Public Document Pack

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

.

**R. Groves
Monitoring Officer**

Tel: 0151 296 4113
Extn: Shauna Healey

Our ref   SH/RG   Date: 30/08/23

Dear Sir/Madam,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION** to be held at on **THURSDAY, 7TH SEPTEMBER, 2023** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

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

https://youtube.com/live/8ONtnPhTBVk?feature=share

Yours faithfully,

PP – S. Healey

Monitoring Officer

Encl.

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY

COMMUNITY SAFETY AND PROTECTION COMMITTEE

7 SEPTEMBER 2023

AGENDA

Members

Cllr Brian Kenny (Chair)
Cllr Paul Tweed
Cllr Janet Grace
Cllr Lynne Thompson
Cllr Edna Finneran
Cllr Ed Lamb
Cllr Linda Maloney
Cllr Doreen Knight
Cllr Sam Gorst

1. **Apologies**

To consider any apologies for absence.

2. **Declarations of Interest**

To consider any declarations of interest.

3. **Minutes of the Last Meeting** (Pages 5 - 10)

To consider the minutes of the last meeting held on 6 April 2023.

4. **Service Delivery Plan 2023 - 24 April to June Update** (Pages 11 - 122)

To consider report CFO/037/23 which details the performance of the Service against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2023/24 for the period April to June 2023.

5. **Financial Review 2023/24 - April to June** (Pages 123 - 154)

To consider report CFO/38/23 which includes the revenue, capital, and reserves financial position for the Authority for 2023/24.

6. **Fire Control Investment in New Technologies and Room Re-Design** (Pages 155 - 170)

To consider report CFO/39/23 which details the proposal for the re-design of Primary Fire Control, in order to enhance the efficiency and effectiveness of operational response.

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY

COMMUNITY SAFETY AND PROTECTION COMMITTEE

6 APRIL 2023

MINUTES

Present: Councillors Brian Kenny **(Chair)**, Jan Grace, Lynnie Hinnigan, Leslie Rennie, Lynne Thompson and Paul Tweed

Also Present: Chief Fire Officer Phil Garrigan, Director of Finance and Procurement Ian Cummins, Monitoring Officer Ria Groves

Apologies of absence were received from: Councillors Edna Finneran and Linda Maloney

1. Preliminary matters

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

RESOLVED that:

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

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

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

- **ITEM 10 APPENDIX G - I**

2. Minutes of the Previous Meeting

RESOLVED that the minutes of the last meeting held on 31st January 2023 were agreed as an accurate record

3. Protection Fire Standard

Chief Fire Officer, Phil Garrigan presented the report which related to the implementation of standards as prescribed by the National Fire Chiefs Council and Fire Standards Board for all Fire and Rescue Services in England. Members were advised that there were currently 16 standards and that this report dealt specifically with those relating to Protection.

Members noted that further reports pertaining to the implementation of the fire standards across the Authority would be submitted to Members in due course.

RESOLVED that the contents of the report be noted.

4.   **National Fire Standards Update 2022/23**

Chief Fire Officer, Phil Garrigan presented an update on the implementation of National Fire Standards and provided Members with an overview of how compliance would be monitored.

Councillor Les Byrom queried if the inspectors would be considering compliance with these standards as part of the next inspection. Chief Fire Officer Phil Garrigan advised that how the Service responds to and adopts the Code of Ethics would be reviewed but that progression against the National Fire Standards would not form part of this inspection.

Members noted that 'Leading and Developing People' and 'Leading the Service' were newly released standards and as such did not have RAG ratings at this juncture.

RESOLVED that the progress against achieving compliance with the National Fire Standards and the work being undertaken within Merseyside Fire and Rescue Service (MFRS) to implement and ensure compliance with the National Fire Standards be noted.

5.   **Supply of Firecoats and Overtrousers**

Chief Fire Officer, Phil Garrigan presented the report on supply of firecoats and overtrousers for the Authority and other Authorities across the North West as part of a consortium procurement.

Members were advised that the kit had been tested to ensure it was fit for purpose from a fire fighting perspective and to ensure that the kit reflected the diversity of the workforce.

Councillor Janet Grace queried the life span of a firecoat and it was explained that it was dependent on the extent of use and how challenging the environment was as the number of washes predicated the life span. As an estimate, coats were expected to last between three to five years but it was noted that technological advancements could lead to the replacement of kit before it reached that point. The Chief Fire Officer suggested that a further report be submitted to a future meeting on cleaning and contamination of fire kit.

Councillor Byrom noted that each piece of kit had a barcode so that its lifespan could be monitored and to ensure it provided the level of protection that the firefighters needed.

RESOLVED that the award of a call-off contract to Ballyclare Limited for the supply of firecoats and overtrousers for a period of 4 years, with an option to extend for up a further of 12 months subject to satisfactory performance be approved.

6.   **Menopause Policy**

Chief Fire Officer, Phil Garrigan presented the report, which sought to further improve the support offered to staff during the menopause.

Members discussed the language in the report and suggested that the terminology be amended to refer to 'staff' or 'individuals'.

Councillor Lynne Thompson noted that 22% of people said they would never discuss the menopause with their employer, and so asked what MFRA were doing to support managers and staff in having that conversation. Members were advised that a nurse was available through Occupational Health to talk to staff about the menopause and a staff ran menopause lounge was available for staff to use.

RESOLVED that:

a)   the existing support offered to menopausal women including specific guidance documents, the Menopause Lounge support network, and the ability for staff to reclaim Hormone Replacement Therapy (HRT) prescription costs be noted and;

b)   the newly created attached Menopause Policy which captures both existing support and new proposals developed following extensive consultation with staff be approved

7.   **Staff Survey Results 2022**

Chief Fire Officer, Phil Garrigan presented the results of the 2022 Staff Survey noting the positive response and engagement score highlighted in the report.

Members noted the positive feedback from People Insight in relation to the level of engagement, especially given the current economic climate.

Councillor Les Byrom welcomed the results and thanked those Members of staff who had taken part. The Chief Fire Officer noted the importance of conducting the survey and acting on the feedback provided, highlighting the Action Plan that would be brought back to the Authority.

RESOLVED that the content of the report be considered, and the survey outcomes be noted.

8.   **Succession Planning**

Chief Fire Officer, Phil Garrigan presented the Succession Planning policy noting the importance of ensuring the succession planning arrangements are resolute given the issues around retention in the public sector.

Councillor Les Byrom noted that recruitment and retention were very important, as were career development and promotion for existing staff. Councillor Jan Grace agreed, noting the potential disruption that could be caused when knowledge and experience were lost.

RESOLVED that

a) the revised and updated succession planning framework be noted and;

b) the draft Succession Planning policy subject to any significant changes resulting from the consultation being reported back to Authority as necessary be approved

9. **Domestic Violence Policy**

Chief Fire Officer, Phil Garrigan presented the Domestic Violence Policy report including the significant changes which were required , noting that the Authority had first implemented this policy in 2008.

Councillor Lynnie Hinnigan queried if there would be training available for staff to help them to recognise domestic violence and the steps involved in making a referral and whether the local support agencies were in every district across Merseyside. Chief Fire Officer Phil Garrigan advised that staff were trained in safeguarding and that there was engagement with local support agencies with every district and the suggested the policy be amended to include the relevant details for the area of Sefton too.

Councillor Lynne Thompson asked if the service still worked with children who were affected by domestic violence. Chief Fire Officer Phil Garrigan explained that the Service was currently working with a school situated in a challenging area and discussed how the 'Beacon' course was helping to provide support and positive role models to those children. Members were also informed of recent instances where vulnerable young people had come to Fire Stations for support, highlighting the importance of the relationship that the Authority has with the community.

RESOLVED that the revised Domestic Violence Policy be approved

10. **Proposed Refurbishment of Speke & Garston and Old Swan Fire Stations**

Monitoring Officer, Ria Groves advised that appendices G – I were exempt and as such advised Members that if they wished to discuss those appendices, the meeting would have to close.

Chief Fire Officer, Phil Garrigan presented the report and added that the Authority would continue to invest into the facilities to make sure that they were accessible and met the needs of the diverse workforce.

RESOLVED that:

   a) the contents of this report be noted

   b) the outcome of the formal tender process within appendix G be noted

   c) the contracts to Red Tree Building Contractors be awarded at the values given below:

   - £691,330.46 for Old Swan Community Fire Station and;
   - £693,507.27 for Speke & Garston Community Fire Station

Close

Date of next meeting 7 September 2023

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	7 SEPTEMBER 2023	REPORT NO:	CFO/037/23
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 2023-24 APRIL-JUNE UPDATE		

APPENDICES:	APPENDIX 1:	KPI-LPI PERFORMANCE APRIL-JUNE 2023
	APPENDIX 2:	PREPAREDNESS FP UPDATE
	APPENDIX 3:	RESPONSE FP UPDATE
	APPENDIX 4:	POD FP UPDATE
	APPENDIX 5:	PREVENTION FP UPDATE
	APPENDIX 6:	PROTECTION FP UPDATE
	APPENDIX 7:	NATIONAL RESILIENCE FP UPDATE
	APPENDIX 8:	STRATEGY & PERFORMANCE FP
	APPENDIX 9:	FINANCE FP UPDATE

Purpose of Report

1. To request that Members scrutinise the performance of the Service against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2023/24 for the period April to June 2023.

Recommendation

2. It is recommended that Members approve the attached Service Delivery Plan reports (Appendices 1-9) for publication on the website

Introduction and Background

3. The 2023/24 planning process began in January 2023. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the IRMP and Service Delivery Plan.

4. The April to June Service Delivery Plan Performance Report for 2023/24 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 2023.

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

Performance Indicators

6. In March 2023 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. For the same reasons as above FC13 Total False Alarms Attended, discounting False Alarm Good Intent and FC24 Total Number of False Alarm Good Intent attended including Non Alarm Receiving Centre Domestic Incidents no longer have a target but are recorded for quality assurance. We do not want to discourage people calling when they hear a fire alarm.

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

11. 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.

12. 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.

13. All performance for April to June 2023 is covered in detail in the appendices to this report.

Functional Plan updates

14.   The Service has adopted a new process for monitoring performance against Functional Plan objectives with a revised Blue, Red, Amber, Green, Grey (BRAGG) colour coding approach and dashboard being used to indicate progress:

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

Equality and Diversity Implications

15.   Each action in the IRMP and Service Delivery Plan are Equality Impact Assessed. Performance against Equality Objectives is included in the twice yearly Equality and Diversity update reports that are submitted to committees of the Authority.

Staff Implications

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

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

Legal Implications

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

Financial Implications & Value for Money

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

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

Risk Management, Health & Safety, and Environmental Implications

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

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

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

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

NONE

SERVICE DELIVERY PLAN 2023-24:

April to June 2023

INDEX

Total emergency calls

Total incidents

Total fires

Primary fires

Secondary fires

Special services

False alarms

Attendance standard

Sickness absence

**Carbon output**

Objective:

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

MERSEYSIDE FIRE & RESCUE SERVICE

1

BENCHMARK INDICATORS

TC00 Total number of emergency calls received

Service Plan Target	No target - Quality Assurance	Progress to Date	5771
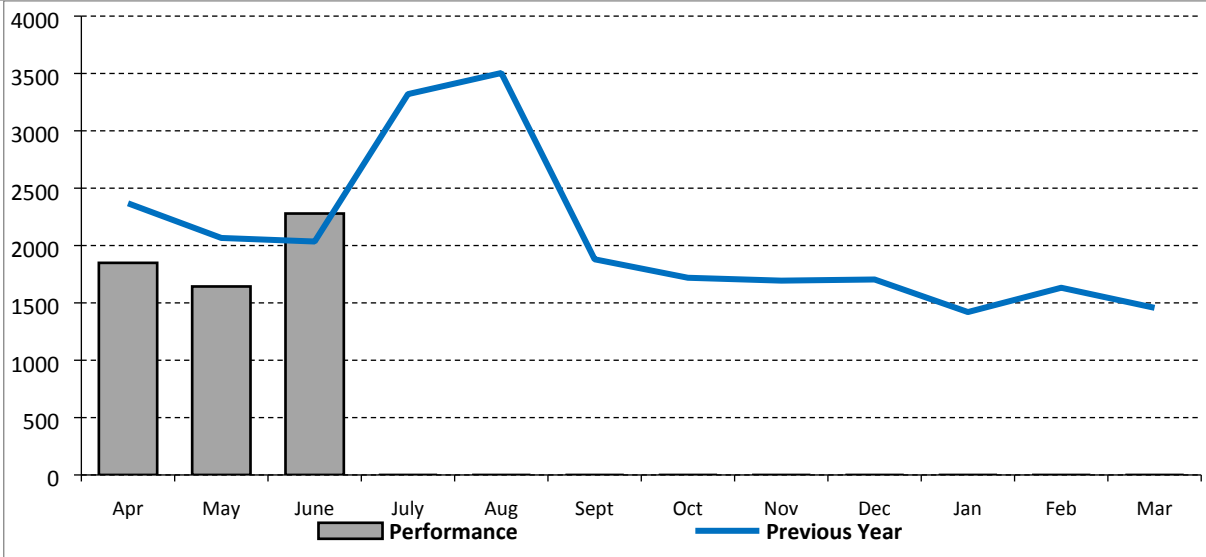
Cumulative Performance
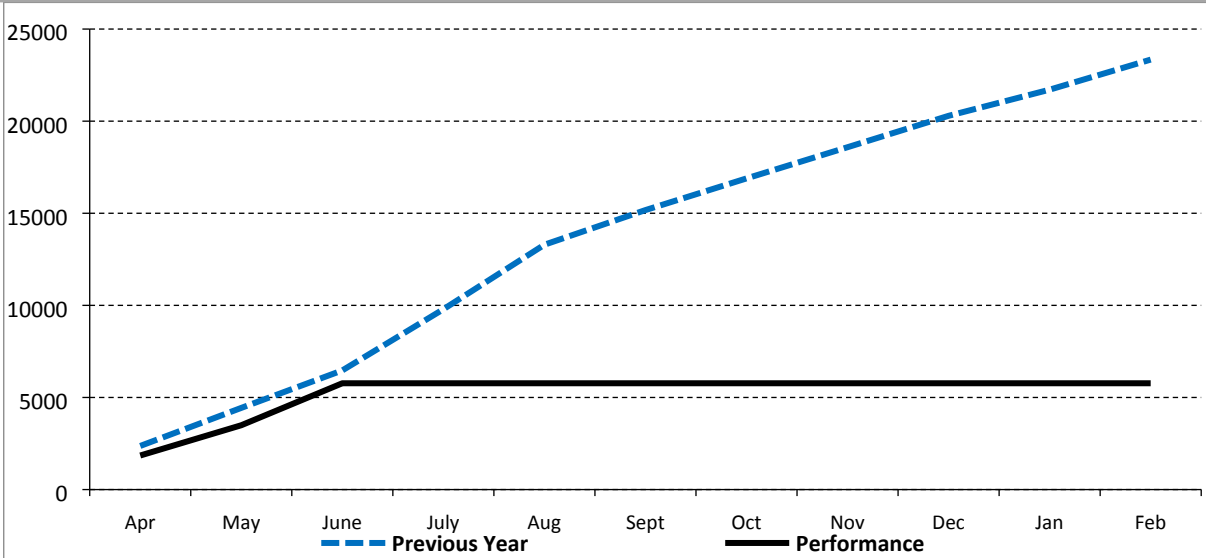
TO00 Total number of emergency calls received	For quality assurance only
DO22 The % of 999 calls answered within 10 seconds	

TO00	During the first quarter of 2023-24 Fire Control received 5771 emergency calls. This was 698 fewer calls than this time last year, when 6469 calls were received. June saw a higher number of calls (2279) than April (1849) or May (1643). 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 97.6% of 999 calls were answered within 10 seconds. This out performs the 96% target.

2

TC01 The total number of incidents attended

Service Plan Target Apr-June 2023	5168	Progress to Date	4941

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

Cumulative Performance
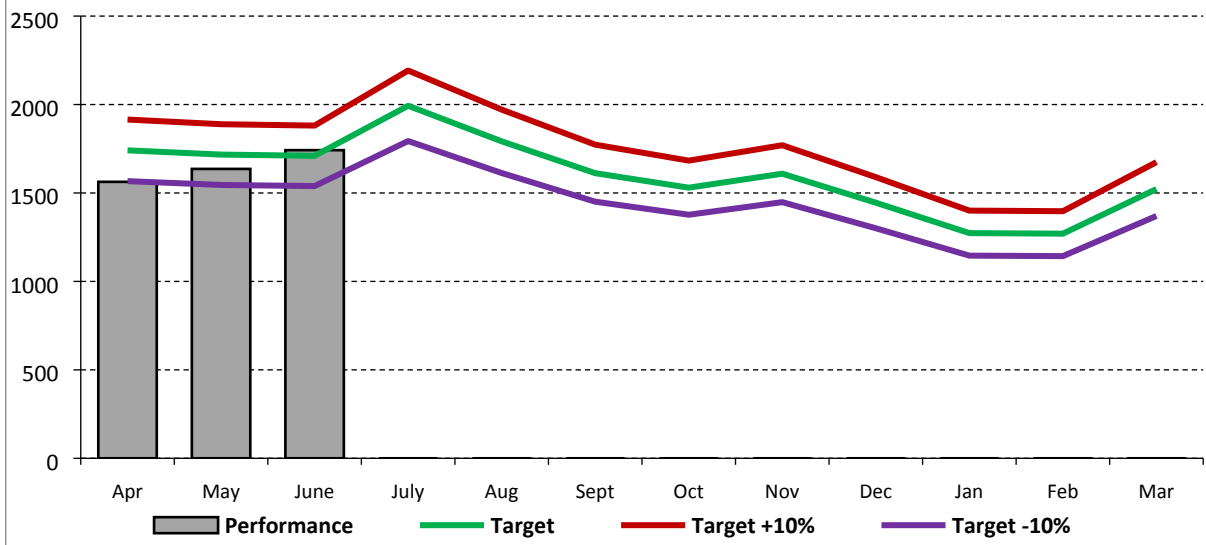
Target | Target +10% | Target -10% | Performance
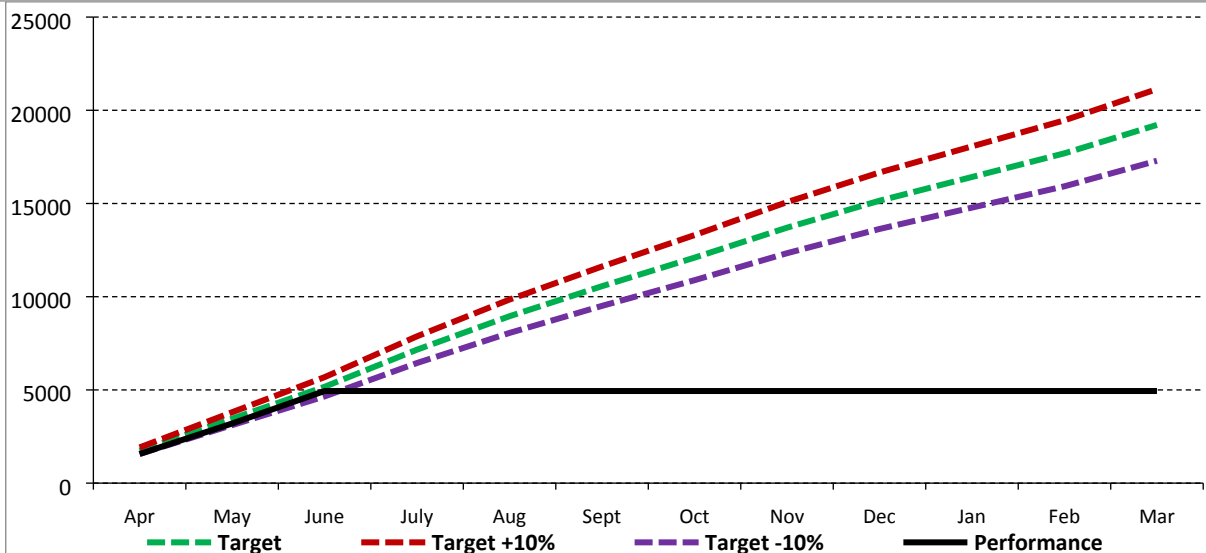
TC01 Total number of incidents attended	

| TC01 | Performance against all key performance indicators (KPI's) has remained under target except False Alarms and Special Service calls during this reporting period. We do not want to discourage or reduce either of these incident types.

Weather was lot drier than usual during mid May to the end of June which could be a contributory factor to the increase in fire incidents such as secondary fires.

During this period there have been 69 more incidents attended (4941) than at this time last year (4872).

The number of Special Service incidents attended (1307) when compared to previous years (1243 in the first quarter of 2022-23) continue to increase, this is, in part, due to MFRS assisting partner agencies on a more regular basis. |

3

TC02 Total number of fires attended in Merseyside

Service Plan Target Apr-June 2023	2284	Progress to Date	2028
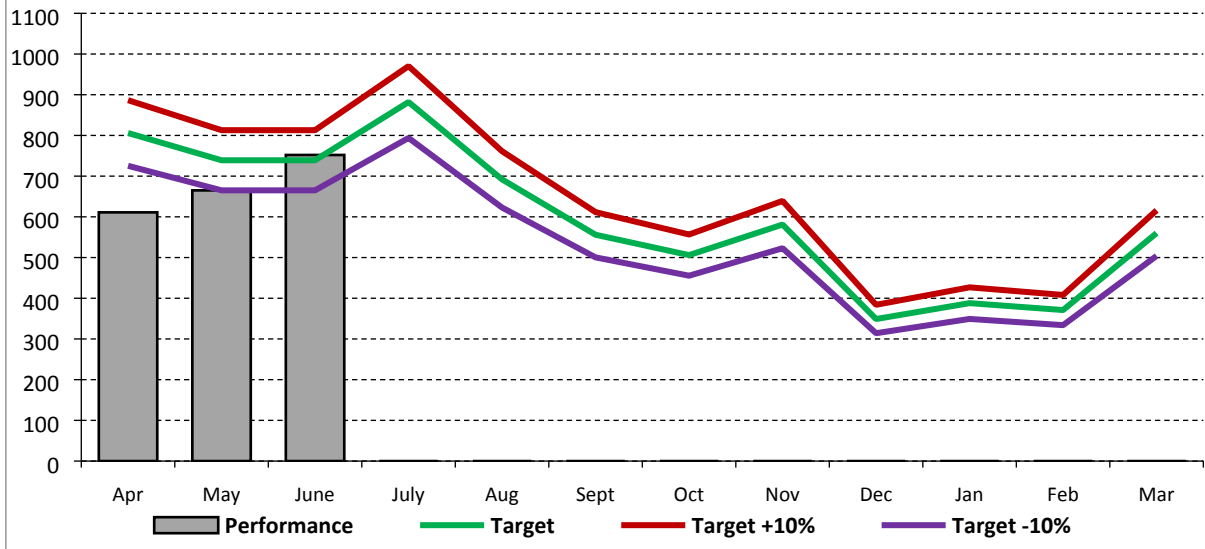
Cumulative Performance
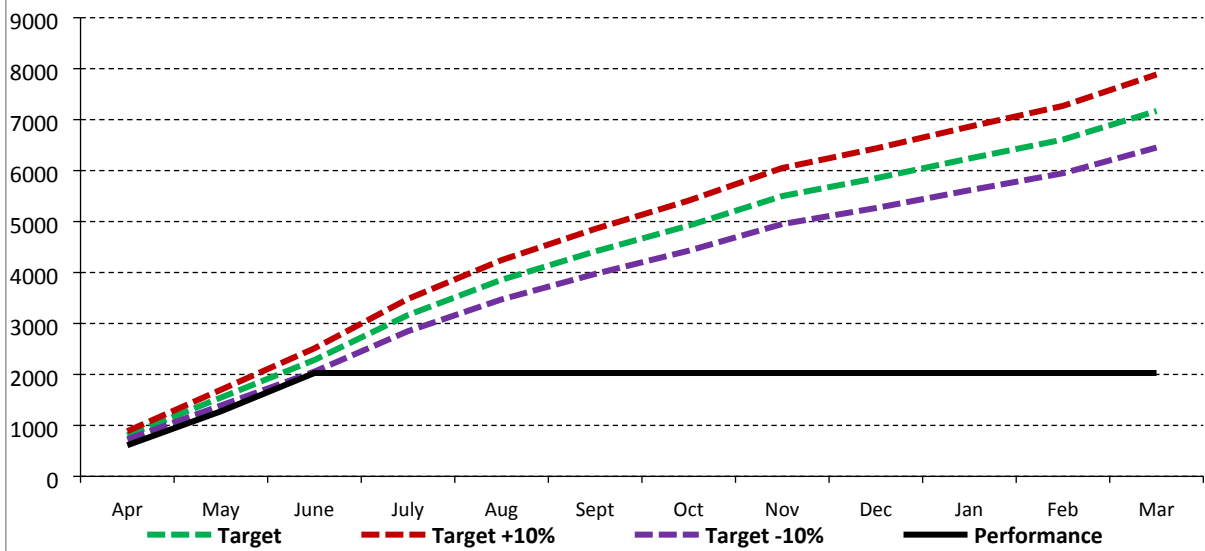
TC02 Total number of Fires attended in Merseyside	

| TC02 | Crews attended 2028 fires during April to June 2023. This is 144 fewer than in 2022 (22172) and also below the cumulative target of 2284.

As the weather became warmer from mid May to the end of June the number of fires increased April (611), May (665) and June (750). Incidents have fallen again in July.

