

# Public Document Pack



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



**R. Groves  
Monitoring Officer**

Tel: 0151 296 4000  
Extn: 4113 Shauna Healey

Our ref SH/RG

Date: 6 December 2023

Dear Sir/Madam,

You are invited to attend a meeting of the **POLICY AND RESOURCES COMMITTEE** to be held at **1.00 pm** on **THURSDAY, 14TH DECEMBER, 2023** in the Liverpool Suite - Fire Service Headquarters , Bridle Road, Bootle.

This meeting is webcast live to Youtube and is available at the following link:

<https://youtube.com/live/xluVfraiPg0?feature=share>

Yours faithfully,

PP – S. Healey

Monitoring Officer

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**MERSEYSIDE FIRE AND RESCUE AUTHORITY**

**POLICY AND RESOURCES COMMITTEE**

**14 DECEMBER 2023**

**AGENDA**

**Members**

Councillor James Roberts (Chair)  
Councillor Les Byrom CBE  
Councillor Dave Hanratty  
Councillor Gillian Wood  
Councillor Barbara Murray  
Councillor Sue Murphy  
Councillor Terry Byron  
Councillor Pat Moloney  
Councillor Lesley Rennie

**1. Apologies for Absence**

To consider any apologies for absence.

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

The minutes of the previous meeting of the Policy and Resources Committee held on 27<sup>th</sup> July 2023.

**3. Declarations of Interest**

To consider any declarations of interest for any of the items on the agenda.

**4. HMICFRS Inspection Report 2023 (Pages 13 - 64)**

To consider a report relating to the HMICFRS Inspection Report 2023 (Report CFO/059/23)

**5. Community Risk Management Planning Public Engagement 2023 (Pages 65 - 96)**

To consider a report relating to Community Risk Management Planning Public Engagement 2023 (Report CFO/062/23)

**6. Treasury Management Interim Report (Pages 97 - 108)**

To consider a report relating to the Treasury Management Interim Report

(Report CFO/054/23)

7. **Financial Review 2023-24 July - Sept** (Pages 109 - 138)

To consider a report relating to the Financial Review 2023-24 July - Sept (Report CFO/053/23)

8. **Statement of Assurance 2022-23** (Pages 139 - 166)

To consider a report relating to the Statement of Assurance 2022-23 (Report CFO/052/23)

9. **Service Delivery Plan 2023-24 Q2 July - September 2023 Update** (Pages 167 - 376)

To consider a report relating to Service Delivery Plan 2023-24 Q2 July - September 2023 Update (Report CFO/055/23)

10. **Corporate Risk Register 2023-24 April - Sept Update** (Pages 377 - 450)

To consider a report relating to Corporate Risk Register 2023-24 April - Sept Update (CFO/61/23)

11. **Enhanced Mobilisation** (Pages 451 - 468)

To consider a report relating to Enhanced Mobilisation (Report CFO/056/23)

12. **Sale of Aintree Community Fire Station** (Pages 469 - 480)

To consider a report relating to the sale of Aintree Community Fire Station (Report CFO/058/23)

*Please note that Appendix A of this report is exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.*

13. **Finance, Procurement, Payroll & Human Resources ICT Application Contract** (Pages 481 - 486)

To consider a report relating to Finance, Procurement, Payroll & Human Resources ICT Application Contract (Report CFO/063/23)

*Please note that this report is exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.*





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## MERSEYSIDE FIRE AND RESCUE AUTHORITY

### POLICY AND RESOURCES COMMITTEE

27 JULY 2023

#### MINUTES

**Present:** Councillors **Roberts (Chair), Byrom, Hanratty, Wood, Murray, Murphy, Byron, Moloney**

**Also Present:** Chief Fire Officer Phil Garrigan  
Deputy Chief Fire Officer Nick Searle  
Monitoring Officer Ria Groves  
Director of Finance and Procurement Ian Cummins

**1. Apologies for Absence**

Apologies received from Councillors Byron and Rennie.

**3. Declarations of Interest**

There were no declarations of interest for this meeting.

**2. Minutes of the Previous Meeting**

**RESOLVED** that the minutes of the last meeting held on the 23<sup>rd</sup> March 2023 were agreed as an accurate record.

**4. New Training and Development Academy and Fire and Rescue Station Long Lane – Progress Report**

Monitoring Officer, Ria Groves advised Members that there was a typographical error in the report on page 18 of the agenda, paragraph 40. Members were asked to consider the report with a clarification to the percentage figure to read 2.5%.

Chief Fire Officer, Phil Garrigan presented report CFO/032/23 which detailed the ongoing progress of the new Training and Development Academy and Fire & Rescue Station at Long Lane, Aintree.

Members reviewed drone footage of the site which showed that construction was well underway and Members were advised that the project was halfway through it's 80 week life cycle.

The Committee were advised that there had been some increase in costs due to an increase in the amount of spoil that had to be removed from the site to attain the finished ground level specified by Liverpool City Council during the planning process.

The Chief Fire Officer, Phil Garrigan reported that the Authority was exploring providing national and international training at the Academy to help cover some of the running costs of the training facility. Members were advised that the plans formed part of the continual progressive improvement plan for Merseyside with the merging of Croxteth and Aintree Stations resulting in a quicker response time and better facilities for the firefighters. Utilising the site to provide a secondary control room as a fall back position for fire control was also highlighted as a benefit of the proposal.

It was explained that of the 12 acres, three remained latent so that the site could adapt to future risks, The recommendations sought to include classrooms adjacent to training zones to maximise the amount of training time available.

Councillor Barbara Murray enquired as to the number of students each classroom could accommodate and asked how the Authority was ensuring it utilised all of its spaces effectively. The Chief Fire Officer explained that the current site did not meet the needs of the service and as a result, some training had not been able to be provided by MFRA. Therefore, the service was confident that there would be the demand to necessitate additional classrooms when taking into consideration the national training needs as well as the potential international training that could take place.

Head of Estates, Stewart Woods advised Members that each classroom was designed to accommodate 12 individuals with an option to remove a partition wall and increase the capacity to 40. It was noted that the Road Traffic Collision classroom would include an external canopy so crews could continue to train regardless of the weather.

Councillor Pat Moloney enquired as to the length of the lease with Scottish Power referenced in paragraph 39 of the report and it was explained that the finer details of the lease were still in discussion with Liverpool City Council who currently owned the land.

Stewart Woods was asked about the quality of the soil at the site and Members were assured that any soil that could be reused had been incorporated into the construction of the site.

With regards to marine rescue training, the Chief Fire Officer explained that this could be included in future phases of the Academy as part of the work around future risks. Members were assured that currently there were multiple sites that the Authority could use for training marine rescue and the Authority had good working relationships with the ports in the county.

The Members discussed whether an Income Generating Officer would form part of the team for the new development with a scope to consider income generating opportunities with external trainers. The Chief Fire Officer said that this would be a consideration and explained that through national and international training, some of the costs of the project could be offset and any additional revenue could be reinvested back into the communities of Merseyside. Therefore, the project would not generate income but could seek to cover its own costs.

