	Environmental and Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders. April-Sep Update	10	AM Operational Response

							No change in the mitigation process from the above statement.		
4	Environmental And Political	4.2	Insufficient water pressure resulting in the inability to fight fires effectively.	4.2.1	Potential for major consequences, FF injuries	25	<p>High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements.</p> <p>Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software</p> <p>April-Sep Update Water mapping now available in the Operational Support Room (OSR). MFRS have formally responded to the consultation of Merseyside Resilience Forum Plan Emergency Water Supplies and Sanitation guidance document, this outlines our requirement for water supplies under the FS Act.</p>	4	AM Operational Preparedness

4.	Environmental and Political	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson –	8	AM Prevention
				4.3.2	Increased economic costs from increases in fraud.	15	The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and	8	
				4.3.3	Increased incidents eg. fires	15	community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) & associated deliberate fire setting.	8	
				4.3.4	Increased antisocial behaviour (ASB)	15	Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation	8	

						<p>Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.</p> <p>Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p> <p>April-Sep Update MFRS continues to work closely with communities and partner organisations, but in particular, staff have established a working group to consider the impact of the cost of living crisis on our communities and a series of performance indicators that we believe will give an early indication of the impact of the crisis on MFRS. The Service has also been</p>	
--	--	--	--	--	--	--	--

							instrumental in the creation of NFCC resources to help FRSs deal with cost of living related issues		
4.	Environmental and Political	4.4	Reputation	4.4.1	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	15	April-Sep Update MFRS continues to be well regarded by the public and our communications highlight positive messages about the work the Service is doing.	9	Director of Strategy and Performance
4.	Environmental and Political	4.5	Increased flood risk	4.5.1	Ability to respond to major flooding incidents from spate conditions.	15	<u>Response</u> Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.6.1	Spate conditions will impact on ability to respond	15	<u>Preparedness</u> Additional resources are available to the Service if required for Fire Strategic and Fire Tactical activity. Senior Officers can	10	AM Operational Preparedness & Operational Response

						<p>implement these protocols for anticipated events.</p> <p>April-Sep Update AM Preparedness Through the Merseyside Resilience Forum, Operational Planning Department attend Safety Weather Advisory Teleconferences to ensure MFRS is prepared for every eventuality.</p> <p>AM Response Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response. Specialist stations being implemented as per IRMP 2021-24 with specialist flood and wildfire response. Robust measures in place for spate conditions including retained activation of appliances and 13/16 arrangements.</p>	
--	--	--	--	--	--	---	--

4.	Environmental and Political	4.7	Civil Unrest	4.7.1	Inability to respond effectively to civil unrest	15	<p>MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).</p> <p>April-Sep Update AM Preparedness Public Order training is anticipated to take place in 2022/23 at Merseyside Police’s training site.</p> <p>The SOP and E Learning have been updated</p> <p>AM Response</p> <p>Update as per previous; in addition, The SOP and E Learning which have been updated continue to be performance managed</p>	10	AM Operational Preparedness & Operational Response

							locally by station managers for completion and compliance.		
4.	Environmental and Political	4.9	Diesel fuel vehicles being phased out in the future	4.9.1	Initiate an Electrical charging infrastructure considering the Local Authority aim to introduce pollution charges	15	April-Sep Update Report sent to the S&P Board 18 th Oct, approved to proceed with a tender process for 6 stations to have charging points installed	9	Head of Estates
				4.9.2	Introduce electric vehicles considering the Local Authority aim to introduce pollution charges.		April-Sep Update Meeting arranged for October to look at fleet options with renewable energy. Work to introduce charging points to the estate is underway. Work to develop a Net Zero roadmap is also underway.		AM Operational Preparedness
4.	Environmental and Political	4.10	Fuel Strike	4.10.1	Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.	15	Merseyside Resilience Forum (MRF) Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions April-Sep Update MRF Fuel Plan has been reviewed and awaiting approval. MFRS fuel plan will be aligned with MRF Plan.	9	AM Operational Preparedness

							MFRS attend MRF Hazards and risk working group which assess, plans and exercises on power shortage.		
--	--	--	--	--	--	--	---	--	--

Our Vision - To be the best Fire and Rescue in the UK Our Purpose - Here to serve. Here to Protect. Here to keep you safe.									
RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
5.	Loss of Key Staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident, significant incident	5.1.1	Loss of Key staff, Inability to provide core services	15	AM Response The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements.	10	AM Operational Preparedness & Operational Response

						<p>April-Sep Update Department Business Continuity (BC) Plans are all up to date. BC Champions training delivered. Two Service-wide BC Exercises are delivered each year.</p> <p>Each department to hold an annual BC exercise to cover such risks.</p> <p>To ensure compliance performance Indicators are being considered to</p> <ul style="list-style-type: none"> record departmental exercises conducted <p>record plan review cycle.</p>			
5.	Loss of Key Staff	5.2	Industrial Action resulting in the Inability to provide suitable response	5.2.1	Inability to attend incidents, provide core services	15	<p>The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements.</p>	12	Director of POD

							April-Sep Update The situation remains as reported in the last quarter		
5.	Loss of Key Staff	5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs April -Sep Update The above processes continue to mitigate this risk	12	Director of POD

Our Vision - To be the best Fire and Rescue in the UK
Our Purpose - Here to serve. Here to Protect. Here to keep you safe.

Our Aims: ~ Protect ~ Prevent ~ Prepare ~ Respond

RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	Loss or reduction in the quality of services provided	12	<p><u>ICT</u> telent, under the contract and the internal ICT client team manage suppliers to achieve the required service levels and ensure suppliers are appropriate to support the needs of MFRA, both across the ICT infrastructure <i>and</i> the commodity & fire control applications used by the Authority. This ensures the suppliers deliver continuous service improvement, show best value and are fit for purpose to meet the business needs.</p> <p>Apr- Sep update Head of Technology 1 .Motorola The initial findings of the Competition and Marketing Authority (CMA) on the involvement of Motorola in both the existing Airwave, and future ESN solutions have been released. The report suggests a potential</p>	6	<p>Head of Technology</p> <p>Director of Strategy & Performance</p>

							<p>conflict of interest which may have contributed to the decision to exit ESN.</p> <p>2. SSS The CMA has provisionally found competition concerns as part of its in-depth investigation of the completed acquisition by NEC Software Solutions UK Limited of SSS Public Safety Limited and Secure Solutions USA LLC (previously part of Capita plc).</p> <p>A watching brief is being maintained on the Outcomes of 1. & 2.</p>		
6.	Technology Risks	6.2	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	6.2.1	Data compromised, loss of data, complaints, legal action, fines	15	<p><u>Director of Strategy & Performance</u></p> <p>The Strategy and Performance ICT Board considers and responds to strategic risks</p> <p>A Protective Security Group focuses on information security</p> <p>Governance arrangements for applications were been reviewed and formalised in 2016 and are regularly reviewed and updated.</p>	12	<p>Head of Technology</p> <p>Director of Strategy & Performance</p>

							<p><u>Head of Technology</u> See mitigation for Risks 6.2 & 6.8</p> <p>April-Sep Update No change for this period</p>		
6.	Technology Risks	6.3	The inability to keep pace with technology changes.	6.3.1	Loss or reduction in the quality of services provided	15	<p>MFRA has forgone a concrete roadmap for its ICT strategy and has instead adopted a strategic framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to 'evolve' the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of appropriate innovations, whilst having an ICT infrastructure that is robust, secure, reliable and resilient.</p> <p>For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan, and is then aligned to wider organisation strategy</p>	12	Head of Technology

						at the quarterly held S&P ICT Board. April-Sep Update <u>Head of Technology</u> No change during this period.			
6.	Technology Risks	6.4	Poor data/information management resulting in loss of data, legal redress from Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.	6.4.1	Data compromised, loss of data, complaints, legal action, fines	15	There are policies for Information Security and Governance, Acceptable use of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information. Work to implement the General Data Protection Regulation was successful. This included: Developing an information asset register, privacy impact assessments, access to information and the role of the Data Protection Officer.	12	Director of Strategy and Performance

							Collaborative work with Merseyside police and other FRAs is being considered to share best practice. April – Sep update The Fire Standards Board has recently published a Data Management Standards and work is underway to assess MFRS’s compliance and to take action where appropriate.		
6.	Technology Risks	6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	Radio voice services cannot be guaranteed for the transition	16	ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services. The ESMCP presents a high-risk potential for MFRA, dependent on external factors beyond its day-to-day control; the main issue being slippage at the national level. The Home Office will continue to work closely with FRs & Airwave to ensure that our current voice	9	Head of Technology

						<p>communication network remains in place and effective.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project and maintain a watching brief to ensure any opportunities to influence national/regional aspects of ESMCP are taken.</p> <p>The project risks are being managed by the MFRA ESMCP project board and a national programme risk register is maintained by the Home Office central team.</p> <p>Airwave Representatives from MFRS who sit on the National Airwave Sustainability Working Group, report on the ongoing activities which ensure the continued support and availability of Airwave is maintained.</p> <p>Apr to Sep Update</p>	
--	--	--	--	--	--	---	--

							ESMCP Work continues on the various ESN product streams and associated test plans in readiness for pilot trails and Operational Evaluation exercises. Due to Programme delays, as a result of a Re-Baselining exercise further delays will take the program to 2025		
6.	Technology Risks	6.9	Increase potential for Cyber Attack as we move to the Cloud		Loss or reduction in the quality of services provided	15	ICT deploys a number of security measures to protect the Merseyside Fire and Rescue Authority (MFRA) networks and information. Measures to protect from external attacks include applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware solutions to block malicious code (including viruses, trojans, worms, spyware, ransomware, adware, etc.); network segregation	12	Head of Technology

							<p>solutions and e-mail filtering solutions.</p> <p>ICT received warnings from North West Warning & Advice Reporting Point (NW WARP) and the Head of ICT attended quarterly NW WARP meetings for the first time.</p> <p>Apr to Sep Update ICT is still following Home Office & NFCC guidance in response to the events in and around Ukraine.</p>		
--	--	--	--	--	--	--	--	--	--

<p>Our Vision - To be the best Fire and Rescue in the UK Our Purpose - Here to serve. Here to Protect. Here to keep you safe.</p>									
RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
7.	Procurement	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	Regular, documented contract management in place for key contracts ith priorities agreed between	1	Head of Procurement

							the Authority and the supplier. April-Sep Update Scheduled reports are being circulated that detail contract particulars, so providing better information and prevent potential discontinuity of service.		
7.	Procurement	7.3	Key suppliers of goods and services ceasing to trade	7.3.1	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed.	15	Use of Creditsafe alerts to identify and financial changes to contracted suppliers. April-Sep Update The credit reports for key suppliers are being received and monitored. The list of suppliers for which reports are required have has been reviewed. Also the reports' recipients have been changed to ensure that the Procurement team is sighted on the reports. Routine environmental scanning continues in order to provide early warning of potential supply issues.	1	Head of Procurement

		1.8	Changes to insurance discount rates	1.8.1	Increased insurance premiums	15	This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect. <u>Removed Sept 2019</u>	12	Director of Legal, Procurement & Democratic Services
1.	Budget/Financial Risks	1.9	The impact of unfavourable trade deals with the EU following UK exit in March 2019	1.9.1	If the UK leave the EU in March with an unfavourable trading relationship this will have an adverse effect on the supply of goods imported from EU countries. Prices are likely to increase putting strain on budgets, lead times may be extended, shortage and scarcity of parts due to border hold ups, organisations stockpiling and starving supply, contractors failing.	20	Procurement are contacting critical suppliers to seek details of action they will take to maintain supplies post Brexit, whatever the agreement. April-Sep Update Brexit developments were monitored by the Procurement Team in conjunction with FRS procurement colleagues from Cheshire, Lancashire and Manchester during the first calendar quarter of 2021. Although one critical supplier did increase stock holding to 90 days, no other action was reported other than monitoring. The informal group had stopped meeting by April 2021 as the	15	Head of Procurement

						<p>risk of unfavourable deals following UK exit was seen be relatively insignificant as compared to those posed by the continuing pandemic. In particular supply chains have been affected by the non-availability of staff due the effects of the virus itself including the lock-down .</p> <p>REMOVED SEPTEMBER 2021</p>		
		3.5		3.5.2	Saughall Massie	<p>Planning permission has now been received for Saughall Massie and Authority approval will be sought later in 2017 for the build to commence, once the land has been obtained.</p> <p>Removed Sept 2019</p>	6	Head of Estates
4.	Environmental and Political	4.11	Diesel fuel vehicles being phased out in the future	4.11.1	Impact on fleet and lease vehicles	<p>Long term planning for vehicle and asset refresh.</p> <p>April-Sep Update Risk merged with 4.9 with change to descriptor – November 2020</p>		AM Operational Preparedness

6.	Technology Risks	6.10	<p>Unavailability of the Home Office Incident Recording System (IRS). March 2019 - CFOs have received notification that funding has not been granted to renew this system and although the intention is to maintain it there is a risk that it will become unavailable.</p>			<p>We will engage with Home Office and NFCC to try and ensure that access to the system is not lost.</p> <p>Also, some fire and rescue services have their own incident recording system and only use IRS to send data to government. We will explore other systems used and whether they would be appropriate/affordable for MFRS.</p> <p>Closed March 2020</p>	12	Director of Strategy and Performance
3.	Loss of Strategic Sites/Assets			3.5.3	25	<p>In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.</p> <p>Apr-Sep Update</p>	12	Head of Legal & Democratic Services.

						<p>New station build completed and opened on 16th Sepober Station completed and opened on 16th Sepober.</p> <p>CLOSED</p>		
6.	Technology Risks	6.7	Withdrawal and transition arrangements from SOPHTLOGIC to new MIS for Community Fire Protection.	6.7.1	15	<p>The replacement of the SOPHTLOGIC system is programmed in for development and options are being explored. The transitional arrangements remain part of that process.</p> <p>April-Sep Update The Sophtlogic arrangement is being phased out as CFRMIC comes online.</p> <p>Oct-March Update</p> <p>WITHDRAWN FROM CORPORATE RISK REGISTER - CLOSED</p>	12	Director of Strategy and Performance

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	15 DECEMBER 2022	REPORT NO:	CFO/52/22
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2022-23 JULY TO SEPT UPDATE		

APPENDICES:	APPENDIX A:	FUNCTIONAL PLANS 2022-23 JULY TO SEPT UPDATE
	APPENDIX B:	KPI/LPI 2022/23 APRIL-SEP UPDATES
	APPENDIX C:	IRMP 2021/24 UPDATE JULY-SEPT 22
	APPENDIX D:	HMICFRS IMPROVEMENT PLAN JULY -SEPT UPDATE

Purpose of Report

1. To request that Members scrutinise the performance of Merseyside Fire and Rescue Service against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2022/23 for the period July to September 2022.

Recommendation

2. It is recommended that Members approve the attached Service Delivery Plan reports (Appendices A-D) for publication on the website.

Introduction and Background

3. The 2022/23 planning process began in January 2022. 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 July to September Service Delivery Plan Performance Report for 2022/23 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 2022.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

6. In March 2022 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance measures would continue to be grouped in the following way:
 - Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are
 - Service Plan outcomes - Key Performance Indicators
 - Tier 1 - Outputs – contributory outcomes and Local Performance Indicators
 - Tier 2 – Output - Local Performance Indicators
7. Performance indicators have been grouped according to incident type:
 - Dwelling fire
 - Non domestic property fire
 - Anti-social behaviour and other fire
 - Road traffic collisions
 - Special service
 - Fire alarms
 - Staff welfare, risks and competency
 - Energy and the environment
8. The Key Performance Indicator TC05 Special Service Calls attended no longer has a target and is for quality assurance only. This decision was made due to the type of incidents attended. It was agreed that MFRS would not want to discourage many of the calls received, nor are we able to influence performance in some areas such as assisting partner agencies. Areas MFRS could influence such as RTC's attended and water rescue incidents, while still included in this indicator are also recorded separately as RC11 and RC24.
9. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
10. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's and people living in areas of deprivation.
11. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meeting of relevant managers and the Strategic Leadership Team Strategy and Performance Board. Exceptions and areas of poor performance are highlighted, and action plans put into place as appropriate.
12. All performance for April to September 2021 is covered in detail in the appendices to this report.

13. Performance Management Group are currently putting in place a suite of Indicators that may be impacted by the Cost of Living Crisis in the coming months. They will be monitored closely as the impact is felt in the winter months. Emerging issues will be reported to Authority.

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

HMICFRS updates

15. Included in this report is the HMICFRS Improvement Plan (Appendix D) which has been developed to address the areas for improvement identified in the 2021 HMICFRS inspection.
16. As Members will be aware, the resulting inspection report was highly positive, with MFRS achieving an unprecedented three Outstanding judgements, reflecting the hard work and commitment shown by the Authority and the Service since the last inspection in 2018. Overall the Service was judged as:
 - Good at effectively keeping people safe and secure from fire and other risks
 - Outstanding at efficiently keeping people safe and secure from fire and other risks
 - Good at looking after its people
17. The additional Outstanding judgements were for Preventing Fires and Responding to National Incidents.
18. The full report can be found at <https://www.justiceinspectorates.gov.uk/hmicfrs/publications/frs-assessment-2021-22-merseyside/>
19. There are however, areas for the Service to address. There were three official areas for improvement identified in the report and a number of other comments that indicated that improvements could be made. The Service has included all of these in the Improvement Plan.
20. Performance against the Improvement Plan will be reported back in future Service Delivery Plan updates.

IRMP 2021-24 updates

21. Due to the IRMP 2021-24 not being published until July 2021 the report attached at Appendix C covers updates against proposals for the period July to September 2022, the first quarter of year 2 of the IRMP. This report will be brought to Policy and Resources Committee every three months.

Equality and Diversity Implications

22. Each action in the IRMP and Service Delivery Plan are Equality Impact Assessed.

Staff Implications

23. 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.
24. The Service has adopted a new methodology for setting performance targets for stations and station staff have been involved in that process.

Legal Implications

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

Financial Implications & Value for Money

26. 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.
27. 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

28. 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.*

29. 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

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

This page is intentionally left blank

QUARTER 2: SERVICE PLAN REPORT

JULY – SEPTEMBER 2022

OPERATIONAL PREPAREDNESS:

<p>FP/22/23/1.1</p>	<p>The continued implementation of the approved 5-year capital build programme and progress the development of the Training and Development Academy by building a new training facility that is fit for purpose that supports the training of highly skilled people and reflects new/emerging foreseeable risk.</p>	<p>1.1 Continue to work to the projects defined stage boundaries as described in the project timeline and risk register.</p> <p>1.2 Continue to report on the projects stage boundaries through the projects corporate management structure.</p> <p>1.3 Seek final approval from the MFRA for the scheme on the conclusion of the 13-week planning process and after a robust cost plan has been discussed at the Fire Authority’s Budget Strategy Day (Jan 22).</p> <p>1.4</p>	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ COMPLETE Q1 ⇒ 1.3 Group Manager will be the New TDA Build project manager reporting direct to Deputy Chief Fire Officer not Operational Preparedness <p>These specific actions have been delivered and work now starts on the build which is due to complete in April 2024.</p>	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.2</p>	<p>Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing and Crime Act 2017; by reviewing our Shared Estate, Operations and Support Services. Operational Preparedness will continue to work with Blue Light partners and stakeholders to ensure that opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining an excellent response to fires and other emergencies.</p>	<p>2.1 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.</p>	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ Collaboration is continuing as business as usual across the Service; Notable examples are the Drone Provision, Fire Investigation, information sharing, training and use of interoperability voice channels. ⇒ The last Board meeting was cancelled, with the Collaboration Team tasked with writing a new strategy and terms of reference to provide collaborative impetus to approach the predicted challenges the next years will bring. ⇒ A meeting of the executives from the Board is scheduled for 11/11/22 where the new Strategy and terms of reference will be finalised prior to Board consideration 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/1.3</p>	<p>To continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information (SSRI) onto the new Community Fire Risk Management Information System (CFRMIS) platform.</p>	<p>3.1 Continue with the development of new SSRI strategy</p> <p>3.2 Continue to assess the CFRMIS systems to include SSRI</p> <p>3.3 Deliver the necessary training to all personnel.</p>	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ Weekly CFRMIS/PORIS (provision of operational risk information system) meetings in place with the team working on the data capture form. ⇒ Scoring mechanism has been finalised. Subject to ops board approval in November the scoring process will be trialled at Crosby and Bromborough with service wide roll out expected early 2023. ⇒ All category 1 and 2 SSRI's to be rescored first to eliminate unnecessary records. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.4</p>	<p>To maintain and build upon our Her Majesties Inspector of Constabularies and Fire and Rescue Services (HMICFRS) inspection report of outstanding for responding to major and multi-agency incidents. We will implement a comprehensive review of the Incident Command Unit, Operational Support Room (OSR), and Strategic Command Group/Tactical Command Group (SCG/TCG) Support whilst continuing to embed Resilience Direct (RD) throughout the organisation.</p>	<p>4.1 Review the current Incident Command facilities.</p> <p>4.2 Research incident command software and facilities.</p> <p>4.3 Review options to provide support to Tactical Command Group (TCG) and Strategic Command Group (SCG) including out of hours provision.</p>	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ Operational Support Room (OSR)/Resilience Direct (RD) training needs delivering to the Station/Group Manager cohort again due to new members of group. This will be planned in as ongoing business as usual. Unable to start at present due to capacity issues in Ops Planning. ⇒ 4.3 Tactical Emergency Management (TEM) Course scheduled to take place 1st December. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.5</p>	<p>The continued implementation of the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against Government 2030 Green Plan and work with internal and external partners to progress the MFRS move to alternative fuelled vehicles across the MFRS fleet.</p>	<p>5.1 Implement recommendations from the Strategic Estates Group.</p> <p>5.2 Research alternative fuelled vehicles to gain best value for MFRS fleet replacement</p>	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ Workshops manager obtaining costings for electric vehicles. ⇒ Head of Estates looking into electric charging points options at selected MFRS properties. ⇒ Environmental Consultant due to start work on a high level roadmap for net zero. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/1.6</p>	<p>Introduce a High Reach Extendable Turret (HRET) fire engine vehicle at St Helens</p>	<p>6.1 Specialist Appliances Group, to draw up HRET vehicle specification.</p> <p>6.2 Procure the HRET vehicle based on the specification from Specialist Appliances Group.</p> <p>6.3 Create and implement HRET training.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 6.1 CLOSED Q1 ⇒ 6.2 Tender opened and closed 30th September 2022. Evaluation will be carried out through October/ November 2022. Award will be made in mid December 2022. Delivery will be dependent on chassis availability so expected in financial year 2023/24 ⇒ Work commenced 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.7</p>	<p>The procurement of a 45m Combined Platform Ladder following the Grenfell Tower Recommendations.</p>	<p>7.1 Procure the CPL based on the specification from the Specialist Appliances Group.</p> <p>7.2 Create and implement familiarisation training</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 7.1 Vehicle delivered October and in MFRS for 2 weeks for training then sent back to supplier for modifications. Completed vehicle delivery expected early December ⇒ 7.2 CPL at TDA for assessment for training Dec/Jan 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.8</p>	<p>Review the Research & Development (R&D) process to ensure Firefighters are fully engaged and informed ensuring MFRS Firefighters have the most up to date kit and equipment to keep them safe.</p>	<p>8.1 Review the current R&D process.</p> <p>8.2 Align the R&D process to include Significant incident feedback.</p> <p>8.3 Publish and promote the new process</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 8.1 One workshop held and further scheduled. ⇒ FB7's (equipment discrepancy form) are being incorporated on to the Portal. The form will have a drop box process ⇒ 8.2 Workshops portal page to be built so in Q3 it can be trialled and tested by the user group. ⇒ Looking at the process that Operational Equipment have in place following an injury in the workplace or failure of kit ⇒ 8.3 Q4 will be a go live period with a review at the end of the quarter to make any adjustments. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/1.9</p>	<p>Respond to Her Majesties Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) observation, to deliver practical training to Fire Control Staff on fire survival guidance.</p>	<p>9.1 Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff.</p> <p>9.2 Create a training plan to deliver fire survival guidance to all staff in Fire Control.</p> <p>9.3 Review the current Fire Control training planner and introduce practical training across a number of incident types to support competency and include a command assessment process for Fire Control Managers.</p> <p>9.4 Embed an assurance program to review training standard and competency.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 9.1 9.2 COMPLETE Q1 ⇒ 9.3 Fire Control have received practical fire survival training ⇒ 9.4 Practical training of Fire Survival Guidance and testing the Electronic Evacuation Spreadsheet has been carried out with all four watches, with a final demonstration to Principal Officers on 13/10/2022. Through evaluation it was recognised that a third monitor would assist operators in inputting data onto the spreadsheet. This has been authorised and supply and fit is being scheduled for extra monitors on each position 	<p>Target Date:</p> <p>March 2023</p>
----------------------------	---	---	--	---

OPERATIONAL RESPONSE:

<p>FP/22/23/2.1</p>	<p>Enhance the effectiveness and efficiency of the retained recall process across all operational areas to include station staff, specialist assets, flexi duty senior managers and Fire Control. Ensure the process provides a clear, pragmatic response that considers not just the initial activation but the further impact of staff welfare and appliance availability until the return to normal business.</p>	<p>1.1 Review current recall processes for all operational shift systems, flexi duty managers and Fire Control to identify issues. The review will include consultation with all relevant staff and TRM.</p> <p>1.2 Create recall and mobilisation strategies for all shift systems, which will be, bespoke to stations and complement specialist assets. The strategy will include the ongoing impact on staffing and appliance availability until incidents are concluded and normal business returns.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 1.1 A full analysis has taken place of current recall processes for all duty systems and a report has been created which identifies issues, analysis, recommendations and actions. The key areas identified within the report highlight, mobilising of retained staff, compensatory rest, mobilisation of specialist resources, mobilisation of external assistance (13/16 arrangements), incident and global resource management, prediction of appliance availability and key station protocol. The report will be presented at November Operations Board to 	<p>Target Date:</p> <p>March 2023</p>
----------------------------	--	--	---	---

QUARTER 2: SERVICE PLAN REPORT

		<p>1.3 Create Service Instruction with all details in addition, update Fire Control action plans to complement strategy. Create guidance sheet for all stakeholders, (TRM, station staff, Fire Control and Staffing Officers), and communicate through training sessions.</p> <p>1.4 Implement process and review.</p>	<p>determine what recommendations can be actioned. Consultation included Operational staff, TRM and Strategy and Performance.</p> <p>⇒ 1.2 A report has been produced which provides a recommendation on mobilisation strategies across all shift systems. Consideration is given to ensure Fire Control review the guidance utilised to mobilise resources to operational incidents and the recommendation is made that regular exercising be undertaken to ensure the principles can be effectively applied. Dynamic Cover Tool "Aura", is currently being developed for a trial in the control training room. This will assist mobilising officers in maintaining response standards whilst minimising the standby movements therefore increasing productivity. This will assist with the effectiveness and efficiency of the retained recall processes. A presentation at the November Operations Board will highlight the recommendations to members before being submitted in a formal report. All recommendations are data led based on the empirical evidence provided by Strategy and Performance.</p> <p>⇒ 1.3 A Service Instruction along with Fire Control guidance will be created and updated for all staff once the recommendations have been approved by Operations Board.</p> <p>⇒ 1.4 Following any recommendations approved, a working group will be appointed to implement each recommendation with a clearly defined review date.</p>
--	--	--	---

QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/2.2</p>	<p>Improve the recall of retained staff by the introduction of the Callmy Application to enable a more intelligence led response that limits the impact on overall staffing and is more efficient in the activation of assets.</p>	<p>2.1. Review areas of business the Callmy Application will be implemented which will include operational staff, Fire Control and flexi duty managers. Consult with staff and identify numbers required for provision of handheld assets and application use. Produce a Service Instruction to complement the Callmy process.</p> <p>2.2. Arrange training for Fire Control and other stakeholders to support implementation of the Callmy Management Portal. Ensure the process complements revised action plans for retained activation.</p> <p>2.3. Implement the Callmy application for operational staff, fire control and flexi duty officers with supportive training, testing and review.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ 2.1 Callmy contract with Telent is in place aligned to Service Level Agreement (SLA) version 1.07. Technical & Commercial meetings between Telent and Callmy are held (currently monthly).</p> <p>⇒ 2.2 343 users registered onto management portal across various shift patterns, recall to duty, fire control and flexi duty managers. 44 users are currently registered via MFRS provided smart phones (not including senior officer group). MFRS provided smart phone devices current cost to service at approximately £100 per unit. Original uptake showed approximately 70 MFRS handsets required, this decreased after training was delivered at each location. 244 users currently registered on personal devices. Direct engagement carried out with all DCWTR/Hybrid stations, Operational planning, Fire Control Watch Champions, Senior officers SI0948 Callmy alert application created, active from 27/06/22.</p> <p>⇒ 2.3 Callmy management portal dashboard created with on boarding and admin training delivered to Ops planning staff.</p> <p>Callmy management portal recall and activation message templates created.</p> <p>Training carried out directly with all management groups at all locations. User guides created with feedback from</p>	<p>Target Date:</p> <p>March 2023</p>
----------------------------	--	--	---	---

QUARTER 2: SERVICE PLAN REPORT

			<p>management teams. Fire control Watch Champions identified. Training carried out during phased rollout with Weekly Monday tests for entire station groups. eTraining with Time and Resource Management completed for staffing related issues post retained activation.</p> <p>⇒ 2.4 Phased rollout completed across duty systems with continuous testing and support available. St Helens commenced 25th May 2022 for 4 weeks. Liverpool City / Wallasey live 20th June 2022. Aintree, Crosby, Kensington live 11th July 2022. Kirkdale / SRT recall to duty live 26th July 2022. Senior officers live 20th May 2022.</p> <p>Additional groups identified and live from August.</p>	
<p>FP/22/23/2.3</p>	<p>Expand the skills and knowledge of all operational staff by providing structured and pre-planned awareness training on the specialist assets, equipment and capability based at all stations as part of the IRMP 2021-24 implementation.</p>	<p>3.1 Create bespoke session plans for awareness training on each of the specialist assets based at hybrid stations across the Service. Staff at host stations, supported by their Station Managers and E-learning modules, will Be responsible for facilitating the training. Content will be in collaboration with the Training & Development Academy and complement core training.</p> <p>3.2 Develop a two-year timetable that aims to capture all staff across the Service and takes account of other demands placed upon operational response training blocks.</p> <p>3.4 Implement the training programme with periodic review by the Operational Assurance Team and home Station Manager and create a recording process for management of ongoing training.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ 3.1 e-Learning modules for specialist Pods have been developed and are to be completed by Operational crews prior to their attendance at the Awareness/Familiarisation Training.</p> <p>Corporate Communications will be developing standardised walk through, talk through video's presented by a Firefighter from the specialist Pod host station.</p> <p>⇒ Incident Command Unit Update: 31 sessions have been delivered by the crews at City Centre fire station with the e-Learning Module completion being performance managed by home Station Managers.</p> <p>⇒ Environmental Protection Unit (EPU/Bulk Foam Unit (BFU) update: 17 sessions</p>	<p><i>Target Date:</i></p> <p><i>March 2023</i></p>