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

4

TC03 Total number of primary fires attended

Service Plan Target Apr-June 2023	533	Progress to Date	425
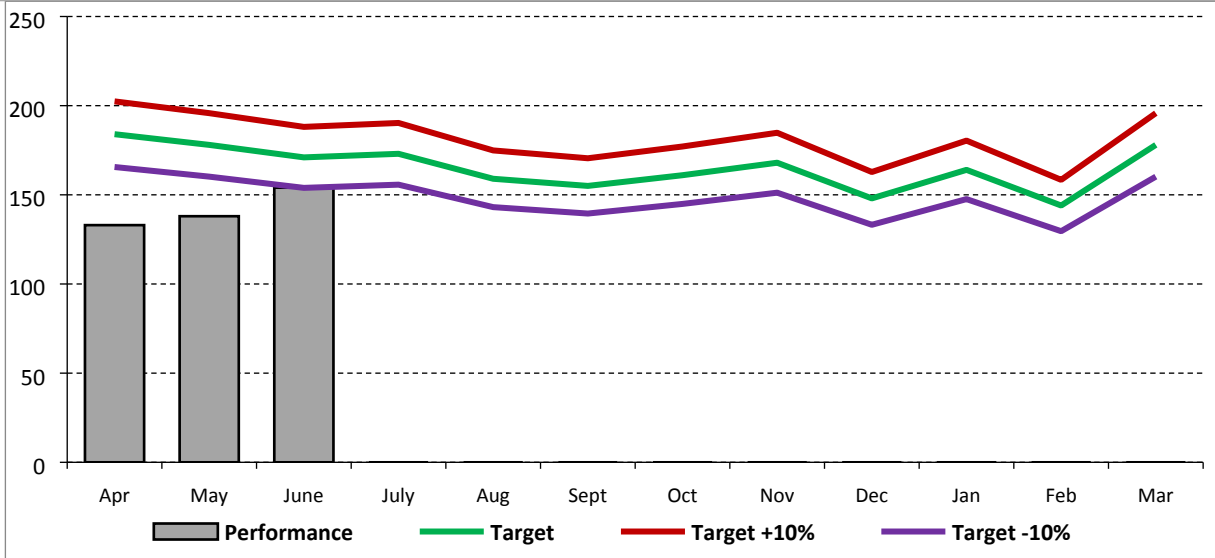
Cumulative Performance

TC03 Total number of primary fires attended	

| TC03 | During the first quarter of 2023/24 crews attended 425 Primary Fires. This is 71 fewer than in 2022/23 (496).

The number of dwelling fires attended remain less than last year and below cumulative targets.

Deliberate vehicle fires to date during 2023/24 (67) have also decreased when compared to 72 during quarter 1 of 2022/23.

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

5

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

COMMENTARY:	
DC11	Accidental dwelling fires during 2023/24 at 160 are considerably lower than the cumulative target for quarter 1 (226). This performance is lower than 2022/23, when crews attended 219 accidental dwelling fires.
DC12	There has sadly been 1 fatality in an accidental dwelling fire to date.
DC13	There have been 17 injuries in Accidental Dwelling Fires. This is below the cumulative target of 24.
DC14	Deliberate dwelling fires in occupied property (24) is below the cumulative target (31) and there has been 1 less than in 2022/23 (25).
DC15	Deliberate fires in unoccupied properties (6) is 1 over the target 5 and the same as for this period last year
DC16 DC17	There have been no fatalities or injuries in the deliberate dwelling fires to date.

DC11 Number of accidental fires in dwellings

Service Plan Target Apr-June 2023	226	Progress to Date	160
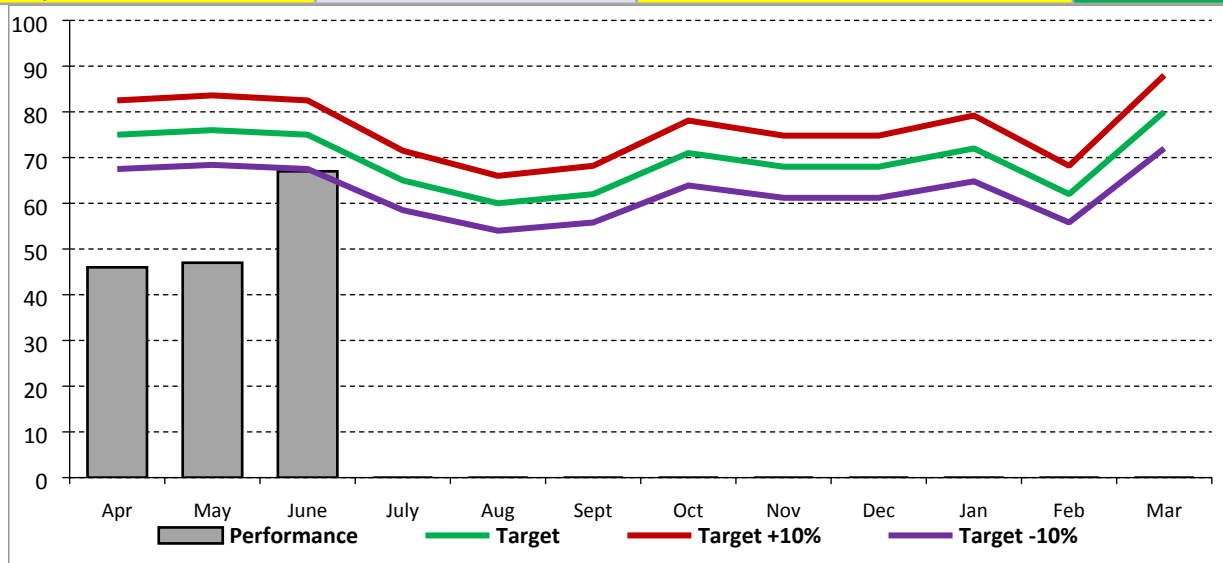
Legend: Performance | Target | Target +10% | Target -10%

6

Page 20

DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target Apr-June 2023	31	Progress to Date	24
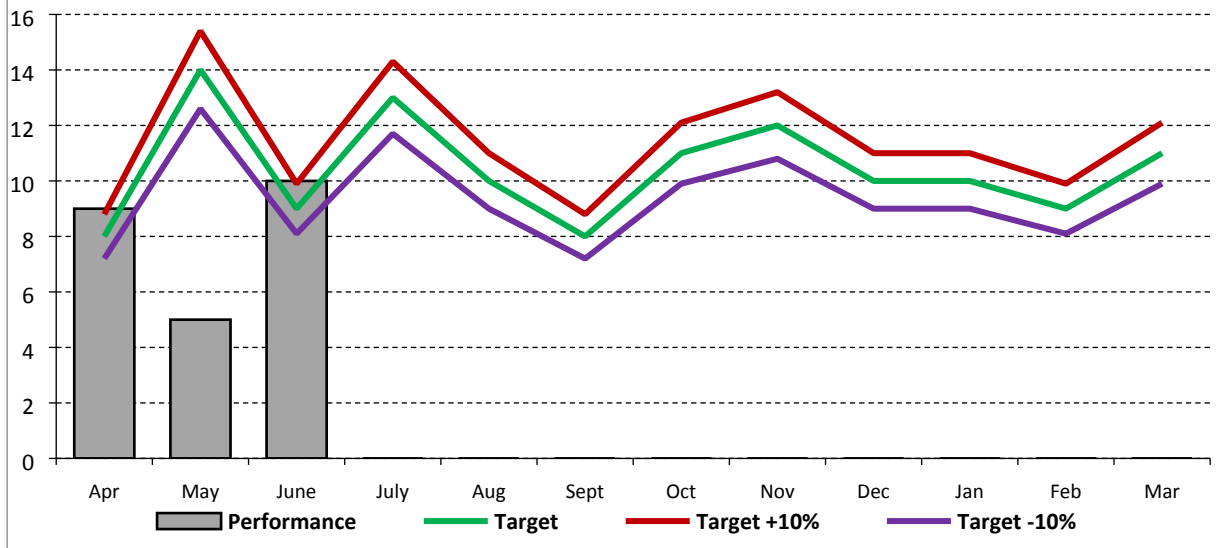
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target Apr-June 2023	5	Progress to Date	6

7
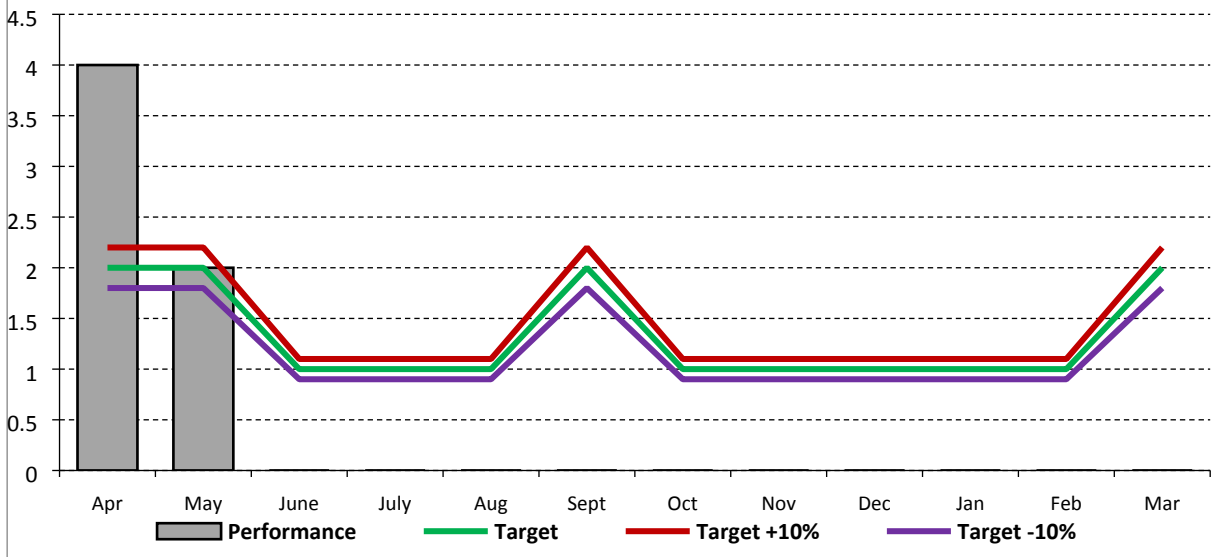
TC04 Total number of secondary fires attended

Service Plan Target Apr-June 2023	1751	Progress to Date	1601
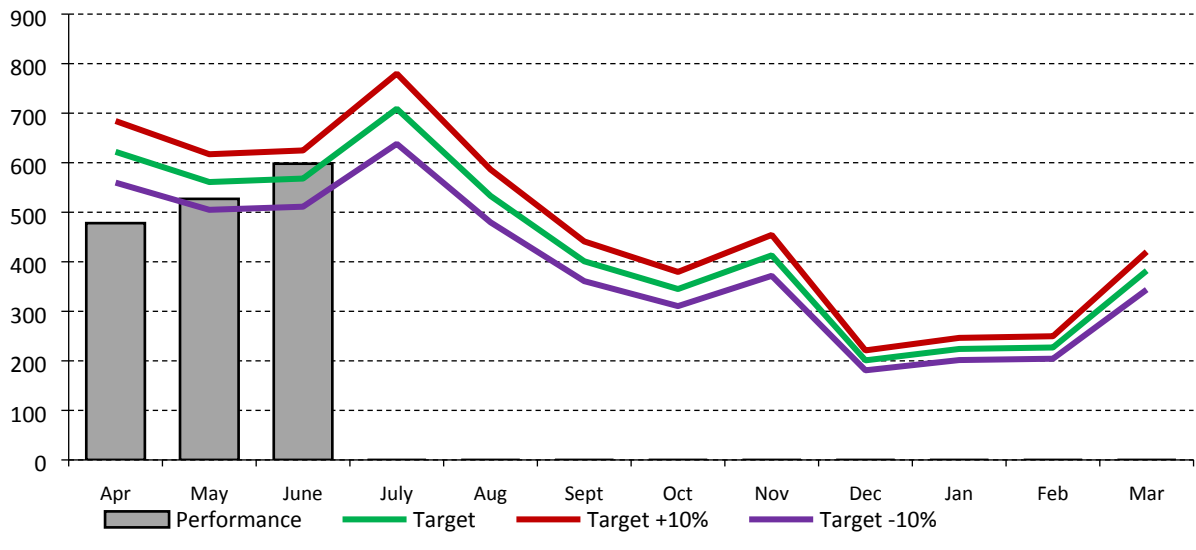
Cumulative Performance
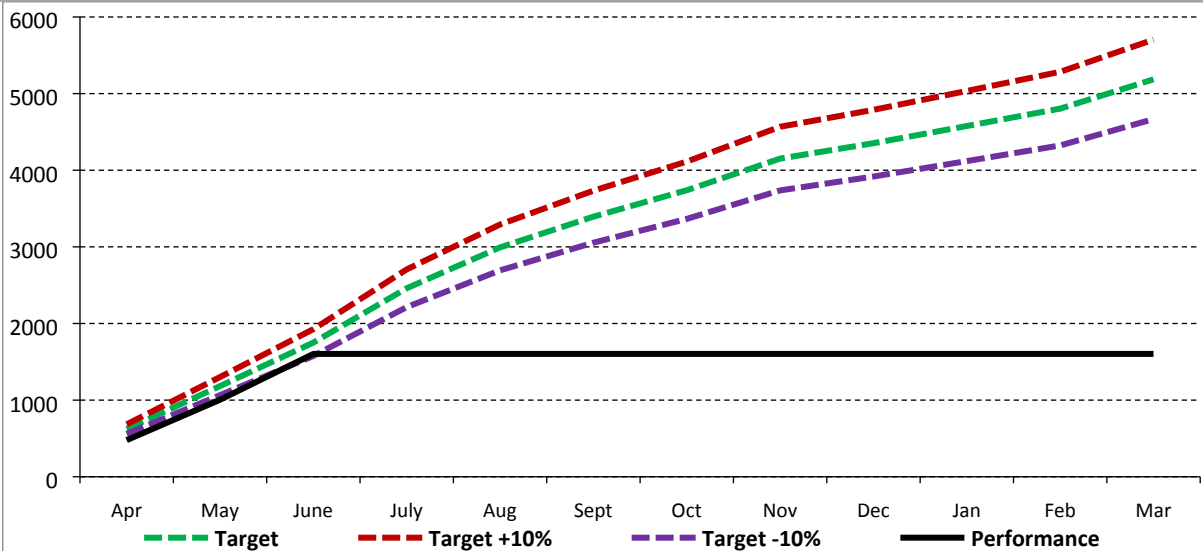
TC04 Total number of secondary fires attended	
AC13 Number of deliberate ASB fires attended	

TC04	There were 1601 secondary fires during this reporting period. This is 75 less fires than in 2022/23 (1676). There was an increase in incidents during June (596) but this was in part due to there only being 7% of expected rainfall
AC13	The count of anti-social behaviour fires attended is lower this year (976) than in 2022/23 (1052) and achieves the cumulative Q1 target (1061). Incident numbers remained relatively consistent throughout Q1 with a slight peak in June (341) incidents.

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

8

TC05 Total number of special services attended

Service Plan Target	Quality Assurance	Progress to Date	1307
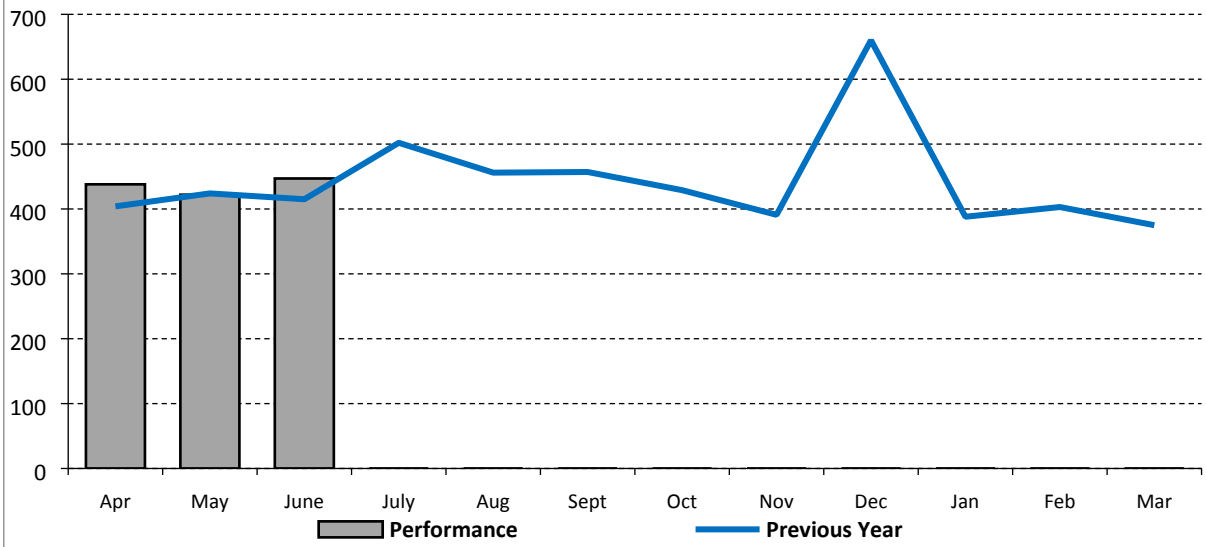
Cumulative Performance
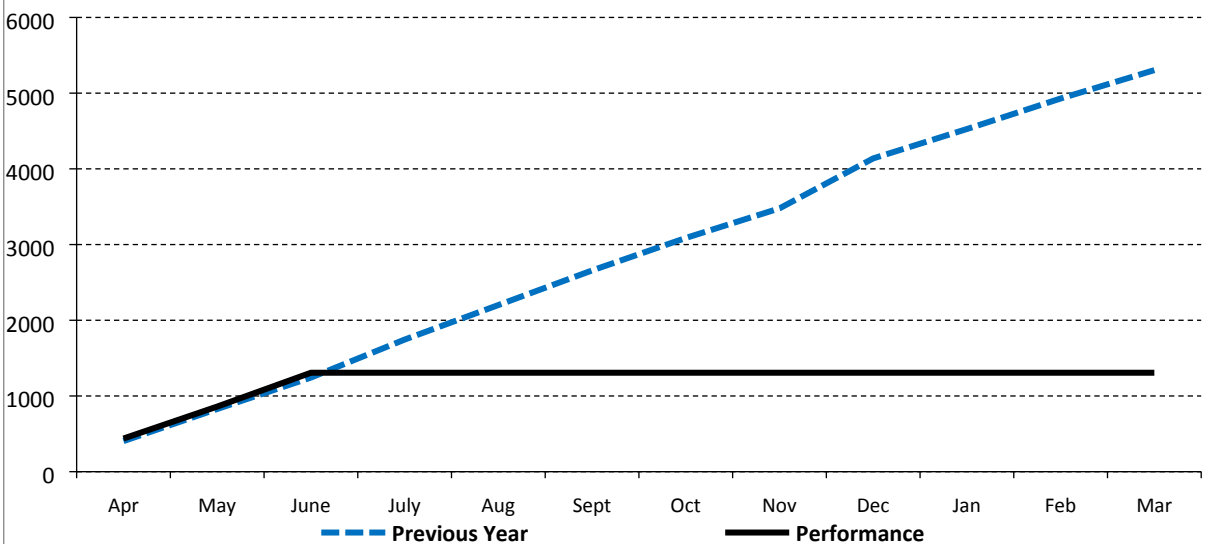
TC05 Total number of Special Services attended	For quality assurance only

| 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 June 2023 the number of special services attended (1307) was higher than in 2022/23 (1243) an increase of 66 incidents. Assisting other agencies accounted for a quarter of all calls.

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. |

9

RC11	The total number of Road Traffic Collisions attended (218) is higher than last year (198). There is no target for this total as the focus remains on the number of incidents involving younger people.
RC12	
RC13	Sadly there has been 1 fatality in an RTC attended by MFRS and 87 injuries (78 of which were slight injuries).
RC16	
	Police 'Killed and Seriously Injured' data around the 15-20 year old age group MFRS Prevention teams target remained consistent with last year (15 incidents attended) on 2022/23 data (15)
RC24	
	Water rescues are also included in Special Service calls and this type of incident has increased to 16 water rescue incidents during Q1 compared to 4 in 2022. This could be due to the exceptionally hot weather in June. Sadly this includes the tragic incident at Carr Mill Dam were a young teenager lost her life.
	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-June 2023	1457	Progress to Date	1608

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

TC06 Total number of false alarms attended

TC06	The number of false alarms attended (1606) have increased when compared to last year (1457) but this remains within 10% of the cumulative target for Q1 2023/24 target (701). The number of incidents, although higher than average, have remained fairly consistent each month at around 514-549. Faults on systems remain one of the main reasons for calls.
FC24	The total number of False Alarm Good Intent incidents attended including Alarm Receiving Centre domestic incidents during the year April to June 2023 were 870. This is 105 more than at this time in 2022 (765) there is no target for this indicator as we do not want to discourage calls.
FC22	Malicious False Alarm received were very low with 21 incidents compared to 27 last year and 46 incidents 5 years ago in 2018/19

10

11

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

Service Plan Target Apr-June 2023	90%	Progress to Date	95.7%

Chart legend: Performance (grey bars), Target (green line), Target +10% (purple line), Target -10% (red line). Months Apr through Mar on x-axis, 0.0% to 100.0% on y-axis.
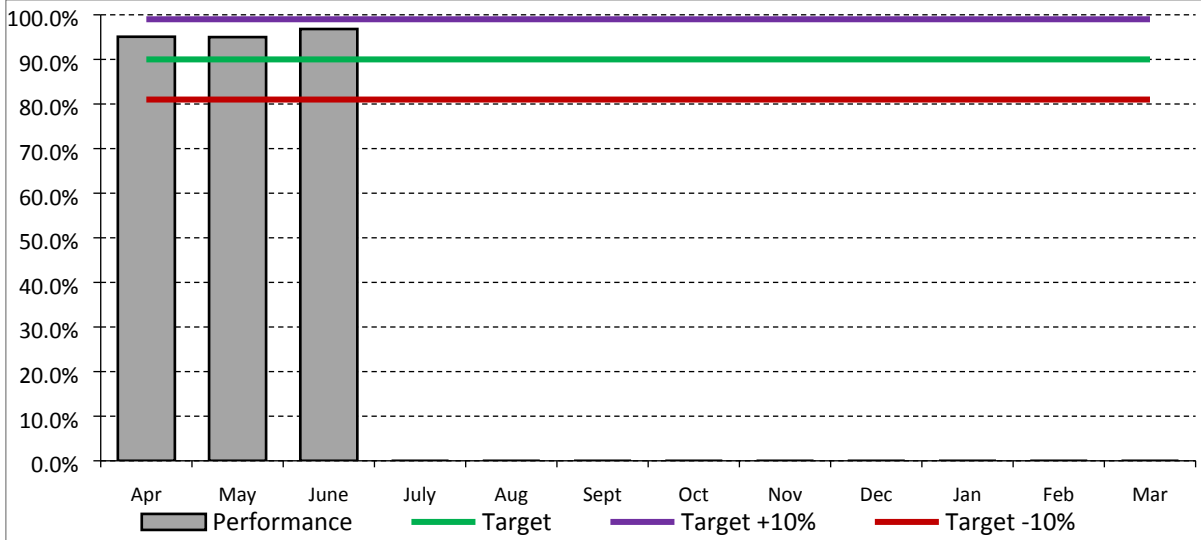
TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes DR23 Alert to mobile in under 1.9 minutes	
TR08	Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 95.7% of occasions; better than the target of 90%.
DR23	Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 96.4% of incidents achieving the target 95%.

12

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

Service Plan Target Apr-June 2023	4%	Progress to Date	4.11%

Legend: Performance (grey bars), Target (green), Target +10% (red), Target -10% (purple)

COMMENTARY:	
TD09 The % of available shifts lost to sickness absence, all personnel	(orange)
WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	(red)
WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	(green)

TD09	Overall sickness among all staff at 4.11% shifts lost to sickness absence exceeds the 4% target but is lower than performance at quarter 1 2022 when absence was 4.37%.
WD11 WD12	Cumulatively 4.46% of shifts were lost to sickness absence among uniformed staff. This is lower than at the end of quarter 1 2022 when grey book absence was 5.28%. Non-uniformed staff absence in quarter 1 was 3.56%. This is higher than at Q1 2022 when 2.98% of available shifts were lost to sickness absence despite Covid still having an impact last year.

13

TE10 Total carbon output of all buildings

Service Plan Target Apr-June 2023	65	Progress to Date	55.6

Performance ▮ Target ━ Target +10% ━ Target -10% ━
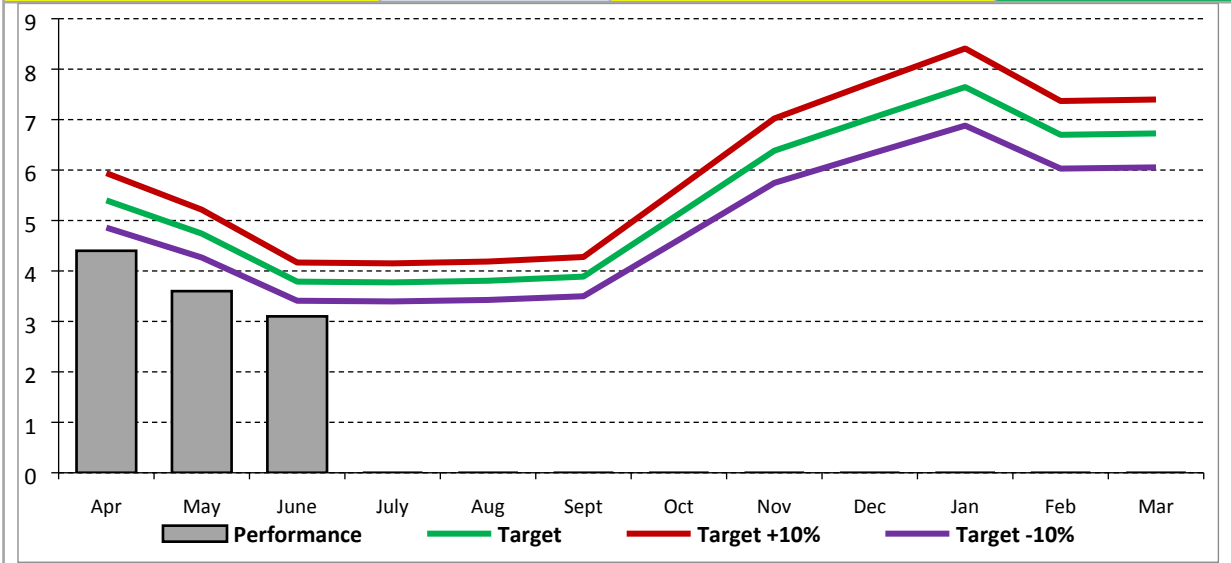
TE10 Total carbon output of all buildings	

TE10	Carbon output from all buildings (11.1) is slightly lower than Q1 2022/23 (11.7) and below the target of 13.9. This measurement is based on tonnage of CO_2# for the MFRS estate.