The current plan was to focus on the Authority's core training needs and specialist training linked to the Integrated Risk Management Plan and MFRA's specialist capabilities. Future National and International training would be considered as part of the Authority's future Community Risk Management Plan (CRMP).

**RESOLVED** that:

- a) the contents of the report and progress made to date be noted; and
- b) the increase in the overall project capital budget by £1m as detailed in the financial section, to be funded by a drawdown from the capital reserve be approved.

## **5. Long term Capability Management Contract Extension**

Deputy Chief Fire Officer, Nick Searle, presented to Members a request to extend the current Long Term Capability Management Contract, noting that MFRA had been the lead Authority for National Resilience since 2017.

Members heard that due to a lack of funding through the Comprehensive Spending Review there was a gap between the current contract and the projected equipment refresh target for New Dimensions. It was noted that all funding for the contract extension would be met by the Home Office and not the Authority.

Councillor Les Byrom noted that the Authority performed a particular role nationally through its management of National Resilience and it was hoped that in the next Comprehensive Spending Review, there would be some funding for New Dimensions. It was suggested that Members needed to lobby government to ensure that the refreshed programme of this essential capital equipment was achieved.

**RESOLVED** that the four-year extension to the LTCM contract with Babcock Critical Services Limited from 1<sup>st</sup> October 2024 to 30<sup>th</sup> September 2028 be approved.

## **6. Operational Response Structural Changes**

Chief Fire Officer, Phil Garrigan presented report CFO/036/23 relating to the Authority's revised operational structure, noting that Members had previously approved an allocation of budget to support this proposal.

It was explained that for a period of time the Crew Manager role had been removed from the Authority's structure. During that time, the Authority had received feedback from its staff which stated that the 'jump' from being a Fire Fighter to a Watch Manager was significant and could be preventing people from applying for those positions, especially staff from different ethnicities and women who were statistically less likely to apply for senior positions. As a result, the Authority had reintroduced the Crew Manager role which allows Fire Fighters to act in a supervisory capacity and this had been well received by the staff.

The Chair agreed with the additional route for career progression stating that it gave people who may not be as confident a chance to explore a supervisory position. The Equality Impact Assessment was noted as a positive addition to the report as it highlighted that minority groups who would benefit from this action in line with the Authority's wider aspirations around equality and representation.

**RESOLVED** that the revised Operational Response Structure, which sees 20 additional supervisory manager roles, established be noted.

## **7. 22/23 Revenue and Capital Outturn Report**

Ian Cummins, Head of Finance presented the Revenue and Capital Outturn Report to the Members.

Councillor Les Byrom noted that the reason that the Authority had reserves was to ensure that there was money available for capital projects as the Authority did not receive a capital grant.

The Chair was comfortable with the use of self-balancing virements and the use of the inflation reserve to cover the pay award but he asked if the inflation reserve was sufficient given the rise in 2023. With regards to pay awards, Ian Cummins explained that the budget anticipated a Local Government Pay Award of 5% and it was noted that the current proposal being discussed with Unions was 6%. The additional 1% equated to approximately £100,000 and the Authority was confident that this could be met through the Inflation Reserve and savings from unfilled vacancies.

Members were advised that when the Medium Term Financial Plan was prepared, the Authority had assessed energy rates, business rates, contracts and inflation provision. It was forecasted that inflation would fall towards the end of the financial year to around 2% but this was not guaranteed.

**RESOLVED** that ;

- a) actual revenue spend compared to the approved budget delivered a net underspend of £4.213m before the creation of year-end reserves, as outlined in Appendix A1 be noted ;
- b) this underspend be used to;
  - create the required year-end reserves of £0.924m to fund projects that have slipped from 2022/23 into 2023/24, be approved and;
  - increase in the inflation reserve by £0.382m to mitigate the risk around high inflationary pressures on pay and prices, be approved
  - increase the capital investment reserve by £2.907m in order to offset capital cost inflationary pressures and reduce planned borrowing to free up revenue budget associated with debt servicing cost be approved

- c) the re-phasing of planned capital spend from 2022/23 into future years of £6.334m, as outlined in Appendix B be approved and ;
- d) committed reserves of £19.789m and a general reserve of £3.000m as outlined in Appendix A4 be approved.

## **8. Service Delivery Plan 22-23 End of Year Report**

Chief Fire Officer, Phil Garrigan presented the end of year Service Delivery Plan for 2022-23, detailing Authority's performance against its targets and objectives.

Members considered the functional plans and the Authorities aspirations for this IRMP. Their attention was drawn to the merging of Aintree and Croxteth Stations and the progress of the Training and Development Academy which was on track for delivery. Members were also advised that the Authority was seeking to introduce a Stinger Fire Appliance which can penetrate into buildings and roof spaces to fight fire as part of the current Integrated Risk Management Plan.

Councillor Sue Murphy queried the target for embedding of PORIS and asked why it was reported as 2023 when it would not be finished until March 2024. The Chief Fire Officer explained that the project was phased and the focus had been extended to recognise the full scope of the technology. It was agreed that the reporting date for this project be reported as 2024 as it was deemed more accurate.

Members discussed EBikes with regards to the fatality figures in the report and it was suggested that the Authority campaign to Government to change the legislation around the usage and storage of EBikes to make them safer. Councillor Dave Hanratty noted that there had been seven fire deaths in the UK resulting from EBikes and urged the Authority to support third party verification for the purchase of EBikes. Members discussed the best approach for lobbying Government on this issue.

Councillor Les Byrom noted that there had been a session on emerging technology at the LGA Conference in February and he agreed that lobbying government to increase the regulations on poor quality batteries and raise awareness of the potential dangers.

The Chief Fire Officer assured the Members that this was an issue being considered by the National Fire Chiefs Council and was recognised by Fire and Rescue Services across the country. The Authority noted that £50,000 had been allocated in the current budget for work on alternative fuels and the service was aware of the potential risks around storage and handmade charging/conversions for EBikes.

The Committee discussed the use of drones to identify hotspots and increase visibility of fires at waste recycling plants or to drop survival equipment into the River as part of water rescue.

**RESOLVED** that:

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

- b) the Chief Fire Officer write to Government urging for stronger legislation around the sale and charging of EBikes.

Date of next meeting Thursday, 21 March 2024



<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>14 DECEMBER 2023</b>	<b>REPORT NO:</b>	<b>CFO/059/23</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>DEB APPLETON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>HMICFRS INSPECTION REPORT 2023</b>		

<b>APPENDICES:</b>	<b>APPENDIX A: MFRS HMICFRS INSPECTION REPORT</b>
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### **Purpose of Report**

1. To inform Members of the outcomes of the 2023 inspection of Merseyside Fire and Rescue Service (MFRS) by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

### **Recommendation**

2. It is recommended that Members note the outcomes of the 2023 HMICFRS inspection which can be found as an appendix to this report.