QUARTER 2: SERVICE PLAN REPORT

		<p>3.5 Once content is assured, embed programme as normal business.</p>	<p>have been carried out delivered by the crews at St Helens fire station. EPU / BFU e-Learning is currently under construction</p> <ul style="list-style-type: none"> ⇒ Marine Rescue Support Unit (MRSU)/Light Pump Support Unit (LPSU)/Breathing Apparatus Support Unit (BASU) update: 24 sessions have been delivered by the crews at Wallasey Fire Station with the e-Learning Module completion being performance managed by home Station Managers. ⇒ Incident Command Unit (ICU): Two potential proposals identified- one with an external provider and one through our Training and Development academy command department. This will be a bespoke course designed and delivered by the command department. ⇒ HAZMAT (hazardous materials): One potential HAZMAT proposal with an external provider (Tactical HAZMAT) for enhanced awareness for the crew at St Helens and instructors at the TDA. ⇒ Marine: Two potential ship firefighting proposals. One with an external provider (Queens Fire Service Medal (QFSM) and the Fire Service College). Both courses are bespoke. ⇒ 3.2 It is anticipated that every appliance across MFRS will have completed Pod Awareness Training at City Centre, Wallasey and St Helens by July 2023. ⇒ 3.3 Operational Assurance Team to implement a periodic review of Awareness Training Sessions at City Centre, Wallasey and St Helens to monitor and record appropriate delivery.
--	--	---	---

QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/2.4</p>	<p>Enhance knowledge and understanding of the new Leadership Message for station based operational staff. Input will include exposure NFCC Code of Ethics, Service Values, ED&I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.</p>	<p>4.1 Arrange input from People and Organisation Development (POD) to all senior managers within Response to confirm understanding of the Code of Ethics, Leadership Message, Values, coaching and mentoring. Arrange a coaching session for those managers who have not had exposure to the process. Arrange the colours training for the Response senior management group.</p> <p>4.2 Create a presentation to be delivered to all operational staff by the Station Manager; all Watch and Crew Managers will receive this input on a one to one contact to ensure full understanding. Arrange colours training via POD for all operational staff.</p> <p>4.4 Arrange for a coaching session for all managers with option for any firefighters that ask for support to participate. Coaching should support work objectives for station plan and personal/professional development.</p> <p>4.5 Review process through engagement session with POD, coaches and Response senior management.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ 4.1/4.2 People and Organisational Development (POD) are developing a presentation demonstrating how the leadership message aligns with the code of ethics and Fire Standards. The presentation will also describe the inclusive leadership values and behaviours expected of all MFRS employees. This is led by POD and is to be presented at the Equality and Inclusion Board on the 15th November 2022.</p> <p>⇒ 4.3 POD has developed a coaching and mentoring policy. MFRS is developing a bank of coaches and mentors to support staff development.</p> <p>⇒ 4.4 Coaching courses have been provided to 49 staff. These coaches and mentors will be utilised to inform the review process.</p>	<p>Target Date: March 2023</p>
<p>FP/22/23/2.5</p>	<p>Implement over border exercising at a local level between stations sharing County borders with neighbouring Services to support the Memorandum of Understanding (MoU) signed with Lancashire and Greater Manchester Fire & Rescue Services. Explore if this agreement can be extended to Cheshire FRS.</p>	<p>5.1 Make contact with neighbouring Station Managers to identify the grouping of stations for over border collaboration. Identify incident types that will be the initial focus of training exercises via historic data capture. Review MoU and update to include MFRS grouping with neighbouring Counties.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ 5.1 Contact has been established with all Station Managers from neighbouring FRS'. Common incident types have been identified. Group Manager meetings have been established between Cheshire, Greater Manchester and Lancashire to ensure structure to cross border training is maintained. Familiarisation has begun, however, it is currently ad hoc. A plan is being</p>	<p>Target Date: March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

- 5.2 Make contact with neighbouring Station Managers to identify the grouping of stations for over border collaboration. Identify incident types that will be the initial focus of training exercises via historic data capture. Review MoU and update to include MFRS grouping with neighbouring Counties.
- 5.3 Liaise with TDA for supportive guidance and arrange joint training on relevant incident types.
- 5.4 Review process and feedback to Response managers and TDA. Embed process as normal business and create exercise planner.

implemented to introduce a 4 tier system that will encourage familiarisation of both neighbouring fire stations. All cross border stations are to be invited to MFRS's 'Top 12 Risk' training events. All multi pump exercise brief and notification form (EN1) cross border exercises will be logged and neighbouring FRS's will be invited to COMAH exercises. A page has been created on the Portal allowing operational crews to record all activity via an info path form.

- ⇒ **5.2** The 4 tier system has been and all border stations are now inviting neighbour FRS to train against 'Top 12 Risks' within MFRS. All information is recorded on the Portal. A meeting schedule has been undertaken with Operational Response Group Managers from MFRS, Cheshire, Greater Manchester and Lancs.
- ⇒ 5.3 Cross directorate meetings have been held between operational response and preparedness culminating in the use of effective command software to support training and exercising against 'Top 12 Risks'. This is the foundation element of the cross border training and the platform on which live exercising will be built. This will include EN1 Cross Border exercises including COMAH and Service level exercises. For example exercise Elan at John Lennon Airport, Cross border high rise exercise at Gaywood Green and COMAH exercises Caffery (Exolum Eastham) and Tempest and (Unilever).
- ⇒ **5.4** the new Portal pages enables operational staff to record familiarisation training with colleagues from the North West. This will include EN1 off site exercise, COMAH and other appropriate

QUARTER 2: SERVICE PLAN REPORT

			<p>exercise types. The review process is via OSHENS and multi-agency debriefs. This provides accurate feedback to Response and TDA/Preparedness Managers.</p>	
<p>FP/22/23/2.6</p>	<p>Improve access to hazard and risk information to support firefighter safety at operational incidents. This will be achieved by the transition to the Community Fire Risk Management Information System (CFRMIS) software, which will provide an efficient procedure to gather, process and access risk information. Revision of the SSRI scoring methodology will align with National Operational Guidance and see the introduction of the Provision of Operational Risk Information System (PORIS risk assessment).</p>	<p>6.1 Introduce a trial with a single station to use the PORIS risk assessment in a live environment. The trial will be facilitated by officers attached to the CFRMIS project and supported by operational staff.</p> <p>6.2 Introduce a trial with a single station to use the PORIS risk assessment in a live environment. The trial will be facilitated by officers attached to the CFRMIS project and supported by operational staff.</p> <p>6.3 During the three month trial period, Operational Intelligence will deliver training to all remaining stations on SSRI and PORIS risk assessment in preparation for service wide implementation and will be supported by Response station based managers.</p> <p>6.4 Following the training and trial period, roll out to all locations will be made simultaneously and PORIS will run consecutively with SSRI. PORIS recording will be factored as a performance indicator through the Performance Management Group (PMG) and be measured/monitored by Service Delivery.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Provision of Operational Risk Information System (PORIS) methodology to be presented to OPS Board in November ⇒ If the methodology is endorsed Bromborough and Crosby will start a trial. ⇒ Site Specific Risk Information (SSRI) Academic Research to inform Data Capture and Output received from Liverpool University. ⇒ Development of Data Capture and Output in progress. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

HEALTH & SAFETY/ OPERATIONAL ASSURANCE:HE

<p>FP/22/23/2.7</p>	<p>Enhance the safety of our firefighters to limit exposure to toxic fire effluents and build upon current procedures to embrace latest reports and recommendations to achieve industry 'best practice'. The work will look to educate staff and support greater awareness and understanding of the risks associated with fire effluents, which will influence behaviour on station, in the training environment and at operational incidents. Commitment will be given to regional collaboration work on contaminants to ensure all learning is shared.</p>	<p>7.1 Engage with staff at the TDA and station to gather information and opinion on current processes and procedures. H&S Team to work with suppliers to identify a suitable external storage facility for contaminated kit. Conduct a survey of all stations and the TDA to identify a location for contaminated kit bins to be located and work with Estates for installation timeframe.</p> <p>7.2 Produce a professional suite of literature/posters to support 'best practice' activity for managing firefighter contamination in line with NFCC national messages i.e. 'Clean is the new tough', 'Shower in the hour'. These will be displayed at all locations and complement the training delivered at the TDA and through eLearning.</p> <p>7.3 Work with TDA department managers to embed all learning as part of input to crews during all training and refine the process for effective FF contamination management when attending fire related training. Newly developed eLearning package (Functional Plan action 2021/22) will be embedded in the Training Planner and completed by all staff.</p> <p>7.4 Enhance post-incident decontamination procedures by creating instructional aids i.e. videos/posters etc. and monitor compliance via OA attendance at operational incidents.</p>	<p>July-September 2022 update</p> <p>⇒ 7.1 An additional 20 Contaminated Fire Kit Containers have been ordered. 17 for the remaining stations without a container and 3 for the TDA. Signage and high visibility strips has been approved and ordered.</p> <p>⇒ 7.2 A poster campaign has been designed and submitted to Corporate Comms to be produced. The contents of the posters have been extracted from recommendations from the University of Central Lancashire (UCLAN) report.</p> <p>⇒ 7.3 The Health and Safety department have produced content based on the UCLAN report and provided it to the TDA. This has been converted into a learn pro and is being Quality Assured by the Health and Safety Department. Update will be provided to the December 2022 Ops Board for governance purposes.</p> <p>⇒ 7.4 The Health and Safety department to lease with HAZMAT lead to create video instructional aids and imbed in crew training.</p>	<p>Target Date: March 2023</p>
----------------------------	--	---	--	--

QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/2.8</p>	<p>Response to HMICFRS Report action: The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.</p>	<p>8.1 The Operational Assurance Team (OAT) will liaise with the OPRT and the Command Department to confirm and understand current procedures in place to record operational decisions and offer support if they are in need of review from information/learning gathered from operational incidents.</p> <p>8.2 The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>8.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents.</p> <p>8.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ Review of all foundation policy, procedure and guidance completed along with supporting gap analysis, looking at what the policy says and where we comply or require improvement. ⇒ It was identified in SI 0739 that <i>'Incidents of 6 pumps or over where the Incident Command Unit (ICU) is mobilised will automatically generate the need for an Incident Decision Log to be completed.'</i> Compliance review captured using two year data analysis to see where criteria has been met in relation to Incident Command Unity (ICU) mobilisations vs decision log completion. Review extended to where decision logs have been completed versus what has been received in Operational planning once complete (SI 0739). ⇒ Body Cameras have not been used at any incident for the purpose of recording decisions other than that of TCAs (trial ends Nov 2022). ⇒ Information and Q&A on Decision Logging has been incorporated as part of the current quarterly SM Audit (Sept-Dec) with monthly feedback at standardisation. ⇒ A questionnaire for all Officers has been constructed and will be published in the last week of October for 2-3 weeks; this will provide additional data to indicate the level of understanding of the decision logging process. ⇒ Key meeting scheduled between Group Manager Health & Safety/Operational Assurance (deliverable owner) and 	<p>Target Date: March 2023</p>
----------------------------	---	---	--	--

QUARTER 2: SERVICE PLAN REPORT

			<p>Group Manager Ops Policy, Intel & planning (decision logging owner). Meeting will review Service policy against gap analysis and plan for immediate improvement actions where required. An update will be provided to the November 2022 Ops Board for governance purposes.</p> <p>⇒ Operational Assurance officers monitor decision when actively monitoring/attending incidents. Also forms point of discussion during Operational Assurance Team morning meetings.</p>	
<p>FP/22/23/2.9</p>	<p>Response to HMICFRS Action: During reality testing, understanding of operational discretion...and use of decision logging varied</p>	<p>9.1 The Operational Assurance Team (OAT) will liaise with the Operational Performance Review Team (OPRT) and Command Department to confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents.</p> <p>9.2 The Operational Assurance Team (OAT) will liaise with the OPRT and the Command Department to confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents.</p> <p>9.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents.</p> <p>9.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p>July-September 2022 update</p> <p>⇒ Operational discretion input continues across communication avenues such as Officers Briefing Note (OBN), incident notes and forms discussion points in Operational Assurance (OA) daily audits by Station Managers. Feedback is positive and confirms levels of understanding when fed back in through standardisation meetings. Evidence suggests that staff, when questioned, understand how and when to use operational discretion.</p> <p>⇒ Operational discretion (and decision logging) will form part of the new OA officer standardisation being introduced in early November (planned during Oct). An update will be provided to the November 2022 Ops Board for governance purposes.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

FP/22/23/2.10	Process to be reviewed with information provided to Operational Performance Review Team (OPRT) and the Command Department to continue the learning cycle.	<p>10.1 The OAT to undertake review of new technologies and what has been implemented on station to identify areas of focus. Complete staff survey to identify areas of concern.</p> <p>10.2 Review competence and understanding of staff to be provided through the operational assurance programme and monitoring of incidents. Arrange additional input and supportive training where required.</p> <p>10.3 Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment.</p> <p>10.4 Monitor and review.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ New technologies understanding and competence checks are embedded in Operational Assurance activities and through quarterly audit. Initial feedback has found a relatively good understanding by crews of the use of tough pads on appliances and the use of CFRMIS, mainly for HFSC completion. The staff survey question bank has been completed and qualified and will be ran and then subsequently closed in the period between now and Christmas.</p>	<p>Target Date:</p> <p>March 2023</p>
----------------------	---	--	---	---

PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP/22/23/3.1	To develop, expand and lead on the delivery of the People Plan for 2021-24.	<p>1.1 To strengthen leadership and line management to support organisational change and improved community outcomes</p> <p>1.2 To provide excellent training and education to ensure continuous improvement of service to the public.</p> <p>1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged</p> <p>1.4 Developing cultural values, a behaviour which makes MFRS a great place to work</p> <p>1.5 Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ The People Plan and its associated actions are monitored and scrutinised through the People Board that meets bi monthly.</p> <p>⇒ This board also links into the Workforce Planning Group, and the Recruitment Board</p> <p>⇒ Delivery of the elements of the People Plan continue within timeframes identified</p>	<p>Target Date:</p> <p>March 2023</p>
---------------------	---	---	--	---

QUARTER 2: SERVICE PLAN REPORT

		<p>Staff at all levels reflect the communities we serve.</p> <p>1.6 Adopting ways of working that response to service needs.</p>		
FP/22/23/3.2	To implement and embed the organisational Leadership message with revised values	<p>2.1 To work with external provider to deliver a programme of organisational training and to embed the Leadership message in addition, revised values.</p> <p>2.2 To review all People and Organisational Processes and procedures to build in and embed the revised Values and Leadership message.</p> <p>2.3 To work with all Directorates to support their implementation of the Values as appropriate</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ The new Appraisal system incorporating the colours and the revised leadership message has been completed, agreed by the Strategic Leadership Team and following a period of training is now being utilised across the organisation ⇒ Work is now underway to design a discussion plan for ongoing station review and utilisation of the colours conversation ⇒ Further work is being completed to plan and deliver the expansion of the colours system into recruitment and coaching and mentoring 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/3.3	To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.	<p>3.1 To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.</p> <p>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 in addition, delivered in a cost effective manner.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ The workforce plan, and its support features have been established within the organisation, and its both monitored and discharged through the People Board, and the Workforce planning Group. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/3.4</p>	<p>To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.</p>	<p>4.1 To continue to strengthen our relationships with the community and partners in order to attract talent and to build on our reputational brand through positive action, careers events and Have a Go days which demonstrate our position as an Employer of Choice.</p> <p>4.2 Expand the use of Social media and associated applications to ensure all vacancies are both understood and accessible to all applicants.</p> <p>4.3 Working with ICT /Corporate Communications to launch on-boarding technology to ensure candidates remain engaged and focused during the recruitment and selection processes.</p> <p>4.4 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.</p> <p>4.6 To work with internal and external colleagues and partners to build a coaching and mentoring environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mindset.</p> <p>4.7 To implement an accelerated development scheme to support organisational advancement to those identified as future leaders.</p>	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ This is a year on year objective , that has a clear set of policies and procedures to ensure it is extremely successful. This has been validated by a high performance Ofsted report ⇒ The apprenticeship scheme continues to deliver against its panned targets ⇒ The positive action process has seen the revision of the strategy, and the expansion of the Team to incorporate two employees from those underrepresented groups to support the direction and focus of the Team ⇒ The Coaching and Mentoring process is now underpinned with a revised Strategy, and the ability to respond to and support the requirements and expectations of our workforce 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/3.5</p>	<p>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</p>	<p>5.1 In collaboration with our workforce we will further develop initiatives to underpin best practice in terms of staff health and wellbeing and ensure that MFRS provides</p>	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ Again this is a year on year objective , that continues to successfully support all our employees, with a range of both internal and external provision 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		<p>and timely and relevant interventions.</p> <p>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.</p> <p>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.</p> <p>5.4 To work with Managers to enable them to utilise the Service Capability and Absence and Attendance procedures to ensure that all employees are supported to perform to the best of their ability. This will be achieved via training and coaching of new and experienced Managers at their place of work in order to help them to choose appropriate management interventions available to them.</p>		
FP/22/23/3.6	Continue to review and adapt all HR Systems and related technological interactions	<p>6.1 To further develop the Page Tiger system to support and publicise all internal people issues</p> <p>6.2 To review all internal HR systems and continued interaction with other systems to increase efficiency</p>	<p>July-September 2022 update</p> <p>⇒ Work continues on this project</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/3.7	Enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide	<p>1.1 Introduce a revised Equality Impact Assessment process</p> <ul style="list-style-type: none"> • Introduce a robust process to undertake EIA's and review actions as a result • Develop guidance and training <p>1.2 Produce an Equality and Diversity Action</p>	<p>July-September 2022 update</p> <p>⇒ The equality work is monitored and scrutinised through the Culture and Inclusion Board which meets bi monthly.</p> <p>⇒ This board also feeds into and works with the Staff Networks and the Positive Action working Group</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		<p>Plan</p> <ul style="list-style-type: none"> • Develop an ED&I action plan • Link to service delivery plan • SMART objectives • Timelines • ED&I Risk Analysis • Include staff survey actions <p>1.3 Review ED&I Monitoring Data within the Service</p> <ul style="list-style-type: none"> • Develop Policy/SI • Protection data • Prevention data • POD data • Introduce ethnicity pay gap reporting <p>1.4 Embed Inclusive Leadership</p> <ul style="list-style-type: none"> • Unconscious Bias • CMI – leadership development programme • Mentoring/Coaching • Reverse mentoring • Masterclasses • Clear accountability <p>1.5 Undertake Disability Confident Peer Review to Achieve Level 3 Award</p> <p>1.6 Further develop our ED&I Resource Library</p>	<p>As described above the Culture and Diversity Board set the direction of this work, but a number of pieces of work continue to be delivered</p> <ul style="list-style-type: none"> ⇒ Review of the Staff Networks ⇒ Review of the Diversity implications of the Grievance and Discipline procedures ⇒ Working with Merseycare to look at the Just Culture Model ⇒ Review and revision of the EIA process, and the establishment of a clear sign off mechanism ⇒ Review and redesign of station based Training delivery 	
--	--	---	---	--

QUARTER 2: SERVICE PLAN REPORT

PREVENTION:

<p>FP/22/23/4.1</p>	<p>Continue to deliver Home Safety through intelligence target led activity.</p>	<p>1.1 We will further seek to professionalise prevention activity and align our activity to the developing NFCC work stream regarding a Person-Centred Approach to Home Safety.</p> <p>1.2 As the Person-Centred approach is adopted across the sector, we will train and develop our staff in line with standardised requirements to develop a competent, professional workforce to ensure we achieve this standard.</p> <p>1.3 To enable those who would not normally access our services to do so, we will introduce and develop the Online Home Fire Safety Check.</p> <p>1.4 We will quality assure all Home Safety activity utilising Station Managers for operational crews' visits and Prevention Team managers for advocate visits and subsequently evaluate effectiveness in line with the evaluation framework being developed at a national level. This will also include assurance against the introduction of the new MIS (CFRMIS).</p> <p>1.5 We will continue to review existing performance management frameworks to support greater effectiveness and to improve quality of outcomes.</p> <p>1.6 We will work flexibly and creatively both internally and with our key partners across all five Local Authority areas, to deliver meaningful Station Based Campaigns to support delivery of our strategy.</p> <p>1.7 We will actively contribute to more robust and broader Fire Prevention messaging through engagement with our Corporate</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Older Persons day was delivered utilising CFRMIS by operational crews and senior officers and safe and well forms by advocates. 1579 HFSC completed, 2486 leaflets delivered and 101 high-risk individuals identified. ⇒ NFCC Cost of living crisis media package and leaflet designed for distribution. MFRS Corporate Comms had a key role in this. Leaflets being ordered with a high risk and general leaflet being produced. ⇒ Winter campaigns are being organised to be undertaken in areas based on historic data for serious injuries and fatalities between December and March for the last 5 years. These campaigns will adopt a style more aligned to older-persons day given the success and engagement that promoted. ⇒ HFSC video is still in planning stages, with research being undertaken to identify best delivery method. Other media projects also include a Home Safety Video for the public including sign language provided by a local school 	<p>Target Date:</p> <p>March 2023</p>
----------------------------	--	--	---	---

QUARTER 2: SERVICE PLAN REPORT

		Communications department and media outlets pan-Merseyside.		
FP/22/23/4.2	Continue to deliver the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement.	<p>2.1 We will align our strategy and interventions to partners place based plans to ensure the most effective outcomes including use of assets and resources.</p> <p>2.2 We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan.</p> <p>2.3 We will monitor and respond if there are increased tensions that may occur because of hate crime or terror related incidents.</p> <p>2.4 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).</p> <p>2.5 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.</p> <p>2.6 MFRS Incident Investigation Team will continue to develop its adopted approach to ISO accreditation and work in support of meeting the standards expected by Forensic Science Regulator.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Local campaigns continue to be delivered on a monthly basis to ensure regular contact with partners is continued. ⇒ Bonfire plans are in place and are being delivered on both internally and externally. Bonfire activity runs from 24th October to 5th November. ⇒ MFRS supported Police colleagues during the spate of fatal shootings in Liverpool in September. Local campaigns were completed throughout Merseyside and crews engaged in being visible in the days after the tragic incidents. ⇒ School visits are being completed following the return to schools in September. These will continue to be completed during the academic year. ⇒ Water Safety forum continues to be chaired by MFRS water safety lead. ⇒ Incident Investigation Team are continuing to deliver against ISO accreditation and updates are provided as and when requested by senior managers. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.3	Continue to support a wide range of Children and Young People Programmes developing our activity in line with NFCC Youth Engagement Framework.	<p>3.1 Youth Engagement will continue to be an active and engaged stakeholder in the development of NFCC Youth Engagement work streams.</p> <p>3.2 MFRS are represented on a focus group to support the introduction and</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ A CRM (Prevention) Board paper will be delivered in respect of the Youth Education review in December 2023. This will primarily look at staffing and delivery, however it will reference a new strategic annual plan and guidance that 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		<p>implementation of NFCC Youth Engagement Competence and Training Framework: Ready to Engage.</p> <p>3.3 MFRS will contribute to the NFCC recommendation to reframe FRS's Early Intervention provision – Early Intervention Implementation Framework Proposal.</p> <p>3.4 YE will continue to support the Community Safety Strategy (2020 - 2024) and contribute to the seasonal campaigns such as the Bonfire Plan.</p>	<p>will inform how 3.1 – 3.3 will be delivered.</p> <p>⇒ MFRS will contribute to 3.4 through the Serious Violence Duty which will be discharged through the Youth Education Team in collaboration with our Community Safety priorities.</p>	
FP/22/23/4.4	<p>Continue to embed and review safeguarding throughout all areas of the Service.</p>	<p>4.1 Following the introduction and completion of Level 1 Safeguarding Training, MFRS will introduce a Safeguarding Training Competency that will ensure staff are trained to the appropriate level relevant to their role.</p> <p>4.2 In respect of 3.1, bespoke training packages such as Modern Slavery and Domestic Abuse will be delivered to ensure that all staff are able to identify the signs of abuse and report appropriately.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ Modern Slavery Training delivered by the Medaille Trust initially for Prevention, Protection and Youth Education. Following this, and e-learning package will be delivered for all remaining MFRS staff.</p> <p>⇒ New face to face training and delivery guidance notes being developed to reflect the Safeguarding Training Competency.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.5	<p>We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working.</p>	<p>We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ Liverpool John Moores University have released their report which is currently with the Prevention Management Team to review, reflect and evaluate. This work is on-going.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/4.6</p>	<p>We will aim to align our current fire investigation procedures to national and international standards.</p>	<p>6.1 MFRS Incident Investigation Team will continue to develop its adopted approach to International Organisation for Standardisation (ISO) accreditation and work in support of meeting the standards expected by Forensic Science Regulator.</p> <p>6.2 Incident Investigation Team (IIT) officers will work towards Tier 2 fire investigation accreditation, which will align to ISO accreditation.</p> <p>6.3 All MFRS Watch Managers and Crew Managers will complete Tier 1 accredited training which will align to ISO accreditation</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Pre-inspection went ahead on 21st and 22nd September. The feedback is being reviewed so IIT can action the points raised as they continue to work towards gaining the accreditation. ⇒ Current Incident Investigation Team (IIT) officers (Station Manager A's) are accredited to tier 2 fire investigation. Currently 2 members of the team have Level 2 status, the 3rd member is working towards this accreditation. ⇒ Confirmation of contract agreement with Gardiners has been given and training has started to be rolled out from 1st October 2022. The first 24 officers have started the training, an update will be provided in Q3. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/4.7</p>	<p>Develop Information Sharing Agreements with key stakeholders to support improved outcomes for vulnerable people.</p>	<p>7.1 Review existing ISA's for accuracy and relevance.</p> <p>7.2 Collaborate with health partners to review how we can utilise the Combined Intelligence for Population Health Action (CIPHA) data to target the most vulnerable people in our communities.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Work continuing with Department of Health (Liverpool City Council) and the Civic Data Cooperative (University of Liverpool) to receive the Combined Intelligence Data for Population Health Action (CIPHA) data. This has been presented at the CRM Board and an update will be submitted following sign off. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/4.8</p>	<p>Embed CFRMIS within all Prevention activity and explore other areas of new technology in line with NFCC Person Centred Approach</p>	<p>8.1 Review the introduction of CFRMIS for Operational Crew HFSC delivery via an online survey to receive feedback on initial implementation.</p> <p>8.2 Develop the CFRMIS triage system for Fire Service Direct (FSD) for incoming</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ CFRMIS is now live for all prevention staff alongside operational crews and the referral to prevention process for crews has been updated to reflect this ⇒ On going work on 8.4 to identify other communication channels to utilise to 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		<p>referrals and inbound and outbound telephone calls.</p> <p>8.3 Develop the CFRMIS Safe and Well Form to ensure that Vulnerable Persons Advocate are able to complete the visit electronically and any onward referrals are sent immediately.</p> <p>8.4 We will work with NFCC and national external partners to close any gaps in terms of communities accessing our Service. This will include development and embedding of the Online Home Fire Safety Check (OHFSC) for those who are difficult to reach.</p>	<p>engage with the most difficult to reach members of the community</p>	
FP/22/23/4.9	<p>Revise the risk management process (RM1) and introduce a new protocol, to assist Prevention teams and operational staff.</p>	<p>9.1 Review the RM1 process to ensure that the information recorded on Vision Boss is relevant and accurate.</p> <p>9.2 Ensure all RM1 submissions are incorporated into the Prevention revisit strategy, which will allow for the records to remain relevant and accurate.</p> <p>9.3 Review the RM1 codes to ensure that they are fit for purpose and easily understood.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ The RM1 Task and Finish Group will reconvene following issues identified with regards to quality of submissions and quantity of RM1 referrals.</p>	

PROTECTION:				
		<p>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:</p> <ul style="list-style-type: none"> ○ Relevant Legislation ○ Building Construction ○ Facilities for firefighting in buildings 	<p><u>July-September 2022 update</u></p> <p>⇒ Building Construction package released with legislation, firefighting facilities due to be released in December 2022.</p> <p>⇒ Accredited fire safety qualification is now in place and has been delivered to a</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/5.1</p>	<p>Resource and support operational response</p>	<ul style="list-style-type: none"> ○ Use of firefighting facilities <p>1.2 Develop an accredited fire safety qualification for operational firefighters</p> <p>1.3 Underpin learning by developing a suite of videos to support operation crews in relation to:</p> <ul style="list-style-type: none"> ○ Ventilation and extraction systems ○ Identification and operation of firefighting lifts. ○ Interrogation of alarm and detection systems. <p>1.4 Provide an Unmanned Aircraft System to support incident management and protection activity, in alignment with the CAA requirements.</p> <p>1.5 Provide statutory protection activity and emergency response tactical advice at all times.</p>	<p>number of recruit courses with a first cohort of apprentice firefighters due to complete their workbooks imminently.</p> <p>⇒ Drone has now been purchased with enhanced capability now in place following procurement process. 3 protection response officers have completed pilot training with 1 remaining to undertake Emergency Light Vehicle driving (ELVD) course. Response provision available via 2 of the 3 Protection Response Officers with additional resilience in place via identified officers in the Station Manager cohort.</p> <p>⇒ Protection response officer rota is in place for response purposes and is again supplemented by identified officers in the Station Manager cohort.</p>	
<p>FP/22/23/5.2</p>	<p>Enhance our regulatory activity via review and development</p>	<p>2.1 Review the Premises Risk Model methodology to inform the Risk Based Inspection Programme, and enable evaluation of effectiveness, efficiency and impact on Protection activities.</p> <p>Implement a fire safety concerns reporting mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, such as operational incidents and SOFSA.</p> <p>Implement a fire safety concerns reporting mechanism for members of the public to feedback any new or emerging information or risks about buildings.</p> <p>Align MFRA doctrine to the changes to legislation in relation to Fire Safety and Building Safety, and engagement with the</p>	<p><u>July-September 2022 update</u></p> <p>⇒ Risk Based Inspection Programme (RBIP) methodology is being reviewed with a revised matrix around frequency of inspections to be developed.</p> <p>⇒ Fire safety concerns reporting mechanism for members of the public due to go live with assurance and feedback to be gathered for end of calendar year. Associated Service Instructions still need to be compiled based on outcomes of findings from the assurance for the internal and external reporting mechanisms.</p> <p>⇒ Specific personnel within the dept have been assigned to ensure all departmental procedures and Service Instructions are reviewed and updated in</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		Building Safety Regulator requirements for the Gateway system	regards to changes to approach and introduction of new legislation.	
FP/22/23/5.3	Ensure departmental structure, training, competence and capacity is suitable in the context of risk, demand and vulnerability	<p>3.1 Review and develop directorate structure to ensure a sustainable and competent workforce, through succession planning for green and grey book posts for all protection activity</p> <p>Adopt NFCC Competency Framework and Accreditation for Fire Safety Regulators, with entry onto the Contextualised Auditors Register, attaining entry to the Engineering Council.</p> <p>Ensure staff development and competence is monitored and recorded, through a quality assurance framework</p> <p>Provide ongoing CPD to staff, making use of the LABC/NFCC website resources.</p> <p>Provide safeguarding training bespoke to modern slavery and human trafficking.</p> <p>Ensure Fire Protection Standards are implemented and recorded on the associated toolkit.</p>	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ Trial applicants still progressing with their registration process. Delays experienced by Institute of Fire Engineers (IFE) and regular engagement and liaison ongoing to identify any assistance we can provide. ⇒ Associated procedural doctrine and assurance process still to be developed. ⇒ Modern slavery training delivery commenced. Some team members still to receive training due to final session being postponed following no show by training provider. ⇒ 17 of the 18 required criteria for the Protection Fire Standard are in place. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/5.4	Develop a cross functional, single platform, Management Information System	<p>Implement Community Fire Risk Management Information System (CFRMIS) application with the associated modules for:</p> <ul style="list-style-type: none"> ○ Protection ○ Prevention ○ Preparedness 	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ Prevention and Protection modules are now embedded and live with refinements and enhancements being addressed based on end user feedback. ⇒ Operational Intelligence module development has commenced. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/5.5	Implement the requirements of the Grenfell Tower Inquiry project	Implement the remaining elements of the GTI Analytic Tool in preparation for the release of the Phase 2 findings	July-September 2022 update	Target Date:

QUARTER 2: SERVICE PLAN REPORT

			<ul style="list-style-type: none"> ⇒ of 46 recommendations are at amber status (GR02, GR12, GR17, GR18, GR19, GR21, GR25 and GR29) with progress against each recorded on the dedicated action tracker. ⇒ of 46 not yet commenced (GR08, GR09, GR28, GR30, GR38 and GR39). These are reliant on release of new legislation due for release from January 2023. ⇒ 32 of 46 are complete and delivered. 	March 2023
FP/22/23/5.6	Engage with our business communities.	Develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. Develop an ED&I monitoring process for all fire protection activity Develop partnership working with internal and external stakeholders to reduce Unwanted Fire Signals (UwFS)	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Business Safety week delivered. This quarter has recorded the completion of a further 685 Simple Operational Fire Safety Assessments (SOFSAs) bringing the year to date total to 1365. The monthly average has improved from 195 per month to 227. This increase will undoubtedly have been supported by the services involvement in supporting the National Fire Chiefs Council (NFCC) Business Safety Week. This update marks the midpoint against the 3 year plan with 3551 SOFSAs being completed against the target of 6336 and a further improved monthly average of 197. If this completion rate continues for the remainder of the plan we remain on target to exceed the SOFSA target. 	Target Date: March 2023

QUARTER 2: SERVICE PLAN REPORT

NATIONAL RESILIENCE:

<p>FP/22/23/6.1</p>	<p>Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate (carried over from 2021/22)</p>	<p>1.1 Identify FRS who have implemented local arrangements for standard test recording 1.2 Liaise with the Prime Contractor to identify their requirements for resource management systems 1.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the National Resilience website 1.4 Liaise with National Resilience Assurance Team (NRAT) capabilities to ensure training management system requirements are contained in the recording system</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Ongoing through New Dimensions 2 project, Functional Plan and IRMP objectives. ⇒ Regular National Resilience Assurance Team (NRAT) team capability meetings take place to discuss cross capability issues. ⇒ Regular meetings with Home Office and Delivery Partners 	<p>Target Date: March 2023</p>
<p>FP/22/23/6.2</p>	<p>Implement the use of Resilience Direct as a secure and reliable means to support routine working and provision of incident status updates to Home Office and other key stakeholders</p>	<p>2.1 Liaise with FRaME colleagues to confirm agreement in the use of Resilience Direct. 2.2 Run test sessions using past incidents prior to implementation. 2.3 Undertake training on how to utilise Resilience Direct system and create incident pages</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ First tranche of Resilience Direct (RD) Training to be delivered by Cabinet Office RD team arranged for Q4 2022. ⇒ 1st session took place on 26th & 27th Oct ⇒ 2nd session planned for December to cover all National Resilience staff 	<p>Target Date: March 2023</p>
<p>FP/22/23/6.3</p>	<p>Work with Home Office in the review and revision of the Industrial Action Business Continuity Planning (IA BCP) process.</p>	<p>3.1 Review current question set and undertake gap analysis 3.2 Work with stakeholders in identifying an appropriate methodology for establishing the suitability of IA BCP arrangements 3.3 Ascertain governance arrangements for future IA BCP surveys and document/record appropriately 3.4 Develop relevant framework to ensure consistency of approach for future IA BCP surveys.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Ongoing National Resilience Assurance Team continue to work with partners 	<p>Target Date: March 2023</p>
<p>FP/22/23/6.4</p>	<p>Develop and produce learning materials to complement the provision of the National Resilience</p>	<p>4.1 Undertake gap analysis of current materials in the context of the maintenance of competence (MOC) framework.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Development of Maintenance of Competency (MOC) recording framework 	<p>Target Date:</p>

QUARTER 2: SERVICE PLAN REPORT

	Maintenance of Competency Framework	<p>4.2 Complete Equality Impact Assessments for training content.</p> <p>4.3 Develop and produce relevant materials relevant to NR specialist capability operator, instructor and tactical advisor requirements</p>	<p>piloted on new National Resilience website.</p> <p>⇒ Governance and status of MoC to be monitored during pilot</p>	March 2023
FP/22/23/6.5	Following the deployment of resources in support of the Greece wildfires, explore the feasibility of developing protocols and mechanisms to support future National Resilience provision in response to overseas deployment requests	<p>5.1 Identify if a sustained provision of a long term capacity and capability for National Resilience overseas deployment is required.</p> <p>5.2 Establish what capabilities may be required and identify suitable resources (including personnel, equipment and finances).</p> <p>5.3 Undertake discussions across Government departments to identify appropriate mobilising mechanisms.</p> <p>5.4 Document associated procedures accordingly including any necessary updates to national doctrine (for example NCAF)</p>	<p><u>July-September 2022 update</u></p> <p>⇒ Ongoing with National Resilience Strategic Lead, and Home Office further discussions regarding Crown Dependencies raised at National Resilience Board and amendments to National Co-ordination and Advisory Framework (NCAF) to be made in due course through National Resilience Board updates</p>	<p>Target Date:</p> <p>March 2023</p>

Page 169

STRATEGY & PERFORMANCE:

FP/22/23/7.1	To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide	<p>1.1 Deliver the 2022 Staff Survey</p> <ul style="list-style-type: none"> Deliver fifth staff survey with People Insight <p>1.2 Continue ED&I Training</p> <ul style="list-style-type: none"> Complete face to face training Develop further eLearning opportunities <p>1.3 Improve relationships and engagement with diverse communities</p>	<p><u>July-September 2022 update</u></p> <p>⇒ 1.1 People Insight have been engaged to deliver the 5th MFRS Staff Survey. The survey will be launched on 14th November and run until 19th December 2022. Results of the survey will be presented to Authority and staff in early 2023.</p> <p>⇒ 1.2 ED&I Training Update Face to face ED&I sessions continue to be delivered to staff across the service.</p>	<p>Target Date:</p> <p>March 2023</p>
---------------------	--	---	---	---

QUARTER 2: SERVICE PLAN REPORT

- Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities
- Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required.
- Data -led risk and equality analysis

Total number of sessions delivered since May 2019 - **108**
13 sessions booked between September and December
 National Resilience Team scheduled to receive training 3rd and 10th November
 Total of **195** places available over these sessions
 Total of **148** staff still to attend
 Consideration is being given to virtual training sessions delivered via Teams
 ED&I Learn Pro Package – total Of **863** staff completed

⇒ **1.3 Improve relationships and engagement with diverse communities**

Work has continued to progress with Phase 1 – Information Gathering as detailed below:

- Community Engagement Advisor is now part of the Community Impact Fund panel who consider applications and make recommendations for approval.
- The Building Accessibility Reference Group has had initial meeting and will address a number of actions going forward
- Community Engagement Advisor has attended Area Manager Station Visits and observed presentations around - Knowing your community (profile, demographics, and known ASB areas
- Community Engagement Advisor is part of the Task and Finish Group - Cost of Living
- Autism Adventures Community Event (26th August) attended by crew and appliance from Belle Vale
- Visit my Mosque Day (3rd September) crews and appliances from Toxteth, Birkenhead and Kensington visited mosques across Merseyside
- NFCC Business Safety Week (7th Sept) operational firefighters, fire safety staff and Community Engagement Advisor visited a number of diverse businesses

QUARTER 2: SERVICE PLAN REPORT

			<p>across Merseyside and offered help, advice and guidance to help minimise the risk of fire in the workplace</p> <p>Going Forward</p> <ul style="list-style-type: none"> • Knowing Our Communities Engagement on stations with crew members • Review of HFSC ED&I Monitoring Data • Develop communications around equality data collection • Evaluating and review of Census data when released (November 22 – January 2023) • Identifying and engaging with key external stakeholders 	
<p>FP/22/23/7.2</p>	<p>To make the most effective use of organisational information whilst continuing to improve information security and governance.</p> <p>a) Continuing to digitally transform the organisation</p> <p>b) Continuing to ensure compliance with information governance and security legislation and regulations</p>	<p>Continuing to digitally transform the organisation</p> <p>2a.1 To play a key role in the implementation and integration of CFRMIS (Community Fire Risk Management Information System). This year will focus on phase 2 of the Prevention implementation and the Ops Intel (SSRI) module.</p> <p>2a.2 Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.</p> <p>2a.3 Upgrade and migrate from SharePoint 2013 to SharePoint Online.</p> <p>Continuing to ensure compliance with information governance and security legislation and regulations</p> <p>2b.1 Continue to work through the development of the Record of Processing for the Service, to enable us to identify and understand the risks involved to effectively manage our data.</p> <p>2b.2 Continue to improve our processes within Information Governance and Security</p>	<p>July-September 2022 update</p> <p>⇒ 2a - CFRMIS</p> <p>The last three months have been focused on Prevention phase 2 - developing all the screens, workflows and functionality that will be used by Fire Service Direct, Home Safety Team and Arson Team. This new development streamlines and automates all the manual processes including double keying into Goldmine. It also tracks referrals throughout the 21-day intervention process, and auto creates new jobs based on the outcome of previous visits.</p> <p>Full user acceptance testing across all districts started on Monday 15th August. Whilst testing is progressing, the focus will be to integrate the Safelincs online HFSC to ensure referrals are flowing into CFRMIS and creating jobs were necessary. Automated onward referrals will also be built into the application.</p> <p>⇒ National Resilience Application</p> <p>Development carried out in this period included the new survey builder, which gives National Resilience Assurance Team users the ability to build surveys and distribute them across the</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

to enable us to manage and utilise the information we process more effectively and minimise risks.

Continue to develop our Records Management processes to ensure the authenticity and availability of our records thus helping to achieve our mission and assist compliance with government laws and regulation requirements.

user base. This allowed us to create and distribute the new Business Continuity Planning Survey to all FRSs on 1st August.

Other continuous improvement changes committed to Live include:

- Maintenance of Skills is now fully live (previously restricted to invited users only)
- NRAT Calendar - updated to be open to all users, with only NRAT able to add/edit
- Imported local course data to the Training Management System (TMS)
- TMS improvements
- Rebranded "Training Environment" to eliminate user confusion
- Updated Status Map view: default now shows FRS boundaries (in their status colour) and only deployed assets

⇒ **SharePoint Migration**

Good progress is being made in initiating this project. The following workstreams are currently progressing well:

- Integration of accurate data between ResourceLink and Active Directory (AD). This will ensure AD is used as the single source of truth for SharePoint and other applications moving forward. SharePoint will receive accurate data regarding all users i.e. Function/department, location, line manager(s), assisting with permissions/access management.
- Creation of a virtual server for the Sharegate migration tool. This will be used to automate the migration of data and content from SharePoint 2013 (on-prem) to SharePoint Online (M365).
- Stakeholder identification
- Project scoping
- The contract with Silversands has been drafted and is with the supplier for signature.

QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/7.3</p>	<p>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p>	<p>3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:</p> <ul style="list-style-type: none"> • Support the effective communication, understanding and embedding of the new Service Leadership Message and Values internally and externally through effective communications in multiple formats. • Support for functional plan and IRMP delivery across the service – publicising outcomes • Support for specific areas of work including TDA Project, Pass Out, Youth engagement • Maximise opportunities for collaboration with partners • 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, new animation software for internal and external comms • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Develop training videos in support of Articulate (formerly LearnPro) development • Support positive action and Staff Network growth and development 	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ New leadership message is embedded throughout all external and internal comms, across multiple channels and all formats we have available at our disposal. ⇒ Functional plan and IRMP delivery is fully supported with all comms ⇒ TDA project, Pass Out, Staff Network support, Recruitment, Home Cost of Living, Home Safety, among many other specific work streams all supported effectively by the team ⇒ Collaboration with partners is always sought and maximised where possible ⇒ New microphones, camera equipment and lenses purchased to enhance and improve professional video, software continues to provide good quality solutions for social media videos etc. ⇒ Continue to provide support as requested for NR, UKISAR, EMT ⇒ Training videos on Specialist pods scheduled to begin in Jan 2023 ⇒ Supporting Positive Action and Staff Networks- part of Positive Action working group, Comms team members 'embedded' in staff networks, producing innovative and well-received work such as Black History Month video 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/7.4</p>	<p>Work with other Functions to review and refresh the Corporate Risk Register 2022-23</p>	<p>4.1 Considering the NFCC Definition of Risk project and MFRA risks and opportunities, develop a new approach to managing corporate risk.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Work continues with Legal to engage an external company to review and advise on how the Corporate Risk Register should progress. A meeting was held in October with the company and a 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

			proposal put forward which is being considered.	
FP/22/23/7.5	Monitor and coordinate the implementation of National Fire Standards.	5.1 Implement a process to ensure that all national FRS Standards are complied with.	<p>July-September 2022 update</p> <p>⇒ Progress against the National Fire Standards continues to be monitored through the usual meeting governance structure and completion of Toolkits. A process of internal assurance will be introduced in Q3.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/7.6	Implement an ICT Infrastructure that will enable efficiency through current and emerging technology	<p>6.1 Three (3) key activities in the ICT service pipeline this year are:</p> <ul style="list-style-type: none"> • CAD-MIS Project Phase Two • Enhanced Virgin Media Network • Multi-Functional Device (MFD) Retender 	<p>July-September 2022 update</p> <p>ESN Ready & DCS</p> <p>⇒ The upgrade of the end of life Airwave equipment to the new DCS is ongoing and aligned to ICCS technical refresh activities. Airwave has installed fibre at SHQ. Work is underway on the PID and the project plan. The key equipment to upgrade core equipment and Fire Control operator positions is on order and the design of the final solution is progressing.</p> <p>Dynamic Cover Tool</p> <p>⇒ The MFRS internal development team have produced a new application called Aura, which satisfies all the minimum requirements for such a tool. The software will be available in the Fire Control training room, with feedback informing any future changes to the product.</p> <p>London Fire Survival Guide</p> <p>⇒ Investigations continue to explore the integration of London Fire Brigade's Fire Survival Guidance application into the Vision 5 mobilising system. Whilst this work continues, an internal solution has been produced which has been</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

			<p>implemented into Fire Control and satisfies minimum requirements.</p> <p>Enhanced Virgin Network</p> <ul style="list-style-type: none"> ⇒ The new 10gb fibre link between SHQ and TDA is up and running; five station links with new routers have been upgraded to 100mb. Switches for the remaining stations are being configured prior to install. The station aggregation routers have been configured prior to installation at SHQ & TDA. <p>Multi-Functional Device Retender</p> <ul style="list-style-type: none"> ⇒ Tender proposals were received from four suppliers. The bids were reviewed and scored and a paper citing HP as the winning vendor was approved by the Authority on 9th June 2022. Commissioning is taking place 	
<p>FP/22/23/7.7</p>	<p>Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the Emergency Services Network (ESN), which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this.</p>	<p>7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN</p> <p>7.2 Have a fully operational connection to the ESN upon completion</p> <p>7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally</p> <p>7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 7.7.1 Work continued during the reporting period to reinforce our position as a lead "Assurance Partner" within the Programme and de-risk our future transition from Airwave to ESN. ⇒ Project Management meetings with Telent and SSS Ltd (Capita) to deliver both the Technically Ready and Approved Refresh elements of the Integrated Communications Control System (ICCS) required by the ESN are ongoing. ⇒ 7.7.2 Our Direct Network Service Provider (DNSP) connection into the ESN via the Managed Firewall agreement with Vodafone is currently disconnected following concerns raised over the inadequate security policies and 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

			<p>procedures within Motorola (a key supplier who share connections to the ESN).</p> <ul style="list-style-type: none"> ⇒ The DNSP will only be re-enabled once the NFCC Security Group are convinced that Motorola’s security standards have improved to a satisfactory level. ⇒ 7.7.3 Potential risks to both MFRS and the ESN project will continue to be managed in cooperation with the Programme SIRO board and system providers. ⇒ To minimise potential disruption during the extended period of Airwave activity prior to ESN, a project to replace key Airwave infrastructure at Merseyside SHQ has begun which will replace end of life (EOL) equipment with the latest Dispatch Communications Server (DCS) from Airwave. ⇒ 7.7.4 Merseyside FRS has continued to work closely with third party suppliers for vehicle installations and other suppliers for enhanced coverage devices and extenders. Further work on test scripts and user requirements have continued during the reporting period with assistance provided to other agencies during major events. 	
<p>FP/22/23/7.8</p>	<p>Consider ways in which catering services can become more environmentally sustainable.</p>	<p>8.1 Work with Estates and Procurement teams to identify approaches to improving sustainability that are cost neutral.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Small gains have been made in this area, but the bulk of the work will be considered when the work to produce an organisation-wide net zero roadmap has been completed. 	<p>Target Date: March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

FINANCE:				
FP/22/23/8.1	Review the outcome of the Fair Funding Review, Business Rates Re-set, Comprehensive Spending Review (CSR) 2022 and determine the impact on the current MTFP.	<p>1.1 Respond to any consultation, and</p> <p>1.2 Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and</p> <p>1.3 Assess the impact on the 2022/23 MTFP and report as part of the 2023/24 Budget Process.</p>	<p>July-September 2022 update</p> <p>⇒ The outcome of the fair funding review and Comprehensive Spending Review (CSR), and any consultation, is not expected until Qtr 3.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/8.2	Look at Immediate Detriment Framework challenge that would allow FPS members access to their legacy scheme ahead of the legislation changes.	<p>2.1 Complete data capture and validation exercise.</p> <p>2.2 Work with LGA and LPP to identify issues within current legislation to determine a way forward to process cases under IDF.</p> <p>2.3 Seek further legal and tax advice if required.</p> <p>2.4 Monitor new legislation and regulation changes.</p> <p>2.5 Consult with the representative bodies as required.</p>	<p>July-September 2022 update</p> <p>⇒ Data exercise 99% complete and should be finished by early December. Government have yet to consult on secondary and regulatory changes, but the consultation is expected to commence early in the new year with all legislation and regulation in place before October 2023.</p> <p>⇒ Officers will continue to monitor the situation and work with LPP (MFRA FPS administrators) to enable the remedy to be implemented by October 2023, however the LGA have expressed some concerns about how realistic the October 2023 deadline is.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/8.3	Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask	<p>3.1 Review current procurement strategy and update as required</p>	<p>July-September 2022 update</p> <p>⇒ Officers are working on preparing a Procurement Strategy update that will</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		3.2 Consider procurement route options, using local suppliers, Modern Slavery Ask, use of existing frameworks etc.	include a comprehensive statement on how the Authority will meet the Modern Slavery ask. A report is expected to go to Members in Qtr 3 / Qtr 4.
--	--	---	--

LEGAL & DEMOCRATIC SERVICES:

LEGAL:				
FP/22/23/9.1	To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.	1.1 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.	<u>July-September 2022 update</u> ⇒ The project has now commenced and will be managed through the contract by the Estates team.	Target Date: March 2023
FP/22/23/9.2	To undertake an audit of the management of risk within the insurance provisions and identify any recommendations for new ways of working.	2.1 To liaise with all of the relevant departments to review the processes in place for the insurance provisions and test its effectiveness.	<u>July-September 2022 update</u> ⇒ The audit is now complete, an internal report will be presented to the relevant boards identifying any significant risks and recommendations	Target Date: March 2023
DEMOCRATIC SERVICES:				
FP/22/23/9.3	To review and refresh the Authority's Members Development Strategy and Programme, to ensure effective governance delivery and provides Members with the required knowledge and skills to undertake their roles effectively.	3.1 To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps. 3.2 To undertake evaluations of the learning opportunities provided to ensure they are fit for purpose.	<u>July-September 2022 update</u> ⇒ A skills audit has been undertaken by members of the POD team from the information Members have provided. the outcomes will be presented at the next Member Development Group	Target Date: March 2023
FP/22/23/9.4	To undertake a review of the Teams delivery output to help facilitate decision making and governance	4.1 To review the Committee meeting minute style and agenda pack to ensure it is accessible to the public and facilitates decision making for Members.	<u>July-September 2022 update</u> ⇒ A review of the pack has been undertaken and a house style is currently being developed.	Target Date: March 2023

QUARTER 2: SERVICE PLAN REPORT

	arrangements for Members and the committees.	4.2 To provide training as appropriate to deliver consistency in reports and technology in attendance and presentation at committees.		
--	--	---	--	--

GLOSSARY OF TERMS:

24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ADF	Accidental Dwelling Fire	MERSOG	Merseyside Road Safety Partnership
AGM	Annual General Meeting	MHFA	Mental Health First Aid
AM	Area Manager	MoU	Memorandum of Understanding
APB	Annual Pension Benefit	MRSP	Merseyside Road Safety Partnership
ARA	Analytical Risk Assessment	MTFA	Marauding Terrorist and Firearms
ASB	Anti-Social Behaviour	NCAF	National Co-ordination and Advisory Framework
CBRNE	Chemical Biological Radioactive Nuclear and high yield Explosives	NFCC	National Fire Chiefs Council
CBT	Crew Based Training	NILO	National Interagency Liaison Officer
CFRMIS	Community Fire Risk Management Information System	NOG	National Operational Guidance
CFOA	Chief Fire Officers Association	NOL	National Operational Learning
CFP	Community Fire Prevention	NRA	National Risk Assessment
CFP	Community Fire Protection	NRAT	National Resilience Assurance Team
CM	Crew Manager	NPG	National Procurement Group
CPD	Continuous Professional Development	NVQ	National Vocational Qualification
CRM	Community Risk Management	NWAS	North West Ambulance Service
CSP	Community Safety Partnership	NWFO	North West Finance Officer
DCFO	Deputy Chief Fire Officer	NWFRS	North West Fire and Rescue Services
DCLG	Department of Communities & Local Government	NWRPT	North West Regional Procurement Team
DCWTR	Day Crewing Whole-time Retained	OH	Occupational Health
DIM	Detection, Identification and Monitoring	OIG	Operational Intelligence Group
DoH	Department of Health	OPRT	Operational Performance Review Team
DSE	Disability Equalities Scheme	PAS	Primary Authority Scheme
E&D	Equality & Diversity	PCC	Police & Crime Commission
E,D&I	Equality, Diversity and Inclusion	PID	Project Initiation Document

QUARTER 2: SERVICE PLAN REPORT

EET	Education, Employment or Training	POC	Proof of Concept
EFAD	Emergency Fire Appliance Driver	POD	People & Organisational Development
EIA	Equality Impact Assessment	PQRIS	Provision of Operational Risk Information System
EPU	Environmental Protection Unit	PPE	Personal Protective Equipment
ESMCP	Emergency Services Mobile Communication Programme	PPRS	Prevention, Protection and Road Safety
ESN	Emergency Services Network	PRM	Premises Risk Model
FF	Fire-fighter	PTI	Physical Training Instructor
FSN	Fire Support Network	PVP	Protecting Vulnerable People
FRA	Fire & Rescue Authority	RBIP	Risk Based Inspection Programme
FRS	Fire & Rescue Service	RM1	Risk Management 1
GDPR	General Data Protection Regulations	RNLI	Royal National Lifeboat Institute
GM	Group Managers	RLSS	Royal Life Saving Society
HFSC	Home Fire Safety Check's	RRRG	Road Risk Review Group
H&S	Health & Safety	RSL	Registered Social Landlord
HMEPU	Hazardous Materials Environmental Protection Unit	RTC	Road Traffic Collision
HVP	High Volume Pump	SCG	Strategic Command Group
IC	Incident Commander	SI	Service Instruction
ICCS	Integrated Communication Control System	SIRAH	Site Information Risk and Hazard
ICT	Information Communication Technologies	SIT	Street Intervention Team
ICU	Incident Command Unit	SLT	Strategic Leadership Team
IIT	Incident Investigation Team	SME's	Small Medium Enterprises
IRMP	Integrated Risk Management Plan	SM	Station Manager
IRS	Incident Reporting System	SOFSA	Simple Operational Fire Safety Assessment
ITHC	Information Technology Health Check	SOP	Standard Operational Procedure
JCC	Joint Control Centre	SPA	Safe Person Assessment
KSI	Killed and Seriously Injured (in relation to road safety)	SSRI's	Site Specific Risk Information
LCR	Liverpool City Region	StARS	Staff Attendance Record System
LFRS	Lancashire Fire & Rescue Service	T&C's	Terms and Conditions
LJMU	Liverpool John Moores University	TCG	Tactical Command Group
LLAR	Low Level Activity Risk	TDA	Training and Development Academy
LPB	Local Pensions Board	TNA	Training Needs Analysis
LPI	Local Performance Indicators	VPI	Vulnerable Person Index
LSP	Local Safeguarding Partnership	UAT	User Acceptance Test
MAIC	Multi Agency Information Cell	UKFRS	United Kingdom Fire and Rescue Service
MASAD	Multi-agency Specialist Assessment Team	WM	Watch Manager

QUARTER 2: SERVICE PLAN REPORT

MASH	Multi Agency Safeguarding Hub	WTR	Whole-time Retained
MDT	Mobile Data Terminal	YE	Youth Engagement
MERPOL	Merseyside Police	YOS	Youth Offending Scheme
MFRA	Merseyside Fire & Rescue Authority	YPS	Your Pension Service

This page is intentionally left blank

SERVICE DELIVERY PLAN 2022-23:

April to September 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.



BENCHMARK INDICATORS

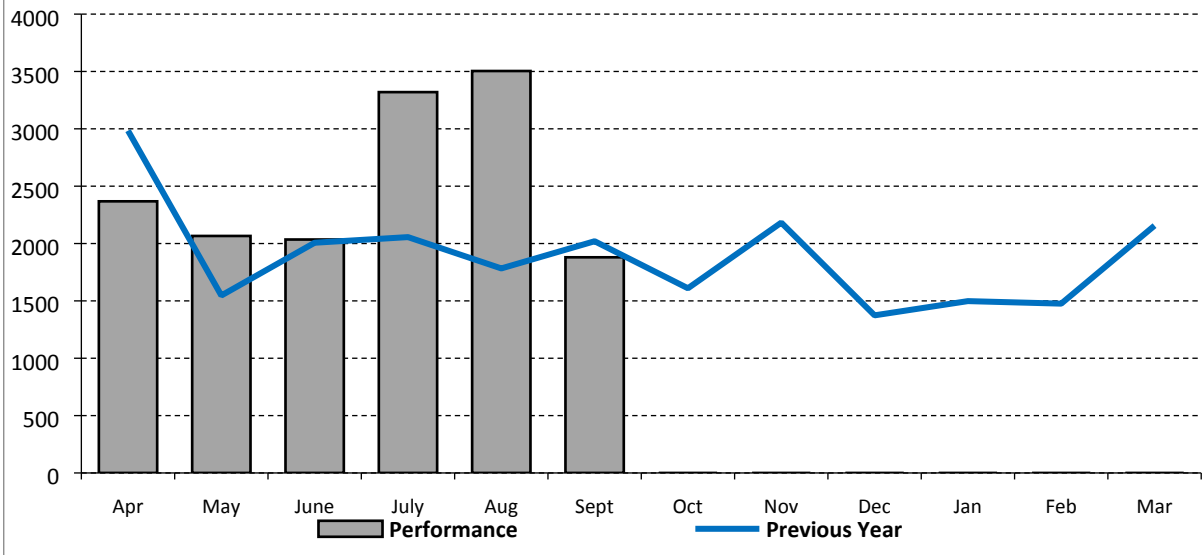
TC00 Total number of emergency calls received

Service Plan Target

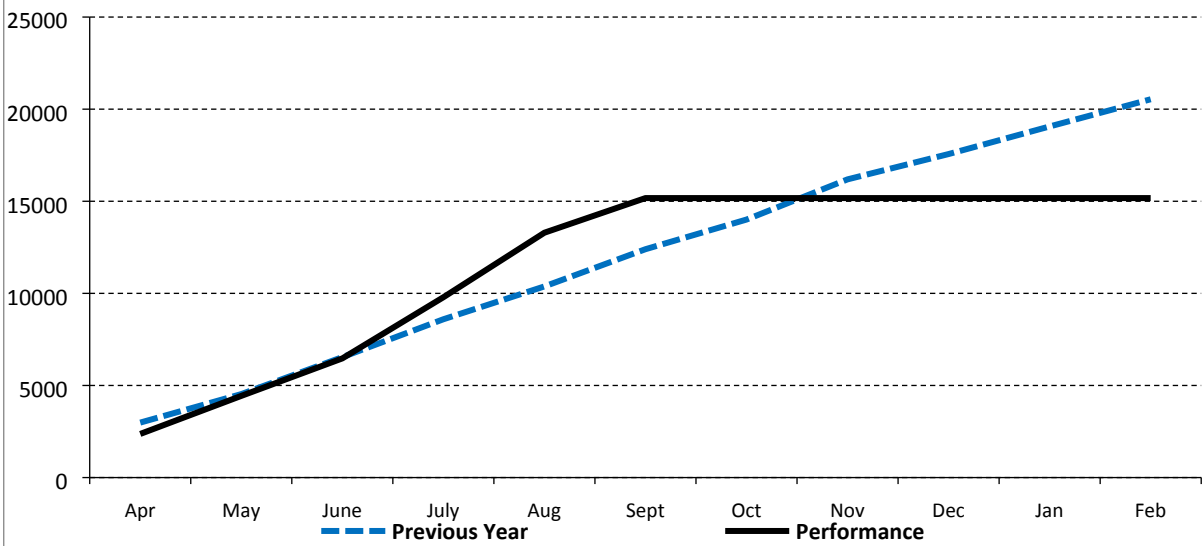
No target - Quality Assurance

Progress to Date

15173



Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

TC00

From 1st April to 30th September Fire Control received 15173 emergency calls. This was 2776 more calls than this time last year, when 12397 calls were received.