14

OPERATIONAL PREPAREDNESS

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24- June 2023 update

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
1. Deliver a Training & Development Academy (TDA) fit for the future	1.1.1 Develop a Training and Development Academy fit for the future	Group Manager Training	Risk assessments partially cleansed for current and those applicable to new site. IT infrastructure registration in progress for site. Site visits being conducted via SMs Projection of work and capability for site completed (ie: recruit course structure) and impact on core training complete.	April 2024		
	1.1.2 Create and support a renewed TDA Business Development Strategy		Initial document completed – staffing returned to 5 instructors Support plan in place now c/o Apprenticeship Manager.	March 2024		
	1.1.3 Introduce weekend and evening training		Additional contracts offered to TDA staff followed up with staff discussion on how training would be delivered.	May 2023		
2 Develop assertive and effective incident commanders	2.1 Continue to deliver the Command Strategy which will ensure staff know how to command Fire and Rescue Service ICCM – Incident Command Crew Manager	Group Manager Training	The Incident Command Crew Manager (ICCM), Incident Command Watch Manager (ICWM), Incident Command Station Manager (ICSM) & Incident Command Group Manager (ICGM) development days are now embedded within MFRS and are well established ensuring candidates have the best possible chance of being successful at Tactical Command Assessments. WM7 Skills of maintenance & Watch Manager development days are still in the initial phase due to staffing restrictions.	March 2024		

	2.2 Embed XVR within eLearning		XVR is beginning to emerge in the e-learning packages to give a visual stimulation.			
	2.3 Ensure assessment and validations for all commanders		CM & WM 100% in date. SM only 1 out of date (long term restricted duties). GM, AM & PO 100% in date.			
	2.4 Enhance the use of Effective Command - CPD command hours		Effective command is well embedded for training on station and quarterly with SM's. Standardisation is now needed with the assessor group before a move to use for assessments to replace OPS			
	2.5 Develop more scenarios and exercises in line with MCRR and emerging risk		XVR & Fire studio assessments have been developed to include alternative fuels and cannabis farms. Plans are to develop something for extreme weather and floating hotels with asylum accommodation.			
	2.6 Support multi-agency training and exercise programme		Liverpool Airport exercises and crew based training exercises are ongoing throughout 2023. Command training will also support all other multi agency exercises across the service.			
3 Launch a new SSRI Module In CFRMIS	3.1 Release Provision of Operational Risk Information (PORIS) assessment tool	Group Manager Operational Policy, Intelligence and Planning	PORIS assessment tool now live for all stations. PORIS assessment training delivered to all stations, up to an including 14.07.23 a total of 654 PORIS assessments completed. E learning package and guidance document is live to support future learning and reference. Service Instruction draft to be submitted prior to end of August.	March 2024		

	3.2 Launch Operational Intelligence module with Prevention & Protection		Work ongoing with Civica to develop data capture form. MFRS part of early adopter scheme working with other FRS's.			■
	3.3 New Site Specific Risk Information (SSRI) Software		As update in 3.2. SSRI Progress can be migrated into CFRMIS target date for completion of design of new form is mid-August 2023.			■
4 Build community resilience	4.1 Utilise Merseyside Community Risk Register (MCRR) information to improve community and home safety advice.	AM Preparedness GM Operational Policy, Intelligence and Planning.	Initial meeting held with Director heads chaired by AM Preparedness, invites to summer and winter Merseyside Resilience Forum preparedness workshops sent to relevant departments.	March 2024		■
	4.2 Brief Station Managers on MCRR high impact incident types risk relevant to their areas, utilise BI reports, and E Hazard maps provided by Strategy & Performance		SM's with COMAH sites already involved in risk planning – link to top 12 risks. SM's with specific risk sites engaged with relevant ops planning meetings, e.g. Airport, docks.			■
	4.3 Campaigns and exercises		Exercise involving specialist marine crews with peel ports and svitzer tugs in planning phase.			■

	4.4 Protection work		Initial discussion held			
5. Improved Firefighter Safety & Training	5.1 Review firefighting media and associated tactics	GM Operational Policy, Intelligence and Planning. GM Training	The new foam is now on the run. Getting the designs for the new foam PODS and deliveries	March 2024		
	5.2 Use Business Intelligence data and risk information to inform our decision making and support change					
	5.3 Enhance current training planner for station, fire control and senior managers		Senior officer command training and station based effective command training now in place.			
	5.4 Add water plans for known high risk areas		Water mains and open water overlays available on Mobile Data Terminals. Water sources noted on SSRI records			
	5.5 Deliver training on foam use and Compressed Air Foam System (CAFS)		All new recruits are given training on foam and Compressed Air Foam System (CAFS). Station based staff complete as part of Safe Person Assessments (SPA's). Vehicle not in service yet. - Training package has been drafted based upon information from Cheshire & GMC FRS			
	5.6 Develop training for the launch of the High Reach Extendible Turret (HRET) vehicle					
6 Invest in Innovative Practice &	6.1 Research and development equipment and software	AM Operational Preparedness	Redkite - is being reviewed with a view to updating the system and utilising it more.	March 2024		

Modern Technology	to improve our effectiveness, efficiency and help our people perform their roles Examples are: • New learning management system • Command support software • Use of Resilience Direct • Redkite	& Management Team	Incident Command Software Solutions - Requirements Gathering session is being held on the 28/07/23			
	6.2 Research and development of kit for electric vehicles.		Two Electric Vehicle (EV) blankets and two EV plugs have been purchased. One set to go to the Training and Development Academy (TDA) the second may go in stores or on appliance Romeo 2			
7 .Strengthen our Resilience and Respond to Operational Learning	7.1 We will review the recommendations of Manchester Arena Inquiry	GM Operational Policy, Intelligence and Planning.	7.1/7.3 Review in progress. Actions assigned. Regular reporting to ops board. 16 actions of 149 remain outstanding. The outstanding actions are dependent on outcomes from national workstreams across all sectors 7.2 National Operational Learning (NOL)/ Joint Operational Learning (JOL) meetings established with Operational Procedure Review Team (OPRT)/Operational Assurance (OA) reviewing and feeding back via	March 2024		
	7.2 Act upon lessons learnt from local and national learning NOL/JOL					
	7.3 Deliver a full response to Manchester Arena Inquiry recommendations.					

	7.4 Develop blue light exercise programme with partners.		Operational Improvement Group (OIG). Process is captured in SI 0176 Operational Assurance 7.4 Exercise group established via collaboration board.			
8 Renewable Energy Research	8.1 Review and revise Standard Operating Procedures (SOPS), eLearning, previous assessment reports	AM Operational Preparedness GM John O Boyle	SOP 6.5.0 Guidance in Draft sent to Operational Procedure Review Team (OPRT). E learning module completed and online. Operational information note produced for guidance Electric Vehicles (EV). Independent Power Electrical Multiple Unit (IPEMU) Class 777/1 trains. Technical Rescue session plan completed for roll out of crew-based training regarding EV fire scenario. Fire Blankets Technical note written. Emergency safety plug EV technical note written. Cold cut COBRA demonstration to be confirmed at the TDA. Portable dams to be investigated. Big red box containment to be investigated at a regional level. Extinguishing media to be evaluated	March 2024		
	8.2 Produce Ops Information Notes, Operational Response plan and Training Packages					
	8.3 Identify new kit and equipment					
9 Research, Development & Evaluation	9.1 Work with academic partners to help research and evaluate areas of business to improve diversity by evaluating positive action of minority groups	GM Operational Policy, Intelligence and Planning. SM Operational Equipment	Engaging with Bureau Veritas and the University regarding testing for contaminants of Personal Protective Equipment (PPE) and equipment to ensure that we are procuring the right products.	March 2024		

	9.2 Improve communication with staff on new areas of development and respond to feedback on kit and PPE	and Resources Transport Manager	Awaiting systems support to have a new portal page available for staff to use when suggesting an Research and Development project. Engaging with a broad spectrum of staff when it comes to the introduction of PPE and equipment.			(green)
	9.3 Launch development days and incident command support for female firefighter and officers					(green)
10 Help Build a Sustainable Fire & Rescue Service for the Future	10.1 Transport Plan of appliances and vehicles towards Net Zero.	AM Operational Preparedness Transport Manager	First Net Zero Implementation group meeting has been held. Ongoing work on fleet decarbonisation has progressed and the delivery of the first 6 Petrol/Hybrid vehicles are expected January 2024.

New PPE options are being explored in regard to tech rescue helmets for all staff and GORE jackets for Senior Officers extending the life of equipment and reducing contamination | March 2024 | | (green) |
| | 10.2 Foam review in line with environmental regulations | | | | | (green) |
| | 10.3 Renewable energy kit and equipment etc | | | | | (green) |

BRAG Descriptor				
Action completed	**Action is unlikely to be delivered within the current functional delivery plan**	**Action may not be delivered by the designated deadline within the functional plan**	**Action will be delivered by the designated deadline within the functional plan**	**Action not yet started**

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	30 (100%)
Action completed	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action will be delivered by the designated deadline within the functional plan	30 (100%)
Action not yet started	0 (0%)

Please select from options

OPERATIONAL RESPONSE

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24 - June 2023 update

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
2.1 We will evaluate and improve the effectiveness of our Operational Response to incidents. And produce guidance to support the management of assets at incidents for flexi duty senior managers and Fire Control	2.1.1 Conduct a review of relevant LPI's: • (TR08) Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes. Based on Alert to Attendance Times • (DR22) The % of 999 calls answered within 10 seconds • (DR23) Alert to Mobile in under 1.9 minutes • (DO29) Average Time Taken to Process a Life Risk Call by Fire Control • (JR32) Average attendance time - Life Risk Incidents. Based on Time of Call to Attendance, HO Criteria • (JR34) Average attendance time - All Primary Fires. Based on Time of Call to Attendance, HO Criteria • (JR36) Average attendance time - Dwelling Fires. Based on Time of Call to Attendance, HO Criteria • (JR38) Average attendance time - Non Domestic Property Fires. Based on Time of Call to Attendance, HO Criteria	GM Whitfield	**TR08** – 2023 April Target = 90%. Actual 93.1 % **DR22 –** 2023 April target = 96%. Actual 98.1 **DR23 –** 2023 April target = 95%. Actual 96.3% PIPS is utilised by each SM to scrutinise Alert to mobile specific to their station every 7 days **DO29** – Average time to process a life risk call by Fire Control = Target – 1min 20 sec. Actual 1min 13 secs **JR32 –** Average attendance time (Life risk incidents) based on Time of call to attendance. Target = 7min 52 sec. Actual 7 min 43 sec **JR36 -** Average attendance time - Dwelling Fires. Based on Time of Call to Attendance. Target = 7 min 02 sec. Actual 7 min 01 sec **JR38 –** Average attendance time – Non Domestic property fires, based on Time of Call to attendance. Target = 7 min 38 sec. Actual 7 min 28 sec			

	• (JR310) Average attendance time - Vehicle Fires. Based on Time of Call to Attendance, HO Criteria • (JR312)Average attendance time - Other Primary. Based on Time of Call to Attendance, HO Criteria				
	2.1.2 Analyse S&P data to produce recommendations which enhance how resources are used more efficiently in relation to: • Reliefs • Specialist Assets • Retained • Dynamic Cover (AURA) • Pre-Alert		Relief recommendation Following scrutiny of relief crews attending incidents in station cars a recommendation has been made to improve attendance times. All station cars have been assigned call signs. A request has been made to Operational Preparedness to place all callsigns onto Vision BOSS. This will then enable greater scrutiny of relief crews attending incidents and theoretically improve attendance times. Guidance will be created and shared with Operational crews and Fire Control to ensure an effective response.		
	2.1.3 Use the findings from 1.1/1.2 to produce guidance and embed new ways of working.				
	2.1.4 Evaluate performance against the guidance produced.				

2.2. Redesign of Fire Control suite including investment in new technologies.	2.2.1 Liaise with key stakeholders to develop costings and estimated timescales of completion.	SM Claire Taylor	Liaised with Telent and Pure AV who attended Fire Control to measure wall and discuss required features. Awaiting detailed costing in writing and timescale of completion.			
	2.2.2 Introduce new technologies within Fire Control to enhance the efficiency and effectiveness of operational response: • Media wall • AURA • Enhanced Mobilisation		AURA - Fire Control are in second phase of testing with Beta release notes issued on 02/05/2023 (Due Apr 2023). Fire Control will continue to provide feedback to the project team and report all bugs, issues and request new features. Particular attention is being paid to the cover planner. Following completion of the Discovery Phase of Enhanced Mobilisation, a rough order of magnitude has gone to Telent and SSS. A briefing presentation has been developed to take to Ops Board and to deliver to the Stations involved in the trial. Presentation for the trial of Enhanced Mobilisation to deliver to crews went through Ops Board on 25th May. Meeting with FBU scheduled 26th June 2023, with dates planned to meeting trial station personnel throughout July.			
	2.2.3 Implement redesign of Fire Control to support the use of new technologies.					
	2.2.4 Fire Control Station Manager to assure competencies of staff in the use of new technologies.					

| 2.3.Expand the skills and knowledge of operational staff at specialist stations through accredited qualification. To ensure effective operational response to high impact incidents identified by NSRA and local community risk register | 2.3.1 Completion of bespoke specialist training courses outlined in IRMP PID phase 1. | SM BALDWIN | Station 50 – St Helens. All staff are to receive enhanced specialist Hazardous material training from external training provider Tactical Hazmat. Three courses in May, June and July 2023
Station 25 - Bespoke Marine Specialist Course cohorts have begun to attend Fire Service College. 15 personnel across Wallasey and Crosby in May, June July. Full Evaluation of Course will follow. Station 22 and 32 – Due to staff turnover return of Wildfire bespoke training being explored. After evaluation the next course would include practical elements at Formby Pine Woods and Bidston Hill. This is being led by Station Managers. | | | |
| | 2.3.2 Review of PPE and equipment at all Specialist Stations in line with IRMP PID Phase 2. | | Marine - Equipment review has begun alongside Operational Equipment, via ship familiarisation visits and through staff engagement a range of specialist equipment has been identified. Further meetings in coming weeks.
Hazmat – Review of equipment to be carried out alongside Operational Equipment and Environment Agency. | | | |

	2.3.3 Develop maintenance of competence training programme for Operational staff to ensure specialist skills are maintained and training records are up to date.		Continuous Professional Development (CPD) Programme currently being written. This will incorporate, e-Learning, Tabletops, Familiarisation Visits to Cammel Lairds and Peel Ports; and Practical Training. Relationships with Lancashire and Greater Manchester are being developed to incorporate a regular North West cross border training. Cross Border Tactical Exercise with Lancashire at Seatruck in Heysham is currently being organised with a view to two appliances from MFRS attending			
	2.3.4 Embed maintenance of competence training programme into 2024-25 station plans and periodically review by the Operational Assurance Team.					
2.4.Supporting our vision of 'One Team', we will enhance knowledge, understanding and application for station-based staff through exposure of: (a) The leadership message and leadership	2.4.1 Utilise positive action working group, POD and station-based personnel to identify positive action events and opportunities within our local communities.	SM Nick Rogan	4.1 Robust planning of Station Recruitment Days, District Have a Go Days and Station Open Days have begun, with People and Organisational Development, Corporate Communication, Physical Training Department and Station Manager Input. Station Managers have had input via Command Group Meetings; and a Firefighter has provided information as to the required workflow to lead up to hosting the events. This information has then begun to be disseminated to the			

behaviours (b) NFCC core code of ethics (c) Workforce positive action and knowing our communities (d) ED&I conversations, equality impact assessments and ED&I data (e) Coaching, mentoring & high potential programme (f) Supporting internal staff networks to build staff capability to help support both personal performance & also their career progression.			Operational Crews to begin planning events.
	2.4.2 Stations to implement a structured calendar of events with assistance from POD and TRM. Events will be: • Positive action event within the community. • 'Have a Go Day' at a station within each district. Station open day.		Station Community Event Calendar is now being populated with Positive Action Recruitment Day and Station Open Day Events. Dates for district Have a Go Days have been set: Wirral – Have a Go Day @ Birkenhead on 24th June South & Central Liverpool – Have a Go Day @ Toxteth on 8th July St Helens – Have a Go Day @ St Helens on 22nd July Southport – Have a Go Day @ Southport on 5th August North Liverpool and Sefton –Have a Go Day @ TDA on 19th August
	2.4.3 Response peer leads will continue to work with POD to develop coaching, mentoring and high potential programme for operational personnel. Sessions to promote leadership message and behaviours utilising 'Colours' methodology.		Station Manager Response has led a Leadership Workshop with Response Department and Station Managers to trial on 3rd May. After Evaluation this will now be delivered at St Helens on 22nd May. Head of Culture and Transformation to deliver Leadership Behaviours Presentation to Station Managers, which will then be delivered to the Stations.

	2.4.4 Review processes through engagement sessions with POD, Command Groups, coaches, and station management teams.					
2.5. Implement a structured framework for familiarisation, training and exercising with Cross Border neighbouring FRS'.	2.5.1 Fully embed structured 4 tier approach with Cross Border neighbouring FRS' to include: • Home and away station visits. • Top 12 risk scenario training. • EN1 exercises. COMAH exercises.	SM MOONEY	Top 12 Risk training calendar set up and underway with monthly matrix in place. Stations with cross border neighbours continuing to invite to 12 risk training where arrangements are possible. Portal page set up to capture 4 levels of cross border training and meetings to continue with Station Manager group to continue engagement with home and away visits, Top 12 and EN1 visits. T12 risk template created in line with station image. PORIS methodology to risk, SSRI number and relevant SOP captured on template. T12 and NW cross Border written into SI for off station exercises. To support the cross-border station based working a page on the portal has been created to share key information from our neighbouring fire and rescue services with our station based personnel. Cross Border Information	Q1		
	2.5.2 Seek reciprocal arrangements with Cross Border neighbour FRS's using support from the NFCC NW Ops Committee.			Q2		

	2.5.3 Capture learning through OSHENS debrief.			Q3		
	2.5.4 Share learning outcomes through North West Region Operational Assurance Group.			Q4		
2.6. Embed the use of technology to support stations to be more efficient and effective in delivering their station plan.	2.6.1 Develop information and guidance for stations to manage performance through the utilisation of PIPS.	SM Mooney/ John Roscoe	Information and guidance relevant for station use sourced via Strategy and Performance utilising Planning, Intelligence and Performance System (PIPS). Information relevant to assist stations with targeting data led performance. Areas on PIPS highlighted – Overall station performance, use of dwelling fire analysis information ie room of origin to target specific HFSC advice, and station breakdown using census information to target deprivation or under represented communities.	Q1		
	2.6.2 Provide guidance documents, tutorials and workshops for 'Operational Crews' to enhance knowledge and understanding of Planning, Intelligence and Performance System (PIPS).		Planning, Intelligence and Performance System (PIPS) presentation set up and presented at standardisation. Trialled at station level with good feedback. Tutorial videos to be introduced showing step by step guides in relation to PIPs.	Q2		
	2.6.3 Introduction of 'Spotlight on Performance' sessions between stations and Command Group meetings to identify and build on good		Spotlight on performance sessions in place for weekly command groups, where station based Watch Managers demonstrate use of PIPS. Several sessions have identified good practice and work continues	Q3		

	practice / identify improvements.					🟩
	2.6.4 Periodic review by PMG, Operational Assurance Team, Command group meetings, Station MOT and home Station Manager. All assurance to be recorded for analysis and audit purposes			Q4		⬜

HEALTH & SAFETY DEPT AND OPERATIONAL ASSURANCE

2.7. Continue to enhance our procedures to provide the most current information, instruction and training for reducing exposure to FF contamination from toxic fire effluents. Enhancements will support our response to the World Health Organisation's	2.7.1 Consolidate existing risk-assessed decontamination procedures to enhance how we reduce exposure to toxic fire effluents when: • En-route to • During • And after fire incidents Risk assessed procedures to consider local, regional, and national best practice and take stock of academic publications.	SM Adam Maxwell	A first draft Service Instruction has been produced to consolidate and enhance MFRS procedures in relation to fire contaminants. Consideration has been given to current and existing procedures along with contaminants procedures from London Fire Brigade. The content of the Service Instruction will be shared with the contaminants working group with internal stakeholders and the contaminants working party including FOA and the FBU. Copy of the draft Service Instruction is in the Ops response Management Team folder and link to Health and Safety	March 2024		🟩
	2.7.2 Complete gap analysis and develop a Service Action Plan to address any					⬜

declaration of the Fire Fighter role being classified as carcinogenic and the pending release of the UCLan phase two report.	recommendations following publication of UCLan phase two report. Findings will be presented to Ops Board and Health, Safety and Welfare Committee.					
	2.7.3 Identify "designated zones" on stations and TDA to prevent cross-contamination. Demarcate using appropriate signage as per UCLan recommendation and give input to staff. Assure compliance via monthly Health and Safety Audits.					
2.8. Conduct a review into the efficiency and effectiveness of the Health and Safety Management System, 'OSHENS'	2.8.1 Commence review of provision and functionality of OSHENS by: • Using a SWOT/risk v benefit analysis. • Engaging end-users via survey monkey. • Liaise with Systems support. • Provide report with findings to Health and Safety Manager for consideration.		Initial review of OSHENS underway. Questions for survey monkey have been considered and are being drafted. Health and Safety (H&S) team have started a SWOT analysis of OSHENS. GM Whitfield has reached out through regional National Fire Chiefs Council (NFCC) H&S meetings to gauge what other Fire and Rescue Services are using for their H&S management systems. Review report of OSHENS complete. SWOT analysis complete. Survey monkey is to go out within next week. Meeting being arranged to view the new system Greater Manchester have just brought in. Information of one other market product has been provided to H&S (RE) for review.	March 2024		

			H&S also contacted Tyne & Wear to review their H&S system.			
	2.8.2 Explore options by: • Establishing from OSHENS if suitable enhancements/upgrades are available. • Contacting regional FRS counterparts to review what other systems are in use in the sector – show and tell. • Review available marketplace product/s seeking practical demonstration/s from suppliers and liaise with procurement for process compliance.					
	2.8.3 Evaluate options by: • Evaluating findings from Q2 exploration exercise. • Delivering departmental presentation for all H&S staff and seeking their feedback, Produce an evaluation report for consideration of the H&S Manager and AM Response.					
	2.8.4 Ops Board paper/presentation detailing evaluation findings, solutions, and final recommendations.					

2.9. Evaluate Operational Assurance function to enhance how we respond to assure incidents and align with National Operational Guidance (NOG), National Operational Learning (NOL) and the shared learning Fire Standard.	2.9.1 Conduct review of Policy/Procedures/SI's for operational assurance and debriefing. Review against the NOL (Good Practice Guide) with the aim of aligning all doctrine.		Policy reviewed (RESPOL06) Service Instruction (SI) reviewed (SI 0176) SI Reviewed ())69) All updated. All now include reference to working towards alignment to National Operational Learning (NOL) Good Practice Guide (GPG). Fire Standards also updated.			
	2.9.2 Review how OA officers are: • Informed of and respond to incidents. • Monitor incidents remotely, en-route and whilst in attendance. • Record and report observations. • Complete post incident evaluation.		Work to commence on 9.2 Decision made to reduce Operational Assurance operational availability/competence from 12 months competent to 6 months.			
	2.9.3 Make recommendations for improvements based on findings from review and evaluation in 9.2. Commence work on approved improvements.					
	2.9.4 Embed OA officer standardisation and establish bespoke training for OA officers.					
2.10. Undertake a programme of assurance for the progress made	2.10.1 Review progress against how embedded Ops discretion and decision logging has become by reviewing their		Assurance ongoing > 20 decision logs now been assured and in safe. Quality Assured by the			

against HMICFRS actions from the 2022-23 action plan in relation to Ops discretion and decision logging.	inclusion and use in OSHENS, debriefs, training and exercising.		Operational Assurance Team (OAT) once received. Operational Assurance continue to assure incidents for compliance and prompt during morning meeting where required. Logs incorporated into exercising (TCA's)			(green)
	2.10.2 Conduct reality test through OAT quarterly audit with a bespoke tabletop scenario that will incorporate the use of both. Findings to be fed back through standardisation meeting at end of quarter.		work to commence on the tabletop/audit in readiness to begin form 1st August (2nd audit of the year).			(green)
	2.10.3 Work with Business Intelligence and Ops Preparedness to collate data on the use of decision logging against the requirements of service policy					(grey)
	2.10.4 Report to Ops Board on assurance findings of compliance.					(grey)

BRAG Descriptor

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	39 (100%)
Action completed	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	1 (2%)
Action will be delivered by the designated deadline within the functional plan	24 (62%)
Action not yet started	14 (36%)

This page is intentionally left blank

PEOPLE & ORGANISATIONAL DEVELOPMENT

FUNCTIONAL PLAN

ACTION TRACKER2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24 – June 2023 update

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
3.1 To continue to deliver the People Plan 2021-24	3.1.1 The seven key themes outlined in the people plan are: 1. Leadership 2. Culture and Values 3. Creating a strong and inclusive organisation and a sense of belonging 4. Learning and Development 5. Maximising the wellbeing of our staff 6. A great place to work 7. Workforce planning Each theme has a number of actions which are recorded within the People Plan Action Plan and monitored through People Board	Allocated Officers are detailed in the People Plan Action Plan	The People Plan is delivered via the People Plan Action Plan. Bi monthly updates are brought to People Board for continued scrutiny. Significant progress has been made against the various actions with 10 actions fully completed across the themes of Workforce Planning, A Greta Place to work, Learning & Development, Leadership & Creating a strong and inclusive organisation. The outstanding actions will all be completed as part of this three yearly People Plan. The new People Plan for 2024-27 will be developed to align with the new CRMP for 2024-27	March 2024		

| 3.2 To continue to deliver the EDI Action Plan | 3.2.1 The Equality, Diversity & Inclusion (ED&I) action plan 2022/23 has been developed to target 10 high impact areas, looking at six key themes addressing workforce and service delivery inequalities.

Our Equality, Diversity and Inclusion (ED&I) Action plan themes are:
1. ED&I – Learning and Development
2. Inclusive staff voice
3. Inclusive Employer
4. ED&I and Knowing our communities
5. Inclusive Leadership Development
6. ED&I Good Governance and Communications

Each theme has a number of actions which are recorded within the EDI Action Plan and monitored through Culture & Inclusion Board | Allocated Officers are detailed in the EDI Action Plan | Bi monthly updates of the EDI Action plan are brought to People Board Culture & Inclusion for continued scrutiny.