### **Introduction and Background**

3. In May and June 2023, HMICFRS carried out its third full inspection of MFRS. This was preceded by two months during which information and data was provided to the inspectorate to support them in the inspection process.
4. The inspection involved many areas of the Service and took the form of document reviews, interviews, desk top reviews, reality testing with staff and focus groups.
5. The structure of the inspection was largely similar to previous years, but each inspection has had a focus on different areas of the organisation. In each Service, the inspecting team will also focus on areas for improvement from the previous inspection. In 2023, the most significant difference was a change to the criteria used to judge the performance of the Service with a move from four judgements; Outstanding, Good, Requires Improvement and Inadequate, to the inclusion of a judgement of Adequate. In addition, there has been a change from issuing overall judgments for the three pillars of Effectiveness, Efficiency and People to a judgement being provided for each of the 13 areas being inspected, with no overall judgements.

6. In the final report, published in October 2023 (summarised below) the Service attained the three Outstanding judgements. None of the 13 themes were classed as Requires Improvement or Inadequate (members will recall we previously had one requires improvement in 2021):

### Our judgments

Our inspection assessed how well Merseyside Fire and Rescue Service has performed in 11 areas. We have made the following graded judgments:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Preventing fire and risk	Understanding fire and risk	Promoting values and culture		
Responding to major incidents	Public safety through fire regulation	Right people, right skills		
Best use of resources	Responding to fires and emergencies	Promoting fairness and diversity		
	Future affordability			
	Managing performance and developing leaders			

7. As with every inspection, the inspection team did identify some areas in which the Service could improve. Those were:
- The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.
  - The service should make sure all staff understand and demonstrate its values.
  - The service should assure itself that middle managers demonstrate service values through their behaviours
  - The service should assure itself that it has an effective succession planning mechanism in place for all roles
  - The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff.

The inspection also identified promising practice:

“The service makes excellent use of the people and resources available: The service has four different duty systems (work patterns) for firefighters, which are aligned with emergency response demand (in 2022, 65.5 percent of all incidents occurred during the day) and contribute to improving productivity and efficiency.”

And innovative practice:

“The service has introduced a development day for women”

8. The Service takes seriously any suggestions for improvement and will of course put in place an action plan to address areas for improvement and report back to Members on progress, as has been the case with the two previous inspections. Equally, the Service is pleased with the positive and innovative practice identified, which reflects a Service-wide focus on continuous improvement.
9. Based on these outcomes MFRS is currently the highest performing Service in England and the overall impression of the report is that MFRS is performing strongly, as referenced in the HMI's comments below:

"I congratulate Merseyside Fire and Rescue Service on its performance in keeping people safe and secure from fire and other risks. We were pleased to see that the service has made progress since our last inspection in May 2021. For example, the service has improved how it commands fire service assets assertively and safely at incidents, how it promotes equality, diversity and inclusion and how it works with underrepresented groups in the workforce."
10. The performance is testimony to the hard work and tenacity of the whole Service and it reflects the commitments we have made within our Leadership Message – Here to Serve – Here to Protect – Here to Keep you Safe.

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

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11. No EIA is required for this report, but EIAs will be produced for actions resulting from the inspection report as appropriate. The report noted improvements since the last inspection in how MFRS promotes ED&I.

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#### **Staff Implications**

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12. Many staff were involved in the inspection process and the inspection team and Chief Fire Officer thanked those staff for their positive engagement with the process.

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#### **Legal Implications**

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13. Any legal implications will be addressed as part of the action planning process.

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

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14. Any financial implications will be addressed as part of the action planning process.

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

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15. Any risk management, health and safety or environmental implications will be addressed as part of the action planning process.

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

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

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16. The inspection report provides significant assurances regarding the Service's performance against its purpose.

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## **BACKGROUND PAPERS**

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

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## **GLOSSARY OF TERMS**

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**MFRA** Merseyside Fire and Rescue Authority

**MFRS** Merseyside Fire and Rescue Service

# Fire & Rescue Service 2023–25

## Effectiveness, efficiency and people

An inspection of Merseyside Fire and Rescue Service

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# Changes to this round of inspection

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We last inspected Merseyside Fire and Rescue Service in May 2021. And in December 2021, we published our inspection report with our findings on the service's effectiveness and efficiency and how well it looks after its people.

This inspection contains our third assessment of the service's effectiveness and efficiency, and how well it looks after its people. We have measured the service against the same 11 areas and given a grade for each.

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We haven't given separate grades for effectiveness, efficiency and people as we did previously. This is to encourage the service to consider our inspection findings as a whole and not focus on just one area.

We now assess services against the characteristics of good performance, and we more clearly link our judgments to [causes of concern](#) and [areas for improvement](#). We have also expanded our previous four-tier system of graded judgments to five. As a result, we can state more precisely where we consider improvement is needed and highlight good performance more effectively. However, these changes mean it isn't possible to make direct comparisons between grades awarded in this round of fire and rescue service inspections with those from previous years.

A reduction in grade, particularly from good to adequate, doesn't necessarily mean there has been a reduction in performance, unless we say so in the report.

This report sets out our inspection findings for Merseyside Fire and Rescue Service.

More information on [how we assess fire and rescue services](#) and [our graded judgments](#) is available on our website.



# Overall summary

## Our judgments

Our inspection assessed how well Merseyside Fire and Rescue Service has performed in 11 areas. We have made the following graded judgments:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Preventing fire and risk	Understanding fire and risk	Promoting values and culture		
Responding to major incidents	Public safety through fire regulation	Right people, right skills		
Best use of resources	Responding to fires and emergencies	Promoting fairness and diversity		
	Future affordability			
	Managing performance and developing leaders			

In the rest of the report, we set out our detailed findings about the areas in which the service has performed well and where it should improve.

## HMI summary

It was a pleasure to revisit Merseyside Fire and Rescue Service, and I am grateful for the positive and constructive way in which the service worked with our inspection staff.

I congratulate Merseyside Fire and Rescue Service on its performance in keeping people safe and secure from fire and other risks.

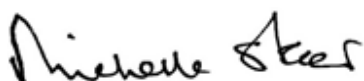
We were pleased to see that the service has made progress since our last inspection in May 2021. For example, the service has improved how it commands fire service assets assertively and safely at incidents, how it promotes equality, diversity and inclusion and how it works with underrepresented groups in the workforce.

We have judged the service to be outstanding in three areas and good in five others.

My principal findings from our assessments of the service over the past year are as follows:

- The service is outstanding at preventing fires and other risks. It carries out a high number of [home fire safety checks](#) and [safe and well visits \(SAWVs\)](#) and gives priority to those most at risk in the community.
- The service is outstanding at responding to major and multi-agency incidents. It is well prepared to respond to these types of emergency incidents, and it works well with partners to make sure that there is an effective response.
- The service is outstanding at making best use of its resources. It has comprehensive financial and resourcing plans aligned with its strategic priorities and sustainability strategies that are achieving value for money for the public.
- The service should use its enforcement powers in a more proportionate way.
- The service needs to do more to make sure its values and behaviours are demonstrated at all levels of the organisation and diversify its future and current leaders.

Overall, I commend the service on the changes it has made and expect it to continue working to resolve the further areas for improvement we have identified.