April saw a high number of calls (2368) but this increased significantly in July (3320) and August (3504); affected by unusually warm and dry spells. August saw the highest number of calls since April 2010 when 3850 calls were received. This increase in calls is reflected in the number of fires attended.

This indicator does not have a target it is monitored for quality assurance only.

DO22

Cumulatively 96% of 999 calls were answered within 10 seconds achieving the performance standard of 96% target.

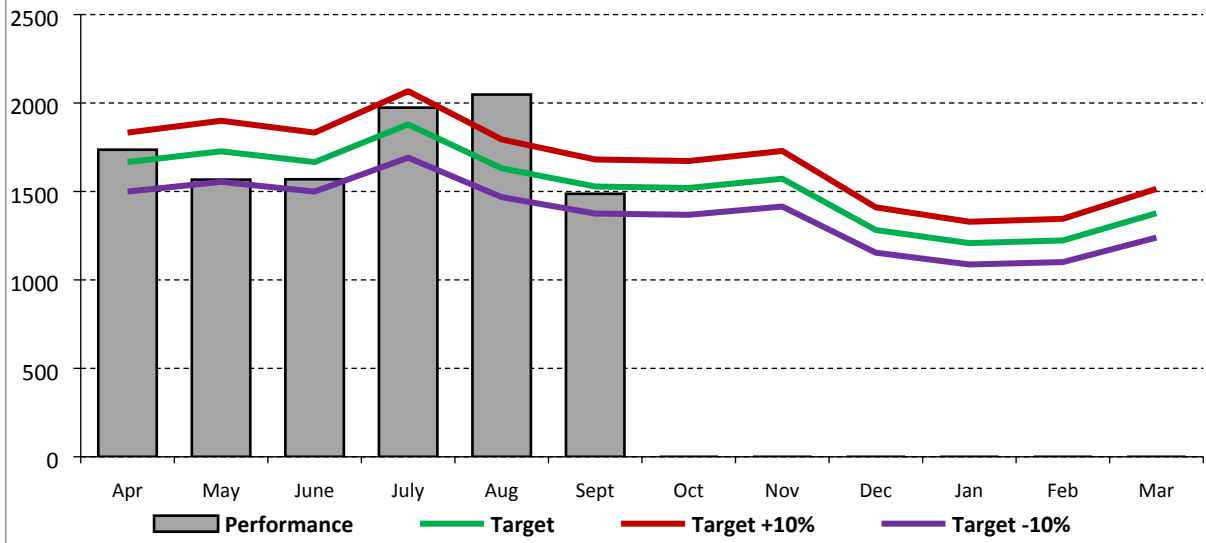
TC01 The total number of incidents attended

Service Plan Target
Apr-Sept 2022

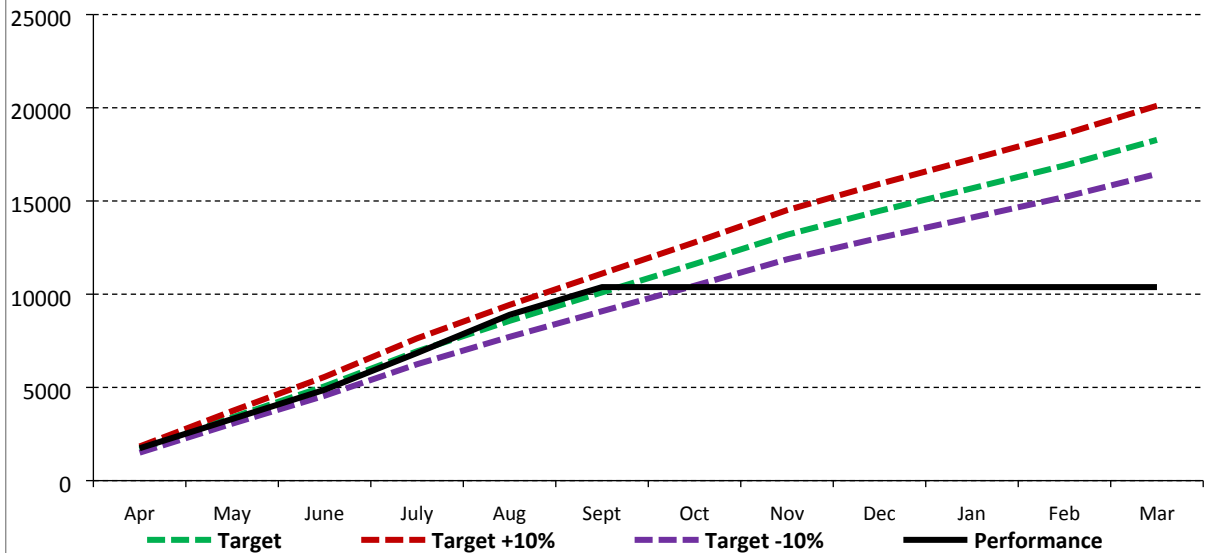
10097

Progress to Date

10381



Cumulative Performance



TC01 Total number of incidents attended

TC01

Due to an increase in the number of most incident types during July and August this indicator is within 10% of target with 10378 incidents attended against a target of 10097. This is also 663 more incidents than at this time last year (10097).

There were peaks in July (1972) and August (2048). Weather was exceptionally hot during July and August which could be a contributory factor to the peak in incidents. August saw over 500 more incidents than the previous year and the highest number of incidents in the 15 years since we started using the Incident Reporting System (IRS).

The number of Special Service incidents attended (2658) when compared to previous years (2552 in this period of 2021-22) continued to increase, this is due to MRS assisting partner agencies in ways such as assisting with entry to buildings on a more regular basis.

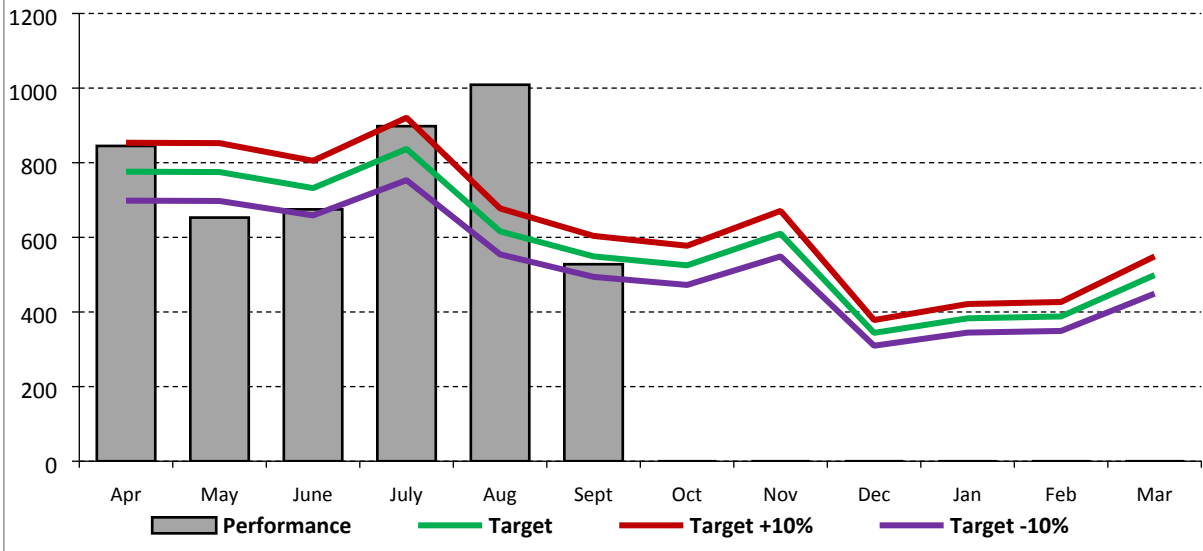
TC02 Total number of fires attended in Merseyside

Service Plan Target
Apr-Sept 2022

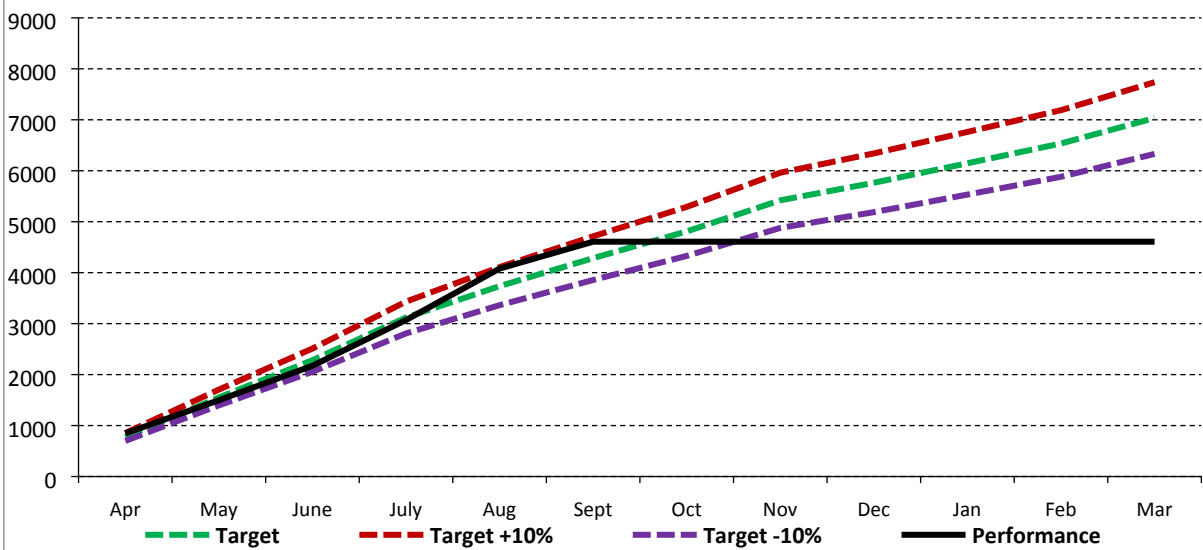
4285

Progress to Date

4607



Cumulative Performance



TC02 Total number of Fires attended in Merseyside

TC02

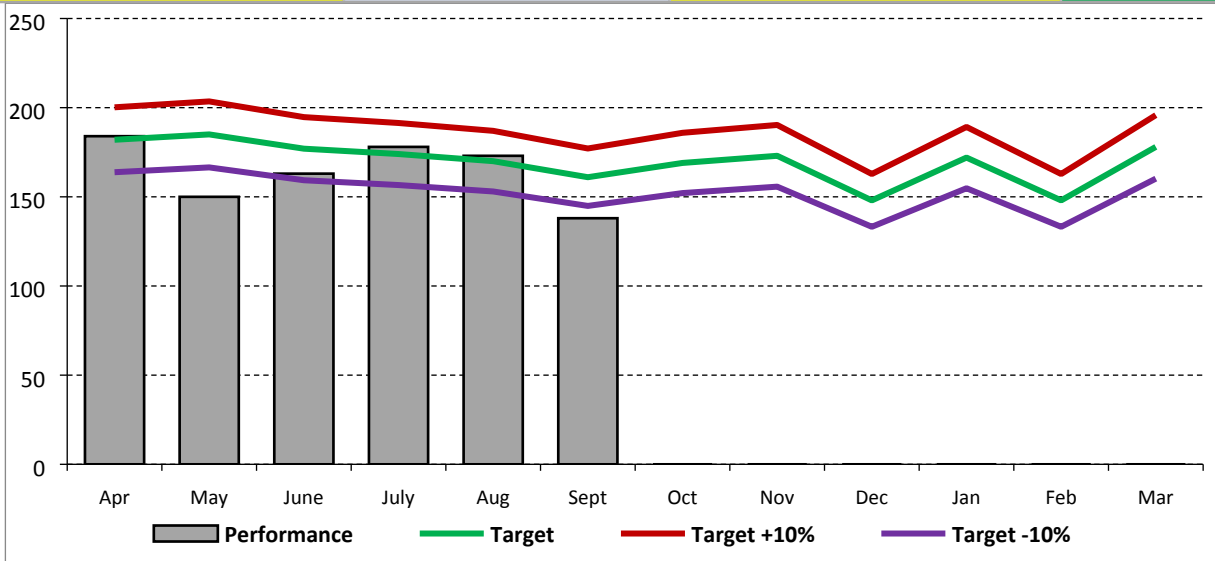
Crews attended 4607 fires during April to September 2022. This is 519 more than in 2021 (4088) but is within 10% of the cumulative target of 4285.

Despite Merseyside seeing an increase in fires during April (844); July (898) and August (1009) also saw further peaks in most fire types.

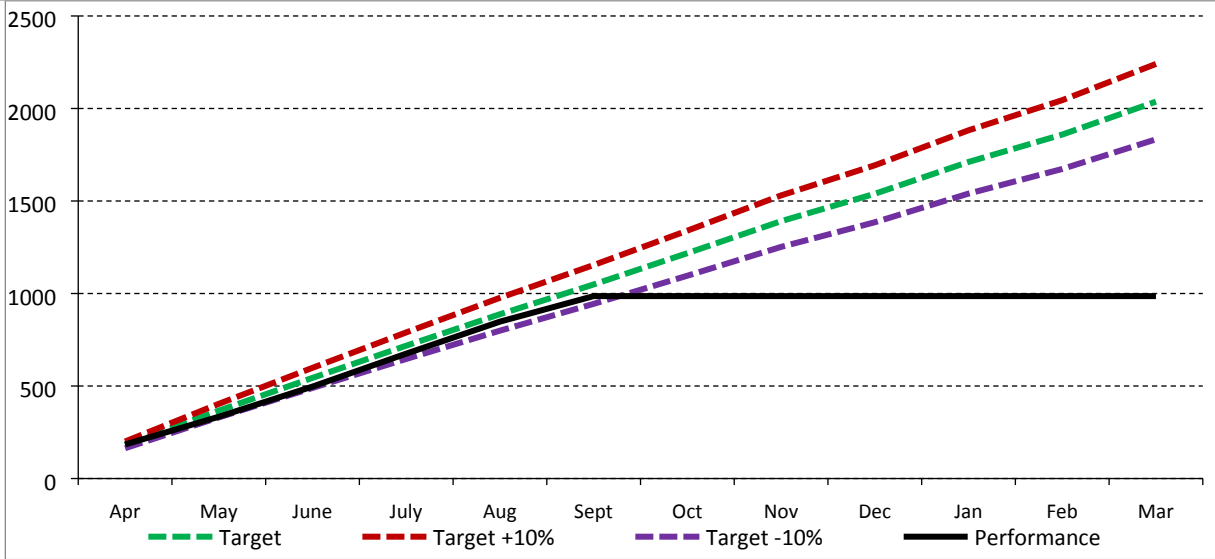
Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service.

TC03 Total number of primary fires attended

Service Plan Target Apr-Sept 2022	1049	Progress to Date	986
--------------------------------------	-------------	------------------	------------



Cumulative Performance



TC03 Total number of primary fires attended

TC03	<p>During the first half of 2022/23 crews attended 986 Primary Fires. This is 56 fewer than in 2021/22 (1042).</p> <p>The number of dwelling fires attended also remains below cumulative targets. The number of deliberate dwelling fires (57) in occupied properties is less than at September 2021 (1042).</p> <p>Particularly of note for this period deliberate vehicle fires to date during 2022/23 (152) have decreased significantly when compared to quarter 2 of 2021/22 when crews attended 207 incidents.</p> <p>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.</p>
-------------	--

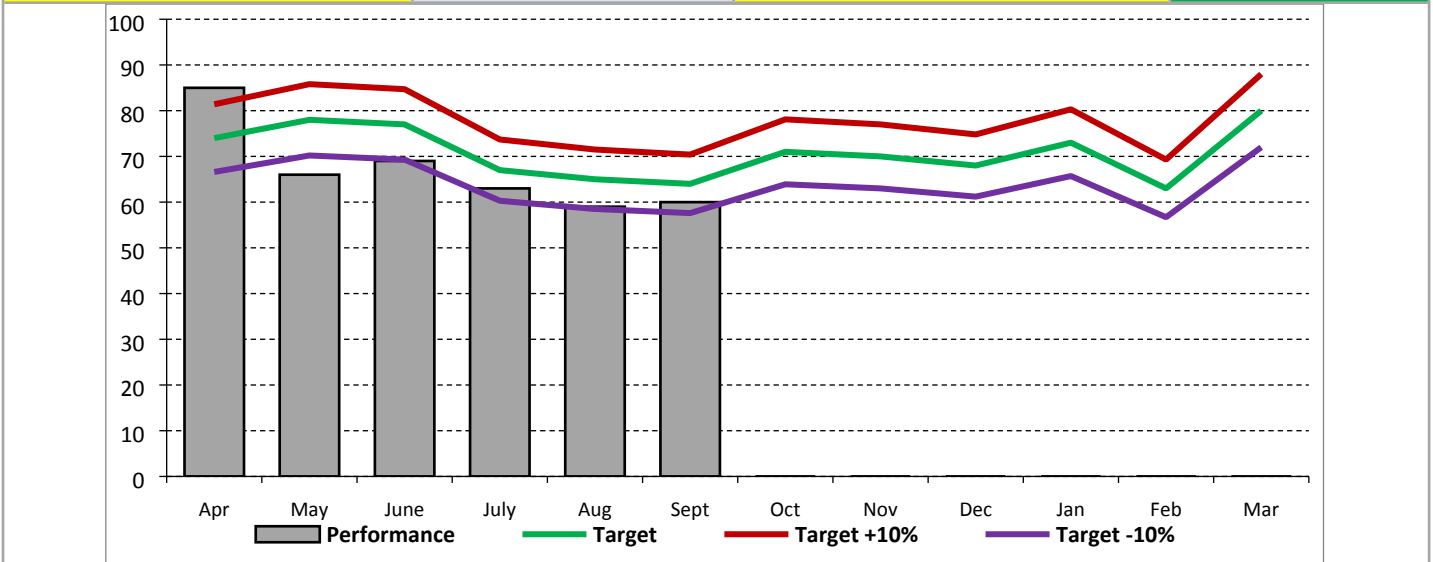
DC11	Number of accidental dwelling fires	
DC12	Number of fatalities in accidental dwelling fires	
DC13	Number of injuries in accidental dwelling fires	
DC14	Number of deliberate dwelling fires in occupied properties	
DC15	Number of deliberate dwelling fires in unoccupied properties	
DC16	Number of deaths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

COMMENTARY:

DC11	Accidental dwelling fires during 2022/23 at 402 continue to lower than the cumulative target for quarter 2 (425). This performance is lower than 2021/22, when crews had attended 424 accidental dwelling fires.
DC12	There has sadly been 1 fatality in an accidental dwelling fire to date. The Coroners verdict is awaited to confirm the cause of death.
DC13	There have been 25 injuries in Accidental Dwelling Fires. This is considerably under the cumulative target of 45.
DC14	Deliberate dwelling fires in occupied property (57) is below the cumulative target (64) and there have been 9 fewer incidents than in 2021/22 (66).
DC15	Deliberate fires in unoccupied properties (12) is less than at this time in 2021, when 13 incidents were attended.
DC16 DC17	There have been no fatalities in the deliberate dwelling fires and 3 injuries to date.

DC11 Number of accidental fires in dwellings

Service Plan Target Apr-Sept 2022	425	Progress to Date	402
--------------------------------------	------------	------------------	------------



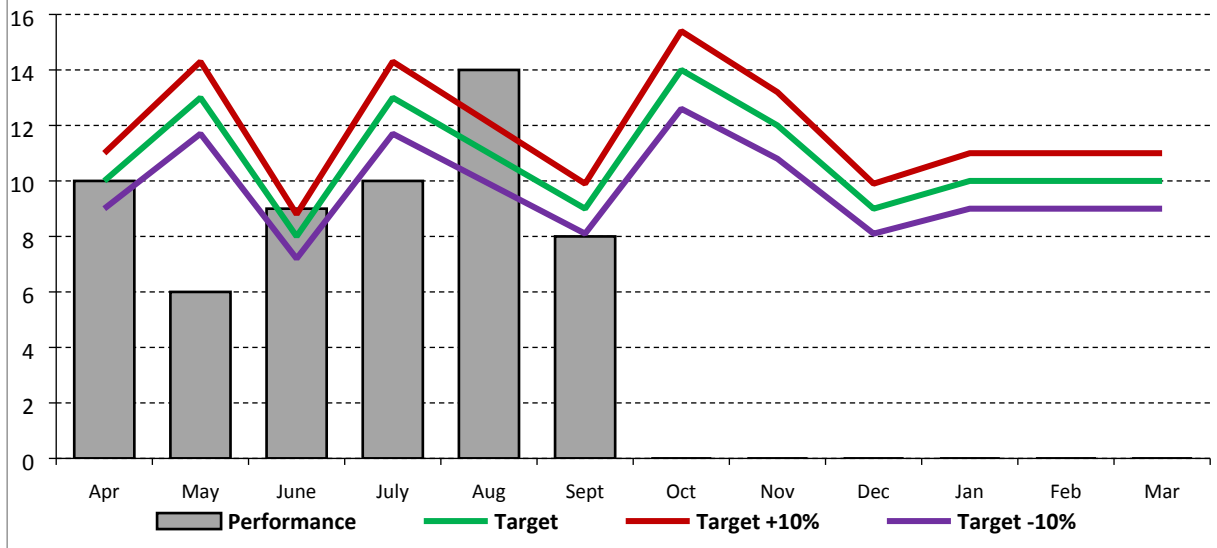
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target
Apr-Sept 2022

64

Progress to Date

57



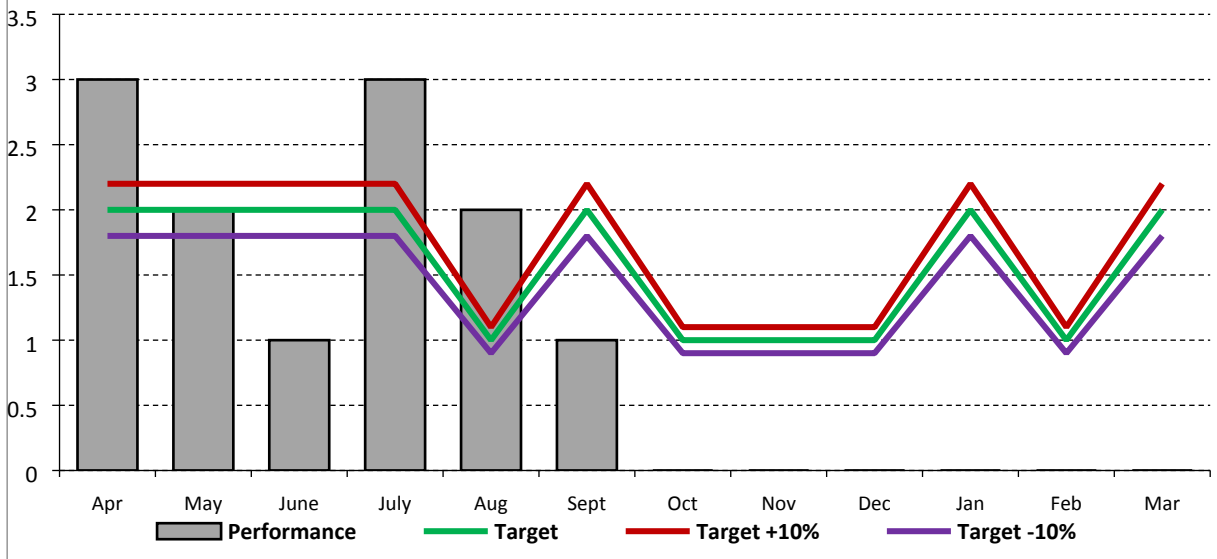
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target
Apr-Sept 2022

11

Progress to Date

12



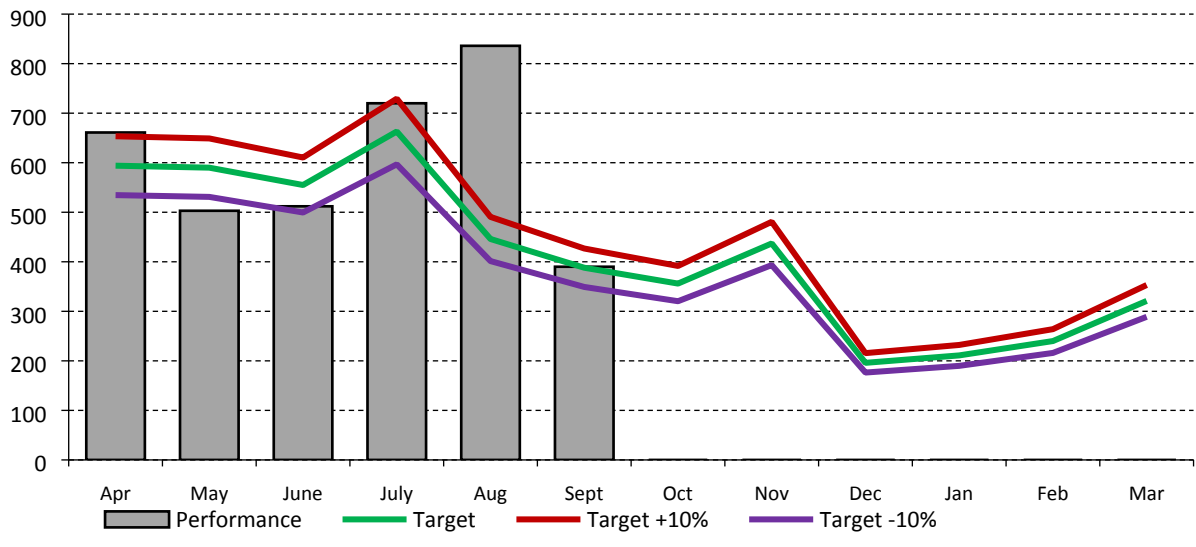
TC04 Total number of secondary fires attended

Service Plan Target
Apr-Sept 2022

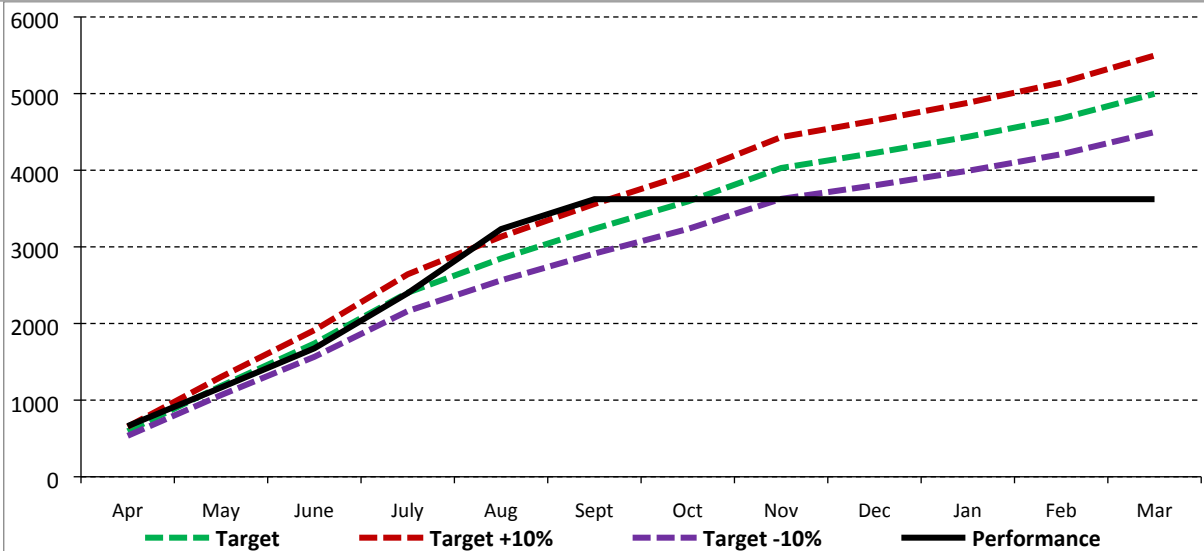
3236

Progress to Date

3621



Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 3621 secondary fires during this reporting period. This is 575 more fires than in 2021/22 (3046). This is the highest count of emergency calls since April 2010 when 3850 calls occurred. As mentioned previously the very hot weather in July and August saw increases in incidents July (720) and August (836).

AC13

The count of anti-social behaviour fires attended are higher this year (2228) than in 2021/22 (1992) and within 10% of the cumulative Q2 target (2034). As with other incident types July (404) and August (506) saw an increase in the number of incidents attended.