All actions are showing as Green within the plan. | March 2024 | | |

3.3 Improve the effectiveness of HR case management across the department	3.3.1 Review options for case management software to streamline and semi automate case management within professional standards and HR services.	Mike Cummins, Lee Hughes & Liam Williamson	A procurement exercise has been complete for new software with Caseworker provided by Conformity selected as the application that best meet the needs of the Authority.	March 2024		
	3.3.2 Procure and implement new software Adapt working procedures to reflect new approach and provide necessary training.		The new application will be implemented in Qtr 3 2023/24			
	3.3.3 Adapt working procedures to reflect new approach and provide necessary training.		Once implemented new ways of working will be developed to utilise the functionality provided.			
	3.3.4 Implement reporting mechanism to utilise available metrics to improve service delivery.		Once implemented new ways of working will be developed to utilise the functionality provided.			

| **3.4 Continue to lead on the Service wide adoption of the Core Code of Ethics in order to achieve the Code of Ethics Fire Standard** | 3.4.1 To Ensure the code is adopted, and embedded and reflected in decision making processes across the whole organisation including the Fire Authority we intend to utilise the Fire Standards Implementation tool to capture actions for each of the criteria. Example of actions include:

• Establish specific working group with cross organisational attendees for Code of Ethics
• Explore creation of regional network
• Incorporate into members development sessions
• Consider references in all service documents as appropriate | Mike Cummins, Lee Hughes & Liam Williamson | The Code of ethics cross organisational working group is established and has worked to complete both the gap analysis implementation tool, but also an action plan to further build on areas of compliance that could be developed further.

The code of ethics is part of member development sessions ran by the Legal & Democratic Services team.

Service documents are amended to incorporate references to the core code as part of the regular update process. | March 2024 | | |

	• Explore inclusion in organisational decision making models					
	3.4.2 Incorporate into POD processes such as recruitment and selection		POD processes such as recruitment and selection and appraisal are based upon the service leadership message and values which directly reflect the Core code of ethics.			
3.5 Benchmark MFRA POD using NFCC Maturity models	3.5.1 Establish a timetable for completion of the Maturity Model self-assessment benchmarking exercise to determine current maturity level against: o Leadership Development o Recruitment o Learning Organisation o Blended Learning o Performance Management o Employee Recognition	Mike Pilkington, Mike Cummins, Sara Fielding, John Prices, Paul Blanchard-Flett	A timetable which will see complete of each maturity model by 31st march 2024 has been developed. Stakeholders/Service users from outside of POD will be co-opted in to assist with the reviews from a service user perspective.	March 2024		

	o Talent Management o EDI o Wellbeing o HR Analytics.					🟩
	3.5.2 Following self-assessment develop appropriate action plans for each area in order to improve maturity		Action plans will be developed once the reviews have been completed.			🟧
3.6 In partnership with Finance & Procurement determine and finalise new process for Finance, Procurement, HR & Payroll Application to ensure contract and system in place by August 2024	3.6.1 Continue discussions with relevant lead service representatives on preferred procurement route.	Ian Cummins, Mike Rea, Dave Nixon, Nick Mernock, Mike Pilkington, Lee Hughes	Discussions have taken place and reports submitted via SLT to recommend the proposed course of action	March 2024		🟩
	3.6.2 Get relevant sign-off for approach. Work with leads and Procurement to identify Framework and route to market		Discussions have taken place and reports submitted via SLT to recommend the proposed course of action			🟩
3.7 To design, deliver and monitor a 12 month trial of	3.7.1 Produce relevant Service Instructions and consult with the Representative bodies	Nick Mernock, Mike Pilkington,	Documents have been produced and agreed via consultation.	March 2024		🟩

Hybrid Working system and extended Flexible working scheme		Mike Cummins, Mo Jogi				
	3.7.2 To provide advice guidance and monitoring systems to support line managers		Advice and guidance is contained within the revised service instructions. Existing monitoring systems are being utilised with feedback being sought.	March 2024		
	3.7.3 To conduct a 6 month Review of outcomes		A survey will be released to review the pilot.	August 2023		
	3.7.4 To conclude a review after 12 months with all parties, and produce recommendations for future implementation		A further review will take place once the 12 month period is complete at which point further recommendations will be made.	March 2024		
3.8 To provide advice, support and recommendations to all heads of function implementing their Succession Planning	3.81 Allocate POD Managers to individual departments to work in a business partner capacity with Line Managers to support , guide and advise on their implementation strategy and planning options	Nick Mernock, Mike Pilkington , POD Managers.	HR advisors provided support to each functional lead as part of developing their own individual dept succession plans. All functions now have a live plan with a review planned at 6 months.	March 2024		

			Ongoing POD support is provided to functional as the address needs identified within the succession plan.			
3.9 Review and consider any actions for MFRA following the publication of recent cultural reviews within the Fire and wider blue lights sectors	3.9.1 • Establish group to consider implications and develop action plan for implementation • Distribute actions to appropriate officers for delivery • Put in place reporting mechanism via C&I board to monitor progress	Nick Mernock, Mo Jogi, Mike Cummins	Individual PID's have been created for all action with work planned to ensure delivery against each recommendation prior to the HMI deadlines. Reporting will be via People Board and Culture and Inclusion Board.	March 2024		
3.10 To review the insurable risks the Authority holds and options available to the Authority for the insurance tender 2024	3.10.1 To review the current insurable risks the Authority holds, what the market offers and levels of insurance the Authority may choose to hold.	Ria Groves, Caroline Berry	The legal team are currently in the process of reviewing the requirements for insurance as part of the process that see a new tender.	March 2024		

3.11To undertake a review of the Teams delivery output to help facilitate decision-making and governance arrangements for Members and the committees.	3.11.1 To review the Committee meeting minute style and agenda pack to ensure it is accessible to the public and facilitates decision making for Members.	Ria Groves, Shauna Healey	This has been completed and has been implemented.	March 2024		
	3.11.2 To provide training as appropriate to deliver consistency in reports and technology in attendance and presentation at committees.		A training plan has been developed which will cover the use of mod gov alongside reporting writing skills for officers. Internal team members will also be upskilled as required	March 2024		

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	**21 (100%)**
Action completed	**1 (5%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**1 (5%)**
Action will be delivered by the designated deadline within the functional plan	**18 (85%)**
Action not yet started	**1 (5%)**

This page is intentionally left blank

MERSEYSIDE FIRE & RESCUE SERVICE

PREVENTION

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24 - June 2023 update

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
4.1Educate our staff to promote a professional directorate which operates with equity, is inclusive and is representative of the communities we serve.	4.1.1All staff will undertake Equality, Diversity and Inclusion (ED&I) training in line with People and Organisational Development (POD) requirements.	GM Home Safety GM Community Safety Strategic Safeguarding Manager		March 2024		(green)
	4.1.2 All staff will complete deaf/Hard of hearing awareness training to British Sign Language (BSL) level 1	GM Home Safety	Agreed with People and Organisational Development (POD), finances agreed. Planning in progress with POD, TRM and department heads			(amber)
	4.1.3Managers will work with POD and EDI officers to ensure that the Positive Action Recruitment framework is deployed when recruiting workforce.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	Department heads have briefed their managers to ensure positive action is included in the recruitment of staff. Positive action team			(green)
	4.1.4 Understanding and educating with regards to the ED&I data collected from Home Fire Safety	GM Home Safety GM Community Safety	Revised information for crews and advocates to is in the process of being produced. This will then be delivered to crews and progress against HFSC completed from status report monitored.			(green)

	Checks and Safe and Well visits	Strategic Safeguarding Manager	SM are given monthly updates on performance		
	4.1.5 We will embed the principles of 'Knowing your Communities' to ensure a high quality service to the communities we serve.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	We will work with response and Community Engagement Adviser to collate information through prevention activities. ==Community Impact Fund== linked to prevention activities.		
	4.1.6 Develop an understanding of the new leadership message for all staff, including exposure to NFCC Code of Ethics, Service values and coaching and mentoring.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	National Core Code of Ethics, Service Values and leadership behaviours are displayed and will be embedded through Continued Professional Development events.		
	4.1.7 Using London Fire Brigade cultural review, consider recommendations to educate and improve culture within the Prevention Directorate.	Area Manager Prevention GM Home Safety GM Community Safety Strategic Safeguarding Manager	Department heads are aligned to the actions as part of the Cultural review		

4.2 Deliver intelligence-led Home Safety and other interventions to keep people alive and safe from fire.	4.2.1 Our operational crews will deliver 50,000 home safety visits, 30,000 of which will be over 65 visits.	GM Home Safety	As of 30/6/23 crews have completed 15970 HFSC (250 over target). % of properties where the resident is over 65 has dropped to 49.9%. This has been picked up with GM for response and SM group.	March 2024		
	4.2.2 Our high risk advocate teams will deliver 10,000 safe and well visits.	GM Community Safety Strategic Safeguarding Manager	There has been a slight upturn in performance in Q1, however there are still issues with regards to staffing levels due to Long Term Sickness, Recruitment and training. Overtime has been offered to staff to further uplift performance.			
	4.2.3 We will develop and embed CFRMIS, also embedding Combined Intelligence for Population Health Action (CIPHA) data for the Over 65's to ensure a targeted and intelligence led prevention strategy ensuring that we 'Make Every Contact Count'.	Strategic Safeguarding Manager	Community Fire Risk Management Information System (CFRMIS) is fully embedded with some modifications to be made once the Systems Support Team have further capacity. Community Risk Management Board report to be delivered on 04/08/2023 with regards to Combined Intelligence for Population Health Action (CIPHA)data, where a pilot in Station 15's area is proposed to evaluate the accuracy and relevance of the data.			
	4.2.4 We will utilise our evaluation report to critically evaluate our plans to ensure they are robust and effective in keeping people safe and alive from fire.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	Evaluation of Accidental Dwelling Fires and Fire fatalities locally and regionally is being undertaken, this will be reviewed in conjunction with the One year and 15 year data analysis to ensure our home safety plan is still relevant.			
	4.2.5 We will develop and deliver a training video demonstrating the home	GM Home Safety	Story board and script being devised by Station Manager and Watch Manager for home safety.			

	safety check and prevention rationale.	Strategic Safeguarding Manager				
	4.2.6 We will deliver a series of campaigns focussed on those in our communities who are most vulnerable from fire (Including Arson, Cost of Living and Reassurance).	GM Home Safety GM Community Safety Strategic Safeguarding Manager	Monthly community safety campaigns have been planned. This has been communicated to crews and partners. Campaigns have been completed in April, May, June and July. Feedback and performance is captured via the Portal. Initial feedback is positive.			
4.3 Work with our partners, including Staywise, to deliver Arson, Road and Water Safety interventions through targeting the most vulnerable people and places.	4.3.1 We will utilise a Single Point of Contact (SPoC) to work nationally with NFCC to embed Staywise through the Service.	Group Manager Community Safety	A member of the team has been nominated as the single point of contact (SPOC) for Staywise for the service. They has made contact with the national leads for Staywise and she will be arranging a coaching session for Prevention Managers in September by the national leads.	March 2024		
	4.3.2 We will embed a Watch Manager in each LA district to lead in relation to younger people.		Work is on-going to identify a Watch Manager in each district so they can be a point of contact for the central team.			

	4.3.3 We will continue to work with LA partners to reduce deliberate secondary fires and anti social behaviour across the communities we serve.		Arson Officers have contacts in each of their districts and work on a daily basis to reduce anti-social behaviour incidents in Merseyside. Work has begun on the Bonfire plans for 2023.				
	4.3.4 We will work with our LAs to identify hotspot areas and deploy our Street Intervention Team to reduce anti social behaviour related incidents.		Street Intervention Teams (SIT) are deployed in all five districts on a weekly basis. Each local authority feeds in to the lead for SIT each week on the locations for the SIT to deploy to. This can be changed at short notice and communication is on-going to ensure the deployments are in the areas required most.				
	4.3.5 We will engage with 70 Primary and Secondary Schools to deliver education around Road and Water Safety.		Delivery of Road and Water safety sessions are on-going throughout the year. Depending on the issues raised for water or road depends on what sessions are delivered.				
	4.3.6 Our staff will lead and deliver on the Operation Banger Plan to reduce deliberate secondary fires during the Bonfire Period.		Planning for the bonfire period 2023 has begun. Police are holding Monthly Silver meetings which MFRS attend. Local Op Banger meetings have started and MFRS bonfire plans are being updated with current information for 2023.				

	4.3.7 Our team will work with LFC Foundation to deliver 100 coaching sessions for young people aged 8-16 years old across Merseyside region.		MFRS has reduced its funding from £20k to £10k for the LFC foundation. This will commence from September 2023 and will reduce the number of sessions attended. Work with the Foundation continues and education sessions are ongoing as previously completed over recent years.			
4.4 Develop our Youth Education programmes so that high quality early interventions are achieved.	4.4.1 We will deliver 12 Princes Trust Programmes for young people aged 16-25.		Youth Education have delivered three Princes Trust Programmes in Q1 and will continue to drive recruitment and retention to achieve the target of 36 students.	March 2024		
	4.4.2 Our teams will deliver 20 Primary or 10 Secondary Beacon Programmes for Children and Young People in Merseyside.	Strategic Safeguarding Manager	Beacon continues to be delivered at Kirkdale, St Helens and Saughall Masssie. 200th Beacon delivered in Q1 and evaluation and feedback of this programme shows a high quality provision for Y5 and Y6 pupils across Merseyside.			
	4.4.3 Our teams will deliver 5 Fire Cadet Units for young people aged 13-18 years old.		Fire Cadet Units continue to be delivered at Croxteth, Wallasey, Bootle and Netherton and St Helens stations. Fire Cadet Celebration evening held at SHQ on 17/07/2023 where certificates and the George Taylor Award for the Most Outstanding Fire Cadet was awarded.			
	4.4.4 We will utilise our member of staff seconded into VRP to identify funding opportunities and areas to deliver youth interventions.		Marie Morgan is seconded full time in to the Violence Reduction Partnership (VRP). The latest funding received from the VRP is for Fire Champions and the money is being drawn down in August.			

	4.4.5 We will contribute to the Serious Violence Duty through delivery of a number of Youth Education programmes.		Area Manager (Prevention) is the Senior Responsible Officer (SRO) for MFRS and will work with all Department Heads to ensure the duty is discharged effectively within the Authority.			
4.5. Use our evaluation work effectively, to develop an evidence base which informs our Prevention activities.	4.5.1We will use the University of Liverpool evaluation report conducted in 2022 to review recommendations and improve prevention delivery in terms of efficiency and effectiveness in 2023-24.	Area Manager Prevention		March 2024		
	4.5.2 We will analyse the data from the University of Liverpool evaluation report to demonstrate the socio-economic value of Prevention activities carried out by the Service. Scrutiny of our evaluation findings will be undertaken in consideration of our internal evaluation findings.					
	4.5.3 Utilise the data to inform, evidence and support future funding opportunities to improve delivery of Prevention activities within the Service.					

4.6 Achieve ISO 17020 accreditation for our Fire Investigation work.	4.6.1 Incident Investigation Team (IIT) will deliver required criteria to achieve ISO17020 accreditation. Work will continue with the Forensic Science Regulator to establish and embed the accreditation.	Group Manager Community Safety	Work continues in gaining ISO accreditation. MFRS is a lead in this work and continues to push ahead with ensuring all relevant documents are in place to achieve the accreditation.	March 2024		
	4.6.2 New IIT Officers will work towards Tier 2 Fire Investigation accreditation which is aligned to ISO 17020.		Two Officers are working towards their level 2.			
	4.6.3 All Watch/Crew Managers will complete Tier 1 Fire Investigation accreditation which is aligned to ISO 17020 in 2023-24.		The fourth cohort of WM/CM's are currently in progress to achieve their Tier 1 Fire Investigation course. When this course is finished, we will have over 90 officers with the qualification.			
4.7 Plan, develop and deliver the 2023 National Fire Cadet Games.	4.7.1 Prevention will lead and deliver on the National Fire Chiefs Council (NFCC) Fire Cadet	GM Home Safety Strategic Safeguarding Manager	Invites and information to sign up for the games sent to all FRS. Team have entered. Information on why teams not entered and any barriers captured.	March 2024		

	games in Merseyside in August 2023.					■
	4.7.2 All activities will be inclusive and developed in line with the NFCC Children and Young People's Competency Framework.	GM Home Safety	Activities designed and circulated around entrants. Range of activities designed to be inclusive and encourage participation from all fire cadets . Sourcing of equipment underway			■
	4.7.3 Suitable accommodation and venue to be identified for the delivery of all Fire Cadet Games activities.	GM Home Safety	Venue for games and accommodation identified, secured and booked.			■
	4.7.4 Engagement with partners to ensure a collaborative and inclusive delivery approach for Children and Young People nationally.	GM Home Safety	Youth Games were advertised via workplace for FRS colleagues. Partners have been sought for sponsorship (SFJ, Telent)			■

BRAG Descriptor

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	34 (100%)
Action completed	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	2 (6%)
Action will be delivered by the designated deadline within the functional plan	29 (85%)
Action not yet started	3 (9%)

PREVENTION FUNCTIONAL PLAN
KEY DELIVERABLES 2023-24

1. Educate our staff to promote a professional directorate which operates with equity, is inclusive and is representative of the communities we serve.

2. Deliver intelligence-led Home Safety and other interventions to keep people alive and safe from fire.

3. Work with our partners, including Staywise, to deliver Arson, Road and Water Safety interventions through targeting the most vulnerable people and places.

4. Develop our Youth Education programmes so that high quality, measurable early interventions are achieved.

5. Use our evaluation work to develop an evidence base which informs our Prevention activities.

6. Achieve ISO 17020 accreditation for our Fire Investigation work.

7. Plan, develop and deliver the 2023 National Fire Cadet Games.

MERSEYSIDE
FIRE & RESCUE
SERVICE

This page is intentionally left blank

Community Risk Management: Protection

FUNCTIONAL PLAN

ACTION TRACKER2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24 – June 2023 UPDATE

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	SUB-ELEMENTS	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
1 Support the implementation of the Operational Intelligence module in to the CFRMIS application	1.1 In collaboration with Preparedness, identify Protection associated elements required within the module	1.1.1 Establish representation on the relevant working/project group	Built Environment	SM with Ops Intelligence reference assigned.	April 2023		(blue)
		1.1.2 Identify requisite number of development hours for Civica and identify appropriate budget		Ongoing, as the module is developed this will become clearer.	June 2023		(green)
		1.1.3 Identify person specification and job profile for a CFRMIS data manager and recruit accordingly	Technical Fire Safety		September 2023		(grey)
2 Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report	2.1 Review recommendations contained in the report and devise associated action plan	2.1.1 Utilise project plan from Phase 1 creating RAG rating identifying action owners	Built Environment	GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled in to the functional delivery plan for 2024/25.	December 2023	Board notified at CRM Board meeting 06.07.23	(red)
		2.1.2 Identify risk rating to MFRA		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled in to the functional delivery plan for 2024/25.	December 2023		(red)
	2.2 Provide training and information for relevant personnel	2.2.1 Identify training gap analysis and address CPD/ training courses as required		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled in to the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	(red)

	2.3 Work collaboratively with North West FRS enforcement partners to agree a consistent and best practice approach	2.3.1 Nominate SPOC to represent MFRA		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled in to the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	RED
	2.4 Identify appropriate infrastructure for implementation of recommendations, such as the CFRMIS platform	2.4.1 Review of audit form and letters suite to ensure recommendations are adopted		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled in to the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	RED
	2.5 Close off remaining recommendations from phase 1	2.5.1 Implementation of stairwell protection procedures and associated equipment		3 of the 46 phase 1 recommendations to be completed. SPT element will take a period to ensure all operational personnel are trained. Merpol now agreed communication method for FSG, NWAS to follow.	March 2024		GREEN
3 Review and update our information management methodology	3.1 Refresh and construct new cloud based storage for departmental references and workstreams	3.1.1 Liaise with System Support to plan and design a new Portal page based on directorate structure.	Technical Fire Safety & Built Environment	20/06/23 Initial meeting with System support has taken place and an initial Protection scoping meeting (SM).	September 2023		GREEN
		3.1.2 Allocate existing portal folders to reference leads for cleanse of existing information		Directorate meeting has taken place to scope the new Portal design based on our Directorate organisational Structure. Each lead has been tasked with providing an initial paragraph explaining what their team does. A review of all current documents held on the Portal has taken place and they have been allocated to each	March 2024		GREEN

			reference holder for retention, deletion or archive. Next meeting is 21/8/23 where tasks above should be completed.			🟩
3.2 Review and update all Technical Fire Safety departmental doctrine	3.2.1 Transfer all new Technical FS doctrine to new portal area	Technical Fire Safety		March 2024		
	3.2.2 Agree a retention schedule for all documentation and set access to areas based on department need			March 2024		
3.3 Review and update all Built Environment departmental doctrine	3.3.1 Transfer all new Built Environment doctrine to new portal area	Built Environment		March 2024		
	3.3.2 Agree a retention schedule for all documentation and set access to areas based on department need			March 2024		
3.4 Development and provision of the Protection dashboard	3.4.1 Deliver a district facing dashboard within CFRMIS to support Inspectors and auditors in completing the requirements of their role	Technical Fire Safety	Process maps for audits completed and storyboard (90%) created to present to Civica. 30% of 3.4.1 completed 12.05.23	March 2024		🟩
	3.4.2 Deliver a management focused dashboard within CFRMIS to primarily support PCM's & SFSI's in completing the requirements of the role.			March 2024		
	3.4.3 Allocate recourses to T&F group to deliver 3.4.1 and 3.4.2		Task and Finish group created and meet regularly.	May 2023		🟦

3.5 Assign clear lines of responsibility for departmental references and associated data	3.5.1 Utilise department structure as format for information and retention ownership	Technical Fire Safety & Built Environment		March 2024		
3.6 Ascertain feasibility of CFRMIS development in reference to petroleum and explosives	3.6.1 Implement a process for automatically capturing petroleum in the HO Returns			March 2024		
	3.6.2 Implement a process for automatically capturing explosives in the HO Returns	Technical Fire Safety	Contraventions from Explosives visits are automatically transferred to the HO returns. 18/05/23	September 2023		
	3.6.3 Implement a process for managing explosives licenses in CFRMIS		20/06/23 Questionnaires now automatically create pending jobs depending on the Inspection outcome. Contraventions automatically populate the HO returns. The number of licenses automatically populate the HO returns (SM)	August 2023		
3.7 Ascertain the feasibility and benefits of becoming ISO 9001 certified in the Protection department	3.7.1 Review the need for obtaining ISO 9001 Quality management	Technical Fire Safety	Meeting is being arranged with WFST.	March 2024		
	3.7.2 Establish initial and ongoing costs of ISO 9001			March 2024		
	3.7.3 Produce feasibility report regarding ISO 9001			March 2024		
3.8 Devise a mechanism to capture external impacts that may influence departmental activity	3.8.1 Develop and set up a reporting tool on the portal to allow for external impacts to be shared and allocated to relevant actionees	Technical Fire Safety & Built Environment		March 2024		

	3.9 Review the requirement to maintain/keep common departmental folders	3.9.1 Review and refresh retention schedules were appropriate	Technical Fire Safety & Built Environment		March 2024		
	3.10 Review the suitability of the Enforcement Activity Register and how we present the data externally	3.10.1 Assure the information contained in the register and embed the data in CFRMIS	Technical Fire Safety		March 2024		
		3.10.2 Develop the CFRMIS Enforcement module to provide regular and accurate data for the NFCC Tymly system			March 2024		
4. Continue to evolve our risk based inspection programme methodology	4.1 Devise a programme of phased implementation towards a CFRMIS intelligence led inspection programme	4.1.1 Update relevant SI to reflect revised methodology	Technical Fire Safety & Built Environment	New SI produced and submitted for consultation	May 2023		
		4.1.2 Ensure CFRMIS is fed with the revised approach so as to generate appropriate inspection regimes for our regulatory personnel			May 2023		
	4.2 Develop an evaluation/assurance framework for departmental activities	4.2.1 Liaise with Strategy and Performance regarding the broadening of Corporate Assurance to departmental reviews. MC	Technical Fire Safety & Built Environment	Meeting held with Built Environment SM's to scope parameters of department Corporate Assurance. Meeting held with SM McCormack to see how this can be recorded and stored.	December 2023		
		4.2.2 Implement assurance reviews based on the framework. MC			December 2023		
		4.2.3 Consider NW FRS Protection Quality Assurance		NW Document is now in draft	December 2023		

		4.2.4 Establish Peer review QA framework within the NW FRS		NW Training Group	December 2023		🟩
	4.3 Review the rationale and approach to SOFSA	4.3.1 Review the types of premises operational crews can currently complete a SOFSA with a view to broadening scope.	Built Environment	Report being produced based on what we have left of the current office, industrial and shop allocations and how we can broaden scope.	July 2023	CRM Board 6th July	🟩
		4.3.2 Support any broadening of premises types with suitable training		Scoping meeting has taken place looking at neighbouring FRS's to see what Level 3 FS qualification would allow Station personnel to complete.	July 2023		🟩
		4.3.3 Review the need and suitability of a revisit strategy and implement any changes required.		Analysis using 02 data over 5 year period against SOFSA's completed to see correlation.	July 2023		🟩
	4.4 Identify key areas of focus for targeted campaigns based on intelligence/data	4.4.1 Work with S&P using empirical data conduct intervention at regulated premises to compliment and improve future RBIP	Technical Fire Safety		March 2024		
	4.5 Analyse equality data to ensure campaigns are targeted and equitably facilitated	4.5.1 Conduct periodic reviews of audit outcomes via Q&A process to assist in informing future/planned campaigns and initiatives	Technical Fire Safety		March 2024		
	4.6 Ensure departmental resourcing is sufficient based on risk, demand and vulnerability	4.6.1 Actively monitor directorate resourcing in cohesion with POD succession planning directives	Technical Fire Safety & Built Environment		March 2024		
		4.6.2 Initiate and conduct recruitment processes as necessary					
5 Enhance Fire Safety skills and knowledge across the workforce	5.1 Deliver level 3 Fire Safety training to all CM/WM	5.1.1 Support POD for a Gap analysis of current Fire Safety qualifications across		Scoping meetings taken place with POD to define gap analysis. List of managers now confirmed	June 2023		🟦