**Michelle Skeer**

HM Inspector of Fire & Rescue Services

# Service in numbers



## Profile

	Merseyside	England
Area		
Square miles	252	50,370
Population (thousands)		
30 June 2021	1,423	56,536
Population density		
Thousands per square mile	5.6	1.1



## Cost

Funding		
Year ending 31 March 2022	£63.8m	£2.5bn
Expenditure per population		
Year ending 31 March 2022	£52.99	£41.88

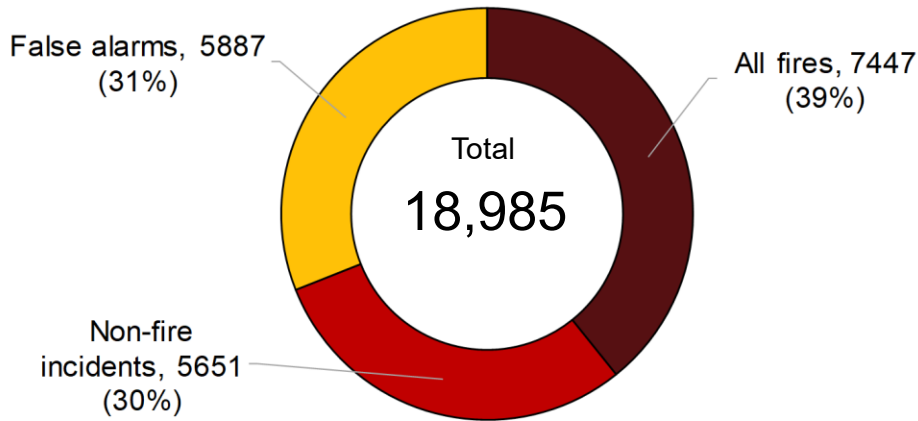


## Response

Incidents attended per 1,000 population		
Year ending 30 September 2022	13.3	11.0
Home fire safety checks carried out by fire and rescue service per 1,000 population		
Year ending 31 March 2022	28.1	7.7
Fire safety audits per 100 known premises		
Year ending 31 March 2022	0.8	2.0
Availability of wholetime pumps		
Year ending 31 March 2022	99.7%	
Availability of on-call pumps		
Year ending 31 March 2022	99.7%	



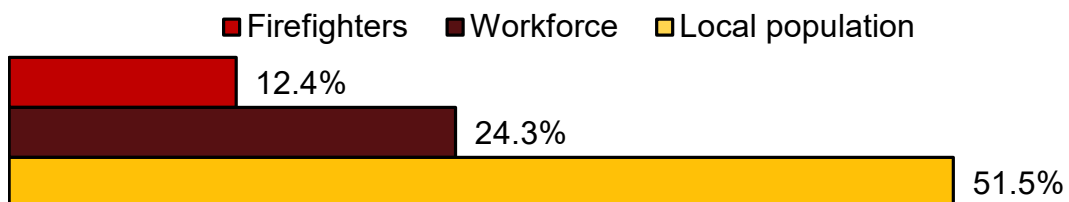
## Incidents attended in the year to 30 September 2022



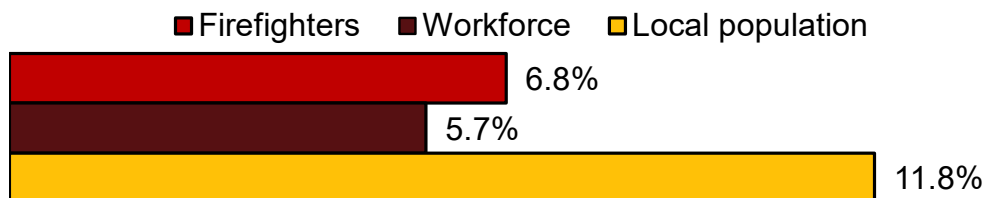
## Workforce

	Merseyside	England
Five-year change in total workforce 2017 to 2022	-1.9%	0.2%
Number of firefighters per 1,000 population Year ending 31 March 2022	0.66	0.62
Percentage of firefighters who are wholetime Year ending 31 March 2022	66.3%	65.2%

### Percentage of firefighters, workforce and population who are female as at 31 March 2022



### Percentage of firefighters, workforce and population who are from ethnic minority backgrounds as at 31 March 2022



References to ethnic minorities in this report include people from White minority backgrounds but exclude people from Irish minority backgrounds. This is due to current data collection practices for national data. For more information on data and analysis in this report, please view the [‘About the data’ section of our website](#).

# Understanding the risk of fire and other emergencies

Good

Merseyside Fire and Rescue Service is good at understanding risk.

Each fire and rescue service should identify and assess all foreseeable fire and rescue-related risks that could affect its communities. It should use its protection and response capabilities to prevent or mitigate these risks for the public.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Main findings

### The service identifies and understands risk in the community

The service has assessed a suitable range of risks and threats using a thorough community risk management planning process. In its assessment of risk, it uses information it has collected from a broad range of internal and external sources and datasets.

When appropriate, the service has consulted and held constructive dialogue with its communities and other relevant parties to understand risk and explain how it intends to mitigate it. For example, it has spoken with and listened to the opinions of community members about its service plans. It also works with key partners, such as Merseyside Police, Liverpool City Council and staff representative bodies, to understand what is expected of the service.

The service used an external provider to consult with the community about its [integrated risk management plan \(IRMP\)](#) prior to it being introduced. A total of 125 people were consulted – 25 from each of Merseyside's 5 districts – to represent all parts of the community. This is limited in terms of reflecting the local population, which is around 1.4 million. There is no evidence of any ongoing consultation taking place while the IRMP is active.

The service could improve how it consults with its local community, including using [inclusive social research practices](#), to develop its understanding of risk in the community.

### **The service has a detailed and effective risk management plan**

The service uses an IRMP to assess risk at a local community level and record the findings. This plan describes how the service intends to use its prevention, protection and response activities to mitigate or reduce the risks and threats the community faces now and in the future.

Information about previous incidents is analysed, and firefighters and equipment are aligned with demand and risk to make sure that the service's emergency response is effective.

### **The service has effective arrangements to gather information and make it available through modern systems**

The service collects information about the highest-risk people, places and threats it has identified. For example, through data sharing with the NHS and other partner agencies, the service identifies vulnerability, which helps it plan how to provide its services. However, some of the information we reviewed was limited or out of date. For example, information on an industrial high-risk [COMAH](#) site hadn't been updated since August 2019. The service's policy states that it should be updated annually.

The service could improve its assurance processes to confirm that risk information is up to date and the most contemporary and accurate information is available to those who manage and respond to emergencies.

We sampled a broad range of the risk information the service collects, including on high-risk industrial sites, tall residential buildings and a hospital.

This information is readily available for the service's prevention, protection and response staff. This means these teams can identify, reduce and mitigate risk effectively. Where appropriate, the service shares risk information with other organisations, such as local authorities, health professionals and private-sector landlords.

Staff at the locations we visited, including firefighters and emergency control room staff, were able to show us that they could access, use and share risk information quickly to help them resolve incidents safely.

### **The service has used operational activity to inform changes in its emergency response capabilities**

The service has recorded and communicated risk information effectively. It also routinely updates risk assessments and uses feedback from local and national operational activities to inform its planning assumptions. For example, based on information from risk assessments, the service has introduced specialist stations in certain locations. This includes two fire stations with a dedicated wildfire capability to meet the demand in the local and wider service area.