Two months of record temperatures and limited rainfall have cumulatively had an impact on secondary fires as a whole. Whilst there were downpours during August, this was not enough to sufficiently dampen detritus and vegetation to

	<p>reduce the fires. Limited analysis has shown that when comparing all secondary fires to weekly rainfall bulletins from the Environment Agency there is a link showing that when the conditions are dry (not just hot) the number of incidents increase.</p>
--	--

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

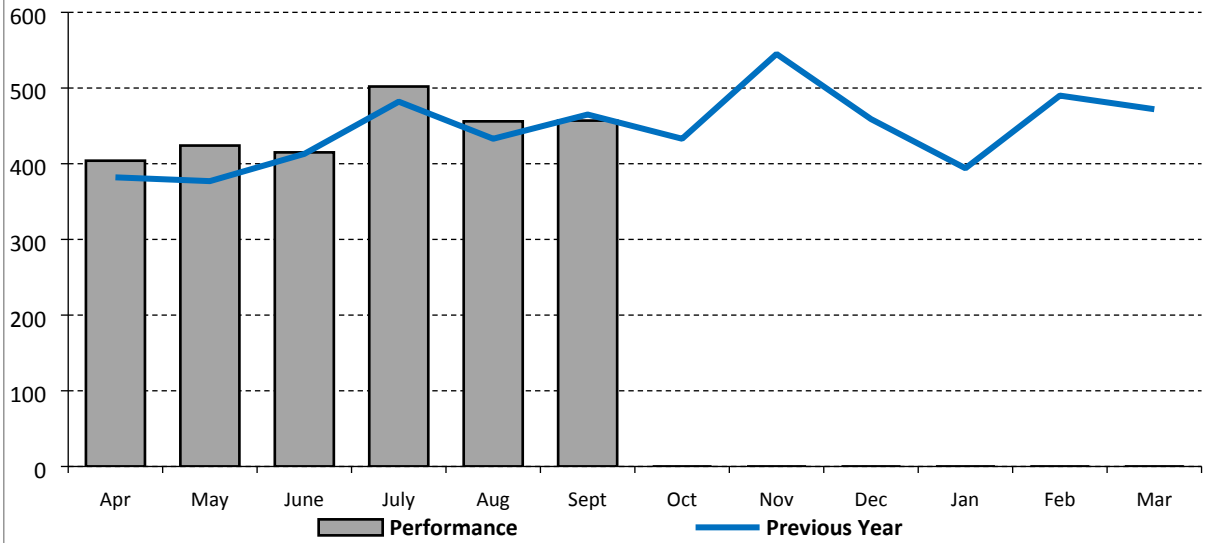
TC05 Total number of special services attended

Service Plan Target

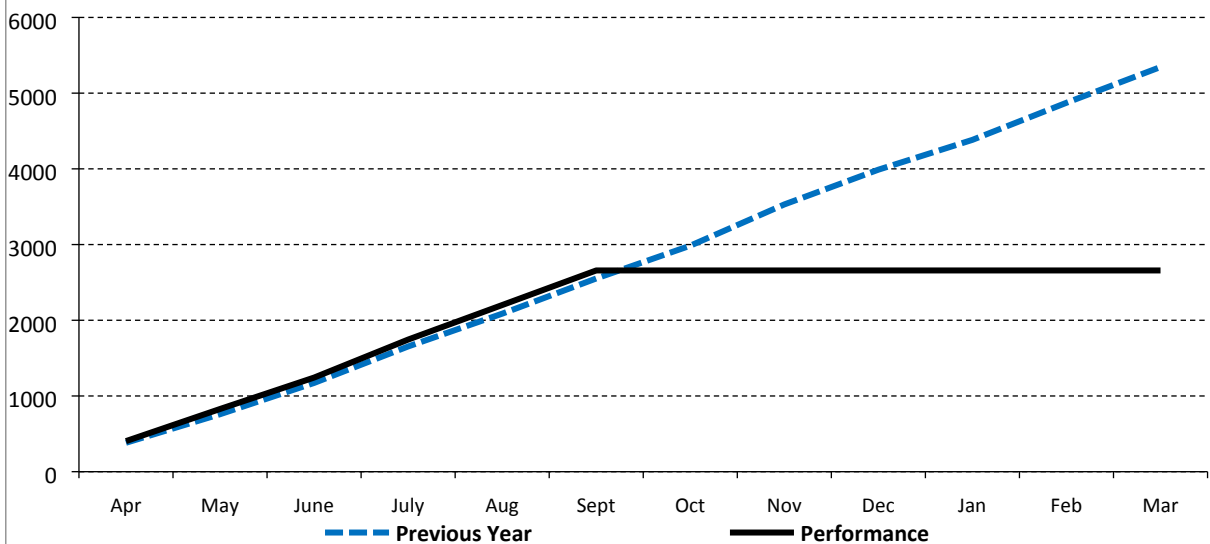
Quality Assurance

Progress to Date

2658



Cumulative Performance



TC05 Total number of Special Services attended

For quality assurance only

TC05

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

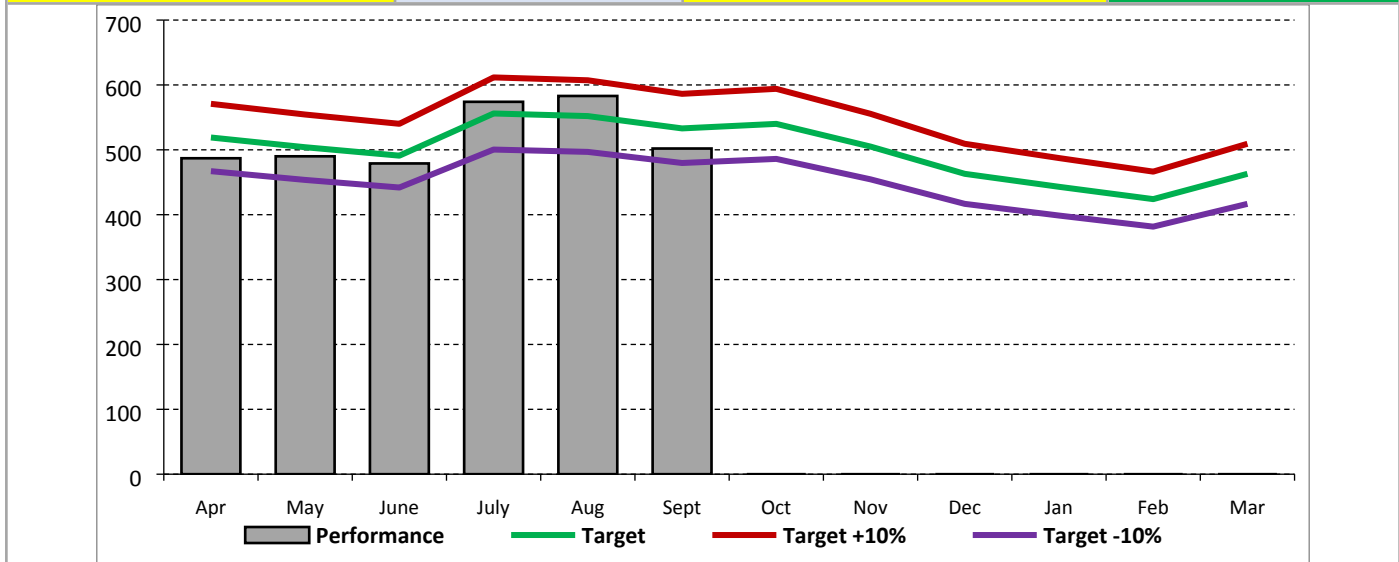
From April to September 2022 the number of special services attended (2658) was higher than in 2021/22 (2552) an increase of 106 incidents. Assisting other agencies continues to account for a large proportion of Special Services attended.

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 (430) is more than last year (391). There were 89 incidents in July which is considerably more than other months.
RC12	There have been 2 fatalities in RTC's attended by MFRS this is less than 21/22 when there had been 10 fatalities.
RC13	163 injuries in RTC's are more than this period in 2021/22 when there had been 145 injuries.
RC15	Police 'Killed and Seriously Injured' data about the 16-24 year old age group that MFRS Prevention teams target is similar to last year with 49 incidents attended compared to 48 in 2021/22.
RC24	Water rescues are also included in Special Service calls and this type of incident has reduced from 27 in the first half of 2021 to 18 this year. 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-Sept 2022	3155	Progress to Date	3115
--------------------------------------	-------------	------------------	-------------



TC06 Total number of false alarms attended

TC06	The number of false alarms attended (3113) have increased when compared to last year (3075) but remains under the cumulative target for Q2 2022/23 target (3155). 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 April to September 2022 were 1853. This is 27 more than at this time in 2021/22 (1826). This indicator does not have a target as we would not want to discourage people calling if they thought there was a fire.
FC12/11	False Alarm incidents due to smoke alarm actuations in domestic dwellings (1537) are higher than in 2021/22 (1465) with the annual target (1515) being narrowly missed. Incidents attended in non-domestic premises (241) have decreased slightly when compared to last year (273). Work is ongoing to establish whether some of these incidents would be more appropriately recorded as False Alarm Good Intent.

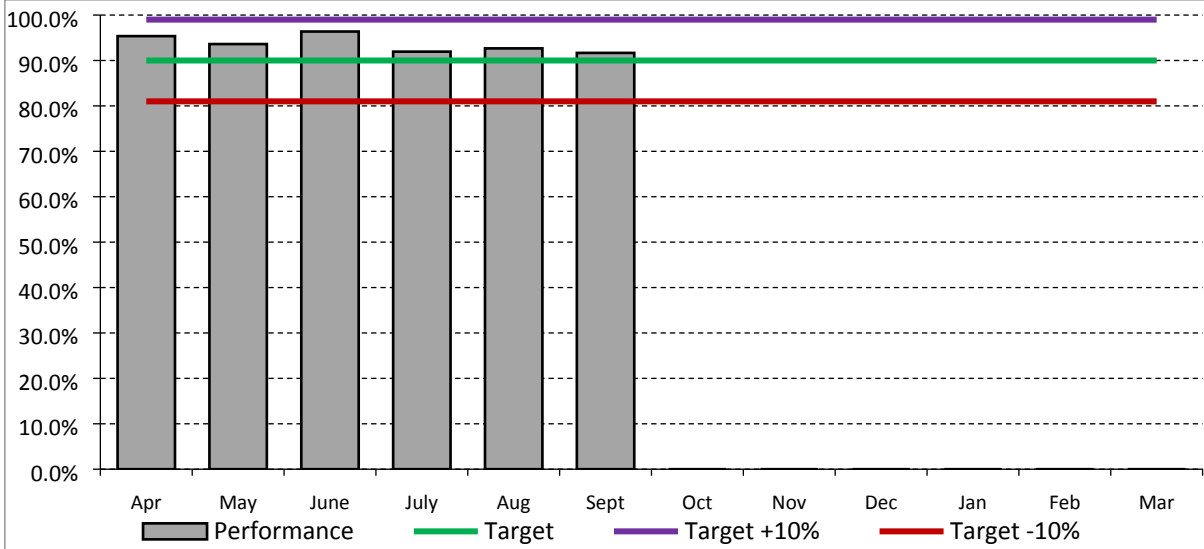
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target
Apr-Sept 2022

90%

Progress to Date

93.6%



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

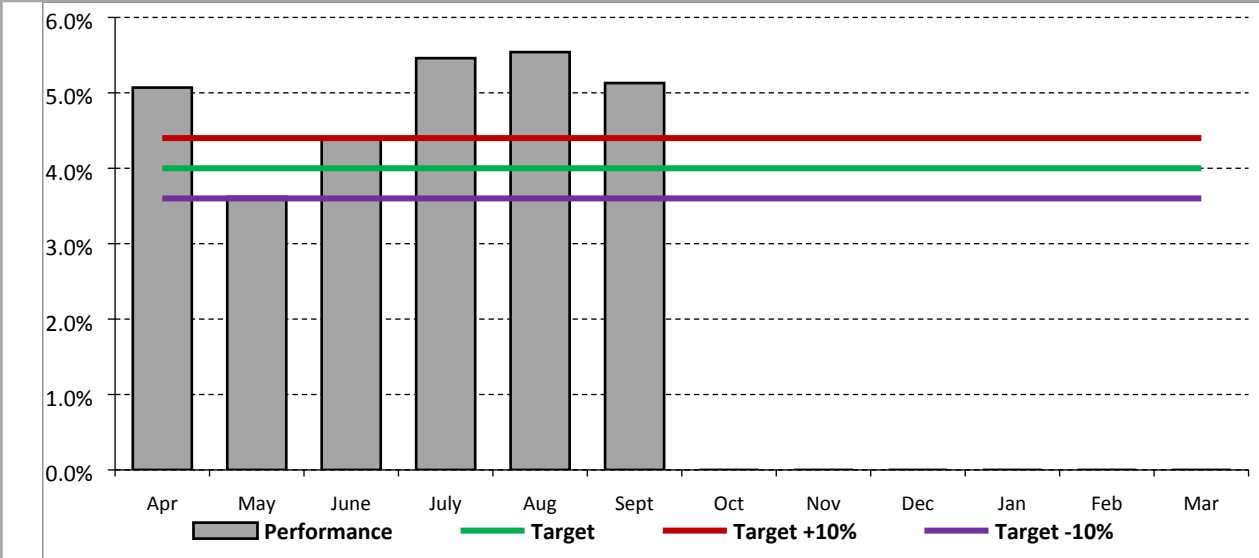
Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 93.6% of occasions, achieving the target of 90%.

DR23

Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95.9% of incidents achieving the target 95%.

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

Service Plan Target Apr-Sept 2022	4%	Progress to Date	4.83%
--------------------------------------	-----------	------------------	--------------

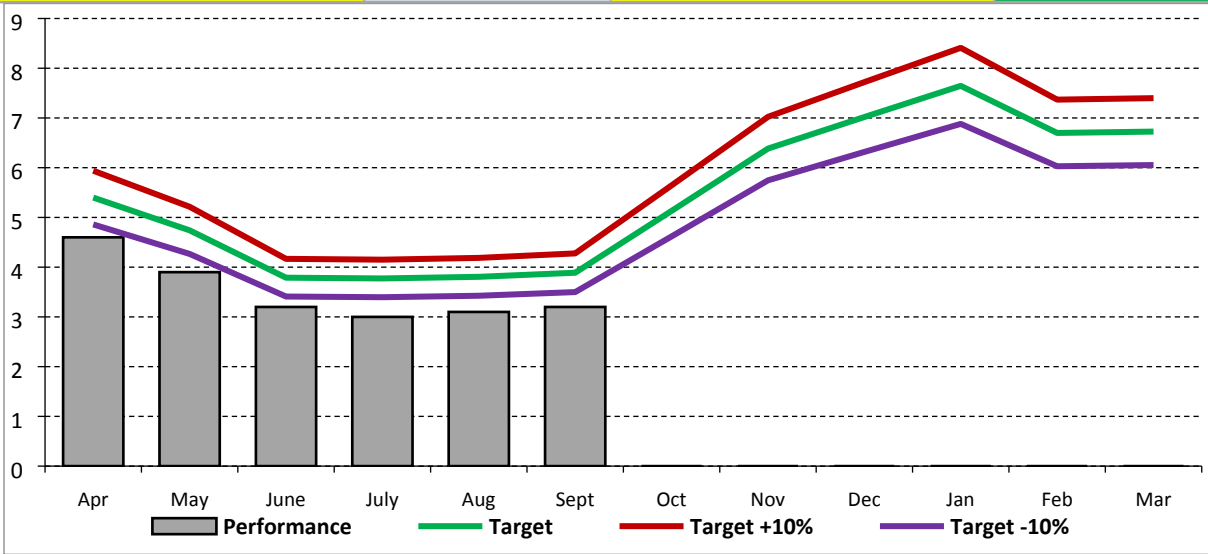


COMMENTARY:

TD09 The % of available shifts lost to sickness absence, all personnel	
WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	
WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	
TD09	Overall sickness among all staff at 4.83% shifts lost to sickness absence exceeds the 4% target and performance at quarter 2 2021 of 4.50%. If Covid 19 related absence was omitted then cumulative sickness for this quarter of 2022 would be 3.68% which is below the 4% target.
WD11 WD12	Cumulatively, 5.45% of shifts were lost to sickness absence among uniformed staff (4.02% with Covid related absence removed). This is higher than this period last year when grey book absence was 4.56% (including Covid). Non-uniformed staff absence in quarter 2 was 3.84% (3.13% without Covid 19 absence). This much improved on absence at quarter 2 2021 when 4.40% of available shifts were lost to sickness absence (including Covid).

TE10 Total carbon output of all buildings

Service Plan Target Apr-Sept 2022	25.4	Progress to Date	21.0
--------------------------------------	-------------	------------------	-------------



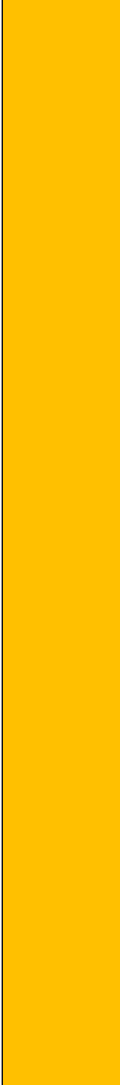
TE10 Total carbon output of all buildings

TE10	Carbon output at 21.0 from all buildings is slightly lower than Q2 2021/22 (23.0) and below the target of 25.4. This measurement is based on tonnage of CO2# for the MFRS estate.
-------------	---

This page is intentionally left blank

ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START IRMP YEAR 1	DUE BY	STATUS (Red, Amber, Green)
Prev/2.1	Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas	Prevention	<p><u>Update Jul-Dec 2021</u> Home Fire Safety Checks were disrupted during the latter part of 2021 due to pandemic restrictions. We have maintained delivery of Safe and Well checks for those who are most vulnerable. The Service was able to hold its annual Older Persons Day completing approx 750 HFSCs.</p> <p><u>Year 1 Update – Jan-June 2022</u> Home Safety strategy is returned on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home Safety and Group Manager Operational Response remain accountable through Performance Management Group and meet frequently to discuss challenges regarding performance management. On target for yearly return of HFSC delivery.</p> <p><u>Year 2 July-September 2022 update</u> Older person’s day delivered 1579 HFSC. Similar approach will be taken to winter campaigns, which will utilise data from fatalities and serious injuries from December to March for the past 5 years. Performance of crews is closely managed by individual SM for each</p>	YEAR 1 2021-22	Live throughout IRMP period	

ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START - IRMP YEAR 2	DUE BY	
Res/1.5	<p>Year 2: St Helens - To select a suitable appliance (Scorpion) and initiate the tender process. Scoping for stowage/water delivery and suitability for risk within Merseyside. To purchase and deliver training on the appliance and place on the run.</p>	Prep/Resp	<p><u>Year 1 Update – Jan-June 2022</u> Year 1 action was complete. This further work has been carried into Year 2</p> <p><u>Year 2 July-September 2022 update</u> HRET (High Reach Extendable Turret appliance) – Group formed to analyse the market on Stingers and Scorpion appliances and kit requirements. Specification drawn up from all requirements in consultation with Legal and Procurement. Tender published and closed 30th September 2022. Tender Evaluation took place. Report went to SLT 22nd November 2022 and then will be reported to MFRA on 15th December 2022. Delivery will be dependent on chassis availability so expected in financial year 2023/24.</p>	YEAR 2 2022-23	Phase 2 2022	

<p>Res/1.6b</p>	<p>WALLASEY – Marine and Ships Firefighting (Off Shore capability) YEAR 2:To initiate a training day for staff at Wallasey and Crosby to conduct either internal, external or off site training in relation to Marine risk. This may include theory, ships visits, TDA or Marine Tac Ad input. To obtain and utilise FRMR modules aligned to an “alongside response” as the background to theory training. To establish X Border relationships with other FRS to improve our response in the maritime environment. To identify and secure local infrastructure or</p>	<p>Response</p>	<p><u>Year 1 Update – Jan-June 2022</u> Year 1 action was complete. This further work has been carried into Year 2</p> <p><u>Year 2 July-September 2022 update</u> Phase 1 – Training/Information/Instruction: Marine Training has an allocated training session each week. Operational crews training consists of a Theory/Table Top approach, utilising Marine Tactical Advisor additional resources, Ship Familiarisation Visits to Cammel Lairds and practical training on station.</p> <p>A relationship continues to develop with Peel Ports arranging further familiarisation visits to multiple vessel types and to identify any practical training areas available.</p> <p>Lancashire FRS have visited Wallasey and have taken part in a familiarisation visit of Cruise Liner/Military ships at Cammel Lairds. It is anticipated that this will be reciprocated with Wallasey Crews visiting Morecombe Fire Station and attending a familiarisation visit of a roll on roll off.</p> <p>An SLT report highlighting two potential proposals for operational crews at Wallasey and Crosby to attend a Ship Fire Fighting Course have been produced. One option is an external provider, QFSM that will deliver a 1</p>	<p>YEAR 2 2022-23</p>	<p>Phase 2 – April 2022</p>	
-----------------	---	-----------------	--	---------------------------	---------------------------------	--

	assets for visits or exercising.		<p>day bespoke course at the TDA. The second is an external 2 day bespoke practical course at the Fire Service College.</p> <p>The Operations Board paper outlining the options is scheduled for the November 2022 Ops Board.</p> <p>Phase 2 (2022-23): Identification and Acquisition of PPE & Equipment for Specialist Crews and MRSU.</p>			
Res/1.6g	<p>HESWALL – Wildfire – All terrain vehicle – Complementary crewed</p> <p>Year 2 Action Implement training for Wildfire specialism utilising a professional accredited resource. Conduct scoping exercise for PPE and initiate selection/tender process for vehicles.</p>	Response	<p><u>Year 1 Update – Jan-June 2022</u> Year 1 action was complete. This further work has been carried into Year 2</p> <p><u>Year 2 July-September 2022 update</u></p> <p>A report was provided to Ops Board on 31st August 2022. The report outlined a number of training options/providers to improve knowledge and understanding of the wildfire specialism. Ops Board approved the report and Northumberland (NFCC Lead for Wildfire) provided a bespoke wildfire training course in October 2022. The course was delivered to a total of 28 staff including Operational Crews from Heswall and Formby and a number of Senior Officers; this completes Phase 1.</p>	YEAR 2 2022-23	Phase 2 2022	

			Phase 2 has begun with Station Managers at Heswall and Formby continuing to engage with Operational Crews. The specialist staff at Heswall and Formby are working with Wildfire Tac Ads and Operational Equipment/Stores to identify suitable PPE/Equipment for Wildfire Specialism.			
Res 1.6.h	<p>FORMBY– Wildfire – All terrain vehicle – Complementary crewed</p> <p>Year 2 Action Implement training for Wildfire specialism utilising a professional accredited resource. Conduct scoping exercise for PPE and initiate selection/tender process for vehicles.</p>	Response	<p><u>Year 1 Update – Jan-June 2022</u> Year 1 action was complete. This further work has been carried into Year 2</p> <p><u>Year 2 July-September 2022 update</u> See 1.6g the update for duplicate action.</p>	YEAR 2 2022-23	Phase 2 2022	
Res/1.6i	Flexible working vehicle - a temporary capability (a 32nd fire engine) during 2021	Response	<p><u>Update Jul-Dec 2021</u> A Review is underway of potential options of where MFRS would locate a temporary 32nd fire engine</p>	YEAR 1 2021-22	March 2022	

	<p>to ensure there are no negative impacts on our emergency response due to specialist training.</p>		<p><i>Suggestion this may be located at the TDA with the staff possibly utilised to support training so a joint venture between Preparedness and Response. BM</i></p> <p><u>Year 1 Update – Jan-June 2022</u> This action is not completed so will move to year 2.</p> <p><u>Year 2 July-September 2022 update</u> Proposal for a possible plan is being taken to People (Inclusion) Board for agreement. This action will move to Year 3 2022/24.</p>			
<p>Prep/4.2</p>	<p>Continue to review how up to date operational risk information is gathered and provided to operational staff at incidents and how this can be shared with other fire and rescue services across borders so we can work together effectively</p>	<p>Preparedness/</p>	<p><u>Update Jul-Dec 2021</u> A new approach to collecting and using site specific risk information has been approved. Cross border information is available to staff on Mobile Data Terminals and our intranet. We will use the national Resilience Direct platform for sharing risk information with neighbouring fire and rescue services.</p> <p>Operational Intelligence will launch a PORIS assessment by April 2022, in order for Operational Crews to triage current category 3&4 SSRI records to determine accurate risk category which will be captured in CFRMIS. Further Operational Intelligence configuration includes the production of a data capture form, approval process, automation of uploading and format of how the risk information is consumed at various stages of an incident.</p>	<p>YEAR 2 2022- 23</p>	<p>March 2022</p>	

			<p><u>Year 1 Update – Jan-June 2022</u> Examining building protection types codes and creating a new scoring level to ensure high risk properties request a SSRI. Training package is being created and the data capture form will be trialled by certain stations and will inform them if a SSRI is needed.</p> <p><u>Year 2 July-September 2022 update</u> Operational Planning Managers have been working with Data Mangement on the data capture of incident data, protection data and anti-social behaviour fires using 5 years data to form assessment. Next Steps are to present a system to AM Preparedness, then to Operations Board. Proposing a trial of the system at Bromborough and Crosby for a couple of months.</p>			
Prep/4.3	Provide the most up to date kit and equipment to firefighters to keep them safe whilst making sure that we have the right type of fire engines and other emergency appliances to deal	Preparedness	<p><u>Update Jul-Dec 2021</u> All specialists assets had the inventories reviewed during the summer of 2021. The Service have introduced a process for staff to propose new ideas which can be submitted from portal forms and incident debriefs. It is now aligned to OSHENS, debrief feedback and significant incidents reports. The review continues into quarter 4.</p> <p><u>Year 1 Update – Jan-June 2022</u></p>	YEAR 2 2022- 23	July 2021 – Ops paper on Specialist Appliance Review. January 2023	

	with the risks we have identified		<p>Research and development review programme and schedule created by AM Response to manage.</p> <p><u>Year 2 July-September 2022 update</u></p> <p>Foam - Ongoing. Regular meetings with the North West Technical Officers Group. (C8 and C6 disposal, sourcing suppliers, storage of new stocks, reviewing the operational delivery of foam to the incident ground).</p> <p>Drager Repeater Packs - To boost telemetry during high rise incidents. Two packs have been loaned to MFRS, with these trials in the advanced stages and proving positive.</p> <p>High Rise Bags – Two bespoke high-rise bags have been designed and manufactured to carry predetermined equipment. Operational trials are imminent.</p> <p>Research and development FB7 Process - FB7's to be incorporated onto the intranet Portal and proposed as a drop box process.</p>			
ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START - IRMP YEAR	DUE BY	
Res/1.2a	Combine the stations at Aintree and Croxteth fire stations	Response	<p><u>Update Jul-Dec 2021</u></p> <p>Following consultation in April/May 2021 with the public, stakeholders, partners, local councillors and staff there was overwhelming support for our proposals. The Fire</p>	YEAR 1 2021-22	March 2022 carry out a public consultation to combine	

			<p>Authority approved submission of plans to Liverpool City Council in December 2021 and the land deal is expected to be complete by May 2022.</p> <p><u>Year 1 Update – Jan-June 2022</u> The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. Corp Comms video publication 9/6 - https://youtu.be/p6Hc6hNP2kk</p> <p><u>Year 2 July-September 2022 update</u> The project is progressing well with full design achieved to RIBA stage 4. Pre commencement planning conditions are progressing well and a October 2022 start date is anticipated on site. Build still on track for a completion in early 2024.</p>		March 2024 complete	
Res/1.2b	Create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built	Preparedness	<p><u>Update Jul-Dec 2021</u> Project Manager and Area Manager Response are progressing requirements. Updates as Res1.2a above</p> <p><u>Year 1 Update – Jan-June 2022</u></p>	YEAR 1 2021-22	March 2024	

	<p>on land at Long Lane, Aintree</p>		<p>The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. Corp Comms video publication 9/6 - https://youtu.be/p6Hc6hNP2kk</p> <p><u>Year 2 July-September 2022 update</u> The project is progressing well with full design achieved to RIBA stage 4. Pre commencement planning conditions are progressing well and a October 2022 start date is anticipated on site. Build still on track for a completion in early 2024.</p>			
<p>Res/1.3</p>	<p>We are also looking into how a new Training and Development Academy could be used to provide training for other fire and rescue services to support our role as National Resilience Lead Authority and we are working to</p>	<p>Preparedness/ National Resilience/ Response</p>	<p><u>Update Jul-Dec 2021</u> Autumn/Winter 2021 grant has been received from National Resilience.</p> <p>Training Zone workshops have been held to plan multi use areas, National Resilience areas and to increase commercial income from the new Training and Development Academy.</p> <p>Group Manager for Training and Development Academy has taken an additional action to look at future opportunities in commercial income.</p>	<p>YEAR 1 2021- 22</p>	<p>March 2024</p>	

	find funding to help with this		<p><u>Year 1 Update – Jan-June 2022</u> The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. Corporate Communications video publication 9/6 - https://youtu.be/p6Hc6hNP2kk</p> <p><u>Year 2 July-September 2022 update</u> Grant received from National Resilience. Training Zone workshops are being held to develop multi use areas, National Resilience and increase commercial income.</p>			
Res/1.6d	LONG LANE – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis	Preparedness/NR	<p><u>Update Jul-Dec 2021</u> As above</p> <p><u>Year 1 Update – Jan-June 2022</u> The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022</p>	YEAR 3 2023- 24	March 2024	

			<p>The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024.</p> <p>Corp Comms video publication 9/6 - https://youtu.be/p6Hc6hNP2kk</p> <p>Search and Rescue Team (SRT)/ Urban Search and Rescue (USAR) team will be staffed as per the current arrangements. This is a robust delivery method in line with USAR national concept of operations with a retained element.</p> <p><u>Year 2 July-September 2022 update</u> As 1.2a</p>			
Res/1.7	Continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand such as during the Covid 19 pandemic.	Response	<p><u>Update Jul-Dec 2021</u></p> <p>MFRS have met with the Chief Medical Officer for NWAS to open discussions on Integrated Demand Management. Previous Emergency Medical Response documents (MOU and Service Instruction) have been shared and discussions will continue. Further meetings will be planned but this discussion will probably carry over into the next functional planning year.</p> <p><u>Year 1 Update – Jan-June 2022</u> Ongoing</p>	YEAR 1 2021-22	March 2024	

			<p><u>Year 2 July-September 2022 update</u> Ops Response are awaiting a data return from Process Evolution to the following questions:</p> <ol style="list-style-type: none"> 1. If MFRA attended all of these incidents what would our 10 minute response standard look like? 2. Looking specifically at these incident types only what would our predicted average response standard be for these incidents i.e. 5, 6, 7 mins etc? <p>This information will inform our conversations with NWS and hopefully enable progress against the IRMP action.</p>			
Prev/2.2	Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)	Prevention	<p><u>Update Jul-Dec 2021</u> Year 2021/22 will be impacted by the pandemic, details are reported to the Authority. Progress monitored by Performance Management Group for yearly reporting</p> <p><u>Year 1 Update – Jan-June 2022</u> Home Safety Strategy reset took place at year end 2021 into new financial year 2022. It is back on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home</p>	YEAR 1 2021-22	March 2024	