		Response watch and crew managers	Built Environment	with POD and process map in place to deliver course.		
		5.1.2 Implement training programme for existing CM/WM's in level 3 fire safety		Question asked with regards to other FRS' approach. Meeting with SM Sopp on 23/05/23 to discuss. Rolling training programme agreed with POD and Attendance Management starting in September 2023.	March 2024	
		5.1.3 Liaise with POD and embed Fire Safety Level 3 onto CMD and WMD programmes		Added to the CMD Programme, once gap analysis completed, will be added to WMD Programme. Level 3 has been added to both development programmes and the ranks have been programmed in to attend courses starting Sept 2023..	March 2024	
		5.1.4 Adopt new Level 2 SFJ qualification in Carrying Out Fire Safety Checks for FF once released		Level 2 Qualification released and being considered as an option. *Level 2 qualification will not be considered as Level 3 will be rolled out to CM and WM. Report has been written to justify the rational for not adopting the Level 2, SM Evans will deliver.	March 2024	
	5.2 Develop Fire Safety themed scenarios to support departmental and operational personnel skills development	5.2.1 Work with Training to encompass fire safety understanding within TCA scenarios	Built Environment	Fire Safety themes are now being introduced and embedded within Technical Command Assessment scenarios. Moving forward we will request that Command Department consult with Protection when designing future TCA scenarios	March 2024	
		5.2.2 Work with Command to add Fire Safety Legislative input on ICMM courses		SM Sopp stated during a meeting that the ICMM course content is already saturated. However, we will request the addition of minimal essential content.	March 2024	
		5.2.3 Look into the use of virtual reality training		Command department are not pursuing the utilisation of VR in the form of immersive headsets.	March 2024	

				However, fire safety-themed programs are available via the XVR platform. We will consider incorporating its use during the Level 3 input.			🟩
	5.3 Expand training delivery to functional roles within Prevention (eg advocates, Prevention team)	5.3.1 Identify personnel requiring training	Built Environment	Email sent to Prevention GM's to obtain numbers of staff if requirement is to be pursued by their directorate.	March 2024		🟦
		5.3.2 Schedule training delivery		Training to be incorporated within current L3 courses for our WM and CM's.	March 2024		🟩
	5.4 Further enhance Operational knowledge of the built environment.	5.4.1 Create a training video relating to active and passive systems within the built environment.	Built Environment	Meeting held with Scott Nolan to facilitate video production. Filming to be carried out 6-8th September.	November 2023		🟩
		5.4.2 Create a training video highlighting new High Rise and Reconnaissance Bags.		As above. Bags to be trialled at Liverpool City and Toxteth prior to full roll out.	November 2023		🟩
6 Address impacts arising from the hosting of Eurovision 2023	6.1 Assign an officer to respective Liverpool BID Team/ Safety Advisory Group (SAG) as appropriate	6.1.1 Work with SAG to identify peripheral events linked to Eurovision 2023 which may impact on community safety	Technical Fire Safety & Built Environment	Strategic and tactical level officers assigned to appropriate meeting forums	April 2023		🟦
		6.1.2 Identify and prepare for events which would impact on capacity and effectiveness of CRM resources		Protection personnel undertaken targeted inspections and campaigns in key areas associated with the event, including out of hours cover to ensure availability of sector competent advice	May 2023		🟦
		6.1.3 Feedback on lessons learned/identified during the event		Multi agency debrief taking place, issues re poor crowd control in front of St. Georges hall to be raised. Summary report being prepared for CRM Board 06.07.23	July 2023		🟩

	6.2 Devise a procedure for dealing with short term accommodation premises	6.2.1 Work with NFCC Regional FRS's and Local Authorities to formulate a policy and procedure for the regulation of short term lets	Technical Fire Safety		March 2024		
		6.2.2 Direct appropriate CRM resources to undertake MFRA regulatory responsibilities in response to potential increases in short term lets					
	6.3 Be cognisant of any relevant impacts identified in the Liverpool City Plan	6.3.1 To ensure High Rise Residential Buildings comply with new legislation, including changes to the FSO and the Fire Safety (England) Regulations 2022	Technical Fire Safety & Built Environment	Fire Safety (England) Regulations has been implemented. The process and response rate is being monitored. IT is proposed that HRRB's that have not responded are audited after 6 months of the launch of the Regulations. 18/05/23	March 2024		
		6.3.2 To ensure remediation of external wall systems from residential high rise buildings is undertaken in line with government guidance		Point of contact as council liaison identified. All HRRB's that require remediation are being reviewed against BSF, BDD & 002e process. All HRRB's are in CFRMIS including number of floors and appropriate SLN.	March 2024		
		6.3.3 Capture any post event learning and address any identified actions accordingly			June 2023		
7 Implement protocols for Building Regulations consultations with the Building Safety Regulator, under the new Gateway processes	7.1 Recruit additional resources to support BSR workstream as identified by the PPRU	7.1.1 Advertise for relevant positions		Advert compiled and posted February 2023	March 2023		
		7.1.2 Schedule and undertake interviews		External candidate for 1 inspector post recruited. Fire Engineer appointed. 2nd inspector post to be offered to internal team members on a rotation basis (refer 7.1.4)	May 2023		

			Technical Fire Safety		Date		Status
		7.1.3 Induction and training of external candidates	Technical Fire Safety	New starter commences 02.05.23 with induction training scheduled accordingly	May 2023		(green)
		7.1.4 Expressions of interest from internal candidates			May 2023		(green)
	7.2 Liaise with HSE and other Northwest FRS regarding formation of multi-disciplinary teams and consultation protocols	7.2.1 Investigate/arrange protocols with PPRU			October 2023		(grey)
		7.2.2 Arrange contacts with BSR			October 2023		(grey)
		7.2.3 Arrange and implement procedures for regular meetings with North West Group			October 2023		(grey)
		7.2.4 Attendance at regional/ national training/ conferences as appropriate			October 2023		(grey)
		7.2.5 Input into any consultations/ case studies/ forums from PPRU, BSR or North West Group			October 2023		(grey)
	7.3 Develop associated internal processes	7.3.1 Formation of BSR Team – combination of Fire Engineer; designated inspector and district inspectors			October 2023		(grey)
		7.3.2 Formulate inspection programme for existing buildings – coordinating with district inspectors, North West Group and BSR			October 2023		(grey)
		7.3.3 Implement consultation process for new buildings in line with requirements of BSR and Northwest Group			October 2023		(grey)

	7.4 Implement recording mechanisms in CFRMIS	7.4.1 Job type; document storage; naming conventions for audits of existing buildings			October 2023		
		7.4.2 Job type; document storage; naming conventions for consultations for new builds / change of use			October 2023		
	7.5 Identify and deliver relevant CPD input to personnel	7.5.1 Research and cascade BSR information from HSE website			October 2023		
		7.5.2 Research and cascade information from PPRU			October 2023		
		7.5.3 Research and cascade online CPD re pertinent items such as external wall systems; fire stopping etc			October 2023		
		7.5.4 Presentations during departmental CPD sessions to keep department updated re developments			October 2023		

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

ENHANCE

1 — Support the implementation of the Operational Intelligence module in to the CFRMIS application.

PREPARE

2 — Conduct an impact analysis of the Grenfell Tower phase 2 inquiry report.

STREAMLINE

3 — Review and update our information management methodology.

INSPECT

4 — Continue to evolve our risk based inspection programme methodology.

TRAIN & INFORM

5 — Enhance fire safety skills and knowledge across the workforce.

ENGAGE & COLLABORATE

6 — Address impacts arising from the hosting of Eurovision 2023.

GOVERNANCE

7 — Implement protocols for Building Regulations consultations with the Building Safety Regulator, under the new gateway processes.

MERSEYSIDE **FIRE & RESCUE** SERVICE

Protection Directorate Functional Plan
Key Deliverables 2023-24

STATUS SUMMARY – 13.07.23	
Total Number of Workstreams	79 (100%)
Completed	11 (14%)
Action will be delivered by the designated deadline within the functional plan	27 (34%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	5 (6%)
Action not yet started	36 (46%)

NATIONAL RESILIENCE INTERNAL

FUNCTIONAL PLAN

ACTION TRACKER2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24 - June 2023 update

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
6.1 Work with National Resilience ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising.	6.1.1 Work with NR to implement the outcomes of assurance action plans to ensure compliance with KPI's.	Area Manager National Resilience	2022/23 assurance of USAR, DIM and the MDU has taken place. Any actions received have now been fully discharged	March 2024		
	6.1.2 Disseminate NR Safety Notices and Information Notes as and when required.		All NR Safety and Information notes are disseminated by MFRS SPOC and Station Managers to NR stations. All notes are then captured on MFRS Portal.			
	6.1.3 Participate in the delivery, and evaluation of local and regional multi-agency exercises as part of the NR assurance model.		This is ongoing. Multi-agency training days and exercises have been taking place with external multi-agency stakeholders. All training and exercising is captured locally through the TDA Command dept.: • MTA Ex Remijia national CT exercise • MTA Joint exercises MERPOL and HART • USAR Ex Essex a national exercise testing a full unit response.			
	6.1.4 Work with NRAT to ensure local capabilities are assured in line with NR KPIs.		This is ongoing to ensure that all capabilities meet the NR KPI's. SPOC will present at July's Ops Board			
	6.1.5 Ensure regular monitoring and reporting into the NR Toolkit to ensure the management		Ongoing with no specific timescale. All MFRS NR leads ensure that the NR toolkit is updated as and when required with any safety observations being recorded.			

	of H&S, business benefits, forums, incident, exercise reporting and follow up events.					
6.2 Continually review locations of NR assets, kit and update accordingly, ensuring assets are best placed for an immediate response.	6.2.1 Implement a review of NR asset locations to ensure assets are best placed for an immediate response as per NR KPI's.	Area Manager National Resilience	Full Review of NR asset locations has taken place through IRMP 2021-24. DIM vehicle will be moved to St Helens Fire Station once space becomes available. No further issues with asset locations. MDU specialist stations have now started training after change for response.	March 2024		
	6.2.2 Implement a review of NR assets and PPE and update accordingly in line with asset refresh and the Transport Asset Management Plan.		This is ongoing. Five type "B" boats and ancillary equipment are in the process of being purchased. Moving forward these will then be included in the Transport Asset Management plan. There is an ongoing review taking place of other NR assets with no specific date for completion			
6.3 Maintain the skills and knowledge of all MFRS NR staff ensuring that there is structured training and CPD in line with MFRS NR KPI's and as part of the IRMP 2021-24 implementation.	6.3.1 Manage the annual NR training needs analysis to determine requirements for NR skills acquisition training required to maintain KPIs.	Area Manager National Resilience	MFRS SPOC manages the NR TNA ensuring compliance with the NR KPI's. This is in co-ordination with NR Training.	March 2024		

	6.3.2 Schedule and host the National Resilience Training Internal Capability Group to provide a forum for training delivery and NR training users to share good practice and suggest ways in which NR training can be improved.		This is ongoing with NRAT capabilities.			
	6.3.3 Engage with local FRSs to share best practice and learning opportunities, and where possible ensure alignment of capability, policies, and procedures		This is ongoing. Joint training is taking place and is planned with Flood, USAR and MTA.			
	6.3.4 Implement a training programme with periodic training in line with KPI's and create a recording process for the management of ongoing training.		This is ongoing. Periodic NR training takes place in line with KPI's and is recorded either locally or on the NR site.			
	6.3.5 Maintain assurance of the standards of instruction and guidance provided by National Resilience instructors and Tactical Advisers within the FRS.		This is ongoing. All instruction is monitored and assessed periodically by NRAT to ensure teaching and training is up to standard.			

	6.3.6 Continue the delivery of an NR CPD program across MFRS and the NR capabilities.		This is ongoing			
6.4 Implement regular local and over border exercising and training in line with NR KPI's and assurance program including NRFC.	6.4.1 Engage with neighbouring NR capability leads to identify over border collaboration training and exercise opportunities.	Area Manager National Resilience	All MFRS capability leads have been liaising with neighbouring FRS's. USAR have completed a regional exercise in Lincolnshire, MTA have taken part in National CT exercise and have a further exercise planned for July in Greater Manchester. Type B boat teams have been training with GMFRS and have further training and exercising planned in the next quarter.	March 2024		
	6.4.2 Engage with neighbouring NR capability leads to identify over border assurance of Swift Water and Power Boat Instructors.		This is ongoing throughout the year 2022/23 and been planned with GMFRS to assure each other.			
	6.4.3 Support local and national debriefs and share learning from incidents where NR assets or expertise has been deployed.		This is ongoing with no specific date for completion. Will be completed as and when needed.			
	6.4.4 Continue to build relationships with NRFC and provide effective arrangements through National Resilience Fire Control for the		NRFC have participated in USAR and MTA training days, giving a better understanding of the capability. NRFC lead SM Taylor attends monthly internal meetings with MFRS NR.			

	monitoring, mobilisation and coordination of National Resilience assets.		MTA table top training events have taken place in NRFC. These are designed to test NRFC against any MAI recommendations.			
6.5 Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders.	6.5.1 Monitor and review all areas of collaboration, exploring shared training with Merseyside Police and NWAS helping to improve services to the public of Merseyside.	Area Manager National Resilience	Ongoing training and exercising scheduled with MERPOL and NWAS is captured by the TDA command department. Joint training and exercising is ongoing in MTA, USAR, Flood and DIM. No specific date for completion collaborative opportunities will be explored throughout 2022/23.	March 2024		
	6.5.2 Continue to engage with multi agency partners to support collaborative work streams which embed JESIP principles identify emerging threats to minimise impact to all emergency responders		No completion date given for this as this is ongoing throughout the calendar year. Ongoing training days with partners as well as attending JESIP training days throughout the year.			
	6.5.3 Continue the work to redevelop the local NR website and MFRS portal ensuring a reliable robust user-friendly platform is available to communicate and support NR and MFRS.		No specific date given for completion. NR SPOC is working with the design and development team to ensure support is ongoing for NR and MFRS.			
6.6 Provide principal officers with regular updates on the functional plan and key	6.6.1 Provide principal officers with a yearly statement of NR KPI's.	Area Manager National Resilience	Principal Officers will be provided an overview of MFRS NR KPI's at the next Operations Board in July.	March 2024		

deliverables.	6.6.2 Provide Lead Officer with regular updates of NR capabilities through one to one meetings.		Ongoing throughout the year in regular monthly one to ones.			

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	22 (100%)
Action completed	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action will be delivered by the designated deadline within the functional plan	22 (100%)
Action not yet started	0 (0%)

	Please select from options	

STRATEGY & PERFORMANCE

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
7.1. Enhance relationships and engagement with diverse communities	**7.1.1** Engage and consult - work with partner organisations to access their community engagement resources to proactively engage with diverse groups from communities	Community Engagement Advisor/Director of Strategy and Performance	Work is ongoing to acquire community contacts. A survey will be developed and circulated internally to establish our current community contacts. We have attended a number of community events to meet representatives of those communities and the people who live there including St Helens Pride, Southport Pride, Africa Oye and Polish Saturday School Open Day. Our Community Impact Fund submission date has been extended fire stations are engaging with community groups to help support the places where they work.	Q3		
	7.1.2 Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required		Work on the Religious Sites Project is in progress. The learning package will develop knowledge of religious sites across the city and therefore improving our response should an incident arise. It will also encourage engagement with community leaders and communities. The initial workshop will focus on the Jewish Community. Further learning packages will be developed into	Q3		

			other religious sites such as Mosques, Churches, Temples etc.			
	7.1.3 Data –led risk and equality analysis		Progress is being made. A working group is now in place to review and analyse data. Over the last couple of months, the group has focused on ED&I monitoring data. Key areas include • Potential alternative ways of collecting monitoring data for Home Fire Safety Check (HFSC)/Safe and Well (S&W) • Reasons for collecting monitoring data relating to Protection visits and the outcomes required Use the National Fire Chief's Council (NFCC) categories as they are for Community Fire Risk Management Information System (CFRMIS) HFSC	Q3		
7.2. To make the most effective use of organisational information whilst continuing to improve information security and governance. **a)**	**7.2.1 Continuing to digitally transform the organisation** **7.2.1a** 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	Corporate Information and Systems Manager/Director of Strategy and Performance	The work on the PORIS module has been completed and has been received well by the stations. Approximately half of stations have received the training. An evaluation survey has recently been circulated to those stations that have started to use Provision of Operational Risk Information System (PORIS). Future changes will be influenced by the feedback received from stations.	Ongoing		

Continuing to digitally transform the organisation b)	and the Ops Intel (SSRI) module.		We will now switch the focus to the new Site Specific Risk Information System (SSRI) form, processes, and output. We are working with Civica and another three FRSs on the development of this new module.			
Continuing to ensure compliance with information governance and security legislation and regulations	**7.2.1b** Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.		The focus over the last couple of months has been on support and maintenance of the existing application together with a period of knowledge transfer to the remaining staff within the team. The priority moving forward will be to develop the self-service reporting dashboard for NRAT (National Resilience Assurance Team).	Ongoing		
	7.2.1c Upgrade and migrate from SharePoint 2013 to SharePoint Online.		Good progress is being made with the key project highlights detailed below. • Champions have been heavily involved from all functions and have attended several workshops and updates. The latest meetings have focused on the design principles. The team have worked with Corporate Communications, Silversands (migration partner) and consulted with other FRSs such as North West Fire and Rescue Service focusing on best practice and accessibility guidelines. • Project team have attended workshops with our partner Silversands, to aid us in better understanding SharePoint Online,	Ongoing		

		Power Apps/Power Platform, security and compliance. • The systems support team have carried out several test migrations of Prevention and Protection sites. • Communications plan has been drafted to aid user adoption. • Multi-factor authentication (MFA) is being trialled within Strategy and Performance. The full impact is being investigated before being rolled out across the organisation. • Systems Support Team have started the conversion of InfoPath forms into the SharePoint Online equivalent.		
7.2.2 Continuing to ensure compliance with information governance and security legislation and regulations **7.2.2a** Embed the Fire Data Management Standard within the organisation, including: - Promote the value of using good quality data within the organisation. - Build on the existing information asset register - Implement a data quality framework	Information Governance Officer/Director of Strategy and Performance	Good progress is being made on addressing the matters picked up in the fire standard gap analysis. - Draft data management framework documents have being produced and are under review - Good practice examples have been sought from NFCC and other FRS - Work has commenced on reviewing the existing asset register	Q3	

	7.2.2b Continue to improve our processes within Information Governance and Security to enable us to manage and utilise the information we process more effectively and minimise risks.		• Service Instructions relating to information governance are under review • Information sharing agreement processes are being reviewed and updated	Ongoing		
	7.2.2c 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.		Limited work has taken place on records management due to the focus on the fire standards and information governance processes, however, it is still hoped this will be completed in Q3	Q3		
7.3. Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the	**7.3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:** **7.3.a**Support for specific areas of work including TDA Project, Pass Out, Youth engagement, CRMP, Fire Cadet Games, Access Audit (MFRS website)	Communications Manager/Director of Strategy and Performance	Support in all these areas is either completed or on-going. Full support provided by comms team through a variety of channels	Ongoing		

profile and reputation of the service.			
	7.3.b 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 for internal and external comms	The team continues to review and refine resource and equipment to broaden the scope of that can be delivered in house to a high quality. This continues similar developments in recent years (e.g. enhanced video editing skills an equipment as an alternative to outsourcing)	
	7.3.c Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required	The team continue to provide support as and when required, particularly when MFRS is specifically involved in a national or international deployment.	
	7.3.d Develop training videos to support online training/learning.	Continued support is provided to departments as required the communications team is represented on the Project Board and Project Team for Learning Management System enabling direct assistance in future development of all learning resources where required.	

	7.3.e Support positive action and Staff Network growth and development		Continued support is provided for all recruitment and positive action activities. A new apprentice will soon join the team to focus particularly on recruitment/positive action and People related communications which will assist delivery of this action.			
	7.3.f Implement the findings of a digital access audit		This piece of work is ongoing			
7.4. Work with other Functions to review and refresh the Corporate Risk Register	**7.4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;** • Review current processes • Develop departmental risk registers Build a corporate risk register	IRMP Officer/ Director of Strategy and Performance	This work is ongoing jointly with the Legal team, but is not likely to be completed by Q2 although work will progress during the quarter.	Q2		
7.5. Develop the 2024/27 Community Risk Management Plan (CRMP)	**7.5.1 Develop the CRMP for 2024/27 including:** • Ensuring the process meets the CRMP fire standard • Risk analysis	IRMP Officer/ Director of Strategy and Performance	Work has taken place to review the process, analyse risk and develop themes for consideration during engagement with the public in Q2. All actions on target to be achieved.	Q1		

	• Consideration of focus areas • Initial engagement with stakeholders • Creation and approval of the draft CRMP • Commence formal stakeholder consultation			Q1 Q2 Q3 Q3/4 Q4		
7.6. Coordinate the delivery of the 2023 HMICFRS inspection	**7.6.1 Plan for and coordinate the delivery of the HMICFRS inspection including;** • Gathering information and data • Self-assessment • Communications • Facilitation of the inspection	Director of Strategy and Performance	This work was completed successfully and the final report is awaited	Q1 Q1 Q1 Q1		
7.7. Implement an ICT Infrastructure that will enable efficiency through current	**7.7.1 Three (3) key activities in the ICT service pipeline this year are:** **7.7.1.a** CAD-MIS Project Phase Three: Utilisation of	Head of ICT	MFRS and Telent have passed a requirement document to SSS (Capita). SSS will produced a costed proposal to deliver the scope of works with firm time scales. In the meantime, Telent is checking if	Mid 2023/24		

and emerging technology	the Pre-alert function within the Vision 5 CAD		there is work needed for Airbus (MDT) and Multi-tone (Station End).			
	7.7.1.b Lead and contribute to the ICT activities for the new TDA and Operational Fire Station		Provision of external services from Virgin Media and BT is expected in the first two weeks of June 2023. The new LAN design is being subjected to value engineering to reduce costs. With the Telent two-year contract extension in place the Telent PM is on-board, working, in the first instance, with Fire Control, ICT and telent on the plan to lift and shift Secondary Control.	May 2024		
	7.7.1.c The Migration and Upgrade to On-premises SQL 2019		Ongoing . A scoping exercise is underway between Telent, MFRS and third-Party application vendors to ensure current and future requirements are captured for the new SQL solution. Telent have also on boarded Simpson Associates who specialise in database design, administration, and analytics. Final commercial discussions underway.	March 2023		
	7.7.2 Ensure succession planning is delivered for the ICT department		This work is being undertaken by the Director of Strategy and Performance.	Ongoing		
7.8 Respond to national ICT initiatives	**7.8.1 The potential extended use and maintenance of Airwave,**	Head of ICT	Dispatch Communication Server (DCS) & Technical Refresh	Ongoing to 2025		

	associated with any ECSMP suspension of activities.		The technical refresh element of this activity has been completed. The DCS 'Week One' activities took place which means the DCS connection is available for use. 'Week Two' activities are on hold after an issue with the interface between Vision 5 and ICCS. 'Week Two' activities will resume once an agreement on an updated work plan is in place. MFRS and Telent have requested that the work plan will contain multiple rollback points with activities carried out while Fire Control is in fall back.			
7.9. Consider ways in which catering services can support diversity and inclusion	**7.9.1 Work with staff networks and others to develop a programme of promotions to assist with diversity and inclusion in the workforce**	Catering Manager/Director of Strategy and Performance	Work has been ongoing to consider a number of suggestions for menu changes and themed days to align with network priorities.	Ongoing		
7.10. Coordinate an approach to the development of a roadmap to deliver Net Zero by 2040	**7.10.1 Coordinate the development of an approach to achieving Net Zero including;** • Working with other departments to develop a programme and approach to governance.	Head of Estates/Director of Strategy and Performance	A net Zero route map has been approved and an implementation group established (Chaired by the DCFO. Work is underway to determine how the route map will be implemented.	Q2		

	Within that programme, consider the outcomes of external research					
7.11. Deliver against the Estates Asset Management Plan	**9.1 Deliver the Estates Asset Management plan for 2023/24 including;** • The building of a new TDA and fire station in Aintree.	Head of Estates	All work is on target with reports to the Estates Board, SLT and Authority completed during this period	Ongoing		

BRAG Descriptor

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

Page 114 appears in left margin rotated.

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	**26 (100%)**
Action completed	**1 (4%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**1 (4%)**
Action will be delivered by the designated deadline within the functional plan	**24 (92%)**
Action not yet started	**0 (0%)**

This page is intentionally left blank

FINANCE

FUNCTIONAL PLAN

ACTION TRACKER2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24 - June 2023 update						
KEY DELIVERABLE	**ACTIONS TO ACHIEVE EXPECTED OUTCOMES**	**OWNER**	**PROGRESS**	**PROJECTED COMPLETION DATE**	**BOARD REPORT DATE**	**BRAG STATUS**
8.1 Determine and implement a succession plan following the retirement of the Director of Finance and Procurement, the Chief Accountant and potentially other strategic management posts.	8.1.1 Advertise posts 8.1.2 Interview and appoint 8.1.3 Any failure to appoint – identify alternative options	Chief Fire Officer/Director of Finance and Procurement	Director of Finance & Procurement, Head of Finance posts have been filled and the Chief Accountant post advert is currently live.	July 2023 – March 2024		
8.2 To implement the "remedy" to resolve all MFRA public pension age discrimination	8.2.1 Monitor consultation on regulation / legislation changes to enact remedy.	Director of Finance and Procurement	Responses have been sent via LPP to all consultations and currently working on a communication strategy with LPP that reflects Home Office proposals to prioritise roll-out of remedy with effect from October 2023. Potential risk that the software providers may delay the process, but work is on-going to avoid this.	August 2023 – March 2024		

cases.	8.2.2 Work with LPP to respond to consultation					
	8.2.3 Work with LPP to implement HO priority list for resolving eligible FPS members' pensions as soon as possible.					
	8.2.4 Work with LPP to agree the communication strategy utilising any nationally agreed documentation.					
8.3 Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask	8.3.1Review current procurement strategy and update as required	Head of Procurement	Work to commence once 2022/23 year-end ask / audit has been completed, as planned.	April – December 2023		
	8.3.2Consider procurement route options, using local suppliers, Modern Slavery Ask, use of existing frameworks etc.			April – December 2023		

8.4 Determine process for approving new Finance, Procurement, HR and Payroll Application in order to have a new contract and system in place by August 2024.	8.4.1 Continue discussions with relevant lead service representatives on preferred procurement route.	Director of Finance and Procurement / Director of POD		April 2023- March 2024 March 2024 March 2024		
	8.4.2Get relevant sign-off for approach.					
	8.4.3Work with leads and Procurement to identify Framework and route to market					

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	**37 (100%)**
Action completed	**0 (0%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**0 (0%)**
Action will be delivered by the designated deadline within the functional plan	**12 (100%)**
Action not yet started	**0 (0%)**

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	7 SEPTEMBER 2023	REPORT NO:	CFO/038/23
PRESENTING OFFICER	DIRECTOR OF FINANCE AND PROCUREMENT, IAN CUMMINS		
RESPONSIBLE OFFICER:	DIRECTOR OF FINANCE AND PROCUEMENT, IAN CUMMINS	REPORT AUTHOR:	DIRECTOR OF FINANCE AND PROCUREMENT, IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	FINANCIAL REVIEW 2023/24 - APRIL TO JUNE		

APPENDICES:	APPENDIX A1:	REVENUE BUDGET MOVEMENTS SUMMARY
	APPENDIX A2:	FIRE AND RESCUE SERVICE REVENUE BUDGET MOVEMENTS
	APPENDIX A3:	CORPORATE SERVICE REVENUE BUDGET MOVEMENTS
	APPENDIX A4:	BUDGET MOVEMENTS ON RESERVES
	APPENDIX B:	CAPITAL PROGRAMME 2023/24
	APPENDIX C:	APPROVED AUTHORITY CAPITAL PROGRAMME 2023/24 – 2027/28

Purpose of Report

1. To review the revenue, capital, and reserves financial position for the Authority for 2023/24. 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 April to June 2023.