# Preventing fires and other risks

## Outstanding

Merseyside Fire and Rescue Service is outstanding at preventing fires and other risks.

Fire and rescue services must promote fire safety, including giving fire safety advice. To identify people at greatest risk from fire, services should work closely with other organisations in the public and voluntary sectors, and with the police and ambulance services. They should share [intelligence](#) and risk information with these other organisations when they identify vulnerability or exploitation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Main findings

### **The prevention strategy prioritises those most at risk from fire and other emergencies**

The service's prevention strategy is clearly linked to the risks it has identified in its IRMP. It recognises the factors that contribute to vulnerability and defines how the service and its partners will work to reduce risk through a range of initiatives.

The service's teams work well together and with other relevant organisations on prevention, and they share relevant information when needed. The service uses information to adjust its planning assumptions and direct activity between its prevention, protection and response functions. For example, following a fatal fire in January 2022, the service introduced a targeted prevention campaign to provide information about the hazards and risks associated with charging electric bikes and scooters. Firefighters worked with prevention advocates to support the community.

### **The service directs its prevention work at vulnerable people**

The service uses a risk-based approach to clearly prioritise its prevention activity towards people most at risk from fire and other emergencies. For example, firefighters are provided with NHS [Open Exeter](#) information to help them identify where [vulnerable people](#) live in the community. They use this to prioritise visits as part of their prevention work.



The service uses a broad range of information and data to target its prevention activity at vulnerable individuals and groups. It has analysed data gathered from incidents, which is supplemented by information from partner organisations, such as the NHS, and data such as the Government's [indices of deprivation](#).

It carries out a range of interventions, which it adapts to the level of risk in its communities. Firefighters carry out home fire safety checks, and prevention advocates carry out SAWVs. Following fire incidents, the service initiates prevention campaigns that are tiered according to the severity of the incidents.

[Watch](#)-based teams and prevention advocates have targets for completing home fire safety checks and SAWVs respectively, but we found that they could be better directed towards specific risks.

In 2021/22, the service carried out 28.1 home fire safety checks per 1,000 of the population, which is well above the rate for England of 7.8 visits per 1,000 of the population. On 31 March 2022, the service had 561 outstanding prevention visits to be allocated to staff, and it has effective arrangements in place to manage this backlog.

### **Staff have received appropriate training to make home fire safety checks and SAWVs**

Staff told us they have the right skills and confidence to make home fire safety checks and SAWVs. These checks and visits cover an appropriate range of hazards that can put vulnerable people at greater risk from fire and other emergencies, including those who have home medical devices and people with disabilities.

### **Safeguarding concerns are recognised and action is taken to reduce risk**

Staff we interviewed told us about occasions when they had identified safeguarding problems. They told us they feel confident and trained to act appropriately and promptly. They explained the service's process for reporting concerns and making referrals to partner organisations. There is a good understanding of safeguarding indicators, and examples were provided where staff have acted as a result of visiting people in their homes.

### **The service works with partners to promote prevention**

The service works with a wide range of other organisations to prevent fires and other emergencies. These include local authorities such as adult and children's safeguarding boards, health professionals and housing providers. The service helps people from these organisations to recognise the hazards and risks of fire and other emergencies and make appropriate referrals.

There is no evidence that the service has arrangements in place for partner agencies or organisations to provide prevention services themselves.

Firefighters routinely refer people at greatest risk to their vulnerable persons advocate colleagues to better meet their needs. And the service acts appropriately on the referrals it receives.

The service routinely exchanges information with other public sector organisations about people and groups at greatest risk. It uses this information to challenge planning assumptions and target prevention activity. For example, using data and information gathered from incidents and from working with other fire and rescue services, the service has identified lithium-ion batteries as a specific fire risk. It has written formally to a range of organisations to inform them of the prevention work that it is doing in response to this risk. The service promotes the sharing of advice and information through its social media accounts.

### **There are dedicated resources to tackle fire-setting behaviour**

The service has a range of suitable and effective interventions to target and educate people with different needs who show signs of fire-setting behaviour. These include school visits and street intervention teams who work with local authorities in high-risk locations.

When appropriate, it routinely shares information with relevant organisations to support the prosecution of arsonists or to direct them towards restorative justice practices. Each district in the service has an arson advocate who shares intelligence with a range of partners including Merseyside Police and Liverpool City Council. The arson advocate is supported by a group manager who investigates arson and deliberate fire incidents.

### **Prevention activity is evaluated to assure good practice**

The service has good evaluation tools in place to measure how effective its activity is and to make sure all sections of its communities get appropriate access to the prevention services that meet their needs. For example, the service employs an external provider to contact members of the public who have had a prevention-related visit to gather information about the quality of the service provided.

Prevention activities take account of feedback from the public, other organisations and other parts of the service. For example, staff told us that they regularly meet partners to discuss community risks. They meet many different groups such as utility companies, councils and arson teams from partner agencies.

The service uses feedback to inform its planning assumptions and change future activity, so it focuses on what the community needs and what works.

# Protecting the public through fire regulation

Good

Merseyside Fire and Rescue Service is good at protecting the public through fire regulation.

All fire and rescue services should assess fire risks in certain buildings and, when necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But it must have a locally determined, risk-based inspection programme for enforcing the legislation.

## Area for improvement

The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Main findings

### The IRMP supports effective protection work

The service's protection strategy is clearly linked to the risks it has identified in its IRMP.

Staff across the service are involved in this activity, effectively exchanging information as needed. For example, firefighters complete simple operational fire safety assessments as a part of the service's protection work. The service then uses information to adjust planning assumptions and direct activity between its protection, prevention and response functions. This means resources are aligned with risk. Where hazards and risks are identified, they are shared with the appropriate function. For example, when a risk to the safety of firefighters responding to emergency incidents is identified, a form is submitted to make sure that the information is shared with the response team.

## **The service directs protection work to reflect the highest risk**

The service's risk-based inspection programme is focused on the service's highest-risk buildings. The service has prioritised premises where people sleep, such as hospitals and hotels, and high-risk buildings that its protection staff haven't previously visited. This follows a revision of the categorisation of high-risk buildings using the service's premises risk model.

The audits we reviewed had been completed in the time frame the service has set itself. All the inspection activity was completed within the appropriate time frame as per the service's protection policy and procedure.

## **Protection work is quality assured**

We reviewed a range of audits that the service had carried out at different buildings across its area. These included audits carried out:

- as part of the service's risk-based inspection programme;
- after fires at premises where fire safety legislation applies;
- where enforcement action was taken; and
- at high-rise, high-risk buildings.

Not all the audits we reviewed were completed in a consistent and systematic way or in line with the service's policies. We found evidence in all records that the authorising manager had given signed approval, but the Health and Safety Executive's enforcement management model wasn't completed as a part of the fire safety audit. The model is a system that helps inspectors make enforcement decisions in line with the Health and Safety Executive's enforcement policy statement.