			<p>Safety and Group Manager Operational Response remain accountable through Performance Management Group and meet frequently to discuss challenges regarding performance management. On target for yearly return of HFSC delivery.</p> <p><u>Year 2 July-September 2022 update</u> Figures for 2021/22 year are on target and close work with GM Home Safety and GM Response is ensuring crews maintain the excellent progress made so far. Campaigns will look to target the most vulnerable based on our data. The approach taken for older person’s day provided a higher % return in identifying high risk residents, this will be adopted for future campaigns. Partner agencies will also be included on campaigns</p>			
Prev/2.3	10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)	Prevention	<p><u>Update Jul-Dec 2021</u> It is anticipated that Prevention advocates will hit the target for the year. Figures reported at Performance Management Group (PMG) – next year will see the introduction of CFRMIS which will improve efficiency.</p> <p><u>Year 1 Update – Jan-June 2022</u> Home Safety Strategy reset took place at year end 2021 into new financial year 2022. It is back on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home Safety and Group Manager Operational Response remain</p>	YEAR 1 2021-22	March 2024	

			<p>accountable through Performance Management Group and meet frequently to discuss challenges regarding performance management. On target for yearly return of Safe and Well delivery.</p> <p><u>Year 2 July-September 2022 update</u> Prevention are still on target to meet the 10,000 Safe and Well visits. There has been a slight reduction in September/October as this was due to the User Acceptance Testing (UAT) and subsequent full implementation of CFRMIS. Updates will continue to be given at Performance Management Group (PMG).</p>			
Prev/2.4	Reach 6,000 (10%) of homes in the highest deprived neighbourhoods using targeted campaigns based on analysis of accidental and fatal fires data in addition to the Index of Deprivation 2019 which identifies the areas of highest poverty and deprivation	Prevention	<p><u>Update Jul-Dec 2021</u> This target will be met with a mix of HFSC and Safe & Well visits (details reported through Performance Management Group).</p> <p><u>Year 1 Update – Jan-June 2022</u> Prevention Station Managers will utilise their operational locations to pilot campaigns with teams linking up Strategy and Performance with operational response to ensure a valued Prevention service delivery.</p> <p><u>Year 2 July-September 2022 update</u> Station Managers are utilising the PIPS performance management system to guide stations to the most</p>	YEAR 1 2021- 22	March 2024	

			deprived areas of their station grounds to undertake engagement and prevention activates target those most at risk due to factor including deprivation and known associated vulnerabilities.			
Prev/2.5	We will renew our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65	Prevention	<p><u>Update Jul-Dec 2021</u> This action has been delayed due to COVID, however Liverpool City Council have relaunched its strategy to engage with the private rented sector, MFRS will be engaged in this targeting.</p> <p><u>Year 1 Update – Jan-June 2022</u> Station Manager Home Safety has now picked up the reference following an internal structure change. Conference in planning stages for completion in Q3 2022.</p> <p><u>Year 2 July-September 2022 update</u> Planning is ongoing with SM Home Safety leading on this alongside safeguarding manager</p>	YEAR 1 2021-22	December 2021 Autumn Conference planned	
Prev/2.7	Our fire stations and Prevention teams will be joined by staff from all departments to take an organisation-wide approach to monthly	Prevention	<p><u>Update Jul-Dec 2021</u> This has been evidenced during the Bonfire Period and Older Persons Day. Arson advocates routinely work with Merseyside Police and local Officers on walkabouts at a local levels on a weekly / monthly basis.</p>	YEAR 1 2021-22	March 2024	

	<p>themed Community Safety campaigns that help us interact with large numbers of people, often working with partner organisations too.</p>		<p>This activity will feature as part of the Community Safety plan for Prevention. Service staff encouraged to support campaigns in line with the prevention calendar</p> <p><u>Year 1 Update – Jan-June 2022</u> Campaigns continue to run in each district on a monthly basis. The Arson Team have recently moved in to Old Swan fire station to work as a team and we can direct resources to the risks as they are identified across the county.</p> <p><u>Year 2 July-September 2022 update</u> Monthly campaigns completed by Arson Officers and partners continue to be run in each district on a monthly basis. A review of these campaigns is in progress with a view to involving all Prevention teams, ops crews and partners in each district.</p>			
<p>Prot/3.1</p>	<p>Build up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding.</p>	<p>Protection</p>	<p><u>Update Jul-Dec 2021</u> We have employed a number of new staff to fill these roles and plan to employ more.</p> <p>Recruitment is also underway for three firefighters (already employed) who will be trained to undertake auditor/inspection duties. All of this will be funded through government grants.</p>	<p>YEAR 1 2021- 22</p>	<p>January 2022</p>	

		<p>All recruitment has been completed and staff are expected to commence their roles in mid March.</p> <p><u>Year 1 Update – Jan-June 2022</u> Auditor and inspector cohort is now increased to 40 personnel across the 4 district teams. In addition, job evaluations have been completed for auditors, inspectors, fire engineering design technicians and protection compliance managers with the relevant uplifts applied. 5 senior fire safety inspector posts have also been introduced I to the department funded within existing budget lines.</p> <p>A clear line of development is now visible within a revised and updated departmental organisational chart and is hoped will assist with staff retention.</p> <p>Additional fixed term posts may be introduced utilising PPRU Protection Uplift grants.</p> <p><u>Year 2 July-September 2022 update</u> Full departmental review undertaken with staffing levels at their highest reported level. Departmental structure updated and skills competence of all fire safety regulators in the team being monitored to ensure suitable and sufficient skill sets in place to discharge inspection requirements against our risk based inspection programme.</p>		
--	--	---	--	--

Prot/3.2	Visit every high and very high risk premises (7,500 over the life of the Plan)	Protection	<p><u>Update Jul-Dec 2021</u> This target has been affected by the pandemic and staff retention issues. This figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the proposed move from the Premises Risk Model to the IFOG Planner (Inspection Frequency Officer Grade). This will create a more intuitive and intelligence led approach to auditing high and very high-risk premises.</p> <p>IFOG will indicate priority premises in order and it is anticipated this may cause the number of inspections to decrease. To date, 1087 audits have been completed in this year’s reporting period, the target is 7500 over the 3 years of the IRMP</p> <p><u>Year 1 Update – Jan-June 2022</u> IFOG (Inspection Frequency Officer Grade) planner is now fully operational. High risk premises inspections remain on target for current financial year. We will look to address the shortfall from year one once all new personnel are fully qualified to level 4 as this will minimise the mentoring elements required by more senior inspectors thus releasing resources to undertake more inspections.</p> <p><u>Year 2 July-September 2022 update</u></p>	YEAR 1 2021- 22	March 2024	
----------	--	------------	---	-----------------------	------------	--

			Current risk based inspection programme informs relevant inspection frequencies for such premises. Current performance indicators show we remain on target to deliver against this action by the determined deadline.			
Prot/3.3	Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place	Protection	<p><u>Update Jul-Dec 2021</u></p> <p>During 2021 CFRMIS (Community Fire and Risk Management Information System) was implemented in the Fire Protection Department and is predominantly being used for recording data from Fire Safety Audits.</p> <p>Plans for 2022 include the introduction of standard letters, the use of the application by the Planning and Building Regulations Department, Explosives licencing, Fire Safety concerns reporting and the recording of Simple Operational Fire Safety Audits (SOFSA). Prevention have launched Home Fire Safety Checks (HFSC) on CFRMIS. Work continues to introduce CFRMIS for our Fire Service Direct call centre and Safe and Well Visits</p> <p>Operational Intelligence will launch a PORIS (Provision of Operational Risk Information System) assessment by April 2022, in order for Operational Crews to assess current category 3&4 Site Specific Risk Information (SSRI) records to ensure accurate risk category will be captured in CFRMIS</p>	YEAR 1 2021- 22	December 2021	

			<p><u>Year 1 Update – Jan-June 2022</u></p> <p>The Protection module has been fully implemented, as set out in the Community Fire Risk Management Information System (CFRMIS) project initiation document. Sophtlogic has been decommissioned and the contract cancelled. Therefore, the associated work-package (WP) has now been closed and an end of WP report has been published. There is ongoing project assurance work being carried out which includes a staff survey.</p> <p>Prevention HFSC went live and is successfully being used by operational crews. A staff survey is being conducted to evaluate the HFSC form and CFRMIS process. Significant CFRMIS development has been undertaken between a partnership of MFRS and Civica, in order to produce Fire Service Direct, quick screens and a calendar based booking system. This is due to be tested in the coming weeks.</p> <p>The final objective is to integrate the Safe-links national HFSC system into CFRMIS, along with workflows to create high risk and vulnerable person referrals. MFRS have entered a partnership with Civica to develop a new version of the CFRMIS Operational Intelligence module that will be using by all UK FRS CFRMIS users. It is envisaged that personnel will be able to use PORIS</p>			
--	--	--	---	--	--	--

			<p>assessments to triage risk by September 2022 and the full product would be available early next year and MFRS Ops Intel will go live the end of March 23.</p> <p><u>Year 2 July-September 2022 update</u> Prevention and Protection modules are now embedded and live with refinements and enhancements being addressed based on end user feedback. Operational Intelligence module development has commenced.</p>			
Prot/3.5	Deliver a full response to Grenfell Tower Fire Inquiry recommendations	Protection	<p><u>Update Jul-Dec 2021</u> This is still ongoing with good progress being made. To date, 30 of the 46 recommendations are established within Service; 6 are awaiting changes to legislation and National Fire Chiefs Council (NFCC) guidance, and plans are in place to address the remaining 10.</p> <p><u>Year 1 Update – Jan-June 2022</u> 32 of 46 actions now fully discharged 8 remain in progress (eg stairwell protection teams, fire survival guidance) 6 cannot yet be addressed as they are dependent on the implementation of the new Fire Safety (England) regulations due January 2023</p> <p><u>Year 2 July-September 2022 update</u> 8 of 46 recommendations are at amber status (GR02, GR12, GR17, GR18, GR19, GR21, GR25 and GR29) with</p>	YEAR 1 2021- 22	March 2023	

			<p>progress against each recorded on the dedicated action tracker.</p> <p>6 of 46 not yet commenced (GR08, GR09, GR28, GR30, GR38 and GR39). These are reliant on release of new legislation due for release from January 2023.</p> <p>32 of 46 are complete and delivered.</p>			
Prot/3.6	<p>Complete 6,336 medium to low risk visits over the life of the Plan. These will be carried out by our fire station-based firefighters</p>	Protection	<p><u>Year 1 Update – July-June 2022</u></p> <p>Since April 2021 to present day, Simple Operational Fire Safety Assessments (SOFSA) completed by operational personnel is 2201.</p> <p>For context, using the old SOFSA system, from April 2021 to May 10th 2022, average number of SOFSA per month was 124.</p> <p><u>Year 1 Update – Jan-June 2022</u></p> <p>Since the inception of the new system in the Community Fire Risk Management Information System (CFRMIS) (10th May 2022) this average has increased to 195 per month.</p> <p>Based on current projections, this suggests a predicted delivery of 6101 SOFSA over the life of the IRMP (a shortfall of 235). This does not take account of any</p>	YEAR 1 2021- 22	March 2024	

			<p>directed campaigns during that time nor any increase in performance over the average of 195.</p> <p>Based on the projected shortfall of 235, and 20 months remaining of the current IRMP this averages out as 11.75 extra SOFSA required per month. Based on the current average of 195 SOFSA per month, If each of the 22 stations completed 1 extra SOFSA per month from now until the end of the IRMP, we will increase output by a further 440 SOFSA thus exceeding the 6336 target by 205.</p> <p><u>Year 2 July-September 2022 update</u> Qtr 2 has recorded the completion of a further 685 SOFSAs bringing the year to date total to 1365. The monthly average has improved from 195 per month to 227. This increase will undoubtedly have been supported by the services involvement in supporting the NFCC Business Safety Week. This update marks the midpoint against the 3 year plan with 3551 SOFSAs being completed against the target of 6336 and a further improved monthly average of 197. If this completion rate continues for the remainder of the plan we remain on target to exceed the SOFSA target.</p>			
Prot/3.7	Fire Safety Inspectors will visit every registered Petroleum	Protection	<p><u>Update Jul-Dec 2021</u> A regular programme of inspections is underway and we are on track to achieve this objective</p>	YEAR 1 2021-22	March 2024	

	storage site in Merseyside		<p><u>Year 1 Update – Jan-June 2022</u> Scheduled as part of functional delivery plan for 2022/23</p> <p><u>Year 2 July-September 2022 update</u> Scheduled as part of functional delivery plan for 2022/23. On target for annual risk based inspections, with progress monitored through the performance management group (PMG)</p>			
Prot/3.8	Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites	Protection	<p><u>Update Jul-Dec 2021</u> A total of 168 explosives visits were completed during the reporting period. Only two complaints were received by the Service during the reporting period, but neither required enforcement action.</p> <p><u>Year 1 Update – Jan-June 2022</u> Preparations for Explosive Licensing will commence at the end of July with a view to providing outputs in quarter 3.</p> <p><u>Year 2 July-September 2022 update</u> The explosives licences are now being issued and site visits are being conducted by both District and HQ teams, jobs are being recorded in CFRMIS. Complaints are being handled and triaged through the HQ Watch Managers.</p>	YEAR 1 2021-22	March 2024	

Prep/4.1	Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies	Preparedness	<p><u>Update Jul-Dec 2021</u> A structure is now in place for collaboration opportunities. The assisting NWAS gaining entry Memorandum of Understanding is now well embedded as business as usual.</p> <p>The Interoperability Voice Channel trial is now up and running to promote the use of multi-agency radio talk groups at operational incidents. Further collaboration opportunities are currently being explored in the following areas:</p> <ul style="list-style-type: none"> • Use of Drones • Welfare at Incidents • The Charter for bereaved families through public tragedy • High Demand - Frequent Call Handling. <p><u>Year 1 Update – Jan-June 2022</u> Operational PLATO training for all senior officer Command training. This training is conducted at the JCC and Rose Hill, MERPOI HQ</p> <p>Blue Light Collaboration Board</p> <ul style="list-style-type: none"> • New Terms of Reference to be circulated and agreed by group. 	YEAR 1 2021-22	March 2021 OP Functional Plan 2021-22	
----------	---	--------------	---	----------------	---------------------------------------	--

			<ul style="list-style-type: none"> Information Sharing agreement to circulated and agreed by group to support collaboration opportunities such, frequent call handler. Drone leads have been given agreed parameters to work to 3 main areas: <ul style="list-style-type: none"> Training – efficiency savings, costs Shared learning – debriefs, what went well Resilience – take-off and landing sites, payloads. There has been an initial meeting and they will meet again at the end of June they will provide a further presentation and update at the next board meeting. Priority discussion will be take-off and landing sites. <p><u>Year 2 July-September 2022 update</u> Structure in place for collaboration opportunities CLOSED</p>			
Prep/4.4	Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This includes comprehensive training and exercising against all	Preparedness	<p><u>Update Jul-Dec 2021</u> A new Command Training Strategy was put in place in September 2021. The training delivery programme is an 18-month plan with a target date of March 2023.</p> <p>A trial of command software ‘Effective Command’ took place in December which will enhance how information is recorded and the training programme.</p> <p>Command Strategy, to be delivered by March 2023.</p>	YEAR 1 2021-22	March 2023	

	<p>foreseeable risk, including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents which will enable us to continue to adapt to an ever changing environment</p>		<p><u>Year 1 Update – Jan-June 2022</u> The Command Strategy is now embedded in MFRS, this will be delivered by March 2023.</p> <p>The ‘Effective Command’ trial ended in April 2022, MFRS have now entered into a 3-year contract for the command software.</p> <p><u>Year 2 July-September 2022 update</u> The Command Strategy is now embedded in MFRS, this will be delivered by March 2023.</p> <p>The ‘Effective Command’ trial ended in April 2022, MFRS have now entered into a 3-year contract for the command software.</p>			
<p>Prep/4.6</p>	<p>Prepare our fleet of vehicles for a move to alternative fuels</p>	<p>Preparedness</p>	<p><u>Update Jul-Dec 2021</u> This action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030.</p> <p><u>Year 1 Update – Jan-June 2022</u> As above</p> <p><u>Year 2 July-September 2022 update</u></p>	<p>YEAR 1 2021- 22</p>	<p>March 2024</p>	

			<p>An electric vehicle demonstration was held in August. Workshops manager is obtaining costings for electric vehicles. Estates looking into electric charging points options at selected MFRS properties. A meeting has been arranged to discuss hybrid vehicle options.</p> <p>As reported previously this action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030.</p>			
NR/5.2	Support the Government's plans to refresh the National Resilience Assets	National Resilience	<p><u>Update Jul-Dec 2021</u> The National Resilience Assurance Team (NRAT) will work with the Lead Authority (Merseyside FRS) Home Office, along with internal and external UKFRS stakeholders to facilitate and complete a comprehensive review of National Resilience capabilities and undertake major asset refresh as part of the New Dimensions 2 project to ensure specialist National Resilience capabilities remain efficient and effective.</p> <p><u>Year 1 Update – Jan-June 2022</u> National Resilience Assurance Team (NRAT) continue to work with Home Office (HO) to deliver major asset refresh of National Resilience (NR) capabilities as part of ND2 work packages. The Detection Identification Monitoring (DIM) capability is currently at the procurement stage with. The Enhanced Logistics</p>	YEAR 1 2021- 22		

			<p>Support (ELS) Capability review has been concluded and is entering the procurement phase. Both DIM and ELS have been allocated HO funds for this phase of work. The Urban Search & Rescue (USAR) capability review is continuing and should conclude by the end of 2022. Additional funds for staffing to support this work across the 3 capabilities has been secured. High Volume pump and Mass Decontamination capability reviews have been paused and will recommence ahead of the next Government comprehensive spending review. It is expected that ND2 will now be delivered over a longer duration than originally envisaged.</p> <p><u>Year 2 July-September 2022 update</u> As this is a medium to long term project previous updates remain up to date.</p>			
--	--	--	--	--	--	--

ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START IRMP YEAR 1	DUE BY	STATUS (Red, Amber, Green)
Res/1.1	Introduce a Hybrid duty system at Kirkdale fire station	Response/ Preparedness	<u>Update Jul-Dec 2021</u> Appliances moved from Croxteth to Kirkdale on 1 st December 2021. Station went live at 1030hrs.	YEAR 1 2021-22	December 2021	

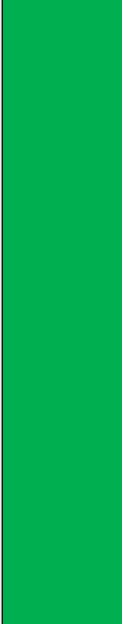
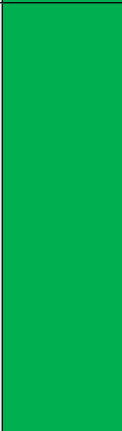
			<p><u>Year 1 Update – Jan-June 2022</u> This action is now complete and closed</p>			
Res/1.4	Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid – including a Specialist Command and Control function	Response	<p><u>Update Jul-Dec 2021</u> All moves of specialist units completed. All moves to happened on the 1st December. Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete and closed</p>	YEAR 1 2021-22	November 2021	
Res/1.5	Introduce a Stinger/Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder.	Prep/Resp	<p><u>Update Jul-Dec 2021</u> Specifications for the vehicle are being finalised with the supplier</p> <p><u>Year 1 Update – Jan-June 2022</u> Spec meeting 5th August: Tender to be released 12th August 2022</p>	YEAR 1 2021-22	January 2023	
Res/1.6a	Create specialist capabilities/fire stations: LIVERPOOL CITY – Command and	Response	<p><u>Update Jul-Dec 2021</u> All moves of specialist units completed. All moves to happened on the 1st December. Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.</p>	YEAR 1 2021-22	November 2021	

	Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (deployed within 30 minutes)		<p><u>Year 1 Update – Jan-June 2022</u> Specialist training on command has been provided to all station at Liverpool City and Kensington in January 2020. This action is now complete and closed</p>			
Res/1.6a.1	LIVERPOOL CITY – Relocate 1 Combined Platform Ladder 34 (CPL) from Kirkdale to Liverpool City and train drivers	Response	<p><u>Update Jul-Dec 2021</u> Wholetime Combined Platform Ladder established, 45m High Reach Extendable Turret (HRET) not yet purchased.</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete and closed</p>	YEAR 1 2021-22	Phase 1 – 17 July 2021 Phase 2 – November 2021 Phase 3 - TBC	
Res/1.6b	WALLASEY – Marine and Ships Firefighting (Off Shore capability) – Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (deployed within 30 minutes)	Response	<p><u>Update Jul-Dec 2021</u> All assets are now located at Wallasey and are available for mobilisation with retained crew.</p> <p><u>Year 1 Update – Jan-June 2022</u> All specialists assets have been moved to Wallasey. The marine and ships firefighting capability for Wallasey and Crosby is still being advanced so this element of the action will move to Year 2.</p> <p>Ops Board paper confirmed alongside response as initial phase for training rollout. FRMR modules 1, 2, 8, 9, 10</p>	YEAR 1 2021-22	Phase 1 – 30 August 2021 Phase 2 – April 2022	

			selected as most appropriate. Marine Tac Ad group enrolled with NFCC Maritime to gain documents. Training days at Wallasey/Crosby confirmed for each Wednesday with Marine Unit familiarisation and theoretical input. To advance to onsite/on-board visits to supplement specialist knowledge. Joint endeavour with SM Warwick Lancashire Fire and Rescue to conduct joint training between Merseyside facilities (Cammell Lairds etc) and Morecambe/Heysham docks as away days.			
Res/1.6c	ST HELENS – Hazmat – Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)	Response	<p><u>Update Jul-Dec 2021</u> All appliances were in place by November 2021. Initial training has been received with Hazmat and specialist training to be delivered in January/February 2022. Asset is available on retained activation.</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete and closed</p>	YEAR 1 2021-22	Phase 1 – September 2021 Phase 2 – TBC	
Res/1.6e	KIRKDALE – Terrorist Response Specialist Capability and Flood Response (Mass Decontamination Unit (MDU) / Marauding	Response/Prep	<p><u>Update Jul-Dec 2021</u> Mass Decontamination Unit was moved to Prescot on 13th January 2022, this was a change outside of IRMP proposals that was approved at Ops Board on 29th November 2021. Staff to be trained by 31st March 2022</p>	YEAR 1 2021-22	December 2021	

	Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis		<p>Marauding Terrorist Attack (MTA) is fully available</p> <p>Flood Response is fully available</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete and closed</p>			
Res/1.6f	BELLE VALE – Water (High Volume Pump) Inc. all LLAR stations – staffed on a whole time (permanent) basis	Response	<p><u>Update Jul-Dec 2021</u></p> <p>The High Volume Pump (HVP) is continually staffed by one driver. The original plans for training related to this action were not appropriate for the staff involved and other options are being considered.</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete and closed</p>	YEAR 1 2021-22	Completed	
Res/1.6g	HESWALL – Wildfire – All terrain vehicle – Complementary crewed	Response	<p><u>Update Jul-Dec 2021</u></p> <p>The vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.</p> <p><u>Year 1 Update – Jan-June 2022</u> Training secured with Northumberland FRS anticipated 4th/5th October and 12/13th October 22. Funding approved via POD and planning for staff allocation to</p>	YEAR 1 2021-22	March 2022	

			<p>cover all existing personnel in progress. Course reflects 2 day enhanced awareness Wildfire course.</p> <p>Working party established via Tac Ads to investigate best Personal Protective Equipment measures, consideration to Northumberland model.</p> <p>Funding secured 50k for 2x 4x4 vehicles (Formby and Heswall) and scoping exercise completed to investigate Polaris and Haggalund vehicle types, ruled as unsuitable for what is required within MFRS.</p>			
Res/1.6h	<p>FORMBY– Wildfire – All terrain vehicle – Complementary crewed</p>	Response	<p><u>Update Jul-Dec 2021</u></p> <p>The vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.</p> <p><u>Year 1 Update – Jan-June 2022</u></p> <p>Training secured with Northumberland FRS anticipated 4th/5th October and 12/13th October 22. Funding approved via POD and planning for staff allocation to cover all existing personnel in progress. Course reflects 2 day enhanced awareness Wildfire course.</p> <p>Working party established via Tac Ads to investigate best Personal Protective Equipment measures, consideration to Northumberland model.</p> <p>Funding secured 50k for 2x 4x4 vehicles (Formby and Heswall) and scoping exercise completed to investigate Polaris and Haggalund vehicle types, ruled as unsuitable for what is required within MFRS.</p>	YEAR 1 2021- 22	March 2022	

<p>Prev/2.6</p>	<p>Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist</p>	<p>Prevention/ POD</p>	<p><u>Update Jul-Dec 2021</u> Prevention Department is reviewing its workforce profiles (gender, age, ethnicity etc). The team has two members co-opted onto the Positive Action Working Group and staff who support a number of networks. There has been some success in the recruitment of women to the team but we want to do more to encourage people from under represented ethnic backgrounds to join us.</p> <p><u>Year 1 Update – Jan-June 2022</u> Department heads still lead diverse teams and encourage those from under represented groups to be a part of the delivery team against prevention activity.</p>	<p>YEAR 1 2021- 22</p>	<p>December 2021</p>	
<p>Prot/3.4</p>	<p>Increase mobile/agile working for staff</p>	<p>Protection</p>	<p><u>Update Jul-Dec 2021</u> All inspecting staff have been given mobile devices to enhance agile working. CFRMIS is progressing and once fully operational with all modules will see greater use of mobile working.</p> <p><u>Year 1 Update – Jan-June 2022</u> Agile working remains an extant measure across the department for those personnel who are able to operate as such. This has recently been highlighted again across the team as part of measures in looking to</p>	<p>YEAR 1 2021- 22</p>	<p>January 2022</p>	

			minimise financial impact for individuals. Action complete.			
Prot/3.9	Our drone capability will be introduced after being proposed in our previous Plan.	Protection	<p><u>Update Jul-Dec 2021</u> We have implemented our drone capability.</p> <p><u>Year 1 Update – Jan-June 2022</u> This action is now complete</p>	YEAR 1 2021- 22	September 2021	
Prep/4.5	Develop operational plans for all key risks including heritage sites and sites of scientific interest	Preparedness/ Response	<p><u>Update Jul-Dec 2021</u> Site Specific Risk Information (SSRI) survey undertaken and completed in September 2021. 2000 Heritage sites are to be considered for exercising options. This was reported to Operations Board on 29th November 2021. Heritage sites are now incorporated into the SSRI update reported to Ops Board.</p> <p><u>Year 1 Update – Jan-June 2022</u> Aligning building protection type codes to PORIS assessment and creating a new scoring level to ensure high risk properties request a SSRI. Questions are being created to ensure process is fit for PORIS assessment is fit for purpose. Training package is being created and the data capture form will be trialled by certain stations and will inform them if a SSRI is needed. Liverpool University have been commissioned to speak with specific Operational crews examine Firefighter Perspectives of the Content, Format, and Use of Site-Specific Risk Information.</p>	YEAR 1 2021- 22	March 2022	

Prep/4.7	Introduce ways of staffing our Fire Control that reflects the demands on the service, increases the resilience of the team and enhances development opportunities for staff.	Preparedness	<p><u>Update Jul-Dec 2021</u> A new shift pattern has been introduced with an element of retained cover included to improve resilience. The new shift pattern is now in consultation, aiming to close action March 2022.</p> <p><u>Year 1 Update – Jan-June 2022</u> Implemented 1st June after a long consultation. SMA post advertised and interviews are 22 June. Detailed Action Plan in place and progressing to deliver.</p>	YEAR 1 2021- 22	January 2022	
NR/5.1	Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training	National Resilience	<p><u>Update Jul-Dec 2021</u> Key Performance Indicators are now online. Assurance processes are planned and this is a continual process. Regular six-weekly National Resilience (NR) meetings are in place and held regularly to plan to address any internal and external National Resilience gaps.</p> <p><u>Year 1 Update – Jan-June 2022</u> The National Resilience Assurance Team visit and assure all FRS’s across England and Wales and follow a robust National Resilience Assurance Framework with outcomes communicated through a NR Statement of Assurance which is presented to the National Resilience Board on an annual basis.</p>	YEAR 1 2021- 22	March 2022	

			<p>MFRS NR manager meetings have been reinstated with governance to ensure actions and assurance can met at NR asset locations within MFRS. NR asset managers have received;</p> <ol style="list-style-type: none">1. NCAF update2. NR procedures3. NRAT assurance and assistance capability4. NR training tool <p>This action will continue into Year 2 of IRMP 21-24</p>			
--	--	--	---	--	--	--

This page is intentionally left blank

No.	HMI Page	Area for improvement	Required outcomes	Action to achieve required outcomes	Update – October 2022	Responsible function	Timescale	RAG
1	17	The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.	Operational decisions are logged consistently Staff understand how to log decisions.	<p>Ops Response Functional Plan Deliverable 8:</p> <p>The Operational Assurance Team (OAT) will liaise with the Operational Procedural Review Team (OPRT) and the Command Department to confirm and understand current procedures in place to record operational decisions and offer support if they are in need of review from information/learning gathered from operational incidents.</p> <p>The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>Review of understanding to be provided through the operational assurance programme and monitoring of incidents</p> <p>Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p>July 2022 update Health and Safety liaised with OPRT, WM Command Department and our Learn Pro developer regarding decision logging. PREPOL01- Incident Command Policy has been reviewed which references Decision logging. Service Instruction 0739 - Decision Logging is in place – reviewed by Operational Assurance. (SI review date: 27/08/24). A trial for body worn cameras to assist with the recording of decisions (ending November 2022) is still running. Information has been found as part of fact finding, but results expected November 2022. Command Learn Pro is available on the Portal.</p> <p>'Decision Logging' is found in additional modules also. ICCM, ICWM, reference contemporaneous notes and recording of decisions via the Vision Boss mobilising system is made.</p> <p>In Incident Command Support Management (ICSM) input, reference is made to having a member of the command support team scribe for meetings and for carrying out a written decision log when resources permit. Review found that available resources for the recording of decisions were: Vision Boss, Decision log books, Dictaphone, officers note books, Incident Command Unit white boards (photographed), body worn cameras, Resilience Direct.</p> <p>October 2022 update Review of all foundation policy, procedure and guidance completed along with supporting gap analysis, looking at what the policy says and where we comply or require improvement.</p> <p>It was identified in SI 0739 that <i>'Incidents of 6 pumps or over where the Incident Command Unit (ICU) is mobilised will automatically generate the need for an Incident Decision Log to be completed.'</i> Compliance review captured using two year data analysis to see where criteria has been met in relation to ICU mobilisations vs decision log completion. Review extended to where decision logs have been completed vs what has been received in Ops planning once complete (SI 0739). Review also found that the new prints of the decision log books state for the books to be returned to Ops Assurance which is a printing error (Ops Planning). Ops Assurance has not received any decision log books.</p> <p>Body Cameras have not been used at any incident for the purpose of recording decisions other than that of Technical Command Assessments (trial ends Nov 2022).</p> <p>Information and Q&A on Decision Logging have been incorporated as part of the current quarterly Station Manager Audit (Sept-Dec) with monthly feedback at standardisation.</p> <p>A questionnaire for all Officers has been constructed and will be published in the last week of October for 2-3 weeks; this will provide additional data to indicate the level of understanding of the decision logging process.</p>	Response	Q4 2022/23	