Recommendation

2. It is recommended that Members;

   a) approve the proposed revenue and capital budget alignments;

   b) approve the use of the increase in investment income, £0.278m, to fund capital expenditure and reduce the level of borrowing;

   c) approve the realignment of reserves and the use of £3.722m of available capital reserve to fund capital expenditure and reduce the level of capital borrowing; and

   d) instruct the Director of Finance and Procurement to continue to work with budget managers to maximise savings in 2023/24,and use any savings to reduce the level of capital borrowing.

Executive Summary

Revenue:
The Authority approved a five-year medium-term financial plan (MTFP) at the Budget Authority meeting on 23 February 2023. The approved MTFP delivered a balanced budget for 2023/24 based on key budget assumptions around costs, in particular pay. This report updates members on the 2023/24 budget position and any issues arising in the year that may impact on the future years' financial position.

The total budget requirement remains at the original budget level of £67.921m. Appendix A1 – A4 outline in detail all the revenue budget and reserve movements between April and June 2023.

Capital:
The MTFP includes a five-year capital programme. The original programme included a total investment of £54.952m over the 2023/24 – 2027/28 period, of which £36.263m related to 2023/24. The capital programme planned spend has increased by £5.512m, of which £6.334m relates to the re-phasing of schemes from 2022/23 into 2023/24. The report outlines all the scheme adjustments in the year and the revised Capital Programme is outlined in Appendix B and C.

Reserves & Balances:
The general balance remains unchanged at £3.000m. The report outlines all the movement in reserves in the quarter and considers the current adequacy of the available reserves. 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 reviews the Authority's financial position up to the end of the first quarter of 2023/24, (April – June 2023).

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.

```
Financial Review Structure

Section      Content

A            Current Financial Year Review:-
               • Revenue Budget,
               • Capital Programme, and
               • Movement on Reserves

B            Treasury Management Review
```

(A) Current Financial Year – 2023/24

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 in the quarter, but as they are either self-balancing virements within department budgets or budget increases financed by reserves (in line with previously agreed Authority decisions), they have not changed the overall net revenue budget requirement. The budget adjustments in quarter 1 included:-

   • A contribution from reserves of £0.646m. Members' approved the 2022/23 financial outturn report, CFO/033/23, at the Policy and Resources Committee in July, 2023. The report informed Members' that £0.646m of the planned 2023/24 spend on the new TDA scheme had been incurred in 2022/23, and as a result a drawdown of £0.646m from the capital reserve was actioned in 2022/23. Therefore, in quarter 1 the capital reserve was reduced and the associated capital financing budget adjusted (-£0.646m), to reflect the revised new TDA and station spending plan.

   • The 2023/24 firefighter pay award settlement was consistent with the 5% budget assumption, and £1.499m was drawn-down from the pay & prices inflation provision to cover the award.

   • The 2023/24 business rates increased as a result of the 2023/24 Business Rates Revaluation. The Service's business rates increased by £0.184m in 2023/24, rising to £0.226m by 2025/26. Officers knew the revaluation was likely to increase business rates and therefore kept sufficient Government business rates grant uncommitted to cover this increase. The rates and grant income budget have been adjusted in this quarter to reflect the known increase in rates.

   • A number of grant and external funded initiatives are only built into the budget at the start of the year once the level of 2023/24 funding is known.

The Home Office have provided new burdens grant funding for the Building Safety Regulatory work (£0.166k): Merseyside Resilience Forum funding (£0.065m); Prince's Trust / Beacon funding (£0.067m); additional apprenticeship funding (£0.030m); a mixture of other funding (£0.061m). The increase in grant budget has been used to fund temporary staff, training and other services costs.

- Other self-balancing virements to cover small adjustments within non-employee budget lines.

8. **The net budget requirement remains at £67.921m, which is consistent with the original budget**. Appendix A1 – A3 outline the budget movements in the quarter.

9. <u>Update on Budget Assumptions and forecast actual expenditure.</u>

10. The key budget assumptions for 2023/24 are:

- Annual pay awards of 5%, and
- Price inflation - general price increases of 4% to 5%; outsourced contracts increases of 10%, and energy and utility costs remaining at the 2022/23 rates, and
- No significant unplanned growth pressures beyond those built into the MTFP.

11. **Annual Pay awards of 5%;**
The Local Government staff 2023/24 pay offer is currently a £1,925 fixed sum or 3.88% (whichever is the highest), this would equate to a +**6% increase** on the green/red book staff employee budget. This would exceed the budget forecast by approximately £0.140m. The trade unions are currently consulting with their members on the offer. The impact of the pay award will only be known once the pay award has been accepted by the employees, and it will then be reported back to Members in a future financial review report. If the settlement cannot be contained within the overall inflation provision, then officers are confident the impact in 2023/24 is likely to be contained within the overall employee budget due to vacancies and staff not being at the top of their grade. The ongoing financial implications will be considered as part of the 2024/25 budget process.

The 2023/24 firefighters pay award has been agreed and is consistent with the 5% budget assumption.

12. **Non-pay inflation;**
The latest forecasts indicate 2023/24 non-pay inflation can be contained within the inflation provision.

13. **Unforeseen Growth**; apart from the increase in 2023/24 business rate charges following the Business Rates Revaluation, which can be covered by available business rates compensation grants, no other 2023/24 unavoidable growth has been identified in the quarter.

14. **Interest on Balances**; Interest rates have risen over the last twelve months resulting in an increase in the level of investment interest income. In 2022/23 the actual level of investment income was £0.920m, and the value of investments held averaged approximately £50m in the year. The level of investments is expected to be lower in 2023/24, as the Authority draws down on reserves, in quarter 1 investments averaged less than £30m. The combination of higher interest rates and the level of investments in the year is forecast to achieve an investment income of at least £0.450m, £0.278m above the budgeted figure. **Members are asked to approve the use of the additional investment income, £0.278m, to fund an increase in the revenue contribution to capital outlay,** and this will marginally lower the required level of capital borrowing in 2023/24, currently estimated at £30.691m.

15. The expectation is that all other costs and income will be consistent with the approved budget. The table below summarises the quarter 1 revenue position:

Anticipated Year-End Revenue Position (excl. National Resilience)				
	TOTAL BUDGET	ACTUAL as at 30.06.23	FORE-CAST	VARI-ANCE
	£'000	£'000	£'000	£'000
Expenditure				
Employee Costs	57,233	13,834	57,233	0
Premises Costs	3,370	664	3,370	0
Transport Costs	1,332	339	1,332	0
Supplies and Services	3,262	668	3,262	0
Agency Services	6,765	1,493	6,765	0
Central Support Services	640	247	640	0
Capital Financing	13,692	0	13,970	278
Income	-14,326	-6,174	-14,326	0
Net Expenditure	71,968	11,071	72,246	278
Contingency Pay&Prices	1,796	0	1,796	0
Cost of Services	73,764	11,071	74,042	278
Interest on Balances	-172	56	-450	-278
Movement on Reserves	-5,671	0	-5,671	0
Total Operating Cost	67,921	11,127	67,921	**0**

16. The Director of Finance and Procurement will continue to monitor the position during the year to look to deliver savings to fund additional revenue contributions to capital outlay in order to reduce the level of borrowing in the current capital programme.

17. Debtor accounts under £5,000 may be written off by the Director of Finance and Procurement. Two special service accounts were written off in the quarter totalling £786 plus VAT as the debtors could not be traced and any costs associated with further recovery action would exceed the value of the debt.

Capital Programme Position:

18. At the Authority Budget meeting on 23rd February 2023, (CFO/063/22), Members' approved a 5-year capital programme (2023/24–2027/28) of £54.952m, of which £36.263m related to 2023/24. During quarter 1 the capital programme has increased by £5.512m, due to:

   a) the 2022/23 year-end re-phasing of projects into 2023/24 of £6.334m, and, a £0.646m re-phasing of the new TDA scheme from 2023/24 into 2022/23, as reported to the Policy and Resources Committee on 27th July 2023, CFO/033/23, and

   b) Members approved at the March 2023, Policy and Resources Committee, the renewal of the Microsoft Enterprise Agreement. The new contract delivered a small reduction in the capital budget, £0.047m in 2023/24 and £0.195m over the capital programme.

   c) Increases in some 2023/24 schemes; operational equipment, £0.010m and ICT hardware, £0.009m. All the increases are to be funded from revenue budget contributions.

   d) A number of small self-balancing virements within the capital programme.

19. **Capital Borrowing Requirement**:

   The level of capital borrowing in 2023/24 increased in the quarter from £25.657m to £30.691m as a result of the changes outlined above. The Authority accesses capital borrowing through the Government's Public Works Loan Board, (PWLB), and over the last 12 months the PWLB interest rates have increased by approximately 3% to 5.6%, for 10 and 25 year loans. Each 1% interest rate change increases the new loan interest charges by £0.307m p.a. and a 3% increase would increase interest payments by just under £1m p.a. The revenue budget assumes an interest rate of approximately 5%, so the impact of the rate changes can be contained within the budget.

20. Given the volatility in PWLB rates in the last 12 to 18 months and the historic low level of investment interest rates, a cautious approach has been adopted with regards new long-term loans. The strategy is currently to reduce investments and borrow for short periods **if** necessary, (*short-term loan rates are lower than long-term rates, as has been the case for a number of years*), as a means of deferring the point by which the Authority needs to arrange new long-term loans. By continuing with this strategy it is hoped that when the Authority has no option but to seek new long-term loans then **PWLB interest rates will be more favourable.** The latest advice is that PWLB rates will fall to 4% or lower by the end of 2024/25. Given the long-dated nature of the authority's existing borrowing portfolio, there is also scope for shorter term borrowing where this proves advantageous.

21. To reduce the risk of the Authority having to take out loans before interest rates fall, officers have looked at how the level of borrowing can be reduced. The Reserves Section of this report considers the use of uncommitted reserves to

reduce the required level of borrowing. As Members' will recall over recent years the approved strategy has been to use revenue savings identified in the year to increase the capital and other reserves, in order to reduce future borrowing and deliver savings on the debt servicing budget. On the basis Members' approve the proposal to use reserves to reduce the required level of borrowing, no new loans are expected to be arranged in 2023/24.

22. The capital programme changes actioned in the quarter are summarised in Table below. The revised detailed capital programme is attached as Appendix B (2023/24 Capital Programme) and Appendix C (2023/24–2027/28 Capital Programme) to this report.

Movement in the 5 Year Capital Programme						
	Total Cost	2023/24	2024/25	2025/26	2026/27	2027/28
Expenditure	£'000	£'000	£'000	£'000	£'000	£'000
Amendments to Approved Schemes;						
22/23 year-end re-phasing of schemes into future years	6,333.5	6,333.5				
2022/23 Qtr4 rephasing 23/24 into 22/23	-646.0	-646.0				
Reduction in Microsoft Enterprise Agreement	-195.0	-47.0	-37.0	-37.0	-37.0	-37.0
New Operational / ICT equipment & Building work	19.3	19.3				
	5,511.8	**5,659.8**	**-37.0**	**-37.0**	**-37.0**	**-37.0**
Funding						
Revenue Contribution to Capital Outlay (RCCO)						
New Operational / ICT equipment & Building work	19.3	19.3				
Capital Reserve						
Re-phasing from 2023/24 into 22/23	-646.0	-646.0				
Borrowing						
Re-phasing from 2022/23 into 23/24	6,333.5	6,333.5				
Reduction in Microsoft Enterprise Agreement	-195.0	-47.0	-37.0	-37.0	-37.0	-37.0
	5,511.8	**5,659.8**	**-37.0**	**-37.0**	**-37.0**	**-37.0**

Use of Reserves:

23. The analysis in Appendix A4 outlines the reserve movements in the quarter. A £0.646m draw-down adjustment was required to the capital reserve to reflect the use of the capital reserve, originally planned to be used in 2023/24, in 2022/23 in order to reflect the updated phasing of the new TDA and fire station build programme. Therefore, the capital reserve was reduced in this quarter and the associated capital financing budget adjusted (-£0.646m).

24. For the reasons outline in paragraphs 19 to 21, officers have reviewed the level of current reserves in order to finance capital spend and reduce the level of borrowing:

   a) **Collection Fund Reserve** – established to
      i. Carry forward the Government covid business rate compensation grants so they could be drawn-down into the General Fund to cover the Collection Fund deficit charges in 2021/22 - 2023/24, and

ii. Any future deficit on the council tax or business rate collection funds.

Future deficits or surpluses are expected to be marginal and usually they can be offset when all five district council funds are taken into account. Therefore, a **reduction in the reserve of £0.150m,** from £0.250m to £0.100m, is deemed deliverable and the reserve balance can fund any future collection fund deficit balances.

b) **Pensions Reserve** – the reserve covers
   i. Any Fire Pension Scheme (FPS) ill health retirement penalties that exceed the annual provision within the base budget, and

   ii. Any one-off additional charges from the FPS administrator for costs associated with the McCloud age discrimination remedy. Additional FPS software costs £0.062m (funded via a Home Office grant, £0.111m) and £0.059m additional staffing cost have been incurred to date. The Government / FPS Pension fund is expected to cover any compensation / interest costs.

   A reduction of £0.290m in the reserve, from £0.590m to £0.300m, is deemed deliverable as the Service is only expecting small one-off additional administration charges from the administrator over the next 12 to 24 months.

c) **Invest to Save / Collaboration Reserve** – the reserve was established to invest in initiatives / projects that can deliver long-term savings or Service improvements. The **£0.282m reserve has been transferred into the capital reserve** as they both fulfil the same purpose in terms of investing in the infrastructure and projects to enhance Service delivery.

d) **Inflation Reserve** – the reserve offers a one-off fund to cover variations in pay and price inflation compared to the rates assumed in the financial plan. This reserve would provide short-term funding for any excessive inflationary cost, that would then be taken into account in the following year's budget process. The 2023/24 firefighter pay award has been settled at the assumed budget increase, 5%, and a provision has been included in the MTFP for the expected higher energy costs, £0.850m, and therefore the level of inflationary risk, at least for 2023/24 has diminished. **A reduction in the reserve of £0.550m,** from £1.250m to £0.700m, is deemed prudent as the balance should be adequate to cover any variations to inflation assumptions over the next 1 to 2 years.

e) **Capital Reserve** - This reserve was created to contribute towards the costs associated with large strategic capital schemes and reduce the level of unsupported borrowing. After taking into account the proposed quarter 1 reserves adjustments above, increasing the reserve by £1.272m, approximately £4.183m of the reserve is deemed available. **Members are asked to approve the use of £3.722m of the available reserve to fund a revenue contribution to capital outlay** that will allow an equivalent

reduction in the level of required capital borrowing. The balance, £0.461m, will be held back to cover future capital schemes or projects.

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

(B) Treasury Management

26. The Authority continues to "buy in" Treasury Management from Liverpool City Council. The following paragraphs reflect Treasury Management activities in the period April to June 2023.

27. **Prospects for Interest Rates;**
GDP rose by 0.20% in April as the economy appears to have weathered the drag from higher inflation better than was widely expected. Core CPI inflation rose in both April and May to a new 31-year high of 7.1%.

The recent resilience of the economy has been due to a confluence of factors including the continued rebound in activity after the pandemic, households spending some of their pandemic savings, and the tight labour market and government handouts both supporting household incomes. That said, as government support fades, real household incomes are unlikely to grow rapidly. Furthermore, higher interest rates will mean GDP is likely to contract later this year.

On 11th May 2023, the Bank of England's Monetary Policy Committee (MPC) increased Bank Rate by 25 basis points to 4.50%, and on 22nd June moved rates up a further 50 basis points to 5.00%. Both increases reflected a split vote – seven members voting for an increase and two for none. Nonetheless, with UK inflation significantly higher than in other G7 countries, the MPC will have a difficult task in convincing investors that they will be able to dampen inflation pressures anytime soon. Talk of the Bank's inflation models being "broken" is perhaps another reason why gilt investors are demanding a premium relative to US and Euro-zone bonds.

Further rate increases are anticipated with rates expected to increase to at least 5.5%, if not higher, to sufficiently slow the UK economy and loosen the labour market. However, the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures are behind us – but timing on this will remain one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged. Current forecasts are that rates will have to increase and stay at their peak until the second quarter of 2024 as a minimum.

PWLB rates for both long and short term borrowing have risen over the April – June period, especially at the shorter end of the market where they remain volatile. The 1 year PWLB rate rose from a low of 4.65% on 6 April 2023, to a peak of 6.24% on 28 June. Longer-term PWLB 50 year rates have risen from a low of 4.27% on 5 April 2023 to a peak of 5.23% on 30 May.

With current elevated borrowing rates it may be advisable not to borrow long-term unless the Authority wants certainty of rate and judges the cost to be affordable.

28. **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's current MTFP envisaged that new long term borrowing of £12 million would be required in 2023/24. In the short-term, and at a time when long-term rates are relatively high, the Authority will continue to mitigate interest costs by use of internal resources ahead of further borrowing. Where borrowing is required, the Authority may initially choose to benefit from lower short term rates available from the intra-authority market and consider taking longer-term PWLB debt when there is no further value to be obtained from the intra-authority market. Against this background, the Director of Finance and Procurement along with Liverpool Treasury officers will monitor the interest rate market and adopt a pragmatic approach to any changing circumstances.

Current PWLB lending terms have severely constrained the option to generate savings via debt rescheduling. Recent rises in longer term interest rates may provide more favourable debt rescheduling opportunities. Any rescheduling that takes place will be reported to members in monitoring reports.

29. **Annual Investment Strategy;**
The investment strategy for 2023/24 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 the current interest rate environment which has improved dramatically in the first quarter of 2023/24. Returns are expected to improve further as Bank of England base rates continue to increase over the next few months. In the period 1st April to 30 June 2023 the average rate of return achieved on average principal available was 4.79%. This compares with an average SONIA rate (Sterling Overnight Rate) of 4.37%.

The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2023/24 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 £32.950m as at 30th June 2023, see table below:

ANALYSIS OF INVESTMENTS END OF QUARTER 1 2023/24

Institution	Credit Rating	MM Fund*	DMADF	Bank / Other	Building Society	Local Authority	Average Interest
		£		£	£	£	%
Aberdeen Liquidity	AAA	2,900,000					4.83
Blackrock	AAA	3,000,000					4.75
CCLA Investment Management	AAA	3,000,000					4.78
Morgan Stanley	A+	2,600,000					4.75
HSBC (MFRS Deposit Account)	A			450,000			1.62
Santander	A			2,000,000			2.50
Newcastle BS					1,000,000		2.35
Birmingham CC						3,000,000	4.45
Cornwall Council						3,000,000	5.40
Lancashire CC						2,000,000	2.10
North Lanarkshire						2,000,000	3.90
Rushmoor BC						3,000,000	4.00
South Cambridgeshire DC						3,000,000	1.95
Wyre Forest DC						2,000,000	2.00
Totals		**11,500,000**	**0**	**2,450,000**	**1,000,000**	**18,000,000**	**3.53**
Total Current Investments						**32,950,000**	

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

30. **External Debt Prudential Indicators;**
The external debt indicators of prudence for 2023/24 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt:	£79 million
Operational boundary for external debt:	£66 million

Against these limits, the maximum amount of debt reached at any time in the period 1 April to 30 June 2023 was £33.7 million.

31. **Treasury Management Prudential Indicators;**
    The treasury management indicators of prudence for 2023/24 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 April to 30 June 2023 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 1 April to 30 June 2023 was as follows: -

Maturity Period	Upper Limit	Lower Limit	Maximum	Minimum
Under 12 months	50%	0%	0%	0%
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%	100%	100%

    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 2023/24. One investment of £2m has been placed during 2023/24.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

35. See Executive Summary.

Risk Management, Health & Safety, and Environmental Implications

36. 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.

37. 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/063/22   "MFRA Budget and Financial Plan 2023/2024-2027/2028" Authority 23rd February 2023.

GLOSSARY OF TERMS

MTFP   Medium Term Financial Plan

TDA   Training & Development Academy

PWLB   Public Works Loans Board

This page is intentionally left blank

2023/24 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2022/23	SERVICE REQUIREMENTS	Base Budget 2023/24	Reserve Draw-down	Vire-ments	Qtr 1 Budget 2023/24
£'000		£'000	£'000	£'000	£'000
72,956	Fire Service	70,576	0	859	71,435
464	Corporate Management	528	0	5	533
0	NRAT MFRS Lead Authority (Budget Neutral)	0	0	0	0
73,420		71,104	0	864	71,968
0	Contingency for Pay/Price Changes	3,306	0	-1,510	1,796
73,420	TOTAL SERVICE EXPENDITURE	74,410	0	-646	73,764
-920	Interest on Balances	-172	0	0	-172
72,500	NET OPERATING EXPENDITURE	74,238	0	-646	73,592
	Contribution to/(from) Reserves:				
	Emergency Related Reserves				
35	Bellwin / Emergency Planning Reserve	0	0	0	0
-2,170	Collection Fund Deficit Reserve	0	0	0	0
	Modernisation Challenge				
-588	Smoothing Reserve	0	0	0	0
530	Retrospective Holiday Pay	0	0	0	0
-62	Pensions Reserve	0	0	0	0
364	Recruitment Reserve	0	0	0	0
	Capital Investment Reserve				
-6,939	Capital Investment Reserve	-6,316	0	646	-5,670
-69	PFI Annuity Reserve	-69	0	0	-69
	Specific Projects				
12	Equipment Reserve	0	0	0	0
-8	Community Engagement Reserve	0	0	0	0
62	Training Reserve	0	0	0	0
23	Health and Wellbeing Reserve	0	0	0	0
-1,769	Inflation Reserve	0	0	0	0
	Ringfenced Reserves				
-15	Princes Trust Reserve	0	0	0	0
-4	Community Risk Management Reserve	0	0	0	0
68	Energy Reserve	68	0	0	68
-180	New Dimensions Reserve	0	0	0	0
0	Appropriation to / From Revenue Balances	0	0	0	0
-10,710	Movement in Reserves	-6,317	0	646	-5,671
61,790	BUDGET REQUIREMENT	67,921	0	0	67,921
-31,251	Settlement Funding Assessment	-33,249	0	0	-33,249
1,150	Collection Fund Deficit	-301	0	0	-301
0	Transitional Funding Pension	0	0	0	0
-31,689	Precept Income	-34,371	0	0	-34,371
-61,790	BUDGET FUNDING	-67,921	0	0	-67,921

2023/24 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2022/23	SERVICE REQUIREMENTS	Base Budget 2023/24	Reserve Draw-down	Vire-ments	Qtr 1 Budget 2023/24
£'000		£'000	£'000	£'000	£'000
	EMPLOYEES				
	Uniformed				
34,396	Firefighters	36,270		1,359	37,629
1,609	Control	1,682		67	1,749
2,639	Additional Hours	2,040		73	2,113
38,644	**TOTAL UNIFORMED**	39,992	0	1,499	41,491
	APT&C and Manual				
10,479	APT&C	11,666		165	11,831
165	Tender Drivers	156			156
219	Catering	235			235
678	Transport Maintenance	706			706
56	Hydrant Technicians	59			59
54	Casuals	0			0
11,651	**TOTAL APT&C/MANUAL**	12,822	0	165	12,987
	Other Employee Expenses				
74	Allowances	49		1	50
0	Removal Expenses	1			1
772	Training Expenses	454		96	550
9	Other Expenses	9			9
2	Staff Advertising	7			7
63	Development Expenses	80			80
173	Employee Insurance	147		-8	139
-169	MPF Pen Fixed Rate	-240			-240
56	Enhanced Pensions	52			52
4	SSP & SMP Reimbursements	0			0
147	Catering Expenditure	125			125
-508	HFRA Capitalisation Payroll	-375			-375
623	**TOTAL OTHER EMPLOYEE EXPENSES**	309	0	89	398
	Pensions				
1,704	Injury Pension	1,790			1,790
26	Sanction Charges	21			21
147	Ill Health Retirement Charges	174			174
0	Injury Gratuity	0			0
1,877	**TOTAL PENSIONS**	1,985	0	0	1,985
52,795	**TOTAL EMPLOYEES**	55,108	0	1,753	56,861
	PREMISES				
11	Building Maintenance Repairs	29			29
15	Site Maintenance Costs	24		1	25
2,349	Energy	1,116			1,116
36	Rent	46		1	47
1,294	Rates	1,584		184	1,768
250	Water	300			300
15	Fixtures	15			15
27	Contract Cleaning	0			0
57	Insurance	54		16	70
4,054	**TOTAL PREMISES**	3,168	0	202	3,370
	TRANSPORT				
332	Direct Transport	330		6	336
9	Tunnel & Toll Fees	11			11
110	Operating Lease	133			133
615	Other Transport Costs	533			533
74	Car Allowances	91			91
320	Insurance	244		-23	221
0	Driving Licences	7			7
1,460	**TOTAL TRANSPORT**	1,349	0	-17	1,332