## **The service has appropriate governance arrangements in place for protection**

The service carries out proportionate quality assurance of its protection activity. Staff told us that each fire safety inspector receives a quality assurance check every six months. This is linked to the [National Fire Chiefs Council](#)'s framework. The training manager monitors any themes that arise and discusses them at monthly protection management meetings. Feedback and findings are then recorded in the protection management system.

The service has good evaluation tools in place to measure how effective its activity is and to make sure all sections of its communities get appropriate access to the protection services that meet their needs. The performance management group meets regularly, and its remit includes the monitoring and reporting of protection work. Performance indicators are in place to measure the effectiveness of the risk-based inspection programme.

### **The service could improve parts of its enforcement activity**

The service doesn't use its full range of enforcement powers consistently. We found it doesn't always take appropriate opportunities to prosecute those who don't comply with fire safety regulations. The service doesn't have an automated process to consider prosecution at the point of a prohibition notice being served. The service's fire safety inspectors told us that it is at their discretion to make a referral for prosecution and that they sometimes lose confidence in the process. The service has also recognised that staff's knowledge and understanding of prosecution could be improved, and it has planned several [continuing professional development](#) courses to support this area of learning.

In the year ending 31 March 2022, the service issued 5 alteration notices, 386 informal notifications, 64 enforcement notices, 28 prohibition notices and completed 1 prosecution. It completed six prosecutions in the five years from 1 April 2017 to 31 March 2022.

### **The protection function is well resourced**

The service has enough qualified protection staff to meet the requirements of its risk-based inspection programme. The protection function has 70 posts. These include:

- administration roles;
- inspectors; and
- members of uniformed staff, including supervisory, middle and senior managers.

This is supplemented by station-based firefighters who hold formal qualifications and participate in protection work. This helps it provide the range of audit and enforcement activity needed, both now and in the future.

Staff get the right training and work to appropriate accreditation.

### **The service has responded positively to new fire safety legislation**

Since our last inspection, the Government has introduced the [Building Safety Act 2022](#) and the [Fire Safety Regulations 2022](#) to bring about better regulation and management of tall buildings.

The service is supporting the introduction of the [Building Safety Regulator](#). The service has assigned three staff, consisting of one fire engineer and two fire safety inspectors, to provide training and work with people who have responsibility for the fire safety of tall buildings. It expects these arrangements to be manageable and not affect how other protection activity is completed.

The Fire Safety Regulations 2022 introduced a range of duties for the managers of tall buildings. These include a requirement to give the fire and rescue service floor

plans and inform them of any substantial faults to essential firefighting equipment, such as firefighting lifts.

We found that the service had good arrangements in place to receive this information. When it doesn't receive the right information, it acts. And it updates the risk information it gives its operational staff accordingly.

### **The service could improve how it shares information with other agencies**

The service works with other enforcement agencies to regulate fire safety, but it does so inconsistently. It doesn't routinely exchange risk information with them. Our inspectors reviewed several fire safety records, and there was no evidence to show that information had been shared with relevant partners to inform them of formal notices being applied.

### **The service manages building consultations effectively**

The service responds to all building consultations on time. This means it consistently meets its statutory responsibility to comment on fire safety arrangements at new and altered buildings. In 2021/22, the service responded to 99.1 percent of building consultations within the required time frame.

### **The service works effectively with businesses to promote fire safety**

The service proactively works with local businesses and other organisations to promote compliance with fire safety legislation. Staff told us that, following an invite from the chamber of commerce, the service liaised with approximately 160 people who are responsible for businesses in the community. This provided an opportunity to promote business fire safety and share applicable information to improve awareness.

### **The service has a proactive approach to reduce the number of unwanted fire signals**

An effective risk-based approach is in place to manage the number of unwanted fire signals. The service has introduced a range of initiatives to manage and reduce unwanted fire signals. These include what is known as call challenging within the emergency control room, where staff assess calls and decide whether or not they require a fire and rescue response. The number of unwanted fire signals is managed through the performance management group, and information is shared with fire station managers to inform them of frequent and repeated occurrences. The station manager co-ordinates work to reduce the unwanted fire signals. Since 2018/19, the proportion of incidents relating to unwanted fire signals that haven't been attended by the service is 62 percent, which is consistently higher than the England rate of 36 percent.

Fewer unwanted calls mean fire engines are available to respond to a genuine incident rather than responding to a false one. It also reduces the risk to the public if fewer fire engines travel at high speed on the roads.

# Responding to fires and other emergencies

Good

Merseyside Fire and Rescue Service is good at responding to fires and other emergencies.

Fire and rescue services must be able to respond to a range of incidents such as fires, road traffic collisions and other emergencies in their areas.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Main findings

### Response and availability are aligned with risk and demand

The service's response strategy is linked to the risks it has identified in its IRMP. Its fire engines and response staff, as well as its working patterns, are designed and located to help the service respond flexibly to fires and other emergencies with the appropriate resources. For example, the service has identified ten key fire station locations where it makes sure there is always a fire engine available. This means that the service can get to most incidents in the service area within ten minutes.

Duty systems have been adapted to align with demand, which means that the right people and equipment are in the right place at the right time.

### The service has a definitive response standard

There are no national response standards of performance for the public. But the service has set out its own response standards in its IRMP. As a minimum standard, it aims for the first fire engine to attend all incidents where there is a risk of death or serious injury within 10 minutes, 90 percent of the time.

The service told us that in 2021/22, it achieved its response standards on 95.4 percent of occasions. The service consistently meets its standards. Home Office data shows that in the year ending 31 June 2022, the service's response time to [primary fires](#) was 7 minutes and 48 seconds. This is in line with the average for predominantly urban services.



The service intends to improve its response time. It has identified a software application that will speed up the time it takes to respond to emergency incidents through the enhanced mobilisation of firefighters.

### **The service maintains a high level of availability of fire engines**

To support its response strategy, the service aims to have 90 percent of fire engines available at all times. The service consistently meets this standard. In 2021/22, it achieved an overall annual availability of 99.7 percent.

### **The service has effective command arrangements**

The service has trained incident commanders who are assessed regularly and properly. We found clear evidence of training and development for all incident commanders. This includes formal training and assessment, coaching, mentoring and command seminars to support continuing professional development. This helps the service safely, assertively and effectively manage the range of incidents it could face, from small and routine ones to complex multi-agency incidents.

As part of our inspection, we interviewed incident commanders from across the service. They were familiar with risk assessing, decision-making and recording information at incidents in line with national best practice as well as the [Joint Emergency Services Interoperability Principles \(JESIP\)](#).

When we inspected the service in 2021, we identified an area for improvement as the service couldn't assure itself that it had procedures in place to make sure that operational decisions made at incidents were recorded and that these procedures were understood by staff. As a result, the service has introduced several methods of recording important operational decisions that are made at incidents. These include providing senior officers with grab bags that contain hard-copy logbooks to record information. Logbooks are also located on fire engines and at incident command units, so they are always accessible to staff. Staff can also record information using [body-worn video](#) and dictaphones. Additionally, there is now an electronic decision log in the emergency control room. There is a policy and a procedure to explain the process of decision logging, and staff have a good awareness of the process. Therefore, this area for improvement has now been discharged.