					<p>Key meeting scheduled between GM H&S/OA (deliverable owner) and GM Operational Policy, intelligence & planning (decision logging owner). Meeting will review Service policy against gap analysis and plan for immediate improvement actions where required.</p> <p>Operational Assurance officers monitor decision when actively monitoring/attending incidents. This also forms point of discussion during Operational Assurance Team morning meetings.</p>			
2	36	The Service should assure itself that it has an effective succession planning mechanism in place for all roles	There are succession planning mechanisms for all roles; Grey, Green and Red Book.	<p>POD Functional Plan</p> <p>Deliverable 3.1:</p> <p>To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.</p> <p>Review the Gateway process</p>	<p>July 2022 update</p> <p>The organisational People Plan 2021-24 includes actions relating to the development of succession plans across all functional areas. Work will commence in Qt 3 2022/23 on this action.</p> <p>The Gateway process has been reviewed as part of the work associated with embedding the Leadership Message. Documentation is currently being updated and this will be re-launched in Autumn 2022.</p> <p>October 2022 update</p> <p>Succession planning mechanisms for all roles; Grey, Green and Red Book. Director of People and Organisational Development (POD) confirmed that this will be achieved by February 2023.</p>	People and Organisational Development	Feb 23	
3	38	The Service should ensure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result.	Equality impact assessments are carried out in a consistent way. Staff understand when and how to carry out an EIA. Actions are agreed and delivered.	This is built within the People Plan and Equality plan, taking the NFCC model and working with all interested parties including staff Networks to produce a robust mechanism for use by all managers, and clarity in relation to content and completion timescales to be brought to SLT/Authority upon completion	<p>July 2022 update</p> <p>A new Equality Impact Assessment (EIA) template has been developed in line with the National Fire Chief's Council (NFCC) best practice guidance. This new template has been launched and all newly created and updated EIAs developed as part of policy development and annual review use the new template. Reports will not progress for ratification if an appropriate EIA has not been completed.</p> <p>October 2022 update</p> <p>Equality Impact Assessments are carried out in a consistent way. Staff understand when and how to carry out an EIA. Actions are agreed and delivered. Actions:</p> <ul style="list-style-type: none"> • Director of POD to refresh/reissue reminders about new EIA processes. • Director of POD suggested Strategic Leadership Team (SLT) sign off reports at SLT meetings only when an EIA is attached. 	People and Organisational Development	2022	
Other areas identified								
As well as the three formal areas for improvement detailed above, when reviewing the report, officers identified other areas where the Service could improve. Many of these areas reflected work that is already in progress and included in MFRS plans, but these actions are summarised in this plan for completeness.								
4	14	As well as the three formal areas for improvement detailed above, when reviewing the report, officers	Prevention partnerships are consistently evaluated for efficiency, effectiveness and benefit to the public.	<p>Prevention Functional Plan</p> <p>Deliverable 5</p> <p>We will enhance how we evaluate our role to understand its effectiveness and benefit</p>	<p>July 2022 update</p> <p>Liverpool University staff have interviewed all department heads. The evaluation questions will consider the following factors:</p> <ul style="list-style-type: none"> • What resources we are investing into the 'Safeguarding and High Risk' and 'Home Safety' pillars? • The main tasks being undertaken by each pillar. • The intended outcomes/benefits of undertaking these activities. • Whether data is available to demonstrate these benefits. 	Prevention	Q2 2022/23	

		identified other areas where the Service could improve. Many of these areas reflected work that is already in progress and included in MFRS plans, but these actions are summarised in this plan for completeness.		to the public through all of our partnership working. A consistent process and methodology for evaluation will be presented for the consideration of SLT members. Liverpool University have agreed to review current partnership work and evaluate effectiveness and benefit to public.	A final report will be prepared and delivered to Community Risk Management Board for further consideration by the end of year. October 2022 update Prevention Partnerships are consistently evaluated for efficiency, effectiveness and benefit to the public. Still some gaps around evaluation. Home Safety, Youth Education and Community Safety managers have had further meetings with Liverpool University research students to shape the evaluation framework and clarify the data available. The University have also done wider scoping work to identify established sources that can be used to apply economic figures. Where the data was available, they have conducted cost-benefit analysis. The research dissertations have been submitted and University staff are working on a report to feed the findings back to AM Prevention. Researchers are aiming to get an initial report to MFRS by end of October to capture all four pillars which were focussed on.			
5	14		Sampling of visits for assurance has increased and learning applied to improve future quality.	An internal Quality Assurance process to be introduced, undertaken by Senior Inspectors periodically. This will be aligned to the national accreditation process (4 per year) for auditors to be listed on the national contextualised register.	July 2022 update Three personnel are undertaking registration for Contextualised Auditor's Register (CAR). Five Senior Fire Safety Inspectors (SFSIs) will enabled Protection Compliance Managers (PCMs) to undertake more periodic quality assurance. Relevant criteria aligned to national framework is in place. October 2022 update Sampling of visits for assurance has increased and learning applied to improve future quality.	Protection	Q4 2022/23	
6	17		Engagement with local businesses has increased and there is evidence of better understanding of compliance.	Protection Functional Plan Deliverable 6 We will develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. This will include an ED&I monitoring process for all fire protection activity. We will develop partnership working with internal and external stakeholders to reduce UWFS.	July 2022 update Schedule of business safety events is in place with one event delivered in June. Looking to develop a robust means of identifying and capturing ED&I data to enable an analysis to be undertaken to ensure there is no bias in relation to how our enforcement activities are being undertaken. Businesses generating highest numbers of Unwanted Fire Signals have been identified with a data sharing agreement in place with Strategy and Performance. Departmental engagement with identified businesses has commenced. October 2022 update Engagement with local businesses has increased and there is evidence of better understanding of compliance. Area Manager Protection advised that an engagement event is planned for December based on new legislations (follows previous events). Unwanted fire signals will be a constant action and would be happy to sign this off for January. Area Manager also looking at the process of inspecting.	Protection	Q4 2022/23	

7	19		Control staff have received practical fire survival training and its success has been demonstrated through evaluation.	<p>Preparedness Functional Plan Deliverable 9:</p> <p>Respond to the HMICFRS observation to deliver practical training to Fire Control staff on fire survival guidance.</p> <p>Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff. Create a training plan to deliver fire survival guidance to all staff in Fire Control.</p> <p>Review the current Fire Control training planner and introduce practical training across a number of incident types to support competency and include a command assessment process for Fire Control Managers.</p> <p>Embed an assurance program to review training standard and competency.</p>	<p>July 2022 update Final review of Fire survival guidance took place and completed 11th May 2022. Fire Survival guidance e-learning was completed by all Fire Control staff in June 2022.</p> <p>Practical modules are currently in development with completion set for December 2022.</p> <p>All ranks in Fire Control have received a Command Assessment; started in Nov 2021 and completed in Feb 2022.</p> <p>Control staff will start to complete reflective logs to reflect performance. Watch Manager B's will validate reflective logs. The Station Manager will validate WMB's reflective logs.</p> <p>Control staff will receive command revalidations during larger Service exercises by using the secondary control room for all activities. Programme of Joint Exercising currently being agreed with Command Dept. COMAH exercises also running throughout the year.</p> <p>October 2022 update Practical training of Fire Survival Guidance, testing the Electronic Evacuation Spreadsheet has been carried out with all four watches, with a final demonstration to PO's on 13/10/2022. Through evaluation, it was recognised that a third monitor would assist operators in inputting data onto the spreadsheet. This has been authorised and supply and fit of extra monitors on each position is being scheduled.</p>	Preparedness	Q4 2022/23	
8	20		Staff understand how and when to use operational discretion and log decisions (also see 1).	<p>Response Functional Plan Deliverable 9:</p> <p>The Operational Assurance Team (OAT) will liaise with the Operational Produce Review Team (OPRT) and the Command Department to confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents.</p>	<p>July 2022 update Operational Assurance liaised with Operational Produce Review Team (OPRT)/Command Department Regarding the current position and understanding. Policy review conducted - Service Policy Prepol01 Incident Command, includes a section on Operational Discretion (OD). Input on OD covered during command training of CM/WM/SM etc. Incident Command Crew Manager (ICCM)/ Incident Command Watch Manager (ICWM)/ Incident Command Station Manager (ICSM) and overarching command training. When Operational Discretion training is delivered, case studies of where and how it was applied are used. Operational Discretion input is featured in Operational Assurance Team audits and also highlighted through Incident Notes: 17 & 63; OD also highlighted in OBN 87 (Jul 2022). Also see 1 and 17.</p> <p>October 2022 update Staff understand how and when to use operational discretion and log decision.</p>	Response	Q4 2022/23	

			<p>The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>Review of understanding to be provided through the operational assurance programme and monitoring of incidents</p> <p>Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p> <p>Review of decision logging to take place support this process.</p>			
9	30	<p>Staff are confident about using new applications and devices within an agreed period of time following implementation (varying dependent on the system/technology involved).</p>	<p>Strategy and Performance</p> <p>Feedback and customer service will be built into the roll-out of all new applications and technologies as business as usual.</p> <p>Response Functional plan Deliverable 10: The OAT to undertake review of new technologies and what has been implemented on station to identify areas of focus. Complete staff survey to identify areas of concern.</p> <p>Review competence and understanding of staff to be provided through the operational assurance programme and monitoring of incidents. Arrange additional input and supportive training where required.</p>	<p>July 2022 update Strategy and Performance CFMIS was released in Protection for stations along with the new HFSC process in Prevention – a customer satisfaction survey was sent to all station users, feedback was received, this was acted upon and changes were made.</p> <p>Response Review undertaken of what new technologies are on station. Review found technologies including: CFRMIS – which incorporates HFSC, SSRI (site specific risk information), Simple Operational Fire Safety Assessments (SOFSA's), Fire Safety concerns reporting tool; Hot Debrief; Toughpads on all appliances now with various functionality. Microsoft Teams is used more broadly on station and we also found various internet browsers still in use. New technology use is now under ongoing review at every Morning Meeting; communicated via Officer Briefing Notes (OBN's) e.g. OBN 87. OSHENS has been monitored from Jan to July - No specific feedback observed.</p> <p>October 2022 update Many staff are confident about using new applications and devices within an agreed period of time following implementation, but we will be carrying out more work to ensure that this confidence is widespread.</p>	<p>Strategy and Performance</p> <p>Response</p>	<p>Q1 2022/23</p> <p>Q4 2022/23</p>

			Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment Monitor and review.					
10	34	The behaviours associated with Service values are applied in the workplace and this is demonstrated through performance reviews. The Authority members will also demonstrate these positive behaviours	<p>Response Functional Plan Deliverable 10: Enhance knowledge and understanding of the new Leadership Message for station based operational staff. Input should will include exposure NFCC Code of Ethics, Service Values, ED&I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.</p> <p>Legal Services Functional Plan Deliverable 3: To review and refresh the Authority's Members Development Strategy and Programme, to ensure effective governance delivery and provides Members with the required knowledge and skills to undertake their roles effectively.</p> <p>To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.</p>	<p>July 2022 update Work continues for the roll out of organisational implementation of the new Leadership Message and Values. The initial round of training for all staff has been completed, and work is ongoing in aligning this work to address and incorporate the National Core Code of Ethics.</p> <p>Work is also on going in the revision of Appraisals, the Gateway system and all recruitment to incorporate the Leadership message.</p> <p>At the AGM Members provided details of their current skills and training. It has been agreed with POD a process on how to move forward with the implementation and once each of the Members skills audit information has been assessed Members will be contacted directly to progress.</p> <p>October 2022 update People and Organisational Development (POD) are developing a presentation demonstrating how the leadership message aligns with the Core Code of Ethics and Fire Standards. The presentation will also describe the inclusive leadership values and behaviours expected of all MFRS employees. This is led by POD and is to be presented at the Equality and Inclusion Board on the 21st November 2022.</p> <p>POD has developed a coaching and mentoring policy. MFRS is developing a bank of coaches and mentors to support staff development.</p> <p>Coaching courses have been provided to 49 staff. These coaches and mentors will be utilised to inform the review process.</p> <p>The skills audit has been undertaken by POD and feedback provided to Democratic Services. The updated members development strategy will be provided to Members at the next Members Development Group.</p>	<p>People and Organisational Development</p> <p>Response</p> <p>Legal Services</p>	<p>Q4 2022/23</p>		
11	36	See 2						

12	38		There is an equalities plan with timescales that summarises key ED&I actions and timescales.	To rewrite, adopt and implement a revised Equality Action Plan in conjunction with all relevant partners	<p>July 2022 update The revised Equality Action Plan has been completed, and it is ready for publication subject to Authority approval</p> <p>October 2022 update There is an equalities plan with timescales that summarises key ED&I actions and timescales.</p>	People and Organisational Development	April/May 22	
13	39		Staff have more information and guidance about diverse communities and interactions are improved as a result.	<p>Strategy and Performance Functional Plan Deliverable 1.3</p> <p>Improve relationships and engagement with diverse communities: Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities</p> <p>Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required</p> <p>Data -led risk and equality analysis</p>	<p>July 2022 update Update August 2022 – we are currently working with our external provider to deliver the 2022 Staff Survey during the months of November/December 2022.</p> <p>Face to face ED&I Training continues to be delivered to staff across the Service. Total number of sessions delivered since May 2019 - 89 21 sessions booked between 13th July and 21st October Total of 323 places available over these sessions 305 staff still to attend 15 Authority Members 18-20 new recruits 11 National Resilience Total 349 – (additional dates to be identified for National Resilience and Authority Members)</p> <p>Update August 2022 Work is progressing with Phase 1 – Information Gathering. Community Engagement advisor has attended a number of events as detailed below:</p> <ul style="list-style-type: none"> • Meeting with Merseyside Police Community Engagement Unit (4th May) • Autism Adventures Community Event (4th June) attended by crew and appliance from Belle Vale • Asian Fire Service Association/National Fire Chief’s Council Diverse Business Safety Conference (10th June) • Celebrate L8 Event (25th June) attended by crew and appliance from Toxteth • Positive Action Working Group (30th June) • ENEI (Employers Network for Equality and Inclusion) House of Lords Reception (8th July) • Attending Area Manager Station Visits to promote Knowing your Community (local profile, demographics, and known ASB areas) <p>Going forward</p> <ul style="list-style-type: none"> • Staff Engagement Survey • Building Accessibility Reference Group • Guide Dogs Liverpool and MFRS • Task and Finish Group - Needs of Faith in Communities in Major Emergencies • Task and Finish Group - Cost of Living Crisis <p>October 2022 update</p>	Strategy and Performance	<p>Q3 2022/23</p> <p>Q2 2022/23</p> <p>Q2 2022/23</p>	

					<p>Work has taken place to consider how staff currently engage with their communities, the information that would be useful to staff, and the intended purposes of such engagement.</p> <p>The Community Engagement Adviser has been speaking to operational crews and other staff to determine the best approach and guidance and resources will be produced to assist operational crews to engage with their local communities to improve outcomes.</p> <p>Face to face ED&I sessions continue to be delivered to staff across the service. Total number of sessions delivered since May 2019 - 108 13 sessions booked between September and December National Resilience Team scheduled to receive training 3rd and 10th November Total of 195 places available over these sessions Total of 148 staff still to attend Consideration is being given to virtual training sessions delivered via Teams ED&I Learn Pro Package – total Of 863 staff completed</p>			
14	40	The Service has a live recruitment and positive action strategy (and associated EIA)	<p>POD Functional plan 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. Increase applications for vacancies at all levels by people from protected group currently underrepresented.</p> <p>1.1 People Plan - Improve relationships with diverse communities to make MFRA an employer of choice to those underrepresented groups</p>	<p>July 2022 update The Service has created a Positive Action Strategy group which includes a wide variety of members from across the organisation. This group has met on a number of occasions and developed an action plan with short, medium and long term goals to further improve positive action outcomes.</p> <p>The work is being supplemented by the secondment of a number of operational staff from their usual role into positive action specific roles to assist with and provide further opportunities for engagement with the local community.</p> <p>October 2022 update The Service has a live recruitment and positive action strategy (and associated EIA) and an Accelerated Development Scheme which will assist in this area.</p>	People and Organisational Development	ongoing		
15	40	The Service can demonstrate that work has taken place to encourage diverse applicants into middle and senior level posts and that outcomes are positive.	<p>People Plan 1.3 – Increase leadership potential and create greater diversity in leadership positions</p> <p>In association with the review and realignment of the Gateway process to expand self-development opportunity and</p>	<p>July 2022 update The Service has adapted the planned accelerated development scheme into a High Performance Programme which seeks to identify and encourage the development of staff who display leadership traits across all areas our increasing diverse workforce.</p> <p>October 2022 update The Service can demonstrate that work has taken place to encourage diverse applicants into middle and senior level posts and that outcomes are positive.</p>	People and Organisational Development	Ongoing		

			<p>assessment within all appraisal processes and the implementation of an accelerated development scheme</p> <p>4.6 Functional Plan</p> <p>Deliverable 4</p> <p>To implement an accelerated development scheme to support organisational advancement to those identified as future leaders</p>			2022/23	
16	40	<p>The Service has reviewed all grievance and discipline performance and taken action to improve where necessary.</p>	<p>The department will continue to look at the full implementation and delivery range of its Discipline and grievance policies including allocation and support of investigating and hearing officers as well providing appropriate support and training</p> <p>The Authority intends to explore alternative delivery models to expand informal and early intervention resolution</p>	<p>July 2022 update A full review of grievance and discipline cases is currently being undertaken by the Head of Culture and Transformation. Once complete the outcomes and recommendation of this review will be considered by the appropriate board.</p> <p>The Director of People & Legal and Head of Culture & Transformation has engaged with colleagues from MerseyCare to explore the 'Just Culture' informal approach to grievance and discipline they have implemented. Work continues with further meetings planned to explore the feasibility of adoption within MFRA.</p> <p>October 2022 update The Service has reviewed all grievance and discipline performance and take action to improve where necessary.</p>	People and Organisational Development	Ongoing	
17	40	See 10					
18	41	<p>Information has been provided to all staff that explains how the Gateway process applies to them and they understand it.</p>	<p>A review of the Gateway process is currently ongoing with the Senior Leadership Team with a view to relaunching a revised and individual led development scheme and appointments process.</p> <p>Further support and Training to be provided to ensure open and transparent Appraisals are undertaken and training needs identified and supported.</p>	<p>July 2022 update The Gateway system is currently being reviewed in light of the new Leadership Message. Guidance outlining the application process will be updated as necessary to reflect changes.</p> <p>The appraisals system has been updated to incorporate the Leadership message and will be relaunched in Qtr. 2 2022.</p> <p>October 2022 update Information has been provided to all staff that explains how the Gateway process applied to them and they understand it. Non uniformed staff have been removed from this process and action will be taken to communicate this change and reflect in the appraisal process. .</p>	People and Organisational Development	2022/23	

This page is intentionally left blank

BRIEFING NOTE			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	15TH DECEMBER 2022		CFO/053/22
PRESENTING OFFICER:	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	GED SHERIDAN	REPORT AUTHOR:	DAVE SEASMAN
OFFICERS CONSULTED:	GM G KNOCK, SM W WOODS, WM TOPPING, WM CARTER PHIL ION, G BESTWICK, S MARTIN, J MCINTYRE		
TITLE OF REPORT:	PURCHASE OF HIGH REACH EXTENDABLE TURRET APPLIANCE		

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

Purpose of Report

1. To request that Members approve the purchase of a 20m High Reach Extendable Turret (HRET) special appliance. Members are required to approve the purchase as the value of the contract exceeds £250,000.

Recommendation

2. It is recommended that Members;
 - a. note the contents of the report that was approved at Strategic Leadership Team meeting on 22nd November 2022, and delivers against the 2021/24 IRMP proposals and;
 - b. approve the procurement of a 20m HRET Special Appliance at a cost of £547,985.

Introduction and Background

3. For operational response the current MFRS aerial Combined Platform Ladder (CPL) fleet consists of one 34m CPL at City Centre (soon to be replaced by a 45m CPL), one 34m CPL at St Helens and one 28m CPL at Southport.
4. Within the current Integrated Risk Management Plan (IRMP) the intention is to replace the complimentary crewed CPL at St Helens with a HRET special vehicle. City Centre will house the new 45m CPL and Southport and Saughall Massie will each house a 34m CPL
5. A HRET is a specialist vehicle that has multiple uses. It is used primarily as a conventional fire appliance but also has the added capability, via a boom package to be used as a water tower. It also has the inclusion of a piercing spike to penetrate roof spaces or light industrial buildings.

Vehicle design and Specification

6. At the time of the project commencement there were two current manufacturers who could manage production of a HRET vehicle; one produced a Stinger HRET, and one produced a Scorpion HRET.
7. As part of the process demonstrations of each of the vehicles took place at the MFRS Training and Development Academy (T&DA). In attendance were Principal Officers, staff from Transport, T&DA, Operational Equipment, Operational Response along with crews from St Helens Community Fire Station.
8. The demonstrations gave the opportunity to see the appliances in action and for various MFRS departments to ask questions and to clarify any operational, training, servicing and specification requirements relating to the vehicle application and suitability for use within MFRS.
9. During the demonstrations both the Stinger and Scorpion proved to be excellent appliances and both manufacturers delivered the demonstrations professionally and answered any questions raised in detail.
10. As part of the information gathering process the team visited Cheshire FRS and Greater Manchester FRS who both have a Scorpion HRET's and Lancashire FRS who have a Stinger HRET.
11. These visits enabled the team to discuss the vehicle attributes with operational crews who use these appliances on a regular basis. The feedback was positive overall.
12. A kit inventory analysis was carried out by members of Transport, Operational Equipment and Operational Response departments to ascertain the vehicle requirements. The operational equipment team then carried out a weighing exercise of all kit to be carried, this was to be included in the tender documents to assist in body design.
13. The team discussed the mechanical, engineering and operational Firefighting requirements to enable the vehicle to be designed to meet the requirements of MFRS.
14. Utilising all the information gathered above the Transport Manager produced a comprehensive Vehicle Specification document to be used for the tendering process.

Procurement route to market

15. In order to simplify the procurement process, it was decided to access a legally compliant framework comprising of pre-vetted and capable suppliers

16. The framework identified as being most suitable is the NFCC framework agreement for Emergency Response Vehicles let by Devon and Somerset Fire and Rescue Service.
17. Under the framework, a further competition was conducted amongst the 2 suppliers to the framework using the prescribed evaluation criteria which had weightings applied as follows:

Award Criteria	Weightings
Technical Merit and Quality	40%
Customer Support	17%
Delivery	5%
Social Value	5%
Organisation	3%
Price	30%

18. A comprehensive specification document for the new HRET was prepared by the Transport and Equipment Maintenance department.
19. Under European Procurement Regulations, it is not permitted to stipulate a named supplier within product or service specifications. Therefore, it was made explicit in the accompanying tender documentation that comparable alternatives to the vehicle components and systems suggested in the specification could be proposed.
20. The specification along with instructions to suppliers, pricing schedules, quality questionnaire and details of the scoring methodology to be used to evaluate responses were incorporated into a tender pack that was distributed via the web-based tendering portal used by the Authority.
21. The tender was released on 12th August and suppliers were allowed six weeks to prepare and submit their bids.
22. By the tender deadline, only one response had been received which was from Emergency One. This was evaluated by members of the Transport and Equipment Maintenance and Procurement departments using the scoring methodology that had been published in the tender pack.
23. Emergency One supplied two options of a HRET which were identical vehicles except for the length of the boom package. One was 16m height and the other was 20m height.
24. The 16m vehicle was £15,000 cheaper than the 20m vehicle. The benefits of the 20m booms additional height and outreach made the vehicle more versatile and would more greatly meet the operational requirements of the firefighters. The additional outreach would allow the vehicle to be situated at a further distance from a building, providing greater safety for the firefighters. These benefits outweighed the small price difference, so it was decided the 20m was the best option and gave the best value for money.

25. The results of the evaluation are detailed below.

Award Criteria	Emergency One 20m
Technical Merit and Quality	33.15%
Customer Support	14.06%
Delivery	4.20%
Social Value	4.60%
Organisation	2.45%
Price	30.00%
Total	88.47%

26. The tender response from Emergency One complied with the MFRS requirements set out in the vehicle specification document.

Equality and Diversity Implications

27. Suppliers to the Emergency Response Vehicles framework have previously been evaluated on a on their compliance with Equality and Diversity legislation.
28. The HRET is fitted with a ferry lift system to lower the vehicle and permit easier access to equipment stored at higher levels and on the roof of the appliance.
29. The proposed stowage layout of the vehicle has been designed to be compliant with Firestow standards to ensure equipment is stored in accordance with the allowable lifting capabilities of both male and female firefighters.
30. Slide and tilt shelving will be fitted to enable easy access to remove and refit kit to the appliance.
31. In view of the measures outlined in paragraphs 25-28 it is not anticipated that there will be any adverse impact on equality and diversity arising from this procurement exercise.

Staff and Training Implications

32. The purchase of the proposed vehicle will minimise the amount of training required by vehicle operatives and maintenance staff. The Scania vehicle and Godiva Fire pump currently make up the vast majority of MFRS LGV fleet keeping training on these systems to a minimum.
33. Driving School staff at T&DA will receive Train a Trainer training through Emergency One.
34. Workshop engineering staff will receive training on the vehicle and mechanical systems via Emergency One.
35. Full Training will be given to all operators of the HRET boom systems by staff from T&DA

36. The training mentioned in Paragraphs 34-35 is included in the price of the vehicle.

Legal Implications

37. The Authority has a duty to ensure compliance with UK and EU procurement legislation. Awarding against the established framework will ensure that the supply of the vehicle will be compliant with the regulations.
38. As the value of the contract is £547,985 and therefore is in excess of £250,000 this must be approved by the Authority.
39. The Authority must comply with its' duties in meeting operational procedures, legal requirements of Health and Safety to its employees, Transport Legislation and Operator Legislation

Financial Implications & Value for Money

40. The only supplier that submitted a bid was Emergency One.
41. The unit costs submitted for the 20m appliance is £547,985.
42. This procurement has been conducted to identify the Most Economically Advantageous Tender (MEAT) to ensure value for money is obtained.
43. Value for money is further enhanced due to the minimal resource required to train vehicle operatives and maintenance personnel.
44. The current Vehicle Capital Budget includes sufficient funding to cover the purchase of the 20m HRET Special Appliance.

Risk Management, Health & Safety, and Environmental Implications

45. There is a risk of challenge if the Authority procures the vehicles without undertaking an appropriate procurement process. The proposal contained in this paper significantly reduces the risk of any challenge.
46. Suppliers to the Emergency Response Vehicle framework have been evaluated on their financial stability, compliance with Health & Safety and Environmental protection legislation. Therefore, the risk to the Authority posed by these factors is reduced by sourcing via this framework.
47. Procuring a HRET will reduce road risk implications due to one vehicle attending some incidents as opposed to an appliance and a CPL attending.
48. All HRET drivers will receive specialist training from the T&DA driving school instructors which will assist in Road Risk management.

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

49. Procuring the appliance under the proposed contract will result in a cost effective and fit for purpose vehicle for use by firefighters. The provision of the vehicles will maintain operational capability and will directly contribute to the achievement of the Mission.

BACKGROUND PAPERS

GLOSSARY OF TERMS

HRET	High Reach Extendable Turret
CPL	Combined Platform Ladder
IRMP	Integrated Risk Management Plan
TDA	Training and Development Academy
MFRA	Merseyside Fire & Rescue Authority

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	15 DECEMBER 2022	REPORT NO:	CFO/54/22
PRESENTING OFFICER	CHIEF FIRE OFFICE PHIL GARRIGAN		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	LYNN HUGHES
OFFICERS CONSULTED:	ALL POD MANAGEMENT TEAM		
TITLE OF REPORT:	COACHING AND MENTORING POLICY		

APPENDICES:	APPENDIX A:	COACHING AND MENTORING POLICY
	APPENDIX B:	COACHING AND MENTORING EQUALITY IMPACT ASSESSMENT

Purpose of Report

1. To request that Members approve the Coaching and Mentoring Policy.

Recommendation

2. It is recommended that Members;
 - a) approve the Coaching and Mentoring Policy and;
 - b) note that consultation will take place with representative bodies on both the policy with a further report brought back if necessary to advise on any significant changes following this process.

Introduction and Background

3. The Coaching and Mentoring policy sets out how the Merseyside Fire and Rescue Service supports the development of its staff to enable them to be the best version of themselves. Both provide support and use similar skills although they are different in their intent and content.
4. Coaching focuses on individuals solving their own problems through the skilful questioning by the coach. It has at its heart a belief in people's capacity to find answers and positive ways to move forwards. It can often be used to reduce the barriers people face such as fear of failure, self-doubt, lack of confidence etc. It can also be used as a leadership style, which is empowering individuals to develop their own solutions and take responsibility for their actions.
5. Mentoring is more directive and involves the mentor sharing their knowledge and experience as a trusted adviser. It is often someone who has more experience

and knowledge and shares that with the individual as well as signposting them to other resources and networks.

6. The organisation is also committed to reciprocal mentoring which involves the mentor learning as much from the individual being mentored. Strategic Leadership Team (SLT) have committed to participating in this.
7. All development programmes allocate a mentor to the individual, which is normally their Line Manager.
8. Both Mentoring and Coaching are significant means of supporting and developing others in line with our values and behaviours. It is also acknowledged that a coaching style of leadership is a leadership behaviour promoted by the Service.

Equality and Diversity Implications

9. An Equality Impact Assessment has been included.
10. The policy has incorporated the European Council of Mentoring and Coaching (EMCC) Code of Conduct, which places equality and diversity at its core. It recognises the importance of understanding peoples experience and mind-set within a larger context of culture, religious belief, class and socio economic realities, with learning happening at an individual level.
11. The Service has also ensured that the selection of coaches and mentors reflects the diversity of our workforce. Increasing the diversity of coaches and mentors will help to dismantle barriers some employees face when seeking a Coach or mentor and contribute to a greater quality of provision.
12. Access to coaching and mentoring will be through the Service appraisal process or through Gateway processes and development plans.

Staff Implications

13. Coaching and mentoring actively supports a learning culture placing the individual at the heart of their own learning, creating a greater sense of responsibility and accountability for their own and organisational outcomes. It fosters our organisational capability of being built to help.