2023/24 FIRE SERVICE REVENUE BUDGET MOVEMENT *(continued)*

Actual 2022/23	SERVICE REQUIREMENTS	Base Budget 2023/24	Reserve Draw-down	Vire-ments	Qtr 1 Budget 2023/24
£'000		£'000	£'000	£'000	£'000
	SUPPLIES & SERVICES				
12	Administrative Supplies	13		1	14
331	Operational Supplies	273		-4	269
5	Hydrants	11			11
55	Consumables	44			44
108	Training Supplies	113			113
136	Fire Prevention Supplies	54		5	59
6	Catering Supplies	18		3	21
389	Uniforms	331		13	344
77	Printing & Stationery	97		2	99
3	Operating Leases	1		3	4
283	Professional Fees/Service	412		21	433
816	Communications	840			840
14	Postage	15			15
8	Command/Control	5			5
676	Computing	362		4	366
240	Medicals	269			269
50	Travel & Subsistence	64		8	72
129	Grants/Subscriptions	106		3	109
3	Advertising	1			1
47	Insurances	37		12	49
9	Furniture	13			13
67	Laundry	82			82
14	Hospitality	7		1	8
66	Seconded Officers In	0			0
3,544	**TOTAL SUPPLIES & SERVICES**	**3,168**	**0**	**72**	**3,240**
	AGENCY SERVICES				
168	Super Fund Admin	126			126
1,533	ICT Service Provider	1,576			1,576
438	ICT Managed Suppliers	439			439
2,897	PFI Unitary Charges ((Int/Principal/Op Costs)	2,991			2,991
1,514	Estates Service Provider	1633			1,633
6,550	**TOTAL AGENCY SERVICES**	**6,765**	**0**	**0**	**6,765**
	CENTRAL EXPENSES				
482	Finance & Computing	482		19	501
2	Central Expenses	0			0
484	**TOTAL CENTRAL EXPENSES**	**482**	**0**	**19**	**501**
	CAPITAL FINANCING				
5,101	PWLB Debt Charges	7,590			7,590
48	MRB Debt Charges	60			60
14,981	Revenue Contribution to Capital	6,691		-627	6,064
-22	Early Settlement of Debt (Pfi Refin)	-22			-22
20,108	**TOTAL CAPITAL FINANCING**	**14,319**	**0**	**-627**	**13,692**
88,995	**TOTAL EXPENDITURE**	**84,359**	**0**	**1,402**	**85,761**
	INCOME				
12,632	Specific Grants	11,201		364	11,565
40	Sales	1		4	5
1,389	Fees & Charges	1,219		99	1,318
-2	Reinforcing Moves	0			0
1,523	Rents etc	901			901
300	Recharges Secondments	210			210
214	Contributions	128		76	204
152	Recharges Internal	113			113
10	Other Income	10			10
16,258	**TOTAL INCOME**	**13,783**	**0**	**543**	**14,326**
72,737	**NET EXPENDITURE**	**70,576**	**0**	**859**	**71,435**

2023/24 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT

Actual 2022/23	SERVICE REQUIREMENTS	Base Budget 2023/24	Reserve Draw-down	Vire-ments	Qtr 1 Budget 2023/24
£'000		£'000	£'000	£'000	£'000
	EXPENDITURE				
	Finance & Legal costs				
79	Finance Officer	79			79
35	Legal Officer	79		5	84
	Democratic Rep (1020)	0			
12	- Travel & Subsistence	17			17
2	- Conference Fees	2			2
205	- Members Allowances	209			209
0	- Telephones	1			1
1	- Training	1			1
2	- Hospitality	1			1
	Central Expenses (1030)				
15	Bank Charges	15			15
34	District Audit Fees	45			45
79	Subscriptions	79			79
464	**TOTAL EXPENDITURE**	**528**	**0**	**5**	**533**

2023/24 NATIONAL RESILIENCE ASSURANCE REVENUE BUDGET MOVEMENT

Actual 2022/23	SERVICE REQUIREMENTS	Base Budget 2023/24	Reserve Draw-down	Vire-ments	Qtr 1 Budget 2023/24
£'000		£'000	£'000	£'000	£'000
	EXPENDITURE				
2,156	Employee Costs			2,493	2,493
2	Premises Costs				0
6,414	Transport Costs			7,676	7,676
3,396	Supplies and Services Costs			5,119	5,119
454	Agency Costs			32	32
0	Central Expenditure				0
15	Capital Financing Costs				0
12,437	**TOTAL EXPENDITURE**	**0**	**0**	**15,320**	**15,320**
	INCOME				
12,437	Income			15,320	15,320
0	**NET EXPENDITURE**	**0**	**0**	**0**	**0**

Budgeted Movement on Reserves 2023/24

	Opening Balance	2023/24 Approved Budget Draw-down	Qtr 1 Draw-down & changes	Qtr 1 Realign-ment	Closing Balance
Commmitted Reserves	£'000	£'000	£'000	£'000	£'000
Emergency Related Reserves					
Bellwin / Emergency Planning Reserve	222				222
Insurance Reserve	534				534
Facing The Future COVID-19 Reserve	0				0
Collection Fund Reserve	250			-150	100
Modernisation Challenge					
Smoothing Reserve	1,000				1,000
Retrospective Holiday Pay	530				530
Pensions Reserve	590			-290	300
Recruitment Reserve	1,814				1,814
Invest to Save / Collaboration Reserve	282			-282	0
Capital Investment Reserve	10,781	-5,670	0	1,272	6,383
PFI Annuity Reserve	1,373	-69			1,304
Specific Projects					
Community Sponsorship Reserve	55				55
Equipment Reserve	217				217
Community Engagement Reserve	0				0
Training Reserve	212				212
Health and Wellbeing Reserve	30				30
Inflation Reserve	1,250			-550	700
Clothing Reserve	90				90
Ringfenced Reserves					
Princes Trust Reserve	0				0
Community Risk Management Reserve	300				300
Energy Reserve	201	68			269
New Dimensions Reserve	58				58
Total Earmarked Reserves	**19,789**	**-5,671**	**0**	**0**	**14,118**
General Revenue Reserve	**3,000**	**0**	**0**	**0**	**3,000**
Total Reserves	**22,789**	**-5,671**	**0**	**0**	**17,118**

This page is intentionally left blank

Capital Programme 2023/24

	EXPENDITURE	Approved Budget	Approved Re-phasing from 2023/24 to 2022/23	Approved Re-phasing from 2022/23	Qtr 1 Virements	Qtr 1 Amend-ments	Qtr 1 Budget	Actual to 30.06.23
		£	£	£	£	£	£	£
BUILDING & LAND PROGRAMME								
BLD001	Roofs & Canopy Replacements	145,000		33,700			178,700	1,445
BLD003	Appliance Room Door Repairs	25,000					25,000	
BLD004	Concrete Yard Repairs	72,500		22,100			94,600	12,730
BLD005	Tower Improvements	15,000		22,700			37,700	
BLD007	L.E.V. Sys In App Rooms	37,500		1,700			39,200	1,630
BLD011	Capital Refurbishment	15,000					15,000	
BLD013	Appliance Room Floors	172,000			-50,000		122,000	
BLD014	Boiler Replacements	65,000		17,000			82,000	3,190
BLD016	Community Station Investment	30,000		24,700			54,700	586
BLD018	Conference Facilities H/Q	45,000					45,000	
BLD020	5 Year Electrical Test	75,000		36,100			111,100	4,334
BLD026	Corporate Signage	15,000		16,500			31,500	
BLD031	Diesel Tanks			12,200		150	12,350	7,200
BLD032	Power Strategy (Generators)	15,000		22,000			37,000	8,965
BLD033	Sanitary Accommodation Refurb	115,000		21,200			136,200	
BLD034	Office Accommodation	65,000		13,300			78,300	9,351
BLD039	F.S. Refurbishment Heswall	90,000		36,900			126,900	3,032
BLD041	F.S. Refurbishment Aintree	150,000		9,900			159,900	
BLD044	Asbestos Surveys	30,000		8,400			38,400	1,080
BLD050	LLAR Accommodation Belle Vale			49,800			49,800	3,185
BLD053	Lighting Replacement	10,000		10,500			20,500	
BLD055	F.S. Refurbishment Bromborough	1,200,000		38,400			1,238,400	299
BLD057	F.S. Refurbishment Crosby	50,000		42,600			92,600	
BLD058	H.V.A.C. Heating, Vent & Air Con	5,000		43,000			48,000	29,096
BLD060	D.D.A. Compliance Work	150,000		102,600	-70,000		182,600	
BLD061	Lighting Conductors Surge Protectors	45,000		8,000			53,000	4,355
BLD062	Emergency Lighting	30,000		17,800			47,800	
BLD063	F.S. Refurbishment Kirby	365,000					365,000	
BLD067	Gym Equipment Replacement	45,000		73,400	-40,000		78,400	
BLD070	Workshop Enhancement			2,700			2,700	
BLD071	Station Refresh						0	
BLD073	SHQ Museum	191,000					191,000	
BLD075	LLAR Accommodation Newton Le Willows	720,000		102,400			822,400	308
BLD081	SHQ Stage C Works						0	-15,014
BLD082	Saughall Massie Fire Station Build						0	15
BLD083	St Helens Fire Station Build						0	-3,376
BLD084	F.S. Refurbishment Croxteth			34,600			34,600	
BLD085	F.S. Refurbishment Speke/Garston	300,000		286,300	96,000		682,300	4,409
BLD086	F.S. Refurbishment Old Swan	300,000		282,400	96,000		678,400	420
BLD088	F.S. Refurbishment Kensington	130,000		4,900			134,900	
BLD089	F.S. Refurbishment Toxteth/Hub	200,000					200,000	
BLD090	F.S. Refurbishment Wallasey	25,000		18,900			43,900	19,466
BLD091	New Build TDA	24,538,000	-646,000	0			23,892,000	7,222,686
BLD092	Service HQ. Offices	50,000		28,300			78,300	2,117
BLD093	Refurbishment MF1	150,000					150,000	
BLD094	Security Enhancement Works	25,000		15,700			40,700	
BLD095	Electric Vehicle Infrastructure	55,000		20,000			75,000	
BLD096	Passive Strategy	20,000		20,000			40,000	
BLD097	Saughall Massie Wig Wags			100,000			100,000	
CON001	Energy Conservation Non-Salix	150,000		10,200	-32,000		128,200	
CON002	Energy Conservation Salix			1,800			1,800	
EQU002	Fridge/Freezer Rep Prog	15,000		27,300			42,300	2,674
EQU003	Furniture Replacement Prog	60,000		13,700			73,700	3,517
TDA001	TDA Refurbishment	20,000		20,400			40,400	
	Total	**30,026,000**	**-646,000**	**1,674,100**	**0**	**150**	**31,054,250**	**7,327,700**
FIRE SAFETY								
FIR002	Smoke Alarms (H.F.R.A.)	235,000		0			235,000	47,850
FIR005	Installation Costs (H.F.R.A.)	375,000		0			375,000	
FIR006	Deaf Alarms (H.F.R.A.)	25,000		0			25,000	
FIR007	Replacement Batteries (H.F.R.A.)						0	31
	Total	**635,000**	**0**	**0**	**0**	**0**	**635,000**	**47,881**

Capital Programme 2023/24

EXPENDITURE		Approved Budget	Approved Re-phasing from 2023/24 to 2022/23	Approved Re-phasing from 2022/23	Qtr 1 Virements	Qtr 1 Amend-ments	Qtr 1 Budget	Actual to 30.06.23
		£	£	£	£	£	£	£
ICT								
FIN001	F.M.I.S. Replacement	253,500					253,500	
IT002	I.C.T. Software	660,300		65,000		-47,000	678,300	262,638
IT003	I.C.T. Hardware	213,860		218,400		9,100	441,360	202,622
IT005	I.C.T. Servers	323,600					323,600	
IT018	I.C.T. Network	134,400					134,400	
IT019	Website Development			10,800			10,800	
IT026	I.C.T. Operational Equipment	145,400					145,400	
IT027	I.C.T. Security	24,000					24,000	
IT028	System Development Portal			105,200			105,200	6,795
IT030	I.C.T. Projects / Upgrades	5,000					5,000	
IT055	C3i C&C Comms and Info system	5,000					5,000	954
IT058	New Emergency Services Network	40,000		14,300			54,300	
IT059	ESMCP Project Control room integration	25,900		66,100			92,000	
IT062	Capita Vision 3 Update			91,500			91,500	44,189
IT063	PIPS System Upgrade	120,000					120,000	
IT064	999 EYE Emergency Streaming	40,000					40,000	
IT065	Dynamic Cover Response Tool	35,000					35,000	
IT066	ESN Ready			20,700			20,700	
IT067	DCS Upgrade			48,400			48,400	1,090
IT068	Command & Control Suite TDA	501,000					501,000	
	Total	**2,526,960**	**0**	**640,400**	**0**	**-37,900**	**3,129,460**	**518,288**
NATIONAL RESILIENCE ASSET REFRESH								
OPS055	NRAT Operational Equipment	0		252,500			252,500	7,885
VEH011	NRAT Vehicles	0		1,000,000			1,000,000	897
	Total	**0**	**0**	**1,252,500**	**0**	**0**	**1,252,500**	**8,783**
OPERATIONAL EQUIP. & HYDRANTS								
OPS001	Gas Tight Suits Other Ppe	11,500		12,700			24,200	
OPS003	Hydraulic Rescue Equipment	85,000		9,400			94,400	
OPS005	Resuscitation Equipment	30,500					30,500	
OPS009	Pod Equipment	95,000					95,000	
OPS011	Thermal Imaging Cameras	175,000		1,000			176,000	
OPS016	Gas Detection Equipment	45,300					45,300	
OPS022	Improvements To Fleet	58,000		7,300	-5,000		60,300	1,299
OPS023	Water Rescue Equipment	71,000		2,600			73,600	
OPS024	BA equipment / Comms	75,000		20,400			95,400	20,358
OPS026	Rope Replacement	20,000		7,500	-3,000		24,500	
OPS027	Light Portable Pumps	30,000					30,000	
OPS033	Marine Rescue Launch	20,500					20,500	
OPS034	Operational Ladders	57,000			-6,400		50,600	
OPS036	Radiation Detection Equipment	2,000		60,900			62,900	
OPS038	Water Delivery System	10,000					10,000	
OPS039	Water Delivery Hoses	37,500					37,500	
OPS049	Bulk Foam Attack Equipment			109,300			109,300	
OPS054	Electrical Equipment	68,000		1,900			69,900	
OPS056	PV Solar Panels						0	
OPS058	Operational Drones	2,500					2,500	
OPS059	Fire Ground Equipment	5,000			3,000		8,000	7,776
OPS060	SRT Equipment	40,000		31,200			71,200	3,008
OPS061	Hi-Rise Kits	2,000		10,700	6,400	10,000	29,100	11,933
OPS062	Marine Firefighting				1,000		1,000	
OPS063	Emerging Technologies				4,000		4,000	3,246
OPS064	Wildfire Equipment						0	
HYD001	Hydrants (New Installations)	18,500					18,500	
HYD002	Hydrants (Rep Installations)	18,500					18,500	1,415
	Total	**977,800**	**0**	**274,900**	**0**	**10,000**	**1,262,700**	**49,034**
VEHICLES								
VEH001	Wtl'S Purchased			6,500			6,500	
VEH002	Ancillary Vehicles	364,700		676,600			1,041,300	
VEH004	Special Vehicles	1,412,100		1,725,500			3,137,600	29,250
VEH005	Vehicles water Strategy			16,400			16,400	
VEH010	Marine Rescue Vessels	300,000		48,900			348,900	4,933
WOR001	Workshop Equipment	20,000		17,700			37,700	
	Total	**2,096,800**	**0**	**2,491,600**	**0**	**0**	**4,588,400**	**34,183**
	Grand Total	**36,262,560**	**-646,000**	**6,333,500**	**0**	**-27,750**	**41,922,310**	**7,985,869**

Capital Programme 2023/24

EXPENDITURE	Approved Budget	Approved Re-phasing from 2023/24 to 2022/23	Approved Re-phasing from 2022/23	Qtr 1 Virements	Qtr 1 Amend-ments	Qtr 1 Budget	Actual to 30.06.23
	£	£	£				£
Capital Receipts							
Sale of Newton LLAR House	435,000					435,000	
Sale of LLAR NWAS Land	80,000					80,000	
Sale of Vesty A	550,000					550,000	
Sale of Vesty B	550,000					550,000	
Sale of Ritchie Avenue Stores	100,000					100,000	
Sale of TDA/Croxteth FS	2,000,000					2,000,000	
Sale of Aintree FS	200,000					200,000	
R.C.C.O. / Capital Reserve							
Capitalisation of Sals HFRA (FIR005)	375,000					375,000	
TDA Refurbishment (BLD091) Cap Inv Res	6,316,000	-646,000				5,670,000	5,670,000
It Equipment (IT003)					9,100	9,100	9,100
Diesel Tanks (BLD031)					150	150	150
Hi-Rise Kits (OPS061)					10,000	10,000	10,000
Grant							
NRAT National Resilience Grant			1,252,500			1,252,500	8,783
Total Non Borrowing	**10,606,000**	**-646,000**	**1,252,500**	**0**	**19,250**	**11,231,750**	**5,698,033**
Borrowing Requirement							
Unsupported Borrowing	25,656,560		5,081,000	0	-47,000	30,690,560	2,287,836
Borrowing	**25,656,560**	**0**	**5,081,000**	**0**	**-47,000**	**30,690,560**	**2,287,836**
Total Funding	**36,262,560**	**-646,000**	**6,333,500**	**0**	**-27,750**	**41,922,310**	**7,985,869**

This page is intentionally left blank

Capital Programme 2023/24 to 2027/28

Capital Expenditure	Total Cost £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Building/Land	34,019,250	31,054,250	572,500	1,027,500	827,500	537,500
Fire Safety	3,175,000	635,000	635,000	635,000	635,000	635,000
ICT	7,354,340	3,129,460	1,169,460	981,860	1,137,660	935,900
NRAT Resilience Assets	1,252,500	1,252,500	0	0	0	0
Operational Equipment & Hydrants	4,392,200	1,262,700	1,546,000	462,000	390,500	731,000
Vehicles	10,270,250	4,588,400	1,300,850	2,176,000	200,000	2,005,000
Expenditure	**60,463,540**	**41,922,310**	**5,223,810**	**5,282,360**	**3,190,660**	**4,844,400**
2023/24 - 2027/28 Opening Approved Programme	*54,951,790*	*36,262,560*	*5,260,810*	*5,319,360*	*3,227,660*	*4,881,400*
Q1 Change to Opening Budget	5,511,750	5,659,750	(37,000)	(37,000)	(37,000)	(37,000)
Q1 Movements Explained by:						
RCCOs - IT003/OPS061	19,250	19,250				
Budget Realignment IT003 Software - Savings	(195,000)	(47,000)	(37,000)	(37,000)	(37,000)	(37,000)
2022/23 Year-end Scheme re-phasing	6,333,500	6,333,500	0	0	0	0
Qtr 4 2022/23 Re-phasing (2023/24 to 2022/23)	(646,000)	(646,000)				
Q1 Movement	5,511,750	5,659,750	(37,000)	(37,000)	(37,000)	(37,000)
Financing Available	**Total £**	**2023/24 £**	**2024/25 £**	**2025/26 £**	**2026/27 £**	**2027/28 £**
Capital Receipts	3,915,000	3,915,000	0	0	0	0
RCCO	1,894,250	394,250	375,000	375,000	375,000	375,000
Capital Reserves	5,670,000	5,670,000	0	0	0	0
Grants	1,252,500	1,252,500	0	0	0	0
Total Non Borrowing	12,731,750	11,231,750	375,000	375,000	375,000	375,000
Unsupported Borrowing	47,731,790	30,690,560	4,848,810	4,907,360	2,815,660	4,469,400
Total Funding	**60,463,540**	**41,922,310**	**5,223,810**	**5,282,360**	**3,190,660**	**4,844,400**
2023/24 - 2027/28 Opening Approved Programme	*54,951,790*	*36,262,560*	*5,260,810*	*5,319,360*	*3,227,660*	*4,881,400*
Q1 Change to Opening Budget	5,511,750	5,659,750	(37,000)	(37,000)	(37,000)	(37,000)
Funding Change Explained by:						
RCCO	19,250	19,250	0	0	0	0
Capital Reserves	(646,000)	(646,000)	0	0	0	0
Scheme re-phasing (2023/24 to 2022/23 qtr 4)		(646,000)				
Unsupported Borrowing	6,138,500	6,286,500	(37,000)	(37,000)	(37,000)	(37,000)
Scheme re-phasing (Slippage b/f)		6,333,500				
Budget Realignment IT003 Software - Savings		(47,000)	(37,000)	(37,000)	(37,000)	(37,000)
Q1 Movements	**5,511,750**	**5,659,750**	**(37,000)**	**(37,000)**	**(37,000)**	**(37,000)**

Buildings Capital Programme 2023/24 to 2027/28

Type of Capital Expenditure	Total Cost £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Major Site Works						
BLD039 FS Refurbishment Heswall	126,900	126,900				
BLD041 FS Refurbishment Aintree	159,900	159,900				
BLD055 FS Refurbishment Bromborough	1,238,400	1,238,400				
BLD057 FS Refurbishment Crosby	392,600	92,600			300,000	
BLD063 FS Refurbishment Kirkby	365,000	365,000				
BLD073 SHQ Museum	191,000	191,000				
BLD084 FS Refurbishment Croxteth	34,600	34,600				
BLD085 FS Refurbishment Speke/Garston	682,300	682,300				
BLD086 FS Refurbishment Old Swan	678,400	678,400				
BLD088 FS Refurbishment Kensington	134,900	134,900				
BLD089 FS Refurbishment Toxteth	200,000	200,000				
BLD090 FS Refurbishment Wallasey	543,900	43,900		500,000		
BLD091 TDA New Build	23,892,000	23,892,000				
BLD093 Marine Fire 1 Refurbishment	150,000	150,000				
	28,789,900	27,989,900		500,000	300,000	
LLAR Accommodation Works						
BLD050 LLAR Accommodation Belle Vale	49,800	49,800				
BLD075 LLAR Accommodation Newton-le-Willows	822,400	822,400				
	872,200	872,200				
General Station Upgrade Works						
BLD001 Roofs & Canopy Replacements	358,700	178,700	45,000	45,000	45,000	45,000
BLD003 Appliance Room Door Repairs	125,000	25,000	25,000	25,000	25,000	25,000
BLD004 Concrete Yard Repairs	184,600	94,600	22,500	22,500	22,500	22,500
BLD005 Tower Improvements	97,700	37,700	15,000	15,000	15,000	15,000
BLD013 Non Slip Coating to Appliance Room Floors	242,000	122,000	30,000	30,000	30,000	30,000
BLD016 Community Station Investment	54,700	54,700				
BLD033 Sanitary Accommodation Refurbishment	216,200	136,200	20,000	20,000	20,000	20,000
BLD097 Saughall Massie Wig Wags	100,000	100,000				
TDA001 TDA Refurbishment	40,400	40,400				
	1,419,300	789,300	157,500	157,500	157,500	157,500
Other Works						
BLD007 L.E.V. System in Appliance Rooms	59,200	39,200	5,000	5,000	5,000	5,000
BLD011 Capital Refurbishment	85,000	15,000	15,000	15,000	15,000	25,000
BLD014 Boiler Replacements	142,000	82,000	15,000	15,000	15,000	15,000
BLD018 Conference Facilities SHQ	65,000	45,000	5,000	5,000	5,000	5,000
BLD020 Electrical Testing	211,100	111,100	25,000	25,000	25,000	25,000
BLD026 Corporate Signage	51,500	31,500	5,000	5,000	5,000	5,000
BLD031 Diesel Tanks	12,350	12,350				
BLD032 Power Strategy	97,000	37,000	15,000	15,000	15,000	15,000
BLD034 Office Accommodation	178,300	78,300	25,000	25,000	25,000	25,000
BLD044 Asbestos Surveys	78,400	38,400	10,000	10,000	10,000	10,000
BLD053 Lighting Replacement	20,500	20,500				
BLD058 HVAC - Heating, Ventilation & Air Con	128,000	48,000	5,000	25,000	25,000	25,000
BLD060 DDA Compliance	382,600	182,600	50,000	50,000	50,000	50,000
BLD061 Lightening Conductors & Surge Protection	73,000	53,000	5,000	5,000	5,000	5,000
BLD062 Emergency Lighting	67,800	47,800	5,000	5,000	5,000	5,000
BLD067 Gym Equipment Replacement	198,400	78,400	45,000	25,000	25,000	25,000
BLD070 Workshop Enhancement	2,700	2,700				
BLD092 Service Headquarters Offices	78,300	78,300				
BLD094 Security Enhancement Works	140,700	40,700	25,000	25,000	25,000	25,000
BLD095 Electric Vehicle Infrastructure Works	175,000	75,000	25,000	25,000	25,000	25,000
BLD096 Passive Fire Stragety	120,000	40,000	20,000	20,000	20,000	20,000
CON001 Energy Conservation Non-Salix	248,200	128,200	30,000	30,000	30,000	30,000
CON002 Energy Conservation Salix	1,800	1,800				
EQU002 Replacement programme for Fridge Freezers	102,300	42,300	15,000	15,000	15,000	15,000
EQU003 Furniture Replacement Programme	218,700	73,700	70,000	25,000	25,000	25,000
	2,937,850	1,402,850	415,000	370,000	370,000	380,000
	34,019,250	**31,054,250**	**572,500**	**1,027,500**	**827,500**	**537,500**

Original Budget	32,991,000	30,026,000	572,500	1,027,500	827,500	537,500
Current Programme	34,019,250	31,054,250	572,500	1,027,500	827,500	537,500
Changes	1,028,250	1,028,250				

Fire Safety Capital Programme 2023/24 to 2027/28

Type of Capital Expenditure		Total Cost £	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
FIR005	Installation costs (HFRA)	**1,875,000**	375,000	375,000	375,000	375,000
FIR006	Deaf Alarms (HFRA)	**125,000**	25,000	25,000	25,000	25,000
		3,175,000	**635,000**	**635,000**	**635,000**	**635,000**