### **Changes in control are improving effectiveness**

We were pleased to see the service's control staff integrated into its command, training, exercise, debrief and assurance activity. The control function has been aligned with the response directorate and, as a result, the team has become more involved with service delivery. For example, members of the control team now routinely attend operational assurance team meetings and contribute to incident reviews. Staff told us that training is in place to assure knowledge and understanding of all incidents.



### **Some risk information isn't up to date**

We sampled a range of risk information, including the information in place for firefighters responding to incidents at high-risk locations. This included high-rise buildings and the information held by [fire control](#).

The information we reviewed was mostly up to date and detailed. However, there was some evidence of records that weren't up to date. Our inspectors viewed several records that hadn't been reviewed in accordance with the service's policy. These included records on a high-risk site. This could compromise firefighter safety in the event of an emergency incident due to important information not being accurate or available.

Staff can easily access and understand records. Encouragingly, information had often been completed with input from the service's prevention, protection and response functions when appropriate.

### **Operational performance is assured and aligned with national operational guidance**

As part of the inspection, we reviewed a range of emergency incidents and training events. These included fires in tall buildings, fires in homes, road traffic collisions and water-related incidents where people had been rescued.

We were pleased to see that the service routinely follows its policies to make sure that staff command incidents are in line with operational guidance. It updates internal risk information with the information it receives. The service holds regular meetings to review emergency incident response, operational procedures and incident command. The meetings have a structured approach that considers the procedures applied to resolve an incident and how they align with [national operational guidance](#). The meetings' findings are recorded. Good practice is recognised and opportunities for learning and areas for improvement are identified. And the service exchanges this information with appropriate organisations, such as neighbouring fire and rescue services and the [national operational learning](#) portal.

We were encouraged to see that the service is contributing towards and acting on learning from other fire and rescue services or operational learning gathered from emergency service partners. The service has an operational improvement group that considers national operational learning or [joint organisational learning](#) action or information notes. Following an initial assessment, changes are made by departmental managers where applicable.

### **The service communicates with the public through a range of methods**

The service has good systems in place to inform members of the public about ongoing incidents and help keep them safe during and after incidents. This includes using social media platforms to warn and inform people of incidents and offer advice on how they can protect themselves. The service works in partnership with the [local resilience forum \(LRF\)](#) to share information through structured communications teams.

# Responding to major and multi-agency incidents

## Outstanding

Merseyside Fire and Rescue Service is outstanding at responding to major and multi-agency incidents.

All fire and rescue services must be able to respond effectively to multi-agency and cross-border incidents. This means working with other fire and rescue services (known as intraoperability) and emergency services (known as interoperability).

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Main findings

### **The service is prepared to respond to major and multi-agency incidents**

The service has effectively anticipated and considered the reasonably foreseeable risks and threats it may face. These risks are listed in both local and national risk registers as part of its community risk management planning. For example, the service uses the national risk register and works with partners in the LRF to manage the community risk register. The service has identified six incident types that, although less likely to occur than other incidents, would have a significant effect on the community and the service.

It is also familiar with the significant risks neighbouring fire and rescue services may face and which it might reasonably be asked to respond to in an emergency. These include marauding terrorist attacks and wildfire incidents. Firefighters have access to risk information from neighbouring services. The service uses the [Resilience Direct](#) system for sharing and collating risk information, including content applicable to neighbouring services.

## **The service is developing its capability to respond to major and multi-agency incidents**

In our last inspection, we focused on how the service had collected risk information and responded to the Government's building risk review programme for tall buildings.

In this inspection, we have focused on how well prepared the service is to respond to a major incident at a tall building, such as the tragedy at [Grenfell Tower](#).

We found that the service had well-developed policies and procedures in place for safely managing this type of incident. Staff at all levels understand them, and robust training and exercising have taken place to test them. The service has been allowed access to a tall building that provides living accommodation. It has used the venue for training on how to respond to a fire in this type of building. The training and exercising activities have included firefighters, incident commanders, control staff and members of neighbouring fire and rescue services.

At this type of incident, a fire and rescue service would receive a high volume of simultaneous fire calls. We found that the systems in place in the service were robust enough to receive and manage this volume of calls. Staff in the emergency control room, at the incident and in assisting control rooms can share, view and update the actions that result from the individual fire calls.

Our inspectors observed the system that is in place to manage the transfer of information between the emergency control room and the scene of an incident when a tall building is involved in a fire. Specifically, inspectors were shown the electronic system that can be used to relay important information, such as the people who are at the greatest risk and need to be rescued. Staff told us that information on the system can be accessed from both the emergency control room and the incident command unit, and information can be related from one location to the other.

In August 2023, the service confirmed that it has fully implemented the system and is able to provide information from the emergency control room to a bridgehead as well as the incident command unit. This system is imperative to ensure the most effective response to this type of incident.

Not all staff at all levels properly understand the policies and procedures the service has in place. We found a good level of understanding among middle managers who operate as incident commanders at emergency incidents and some supervisory managers, but some firefighters have limited knowledge.

### **The service works effectively with other fire and rescue services**

The service supports other fire and rescue services responding to emergency incidents. For example, the service has responded to major incidents such as wildfires in neighbouring fire and rescue service areas. It is the lead authority for national resilience and as such, has a comprehensive understanding of the arrangements needed to co-ordinate and manage a regional or national response. It works in collaboration with neighbouring services and can form part of a multi-agency response.

The service has successfully deployed to other services and has used [national resilience assets](#), such as high-volume pumps.

### **The service is improving at exercising with neighbouring fire and rescue services**

The service has a cross-border exercise plan with neighbouring fire and rescue services, helping them work together effectively to keep the public safe. The plan includes the risks of major events at which the service could foreseeably give support or ask for help from neighbouring services.

In 2021/22, the service carried out five exercises with neighbouring services aligned with applicable risks. This is an improvement on none in 2020/21 and two in 2019/20. Neighbouring fire and rescue services have attended several exercises at Merseyside Fire and Rescue Service to share information about policy and procedure when dealing with fires in tall buildings. These were practical exercises carried out in this type of building.

We were encouraged to see that the service uses feedback from these exercises to inform risk information and service plans.

### **There is a good understanding of JESIP among staff**

The incident commanders we interviewed had been trained and were familiar with JESIP.

We found strong evidence that the service follows JESIP principles. This included a consistent level of awareness, knowledge and understanding of JESIP and how it is applied by staff who respond to emergency incidents. Our inspectors spoke to firefighters and supervisory and middle managers who were all able to explain how they use JESIP to work with other emergency responders, and they explained the benefits that this brings to their roles.

We sampled a range of debriefs the service had carried out after multi-agency incidents and exercises. We were encouraged to find that the service was identifying problems it had with applying JESIP and taking appropriate, prompt action with other emergency organisations.

### **The service works effectively with partners**

The service has good arrangements in place to respond to emergencies with partners that make up the Merseyside LRF. These arrangements include supporting the LRF by being an active member of meeting groups and providing the chairperson for some of those meetings. The service also has a joint command and control centre located in its headquarters.