Legal Implications

14. Although the Coaching and Mentoring relationship is bound by confidentiality there are some exceptions:
 - Breach of any code of conduct or policy
 - A person being at risk to themselves or others
 - Illegal or unethical actions
 - Safeguarding issues

Financial Implications & Value for Money

15. The Service is committed to developing a pool of coaches and mentors rather than utilise external coaches. This significantly reduces cost as well as having greater diversity and flexibility of provision. Appointments to Strategic positions will be provided with an external coach if required given the nature and sensitivity of their development.
16. A two day course to be a coach is delivered by an external provider and met within existing budgets.

Risk Management, Health & Safety, and Environmental Implications

17. Risk is managed through the provision of a coaching and mentoring agreement, which establishes a Coaching/Mentoring contract at the outset of the relationship. This clarifies expectations, defines objectives and sets clear boundaries.

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.*

18. Coaching and mentoring serves to turn potential into performance thus creating the capacity to make a significant difference in the organisation and the wider community.

BACKGROUND PAPERS

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

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.

This page is intentionally left blank



Service Policy Coaching & Mentoring Policy

This is an unpublished work, the Copyright in which vests in Merseyside Fire & Rescue Service. All rights reserved. The information contained herein is the property of Merseyside Fire & Rescue Service, and is supplied without liability for errors or omissions. No part may be reproduced or used except as authorised by Contract or other written permission. The Copyright and the foregoing restriction on reproduction and use extend to all media in which information may be embodied ©

Document Control

Active date	Review date	Author	Editor	Publisher
August 2022	August 2024	Lynn Hughes		

Amendment History

Version	Date	Author	Reasons for Change

Equalities Impact Assessment

Initial	Full	Date	Reviewed by	Comments

Civil Contingencies Impact Assessment

Date	Reviewed by	Comments

Related Documents

Doc. Type	Ref No.	Title	Location
Policy		Appraisals	

Distribution List

Name	Position	I/R

Sign-Off List

Name	Position

Target audience

All MFS	x	Ops Crews	Fire safety etc	Community FS etc	Support Staff etc
Principal off.		Senior off.	etc	etc	etc

Ownership

FOI exemption required?	Yes	URL
	No	Reason

Legislation

Title	N/A

Contact

Department	Email	Telephone ext.
Lynn Hughes	lynnhughes@merseyfire.gov.uk	4781

Coaching & Mentoring Policy

1. Policy Introduction and Background

The Coaching & Mentoring policy sets out how the Service supports the development of its staff through Coaching and Mentoring activities.

As well as being a means to develop individuals, it is also a leadership style used on a day-to-day basis placing the leader in the role of enabler, ultimately to support and maximise the potential of their team. Additionally it builds upon the foundations set by the one team facilitation (colours) that aims to develop self-awareness so that everyone understands themselves better and how they impact on others.

The policy contributes significantly to key components of the People Plan - to build and embed a coaching and mentoring culture to support personal development and change, as well as a leadership style and behaviour.

It reflects the intent of our service within our leadership message by creating a culture of support, service and positivity.

The policy aims to assist individuals and teams to develop their own solutions and take responsibility for their actions.

2. Policy Explanation

What is Coaching?

Coaching focuses on individuals solving their own problems. It has at its heart a belief in people's capacity to find answers and find positive ways to move forwards to enable them to think and act independently. It often leads to new levels of understanding, insight, trust and purpose. It focuses on current performance as well as how they may perform in the future if they tap into their inner resources and capabilities.

There is considerable evidence to state that when employees make changes for themselves versus being told what to do, they are far more likely to commit to the outcome. Thus coaching helps people access what they already know by using techniques such as open questions, listening, reflection and challenge enabling them to think in a different way.

What is Mentoring?

Mentoring involves imparting knowledge, advice and guidance from a place of experience to enable individuals to become competent in their existing roles and/or future roles. Mentors will provide advice and offer direction and the relationship is usually based on someone more senior or with more experience offering this support as an experienced and trusted adviser.

Reverse mentoring is gaining momentum in organisations creating learning opportunities for both parties encouraging sharing and joint learning across generations and /or between roles.

Both coaching and mentoring have many similarities such as the interpersonal skills used to build a relationship however coaching is less directive than mentoring as well as a shorter term intervention. Both can be used formally as to support development as well as less formally as an impactful

conversation.

The titles of coachee and mentee are commonly used to describe the person in receipt of the support.

The benefits of coaching and mentoring are:

- Actively supports a learning culture where everyone in the organisation believes that learning is critical to individual and organisational success through enhanced performance.
- Develops a heightened sense of self-awareness and growth, which may make use of tools such as colours to dial up areas of potential development.
- A focus on the individuals agenda so that the goals set come from them and are owned by them demonstrating self-reliance and confident performance. This enables people to be the best version of themselves and fulfil their potential.
- An ability to deal with interferences which hamper performance such as self-doubt, fear of making mistakes, lack of confidence etc. One to one support is often the only effective solution to internal dialogue.

The Coaching & Mentoring policy aims to provide:

- A clear, open and transparent Coaching provision available for all staff.
- An open and effectively supported Mentoring programme for individuals in development or being supported with workplace performance.
- Develop a cohort of trained and qualified Coaches with support in their continuing professional development.
- Training and support for Mentors.
- Access to external Mentors and Coaches where appropriate.
- Guidance and support for staff wishing to work with a Coach or Mentor.
- A holistic approach to individual development through Service development programmes (e.g. Apprenticeships / Gateway).

3. Policy Implementation

Governance

The Workforce Planning and Organisation Development Team are responsible for the provision of coaching and mentoring with the Strategic Leadership Team (SLT) People Board providing strategic governance.

Selection of Coaches and Mentors

All Leadership development programmes will have a coaching and mentoring module, which enables Managers to utilise the skills of coaching and mentoring in their roles and with their teams. In this way Manager's view developing others and creating a learning environment as one of their major responsibilities. Managers will also use these skills to support under performance.

To become a coach, providing structured development sessions individuals should be nominated by their Line Manager typically through the appraisal process. The individual would need to demonstrate a high level of emotional intelligence and a commitment to support others.

Developing a coaching Culture

Coaching particularly is more than a method or toolkit for improving performance it should be an organisational mind-set, a way of being and relating to others in all areas of work. Coaching opportunities occur every day however, we often default to 'fixing it for others'. Coaching helps people think for themselves, arriving at solutions with skilled help. It lends itself to a different aspect of leadership, which uses a non-directive style whereby decision-making and innovation are devolved as far as possible. Although the significance of command is recognised the risk of overuse as a style can disempower those who are being commanded. Thus, a coaching style has benefits in drawing out people's potential and turning that into performance. It can be the principle upon which we interact with others.

Access to coaching and mentoring

Given that coaching and mentoring are used in organisations as a means of enabling individuals to reach their full potential in areas such as problem solving, strategic thinking, decision-making, career and personal development and change management they can be accessed via the appraisal process. An element of the appraisal conversation should outline what the individual hopes to achieve as an outcome through mentoring and/or coaching.

An individual embarking on a development programme as part of the Gateway process will automatically be given a mentor, which is usually their Line Manager. They will only be offered a coach if there are issues that would best be solved through coaching sessions such as confidence issues or behavioural change. When the need for a coach is determined, POD will supply the individual with a list of trained coaches for the individual to determine whom they would be comfortable working with. POD would make contact with that individual to check their availability. The coach would then initiate the first meeting. It is usual to plan 3 coaching sessions with the provision of a further three if needed.

The first meeting establishes the coaches/mentees agenda as well as sets out the guidelines of the relationship. It is also important that the coachee build an effective rapport with the coach during that initial meeting, as this is the key to achieving their goals. If they feel that, this has not happened they may select another coach.

Appointments to Strategic level would be assigned an external coach from a list supplied by POD.

Access is available to a coach on NFCC portal however it has to be agreed by the service lead on coaching and mentoring where there is benefit of having support from outside of the service.

Contracting

The initial coaching or mentoring meeting will seek to establish and build rapport between both parties as well as set out clear guidelines. This is referred to as the coaching or mentoring contract outlined in appendix 1. This would establish the following:

- Expectations of frequency, length, format, location of the sessions
- Objectives of what the coachee/mentee would hope to achieve as well as the requirement for them to accept responsibility for their own development and actions. It is essential that an individual wants to be coached/mentored and they see the benefits of the relationship.
- Benefit of honest communication, openness to feedback and challenge.
- The boundaries of coaching and mentoring and how it differs from other interventions such as counselling.
- Discussion on whether the coachee/mentee will discuss progress made towards their goals with their Line Manager and whether a three-way contract is required between the Line Manager, Coach/Mentor and Coachee/Mentee. This can aid transfer of learning in the workplace

particularly if the need for coaching or mentoring has come from the Line manager but agreement of the coachee/mentee is fundamental.

- Assurance that the relationship is bound by confidentiality with some exceptions:
 - Breach of any code of conduct or policy
 - A person being at risk to themselves or others
 - Illegal or unethical actions
 - Safeguarding issues
 - Where a person can be judged to have a right to know e.g. in pursuit of a disciplinary act involving the coachee or in pursuit of disciplinary action involving another employee.

Support for Coaches and Mentors

It is essential that all workplace coaches will have completed the appropriate training which is designed to enable the coach to build up their experience and skills. A two day course has been developed with the requirement to undertake a minimum of 20 hours experience through a reflective coaching log and support through further continuing professional development days. Supervision from the associate lead on Coaching and Mentoring is made available on a quarterly basis. Coaches will have the opportunity to develop their skills further with a formal level 5 qualification.

Mentor training is half a day which is either classroom or online.

Learning resources are made available to all coaches and mentors both internally or externally through NFCC coaching and mentoring portal.

Quality Assurance

A requisite element of the coaching/mentoring session is reviewing progress against the individual's goals and gaining a commitment to action. There will also be a formal evaluation process in line with the service training evaluation within the training policy.

Where mentoring is offered as part of a development programme the provision will be monitored in line with the ongoing development review process.

Appendix 1A COACHING AGREEMENT



COACHEE	
COACH	

DATE OF MEETING:	INITIAL	
------------------	---------	--

Coaching Objectives:

Outcome Measurements:

Feedback Methods:

Confidentiality & Commitment

The coaching agreement is subject to the need for discretion and confidentiality as part of the coaching relationship.

The Coach commits to: Work with the coachee to determine what they want to achieve Allow the coachee to develop their own solutions through questioning, listening, reflection and challenge	The Coachee commits to: Work with the Coach towards the achievement of goals set. Be open and honest Give feedback Open to being challenged
---	--

<p>Maintain confidentiality with the exceptions being:</p> <ul style="list-style-type: none">• A breach of any code of conduct or policy• A person being at risk to themselves or others• Illegal or unethical actions• Safeguarding issues• Where a person can be judged to have right to know eg in pursuit of a disciplinary act involving the coachee <p>Be open and honest Ask for feedback Be punctual and give notice of any required cancellations. Continue to develop their practice through experience, supervision and continuing professional development.</p>	<p>Be punctual and give notice of any required cancellations.</p>
---	---

<p>Coach (Signed)</p>	<p>Coachee (Signed)</p>
-----------------------	-------------------------

Appendix 1B MENTORING AGREEMENT



MENTEE	
MENTOR	

DATE OF MEETING:	INITIAL	
------------------	---------	--

Mentoring Objectives:

Outcome Measurements:

Feedback Methods:

Confidentiality & Commitment

The mentoring agreement is subject to the need for discretion and confidentiality as part of the mentoring relationship.

The Mentor commits to: Work with the mentee towards the achievement of goals set Be open and honest Ask for feedback Challenge the mentee	The Mentee commits to: Work with the mentor towards the achievement of goals set. Be open and honest Give feedback Open to being challenged
--	--

Service Policy

Be punctual and give notice of any required cancellations.	Be punctual and give notice of any required cancellations.
Mentee (Signed)	Mentor (Signed)

POLICY

This page is intentionally left blank

EQUALITY IMPACT ANALYSIS

Overview Details			
Function /Department	POD	Date Of analysis	July 2022
Title and overview of what is being assessed / considered	Implementation of Coaching and Mentoring	Review Date	
Who will be affected by this activity? (Please tick) Station Managers and above		Staff <input checked="" type="checkbox"/>	Public <input type="checkbox"/>
Author of Equality Impact Analysis	Lynn Hughes	Equality Analysis quality assured by (Member of the POD team)	Mo Jogi

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

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	<p>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)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • 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 <p>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.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans 	<p>Consideration of European Council of Mentoring and Coaching (EMCC) Code of Conduct, which recognises equality and diversity as part of the code. This states:</p> <ul style="list-style-type: none"> • adherence to organisational diversity statements and policies • avoidance of knowingly discriminating on any grounds and enhance their own awareness of possible areas of discrimination • Being cognisant of the potential for unconscious bias and seek to ensure that they take a respectful and inclusive approach which embraces and supports individual difference • Challenging in a supportive way any colleagues, employees, service providers who are perceived to be using discriminatory behaviour • Monitoring their own spoken, written, and non-verbal communication for inadvertent discrimination • Participation in development activities that are likely to increase their self – awareness in relation to equality and diversity. <p>Recognition and inclusion of the EMCC Diversity and Inclusion declaration which empowers Coaches, Mentors and Supervisors to incorporate Diversity and Inclusion in their everyday practice. The vision to strive to embrace and respect the uniqueness of the individual, their talents and potential is fundamental in our organisational strategy.</p> <p>Consideration of National Fire Chiefs Council Leadership Strategy, which highlights the expectation that everyone, should demonstrate the values and behaviours outlined in it. For example, one of the behaviours is to value, respect and promote equality and diversity.</p> <p>The NFCC maturity model refers to different elements of practice at different levels from 1 to 4 with level 4 being best practice. Coaching and mentoring practice aligns to many level 4 behaviours across all work streams. An example from performance management references coaching and ongoing feedback is applied by managers at all levels.</p> <p>Furthermore, research highlighted by People Management highlighted six reasons why diversity is important in respect of coaching and mentoring:</p>
---	--	--

- 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

- It is about understanding the mind-set of a coachee within a larger context of culture, religious belief, class and socio – economic realities, not just the content of their coaching/mentoring issue. It is the recognition that learning is happening at an individual level
- A homogenous group of coaches/mentors limits the capabilities of the coaching profession, containing it within the parameters of a smaller lens and a particular set of values. The coaching and mentoring community should instead reflect the variety and diversity of employees.
- The greater diversity of coaches/mentors the more likelihood of providing a better match for all employees
- Increasing the diversity of coaches will also dismantle barriers some employees face when seeking a coach or mentor and contribute to a greater quality of coaching for all
- For some people , if they cannot find a coach/mentor that resembles them , their beliefs, their culture or other facets of their life, it may delay or prevent them from taking up an opportunity to be coached
- According to a recent study by Utopia, ethnic minority individuals feel they have to mask their true personalities at work. A lack of diversity amongst coaches and mentors means there is a real risk a coachee/mentee with an ethnic background may unconsciously edit which parts of their whole self they bring to the conversation and unknowingly limit their overall experience

Similarly, diversity mentoring and coaching can build understanding of the value of diversity on a strategic level- how the organisation as a whole can benefit from inclusion and from ensuring that the talents from disadvantaged groups are developed and utilised. It has become strongly connected to corporate social responsibility, adding value to corporate branding and helping to attract a diverse workforce.

Coaching and mentoring also needs to address the need to build capability with the understanding of neurodiversity and how it presents in coaching relationships. Coaching can support clients with neuro- cognitive variability and how to support them to work at their best.

2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input checked="" type="checkbox"/></p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need</p>
---	--	---	--

		If you feel that you have enough evidence, then you will not need to undertake any engagement activity	to undertake engagement activity with the staff or members of the public as applicable
--	--	---	---

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>Selection, training, continuing professional development and one to one reviews with 40 trained coaches. Provision of supervision, quality assurance and support to elicit data about access, best practice and extent of coaching.</p> <p>Extensive staff engagement about appraisals and learning solutions making coaching and mentoring more accessible and overcoming possible barriers, direct or indirect. Conscious or unconscious.</p>	
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any rrts or electronic files to which you are referring.</p> <p>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.</p> <p>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</p>	<p>What is the actual or potential impact on age?</p> <p>Age range and experience of coaches and mentors is a broad spectrum. Reverse mentoring has seen a reciprocal arrangement of experienced staff with more junior members.</p> <p>What is the actual or potential impact on disability?</p> <p>Coaching and mentoring provides a different way of learning that assists different learning styles and placing the learner at the heart of the learning. Neurodiversity considerations will be integrated within the programme.</p> <p>What is the actual or potential impact on gender reassignment?</p> <p>What is the actual or potential impact on marriage and civil partnership?</p> <p>What is the actual or potential impact on pregnancy and maternity?</p>	<p>Not applicable <input type="checkbox"/></p> <p>Not applicable <input type="checkbox"/></p> <p>Not applicable <input checked="" type="checkbox"/></p> <p>Not applicable <input checked="" type="checkbox"/></p> <p>Not applicable <input type="checkbox"/></p>

box. If there is no impact , please state that there is no impact.		<input checked="" type="checkbox"/>
	What is the actual or potential impact on race ? Coaches and mentors are drawn from underrepresented groups both to be positive role models internally as well as assist our positive action strategy	Not applicable <input type="checkbox"/>
	What is the actual or potential impact on religion and / or belief ? As above	Not applicable <input type="checkbox"/>
	What is the actual or potential impact on sex (gender) ? As above	Not applicable <input type="checkbox"/>
	What is the actual or potential impact on sexual orientation ? As above	Not applicable <input type="checkbox"/>
	What is the actual or potential impact on Socio-economic disadvantage ?	Not applicable <input checked="" type="checkbox"/>

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	Ensure that coaches and mentors are drawn from all under representative groups. Ensure that everyone has equal access through appraisals and development programmes. Recognition that they are person centred so that the learner determines personal goals and support.	From the pool of existing coaches there are: 20 white males 20 white females 2 black and ethnic minority Centrally establish and record who has accessed coaching and mentoring and consider the equality and diversity data to ensure proportionate access. All managers are trained as mentors and given a mentor as part of their development.	Ongoing	Lynn Hughes John Price
Disability -	Consider and embed neurodiverse considerations	Yes	Ongoing	Lynn Hughes
Pregnancy and Maternity -	Access is available to coaching and mentoring during maternity leave.	Yes.	Ongoing	Lynn Hughes
Race	Increase the coaching pool. Provide coaching and mentoring support within positive action to assist potential applicants remove perceived barriers. Providing positive role models to create awareness of the role.	Yes	Ongoing	Lynn Hughes Sara Fielding
Gender reassignment	As above	Yes	Ongoing	Lynn Hughes
Marriage and civil partnership	"	yes	Ongoing	Lynn Hughes
Religion and / or belief	"	Yes	Ongoing	Lynn Hughes
Sex (gender)	"	Yes	Ongoing	Lynn Hughes
Sexual orientation	"	Yes	Ongoing	Lynn Hughes
Carers	"	Yes	Ongoing	Lynn Hughes



Other	“	Yes	Ongoing	Lynn Hughes
Deprived communities/socio economic	“	Yes	Ongoing	Lynn Hughes

How will these actions be monitored and where will the outcomes be reported?
 (Please describe below) Lead on Coaching and Mentoring to monitor on a quarterly access to coaching and mentoring. Review of mentoring through Development review group.

Completed by (Please print name /Designation)	Lynn Hughes Associate Lead on Coaching and Mentoring.	Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

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](#)



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
- NFCC Community Risk – CRMP Equality Impact Assessment

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](#)
- [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](#)

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	15 DECEMBER 2022	REPORT NO:	CFO/55/22
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	NICK MERNOCK
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM EMPLOYEE FOCUS GROUPS		
TITLE OF REPORT:	HYBRID WORKING POLICY		
APPENDICES:	APPENDIX A: HYBRID WORKING POLICY		

Purpose of Report

1. To advise Members of the work undertaken to introduce new and more agile ways of working into the Authority given the learning from the pandemic; the more widespread use of mobile technological solutions and the potential to become more productive through a more agile approach.
2. The recruitment offer and the retention of staff has also been a consideration in the production of the Policy alongside the potential to minimise the costs of living expenditure currently being experienced by staff during the current cost of living crisis.

Recommendation

3. It is recommended that Members;
 - a. note the content of the report; and
 - b. approve the Hybrid working policy

Introduction and Background

4. Merseyside Fire and Rescue Authority ('the Authority') recognises the need to develop modern working practices to enable employees to maximise their performance and productivity and deliver the greatest value to the business, whilst maintaining a good work life balance and personal wellness.
5. Our approach to hybrid working addresses our vision to support the importance of sustainability and the health, wellbeing and financial wellbeing of our staff. The benefits of improved work life balance, employee engagement and reduced travel make a direct contribution to this strategic priority.

6. The policy is based on the concept that work is an activity we do, rather than a place we attend.
7. It allows employees the option to manage their own time and work their contracted hours in order to complete their job. We trust that colleagues will structure their day/week in a way that balances work and home life while continuing to deliver to the communities of Merseyside.
8. New technologies are making it easy to access information remotely, work from a variety of locations, whilst promoting a more joined up service. The Authority continues to develop its ICT Strategy to support this approach.
9. The Authority has already approved an Agile Working Policy to permanently put in place the learning and successes achieved during the last lockdown and the flexible ways staff have delivered their roles and this has proved successful for one off pieces of work
10. As part of a Members engagement day it was raised by staff that the extension of the agile scheme to incorporate a broader hybrid system that facilitated longer working from home would be beneficial to our employees
11. As a consequence of this work began with two very well attended staff consultation groups chaired by the Chief Fire Officer to enable staff to discuss option they felt would work or consider schemes that they were aware existed in other organisations
12. From these meetings, and a number of subsequent emails providing additional views, a set of proposals were structured and formatted through the Strategic Leadership Team (SLT) considering their impact on organisational delivery as well as employee flexibility
13. Two further consultation meetings were held with our employees to describe to them the considerations to date and explain the proposals recommended by SLT. Again, these were well attended and positive in their nature
14. This report now provides the Policy which will provide to employees a basis to apply to undertake hybrid working for up to two days a week
15. Employees will be asked to provide the work pattern they would like to undertake and confirm that they have a suitable base to do this at home
16. They will also have the opportunity to seek to work at a fire station more local to their home rather than travel into work every day
17. The line manager will consider the application and approve or reject the request based on the suitability of the request.
18. If an employee feels the decision is unfair they will have an option to appeal to the Director of People and Organisational Development

19. From discussions with our employees it became clear that hybrid working could be supplemented by extending the scope of the flexible working arrangements
20. The proposal that employees could start working earlier in the morning or work later into the evening to give them greater flexibility that was agreed.
21.
It was also debated that employees could have the option to clock out during the working day to attend urgent appointments or caring responsibilities and then clock back on again to complete their working day either in the office or at home.
22. The final element enables staff to accrue 3-day flexi leave per four-week reference period rather than two. Again, it was felt that this will allow people to complete urgent tasks as required and then have appropriate time off and support their work life balance and personal wellness.
23. This will initially be trialled for 12 months linked to the cost of living crisis to allow all parties to assess its viability and suitability. It will also allow changes to be made if deemed appropriate.
24. Staff are clear it is not a contractual change , and so if an employee needs set time off for issues such as childcare that still remains a separate process through the Family Friendly working procedure.
25. If the trial is successful then a move towards a more permanent hybrid working workforce will also open up potential opportunities for the Authority to reduce its estate, and reduce all full range of energy costs in the future.
26. The benefits of home working for our employees are they can manage their working day more efficiently, increase engagement as a result of autonomy and trust at work, reduce travelling time and related costs and increase their wellbeing, health and happiness.
27. Likewise, the benefits for the Authority can be seen as, allow the Authority to focus time and money spent on services not buildings to ensure delivering services takes priority over occupying buildings, reduce unnecessary travel time, which increases productivity and reduces cost, result in reduced costs through reduced travel and expense claims and lower our carbon footprint, through reduced emissions from reduced travel.

Equality and Diversity Implications

28. The Hybrid Working policy will form part of a suite of policies to support all employees' ways of working, and will be available based on their ability to meet the basic assessment criteria in conjunction with their line manager.
29. The use of the Hybrid Working policy and Flexible Working will be regularly monitored during the trial period to ensure its usage does not knowingly preclude any specific work group.

30. A draft Equality Impact Assessment is currently being reviewed.

Staff Implications

31. Staff will complete an application form to set out their preferred working arrangements. This will be assessed by the line manager and either agreed, rejected or an alternative pattern can be proposed. It will provide our employees with a clear opportunity to adapt their work approach in a flexible way.

32. Staff will be able to propose a number of different ways of working under the policy, and those staff who wish to continue to work permanently within the office environment can do that if they wish.

33. Hybrid working will be agreed subject to the following principles:

- Productive work is possible from any agreed location
- That Line Management remains visible
- In any agreement more time is spent in the workplace than the alternatives (unless specifically agreed)
- Departmental meetings are facilitated, this may be having a designated day
- Organisational Meetings are facilitated
- Service benefit is demonstrable (ink cost burden)
- The employees welfare is fully considered
- The employees working environment is conducive to home working

Legal Implications

34. The Authority continues to have a duty of care for its employees whilst they are at work and must comply with any relevant health and safety legislative requirements. The Authority will ensure all appropriate measures are in place prior to any commencement of home working.

Financial Implications & Value for Money

35. The introduction of home working may incur some initial costs to the Authority for the provision of equipment.

36. The Authority has provided a number of laptops and mobile technology devices to our staff during the last period of lockdown and will continue to review this situation as staff reach agreement with their line manager to access home working.

37. Whilst it is envisaged any additional technology costs can be contained within current budgets, any additional costs incurred will need to be identified through the departmental budgets.

Risk Management, Health & Safety, and Environmental Implications

38. From an environmental perspective this will support reduced travel, and use of Service vehicles. The relevant health and safety requirements including completing the relevant forms for any proposed home working to ensuring the welfare of employees remains paramount.

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

39. The staff focus groups resoundingly confirmed that employees felt more engaged with the ability to be able to adapt the way they work. It will assist with future recruitment, as well as contributing to retention of employees. It will also contribute to employee engagement across the Authority

BACKGROUND PAPERS

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

GLOSSARY OF TERMS

ARA Any Relevant Acronyms used in the report or technical terminology

This page is intentionally left blank



This is an unpublished work, the Copyright in which vests in Merseyside Fire & Rescue Service. All rights reserved. The information contained herein is the property of Merseyside Fire & Rescue Service, and is supplied without liability for errors or omissions. No part may be reproduced or used except as authorised by Contract or other written permission. The Copyright and the foregoing restriction on reproduction and use extend to all media in which information may be embodied ©

Document Control:

Active date	Review date	Author	Editor	Publisher
1/1/23	1/1/24	Nick Mernock	Nick Mernock	Nick Mernock

Amendment History:

Version	Date	Author	Reasons for Change

Equalities Impact Assessment:

Initial	Full	Date	Reviewed by	Comments
	x		Mo Jogi	

Civil Contingencies Impact Assessment:

Date	Reviewed by	Comments

Related Documents:

Doc. Type	Ref No.	Title	Location

Distribution List:

Name	Position	Department

Sign-Off List:

Name	Position

Target Audience:

All MFRS	Principal Officers	Senior Officers	Operational Crews	Fire Safety	Community Fire Safety	Support Staff

Ownership:

FOI exemption required?	Yes	URL
	No	x

Legislation:

Title

Contact:

Department	Email	Telephone ext.
People and OD	NickMernock@merseyfire.gov.uk	4320

HYBRID WORKING

1. Policy Introduction and Background:

The Authority recognises the need to continue to develop modern working practices to enable employees to maximise their performance and productivity to deliver our objectives, whilst maintaining a good work life balance.

Our approach to hybrid working addresses our vision to support the importance of sustainability and the health, wellbeing and financial wellbeing of our staff. The benefits of improved work life balance, employee engagement and reduced travel make a direct contribution to this strategic priority.

It allows employees the option to manage their own time and work their contracted hours in order to complete their job. We trust that colleagues will structure their day/week in a way that balances work and home life.

Any abuse of trust or misconduct would be dealt with under the Disciplinary policy

2. Policy Explanation:

Introducing hybrid-working practices will involve developing a new work culture. It is about new ways of working using new tools and technology, new processes, and new approaches to management and teamwork. This will require different types of behaviours and different expectations about how work is completed.

In addition, plans to work from an alternative location or time is initially informal and subject to ongoing review of its operational effectiveness.

It does not represent a contractual change.

Any permanent contractual change can only be agreed through an application to the flexible working panel, as is current practice.

Decisions in relation to the scope of an individual's hybrid working will initially be made by relevant Strategic Directors to ensure that services and outcomes remain the same or better than those currently delivered.

This will consider and ratify that:

- Productive work is possible from any agreed location
- That Line Management remains visible
- In any agreement more time is spent in the workplace than the alternatives (unless specifically agreed)
- Departmental meetings are facilitated, this may be having a designated day

- Organisational Meetings are facilitated
- Service benefit is demonstrable (ink cost burden)
- The employees welfare is fully considered
- The employees working environment is conducive to Home Working

The strategic Directors decision will be communicated to the individual employee, along with the specifics of the agreement in relation to days worked and working time.

3. Policy Implementation:

Employees who wish to work a hybrid arrangement have a number of options;

- Fixed location worker - Workplace based employees who operate from an office or shared work setting. A Fixed Worker will typically remain at a workstation or place of work for most of the working day.
- Hybrid worker - The role is not restricted to one location, employees can successfully and regularly carry out their activities from a mixture of appropriate facilities. For example, to attend meetings, work from home, Authority buildings or on the move according to the needs of the job that particular day.
- Agile Worker – predominantly a fixed location worker, but with the option to work occasional periods at home to complete a specific piece of work.
- Mobile worker - Most of their time is spent either visiting people or locations, attending meetings, or carrying out work across various external sites, e.g. field workers.

They will complete an application form, which provides details of the proposed working arrangements, and how they believe this will benefit both themselves and the organisation.

The Strategic Director (or nominated officer) will then speak to the individual and assess the viability of their application before documenting the outcome

Clear and realistic objectives will be agreed between the manager and the employee to enable performance to be managed by agreed outcomes rather than presence.

Employees must note that the ability to work from home is not a substitute for childcare or similar carer responsibilities and it is their responsibility to ensure.

If the line manager is not content with levels of output or attendance then the temporary arrangement will be cancelled

If no agreement over hybrid working can be reached, and the employee believes their application has not been properly considered the employee can appeal to the Director of People and Organisational Development.

This page is intentionally left blank