ICT Capital Programme 2023/24 to 2027/28

Type of Capital Expenditure	Total Cost £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
IT002 ICT Software						
Software Licences	10,000	2,000	2,000	2,000	2,000	2,000
New Virtualisation Infrastructure	89,000	89,000				
MDT Software Solution Refresh	118,700	118,700				
Microsoft SQL Upgrade	59,300	59,300				
Logpoint Security Information and Event Mgmt (SIEM)	225,200	122,200			103,000	
3 Year Antivirus & Filtering Software	174,100	24,100		150,000		
3 Year PRTG Subscription License	6,000			6,000		
Microsoft EA Agreement (Servers & Security)	152,500	30,500	30,500	30,500	30,500	30,500
Microsoft EA Agreement (Windows & Office)	1,047,600	202,000	211,400	211,400	211,400	211,400
Microsoft EA Agreement (Application Development)	154,900	30,500	31,100	31,100	31,100	31,100
	2,037,300	678,300	275,000	431,000	378,000	275,000
IT003 ICT Hardware						
Desktops (target 20%)	228,300	44,200	40,100	48,000	48,000	48,000
Laptops/Surface Pros/Tablets/Docking Stations (target 20%)	495,400	71,900	62,000	120,500	120,500	120,500
Monitors & Monitor Arms (target 20%)	75,300	19,300	14,000	14,000	14,000	14,000
Peripherals replacement (target 20%)	15,100	3,100	3,000	3,000	3,000	3,000
Mobile device replacement (target 20%)	68,140	18,660	12,360	12,360	12,360	12,400
Mitel Handset Refresh	135,200	200				135,000
Replacement Backup Tape Drive						
IP TV Asset Refresh						
Landline Handset Refresh	10,000	10,000				
Audio Visual Conference Facility - SHQ	239,200	179,200	60,000			
Audio Visual Conference Facility - TDA						
Audio Visual Conference Facility - Stations						
New TDA site						
New Long Lane Station	44,800	44,800				
Backup Tape Drive 5-year asset refresh	50,000	25,000			25,000	
IPTV 5-year asset refresh	36,800				36,800	
Members Push Button Microphone replacement	25,000	25,000				
	1,423,240	441,360	191,460	197,860	259,660	332,900
IT005 ICT Servers						
Server/storage replacement (target 20%)	555,600	295,600	65,000	65,000	65,000	65,000
Server/storage growth	84,000	28,000	14,000	14,000	14,000	14,000
SAN 5 Year Refresh	135,000		135,000			
	774,600	323,600	214,000	79,000	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	242,900	42,900	200,000			
Wireless Access Points and Wireless Controllers - Increase	74,500	74,500				
MDT Wireless Network Replacement	50,000			50,000		
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	150,000					150,000
	822,400	134,400	312,000	67,000	142,000	167,000
IT026 ICT Operational Equipment						
Pagers/Alerters	20,000	4,000	4,000	4,000	4,000	4,000
Callmy Alert	5,000	1,000	1,000	1,000	1,000	1,000
Station Equipment Replacement	50,000	10,000	10,000	10,000	10,000	10,000
GPS Repeater 5-year asset refresh	55,000					55,000
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				
	780,400	145,400	165,000	155,000	245,000	70,000
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	24,000	2,000	2,000	24,000	2,000
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	50,800	10,800		40,000		
IT028 System Development (Portal)	105,200	105,200				
IT030 ICT Projects/Upgrades	25,000	5,000	5,000	5,000	5,000	5,000
IT055 C.3.I. C.&C Communication & Information	25,000	5,000	5,000	5,000	5,000	5,000
IT059 ESMCP Project Control Room Integration	92,000	92,000				
IT062 Capita Vision 3 Update (CFO/058/17)	91,500	91,500				
IT064 999 Emergency Streaming (999EYE)	40,000	40,000				
IT065 Dynamic Cover/Response Tool	35,000	35,000				
IT066 ESN Ready	20,700	20,700				
IT067 DCS Upgrade	48,400	48,400				
IT068 Command & Control Suite	501,000	501,000				
FIN001 FMIS/Eproc/Payroll/HR Replacement	253,500	253,500				
	1,288,100	1,208,100	10,000	50,000	10,000	10,000
	7,354,340	**3,129,460**	**1,169,460**	**981,860**	**1,137,660**	**935,900**

Original Budget	6,899,840	2,526,960	1,206,460	1,018,860	1,174,660	972,900
Current Programme	7,354,340	3,129,460	1,169,460	981,860	1,137,660	935,900
Changes	454,500	602,500	(37,000)	(37,000)	(37,000)	(37,000)

NRAT Resiliance Assets 2023/24 to 2027/28

Type of Capital Expenditure	Total Cost £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
OPS055 NRAT Asset Refresh	**252,500**	252,500	0	0	0	0
VEH011 NRAT Vehicles	**1,000,000**	1,000,000	0	0	0	0
	1,252,500	**1,252,500**	**0**	**0**	**0**	**0**
	1,252,500	**1,252,500**	**0**	**0**	**0**	**0**
Original Budget	**0**	**0**	0	0	0	0
Current Programme	**1,252,500**	**1,252,500**	**0**	**0**	**0**	**0**
Changes	**1,252,500**	**1,252,500**	**0**	**0**	**0**	**0**
Q1 Movements/Adjustments	**1,252,500**	**1,252,500**	**0**	**0**	**0**	**0**

Operational Equipment Capital Programme 2023/24 to 2027/28

Type of Capital Expenditure	Total Cost £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
OPS001 Gas Tight Suits Other PPE						
Gas Tight Suits	**38,500**	11,500	6,500	6,500	7,000	7,000
Bump Hats	**7,500**		2,500		2,500	2,500
	46,000	**11,500**	**9,000**	**6,500**	**9,500**	**9,500**
OPS003 Hydraulic Rescue Equipment						
Hydraulic Rescue Equipment - Replacement Prog	**777,700**	97,700	350,000	110,000	110,000	110,000
Air Lifting Equipment - Air Bags & Control Units	**100,000**		10,000	80,000		10,000
	877,700	**97,700**	**360,000**	**190,000**	**110,000**	**120,000**
OPS005 Resuscitation Equipment						
Resuscitation Rescue Equipment	**37,000**	10,500	5,500	5,500	5,500	10,000
Appliance Resuscitation Equipment & Cylinders	**29,400**	29,400				
	66,400	**39,900**	**5,500**	**5,500**	**5,500**	**10,000**
OPS009 POD Equipment						
Demountable Unit Refurbishment	**145,700**	75,700	10,000		10,000	50,000
Gas Monitors	**29,300**	19,300				10,000
	175,000	**95,000**	**10,000**		**10,000**	**60,000**
OPS022 Improvements to Fleet						
Improvements to Fleet	**251,200**	51,200	50,000	50,000	50,000	50,000
PPV Fans	**50,300**	6,800	6,000	6,000	6,500	25,000
Smoke Blockers	**10,300**	2,300	2,000	2,000	2,000	2,000
	311,800	**60,300**	**58,000**	**58,000**	**58,500**	**77,000**
OPS024 BA Equipment/Communications						
BA Cylinder Replacement	**265,100**	7,100	258,000			
Telemetry sets	**374,500**		374,500			
BA Test Rig	**45,100**	5,100	40,000			
BA Set Batteries	**39,400**	6,900	32,500			
BA Compressors	**125,400**	25,400	40,000	20,000		40,000
BA Decontamination	**50,900**	50,900				
BA Analogue sets	**39,500**		39,500			
BA Boards	**39,500**		39,500			
BA Battery chargers	**16,000**		16,000			
BA Set Batteries	**32,500**		32,500			
Esas						
Face masks	**39,000**		39,000			
	1,066,900	**95,400**	**911,500**	**20,000**		**40,000**
OPS036 Radiation/Gas Detection Equipment						
Radiation Detection Equipment	**113,900**	62,900	2,000	2,000	2,000	45,000
Single Gas Detection Equipment	**6,000**		2,000		2,000	2,000
	119,900	**62,900**	**4,000**	**2,000**	**4,000**	**47,000**
OPS049 Bulk Foam Equipment						
Bulk Foam Attack Equipment	**109,300**	109,300				
Bulk Foam Stock	**10,000**		5,000		5,000	
	119,300	**109,300**	**5,000**		**5,000**	
OPS059 Fire Ground Equipment						
Fire Ground Radios	**30,000**	8,000	5,500	5,500	5,500	5,500
Fire Ground Communications	**5,500**					5,500
	35,500	**8,000**	**5,500**	**5,500**	**5,500**	**11,000**
OPS060 SRT Equipment						
SRT Ropes	**57,800**	17,800	10,000	10,000	10,000	10,000
SRT Equipment	**115,600**	35,600	20,000	20,000	20,000	20,000
SRT Water	**52,800**	17,800	5,000	5,000	5,000	20,000
	226,200	**71,200**	**35,000**	**35,000**	**35,000**	**50,000**
Other Operational Equipment						
OPS011 Thermal imaging cameras	**192,000**	176,000		5,000	5,500	5,500
OPS016 Gas Detection Equipment (MYRA DS)	**57,300**	45,300				12,000
OPS023 Water Rescue Equipment	**151,600**	73,600	15,500	16,000	16,500	30,000
OPS026 Rope Replacement	**92,500**	24,500	15,500	16,000	16,500	20,000
OPS027 Light Portable Pumps	**60,000**	30,000				30,000
OPS031 CCTV Equipment	**64,000**		5,000		5,000	54,000
OPS033 Marine Rescue Equipment	**66,000**	20,500	11,000	11,000	11,500	12,000
OPS034 Operational Ladders	**110,600**	50,600	15,000	15,000	15,000	15,000
OPS038 Water Delivery System	**35,000**	10,000	10,000	5,000	5,000	5,000
OPS039 Water Delivery Hoses	**116,000**	37,500	18,500	19,000	20,000	21,000
OPS052 DEFRA FRNE						
OPS054 Electrical Equipment	**130,900**	69,900	10,000	10,500	10,500	30,000
OPS058 Operational Drones	**42,500**	2,500	2,500	2,500	2,500	32,500
OPS061 Hi-Rise Kits	**39,100**	29,100	2,500	2,500	2,500	2,500
OPS062 Marine Firefighting	**1,000**	1,000				
OPS063 Emerging Technologies	**4,000**	4,000				
	1,162,500	**574,500**	**105,500**	**102,500**	**110,500**	**269,500**
Hydrants						
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**
	4,392,200	**1,262,700**	**1,546,000**	**462,000**	**390,500**	**731,000**

Original Budget	4,107,300	977,800	1,546,000	462,000	390,500	731,000
Current Programme	4,392,200	1,262,700	1,546,000	462,000	390,500	731,000
Changes	284,900	284,900				

Vehicles Capital Programme 2023/24 to 2027/28

Type of Capital Expenditure	Price Per Unit	Units	Total Cost £	Units	2023/24 £	Units	2024/25 £	Units	2025/26 £	Units	2026/27 £	Units	2027/28 £
VEH002 Ancillary Vehicles													
Cars													
Pool Cars - Skoda Fabia	15,050	16	240,800	16	240,800								
Pool Cars - Possible Electric	18,000	19	342,000			19	342,000						
Officer Response Cars - 2020/21 Price	30,000	7	210,000	7	210,000								
Officer Response Cars - 2025/26 Price	30,000	13	390,000	6	180,000			7	210,000				
4X4s													
Isuzi	24,000	4	96,000	3	72,000	1	24,000						
Vans													
Master/Transit Panel 1	36,850	1	36,850			1	36,850						
Master/Transit Panel 2	33,500	4	134,000	4	134,000								
Panel Van	38,000	1	38,000					1	38,000				
Panel Van - RTC reduction	45,000	1	45,000					1	45,000				
Courier van	40,000	4	160,000							4	160,000		
Dog Van Mercedes Vito	49,800	1	49,800	1	49,800								
Water Rescue Van	50,000	1	50,000					1	50,000				
Operational Equipment Transit	40,000	2	80,000									2	80,000
Hydrant Van Transit	40,000	2	80,000									2	80,000
T&DA Transit Van	40,000	2	80,000									2	80,000
Mini Buses													
Fire Service - Blue Light	45,000	1	45,000					1	45,000				
Princes Trust - Disabled Access	44,000	1	44,000	1	44,000								
Princes Trust	36,900	3	110,700	3	110,700								
			2,232,150		1,041,300		402,850		388,000		160,000		240,000
VEH004 Special Vehicles													
CPL - Aerial Appliance	862,800	1	862,800	1	862,800								
Prime Movers/POD Long Term Capablity Mment	181,400	3	544,200	3	544,200								
Prime Movers	210,000	2	420,000									2	420,000
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	83,600	1	83,600	1	83,600								
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								
			3,557,600		3,137,600								420,000
VEH010 Marine Rescue Vessels													
RNLI Class 75 Rib Boats			348,900		348,900								
			348,900		348,900								
VEH001 Fire Appliances													
2021/22 Price - Slippage	284,000		6,500		6,500								
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	900,000	1	900,000					1	900,000				
2027/28 Price	320,000	4	1,280,000									4	1,280,000
			3,944,500		6,500		870,000		1,788,000				1,280,000
VEH005 Water Strategy Vehicles			16,400		16,400								
WOR001 Workshop Equipment													
Equipment			43,100		33,100		10,000						
Rolling Road Replacement (MOT bay)			10,000				10,000						
Smoke Analyser (MOT bay)			8,000				8,000						
Smoke Analyser (HGV)			3,700		3,700								
Workshop Equip Somers vehicle Lift.	25,000	1	25,900		900							1	25,000
HGV Brake Tester	40,000	1	40,000									1	40,000
4 Post Vehicle Lift	20,000	2	40,000							2	40,000		
			170,700		37,700		28,000				40,000		65,000
			10,270,250		**4,588,400**		**1,300,850**		**2,176,000**		**200,000**		**2,005,000**

Original Budget	7,778,650	2,096,800	1,300,850	2,176,000	200,000	2,005,000
Current Programme	10,270,250	4,588,400	1,300,850	2,176,000	200,000	2,005,000
Changes	2,491,600	2,491,600				

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**COMMUNITY SAFETY AND PROTECTION**		
DATE:	**7 SEPTEMBER 2023**	**REPORT NO:**	CFO/039/23
PRESENTING OFFICER	**CHIEF FIRE OFFICER, PHIL GARRIGAN**		
RESPONSIBLE OFFICER:	**CHIEF FIRE OFFICER,PHIL GARRIGAN**	**REPORT AUTHOR:**	**AREA MANAGER BEN RYDER**
OFFICERS CONSULTED:	**ED FRANKLIN, BILL ELLIOTT, STEWART WOODS, TRACEY BARTLEY, CLAIRE TAYLOR, STEVE LAW, MIKE REA, NICK MCCORMACK**		
TITLE OF REPORT:	**FIRE CONTROL INVESTMENT IN NEW TECHNOLOGIES AND ROOM RE-DESIGN**		

APPENDICES:	APPENDIX A:	EQUALITY IMPACT ASSESSMENT

Purpose of Report

1. To request Members approve the proposal to re-design Primary Fire Control room and invest in technological advancement, in order to enhance the efficiency and effectiveness of operational response.

Recommendation

2. It is recommended that Members approve:

    a. a new capital scheme for the re-design of the Fire Control Suite at a cost of £95k; and

    b. the request to draw-down £89k from the Capital Reserve to fund those elements of the upgrade top Fire Control that cannot be covered from existing budgets as detailed in paragraph 16 and 17.

Introduction and Background

3. At the Budget Strategy Day on 19th January 2023, the Chief Fire Officer outlined the requirement to establish the budget for increases in Fire Control establishment and technical advances more intuitive in our mobilisaton and quicker to respond.

4. As a result, Operational Response's Functional Delivery Plan was designed to include; *"Re-design of Fire Control Suite, including investment in new technologies"* (Key deliverable 2).

5. Primary Fire Control moved from Derby Road to the Joint Control Centre (JCC) at Service Headquarters on Bridle Road in 2014. Since the move, the

Merseyside Fire and Rescue Service has made significant upgrades to the mobilising system that have enabled the introduction and integration of new technologies, improving our operational response.

6. The installation of a Media Wall in Primary Fire Control will support new technologies and bring tangible benefits by enhancing communications and situational awareness for Fire Control Operators (FCOs), not only for operational incidents, but also where improved interoperability is required.

7. The Media Wall will support:

- **Evacuation Guidance Template (EGT):** Used in line with Grenfell Tower Inquiry (GTI) Phase 1, Recommendation 12 b; "*that fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them;*"
- **AURA**: A dynamic cover tool that provides a live overview of fire cover across Merseyside, allowing Mobilising Officers to quickly identify and minimise standbys and response times.
- **Vision 5 State-board:** Using information taken from the Vision 5 mobilising system, this provides a live view of resource availability and the status of both incidents and officers.
- **National Resilience:** This displays major incidents or incidents that may require additional national resilience assets.
- **Response Eye:** This enables Fire Control to manage the live streaming of Video footage from potential incidents via members of the public.
- **Live feeds:** This provides external live video of operational incidents from various sources, including body worn cameras, drone footage and mainstream news feeds.
- **Meteorological Information and Plume Plotting:** This provides weather related information which, together with local environmental conditions, can support an effective response to 'Control of Major Accident Hazards' (COMAH) incidents and other large-scale incidents.
- **Callmy Alerting:** This system is used by Fire Control to send group messages to key personnel and to confirm receipt, such as recall to duty and retained cover activations. Emergency Alerts generated by Callmy users can also be displayed to assist in the triaging of user generated Lone Worker Emergency alerts.

8. The refurbishment work will include:

- Replacement of two existing monitors with a single extra widescreen monitor on each Operator Position within Primary Fire Control.
- Configuration of Vision 5 mobilising system to deliver a more efficient screen layout, which will enhance ergonomics, comfort and the viewing angle for Fire Control Operators (FCOs) when used for extended periods.
- Provision of additional desk space for the deployment of fall-back radios, additional telephony handsets, multiple keyboards and recall paging equipment.

- Provision of new '24-hour' chairs and rise and fall desks within the Primary Fire Control.
- Installation of the existing 'Clevertouch' screen into Fire Control Training room.

9. All the existing furniture will be relocated for future use in the Secondary Fire Control within the new Training and Development Academy build.

Equality and Diversity Implications

10. An Equality Impact Assessment has been completed in order to inform the report (see Appendix A).

Staff Implications

11. While primary fire control undergoes refurbishment, fire control staff will temporarily relocate to the secondary fire control at the Training and Development Academy (TDA) for a duration of up to 5 weeks. Suitable welfare provision has been considered and will be available to accommodate this.

12. Training requirement is limited as FCOs and Managers are already trained in the above-mentioned systems.

13. There will be some familiarisation training for the generic usage of the media wall operation and any ongoing training as new technology becomes available, or new applications are identified.

Legal Implications

14. A compliant procurement procedure will be followed, as goods and services will be purchased under the Change Control Note (CCN) process under the Telent ICT managed service contract, which expires 31/03/2026.

15. The access of the drone footage through to the media wall should be considered within the data protection impact assessment prior to use.

Financial Implications & Value for Money

16. The total cost of the media wall, ICT investment and control room accommodation refresh is £95,000;

- Media wall, £50,000.
- Electrical installation, £3,600.
- New monitors - £6,000.
- Desks, £10,400.
- Chairs, £9,000.
- Installation and associated works, £5,000.
- Installation of Clever Touch, £1,500.

- Decoration, £9,500
- **Total £95,000**.

17. The ICT asset refresh (monitors) can be contained within the existing ICT capital budget. The office refurbishment, media wall, and clever touch installation will require £89,000 funding from the Capital Reserve.

Risk Management, Health & Safety, and Environmental Implications

18. Health and Safety Regulations such as the Display Screen Equipment (DSE) Regulations etc. have been considered in identifying equipment and office furniture.

19. The media wall will support greater situational awareness for Fire Control staff and aid the ability to communicate directly with incident ground will enhance health and safety of operational staff and members of the public at incidents.

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.*

20. The media wall and the applications supported by it allow FCOs and mobilising officers to direct resources in a more efficient and effective manner, improving response times and fire cover for our communities.

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

NONE

EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	Operational Response	**Date Of analysis**	10.08.23
Title and overview of what is being assessed / considered	**SLT BRIEFING FOR FIRE CONTROL UPGRADE AND REFURBISHMENT**	**Review Date**	
Who will be affected by this activity? (Please tick)		Staff ☒	Public ☒
Author of Equality Impact Analysis		**Equality Analysis quality assured by (Member of the POD team)**	

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

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

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

1

Updated 6th March 2023

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.

MFRS have also created the ED&I Assurance Checklist, which is a useful outline of ED&I factors that staff need to consider to help demonstrate minimum legal compliance, making the most of ED&O opportunities and minimising risk for the organisation. This checklist can be used when preparing plans, discussing new services and organisational change.

Impact Analysis	
1	**What evidence have you used to think about any potential impact on particular groups?** (Please highlight any evidence that you have considered to help you address what the potential impact may be) Also include an introduction here giving background the purpose of the Policy, SI etc. that is being assessed. (A good place to start is the introduction and purpose of the document) **Example evidence:** - ONS Census data - Regional or local demographic information - MFRS reports & data - NFCC Reports/Guidance - Home office/Local government Reports - Risk Assessments - Staff survey results - Research / epidemiology studies - Updates to legislation - Engagement records or analysis **NFCC** Equality of Access documents – We encourage you to click on the following **link** to	To request that the Operations Board approve the proposal for the re-design of Primary Fire Control, in order to enhance the efficiency and effectiveness of operational response. 1. At the Budget Strategy Day on 19th January 2023, the CFO outlined to Authority the requirement to establish the budget for increases in Fire Control establishment and technical advances that will make us quicker to respond. 2. As a result, Operational Response's Functional Delivery Plan was designed to include; *"Re-design of Fire Control Suite, including investment in new technologies"* (Key deliverable 2). 3. Primary Fire Control moved from Derby Road to the Joint Control Centre (JCC) Bridle Road in 2014. Since the move, the service has made significant upgrades to the mobilising system that have enabled the introduction and integration of new technologies, improving our operational response. 4. The installation of a Media Wall in Primary Fire Control will support new technologies and bring tangible benefits by enhancing communications and situational awareness for Fire Control Operators (FCOs), not only

2

Updated 6th March 2023

access a series of 'equality of access documents', developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.

Some aspects of these documents will help you provide information, awareness, and data to support:

- Integrated Risk Management Plans
- 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

for operational incidents, but also where improved interoperability is required.

5. The Media Wall will support:

a. **Evacuation Guidance Template (EGT):** Used in line with Grenfell Tower Inquiry (GTI) Phase 1, Recommendation 12 b; "*that fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them;*"
b. **AURA**: A dynamic cover tool that provides a live overview of fire cover across Merseyside, allowing Mobilising Officers to quickly identify and minimise standbys and response times.
c. **Vision 5 State-board:** Using information taken from the Vision 5 mobilising system, this provides a live view of resource availability and the status of both incidents and officers.
d. **National Resilience:** This displays major incidents or incidents that may require additional national resilience assets.
e. **Response Eye:** This enables Fire Control to manage the live streaming of Video footage from potential incidents via members of the public.
f. **Live feeds:** This provides external live video of operational incidents from various sources, including Body Worn Cameras, Drone footage and mainstream News feeds.
g. **Meteorological Information and Plume Plotting:** This provides weather related information which, together with local environmental conditions, can support an effective response to 'Control of Major Accident Hazards' (COMAH) incidents and other large-scale incidents.
h. **Callmy Alerting:** This system is used by Fire Control to send group messages to key personnel and to confirm receipt, such as recall to duty and retained cover activations. Emergency Alerts generated by Callmy users can also be displayed to assist in the triaging of user generated Lone Worker Emergency alerts.

3

		6. The refurbishment work will include: a. Replacement of two existing monitors with a single extra widescreen monitor on each Operator Position within Primary Fire Control. b. Configuration of Vision 5 mobilising system to deliver a more efficient screen layout which will enhance ergonomics, comfort and the viewing angle for Fire Control Operators (FCOs) when used for extended periods. c. Provision of additional desk space for the deployment of fall-back radios, additional telephony handsets, multiple keyboards and recall paging equipment. d. Provision of new '24-hour' chairs and rise and fall desks within the Primary Fire Control. e. Installation of the existing 'Clevertouch' screen into Fire Control Training room. 7. All the existing furniture will be relocated for future use in the Secondary Fire Control within the new TADA build.		
2	**Do you have all the evidence you need in order to make an informed decisions about the potential impact?** (Please tick)	**Yes ☒** If you feel that you have enough evidence, then you will **not** need to undertake any engagement activity	**No ☐** If you feel that you do not have enough evidence to make an informed decision then you **will need to** undertake engagement activity with the staff or members of the public as applicable

4

Updated 6th March 2023

3	**What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?** Examples include: <u>Public</u> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <u>Staff</u> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions		
4	**Will there be an impact against the protected groups as described in the Equality Act (2010)?** Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring. Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community. It is also important to note that there may not be an impact on some of the protected groups if this	What is the **actual** or **potential** impact on **age?** Positive impact because the upgrade will benefit people of all ages, specifically those over 65, who are the most vulnerable from fire**.**	**Not applicable** ☐
		What is the **actual** or **potential** impact on **disability?** Positive impact because the upgrade will benefit people of all abilities. The adjustable furniture will allow people of different physical abilities to be comfortable at their workstation. The media wall and monitors also benefit users with neurodiverse needs.	**Not applicable** ☐
		What is the **actual** or **potential** impact on **gender reassignment?** Positive impact because the upgrade will benefit people of all genders and identifications.	**Not applicable** ☐
		What is the **actual** or **potential** impact on **marriage and civil partnership?** Positive impact because the upgrade will benefit people of every marital status .	**Not applicable** ☐

5

should be the case please tick the not applicable box. If there is **no impact,** please state that there is no impact.	What is the **actual** or **potential** impact on **pregnancy and maternity?** . Positive impact because the upgrade will benefit pregnant people. The adjustable furniture will allow them to stand or sit as they require, giving them adequate comfort	**Not applicable** ☐
	What is the **actual** or **potential** impact on **race?** Positive impact because the upgrade will benefit people of all races as the system will allow Fire Control to allocate resources to geographical areas of deprivation where larger concentrations of people of ethnicity live.	**Not applicable** ☐
	What is the **actual** or **potential** impact on **religion and / or belief?** Positive impact because the upgrade will benefit people of all religions	**Not applicable** ☐
	What is the **actual** or **potential** impact on **sex (gender)?** Positive impact because the upgrade will benefit people of all sexes	**Not applicable** ☐
	What is the **actual** or **potential** impact on **sexual orientation?** Positive impact because the upgrade will benefit people of all sexual orientations	**Not applicable** ☐
	What is the **actual** or **potential** impact on **Socio-economic disadvantage?** Positive impact because the upgrade will benefit people of all races as the system will allow Fire Control to allocate resources to geographical areas of deprivation	**Not applicable** ☐

6

Updated 6th March 2023

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				
Disability -				
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic				

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

Completed by (Please print name /Designation)	SM Claire Taylor	**Signature** **Date**	
Quality Assured by (Please print name /Designation)		**Signature** **Date**	

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

7

Updated 6th March 2023

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

8

Updated 6th March 2023

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

9

- [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](#)

10

2021/22 Fire Statistics this includes workforce date published by the government

11

Updated 6th March 2023

This page is intentionally left blank