The service takes part in regular training events with other members of the LRF and uses the learning to develop planning assumptions about responding to major and multi-agency incidents. In 2021/22, it participated in 60 multi-agency training exercises, which is an improvement on 3 in 2020/21. It has participated in national exercising activity, including in the aftermath of the power distribution disruption caused by Storm Arwen.

### **There is a clear process to acknowledge and consider national learning**

The service makes sure it knows about national operational updates from other fire services and joint organisational learning from other organisations, such as the police service and ambulance trusts. It uses this learning to inform planning assumptions that it makes with partner organisations.

The operational improvement group is responsible for analysing national operational learning action and information notes, which it implements where applicable. When changes are required in areas such as local guidance, training packages, service instructions or e-learning, they are made by departmental managers.

# Making best use of resources

## Outstanding

Merseyside Fire and Rescue Service is outstanding at making best use of its resources.

Fire and rescue services should manage their resources properly and appropriately, aligning them with their risks and statutory responsibilities. Services should make best possible use of resources to achieve the best results for the public.

The service told us that its revenue budget for 2023/24 is £67.9m. And the service also told us that this is a 9.9 percent increase on the previous financial year.

## Promising practice

### **The service makes excellent use of the people and resources available**

The service has four different duty systems (work patterns) for firefighters, which are aligned with emergency response demand (in 2022, 65.5 percent of all incidents occurred during the day) and contribute to improving productivity and efficiency.

These systems are [wholetime](#), low-level activity and risk, day crewing wholetime retained and hybrid.

This range of options allows the service to be flexible if there is a high number of incidents or where there is a large-scale incident. This assures that its response standards are consistently achieved. The service's target is to have the first fire engine in attendance at life-risk incidents in 10 minutes on 90 percent of occasions. The service reports that this was achieved on 95.4 percent of occasions in 2021/22.

The duty systems and performance management arrangements support high levels of workforce productivity. This means that when firefighters aren't responding to emergency incidents, their time is used efficiently, which helps the service achieve the objectives in its [integrated risk management plan](#). For example, this includes carrying out prevention-related home visits, gathering risk information, fire safety inspections and other core work, such as competency-based training. Staff carry out these activities at the most appropriate times of the day.

The service makes good use of key performance indicators and uses data to evaluate and monitor the success of its objectives. Data is scrutinised at middle and senior management level through formal meeting groups, such as the operational board meeting and the performance management group.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## **Main findings**

### **Objectives are supported and achieved by effective financial plans**

The service's financial and workforce plans, including allocating resources to prevention, protection and response, continue to be consistent with the risks and priorities it has identified in its IRMP. All the service's functions have enough people, equipment and budget provision to make sure that it achieves the aims and objectives set out in its IRMP.

Since our last inspection, the service has increased its number of fire engines from 30 to 32. This increase was based on a reassessment of the resources needed to respond to high-impact incidents. These occur less often than other types of incidents but require more firefighters and equipment to resolve. The service has added 20 supervisory manager roles to support the response function. And it has increased the number of people who work in the emergency control room from 32 to 35. This has improved resilience and provides more opportunities for other core work, such as training, to be carried out.

The service has identified lithium-ion batteries as a new and emerging risk to people and property due to fire-related incidents. There is a dedicated innovation fund in the 2023/24 budget to support work dealing with this risk.

Work continues on a new £39m training and development academy, which is due to open in 2024. It will provide a modern training environment and replace the existing facility.

The service has evaluated its mix of crewing and duty systems. It has analysed its response cover and can show that it deploys its fire engines and response staff to



manage risk efficiently. It has reviewed incidents that have occurred in the past to help it plan for future emergency incidents and make sure that the response is effective. As a result, it has identified ten key fire stations that will always have a fire engine available to respond. This measure makes sure that response standards are achieved, and it is supplemented by the ability to staff additional fire engines during periods of high demand or increased risk.

The service has an operational assurance team that monitors the response to emergency incidents. Key performance indicators (KPIs), based on relevant and reliable data sources, are reported to demonstrate that the duty systems in place are efficient. The KPI for average response time is reported in the 2023/24 service delivery plan, which shows that the average response time is improving. The use of KPIs within this function provides a quantifiable measure of performance over time for specific objectives.

The service builds its plans on sound scenarios. They help make sure the service is sustainable and have financial controls that reduce the risk of misusing public money. Merseyside [Fire and Rescue Authority](#) oversees and scrutinises the service's budget performance to make sure it uses public money appropriately. A budget strategy day is held with fire authority members each year to support financial planning.

### **The service's work patterns and performance management arrangements make sure its workforce is productive**

We were pleased to see that the service's arrangements for managing performance clearly link resource use to its IRMP and its strategic priorities. The service has clear priorities and objectives stated in its IRMP, and it has resourced each of its functions to achieve these objectives as well as its KPIs and local performance indicators.

The service has set ambitious prevention targets and aims to complete 50,000 home fire safety checks and 10,000 SAWVs each year. Since the service is on track to achieve these targets this year, they have been increased to 55,000 and 11,000 respectively. In 2023/24, it has targets for firefighters to carry out 2,112 fire safety audits and 44 training exercises away from their fire stations.

There are effective arrangements, in terms of governance, to make sure that the service meets its targets, objectives and indicators. If it doesn't meet these aims, it has processes to examine why they aren't being achieved. The service has four different levels of performance monitoring:

1. KPIs – these are reported to the fire authority.
2. KPIs with outcome indicators – these track progress against a target, such as a reduction in a specific incident type, and are reported to the fire authority.
3. Tier one local performance indicators – outputs and indicators are reported to the performance management group.

4. Tier two lower-level indicators – these are reported to function and station management teams.

The service understands how it uses its wholetime firefighters. It collects data on how they spend their time across day and night shifts. It makes the most of its capacity. For example, each fire station has a station plan that is created by local staff and managers and reflects the service's aims. Within each plan, there is a range of output targets including home fire safety checks, risk information gathering and training exercises. These targets are monitored and reported by the performance management group and supported by a service-wide performance intelligence system. The system provides up-to-date information about progress against targets and helps prioritise the workload of the watch-based teams. We found examples of watch managers using the system to plan work and station managers using it to monitor performance, provide accountability and support flexible working.

Not all fire stations have firefighters working during the night. Of the 23 stations in the service, 13 are crewed 24 hours a day, 7 days a week. This is an outcome of analysing the demand for each fire station location. The service ensures resilience in terms of emergency response by offering wholetime firefighters a dual contract that requires them to respond within 30 minutes in times of high demand or large-scale incidents. This also means that most people will be working during the daytime, when they will be most productive.

Firefighters told us that there is a clear focus on the targets to be achieved and that their work periods are filled with achieving the different areas of service delivery. For example, the service has decided that watch-based teams need to complete an average of 8.5 home fire safety checks during each shift period. This target reflects the time taken to complete one visit. Staff told us that they plan their working time to achieve this target, recognising that the most effective period to speak to people in their homes is normally during the daytime.

### **The service is proactive in collaborating with partner organisations**

We were pleased to see that the service meets its statutory duty to collaborate. It routinely considers opportunities to collaborate with other emergency responders. There are multiple locations across the service area where it is co-located with Merseyside Police and the North West Ambulance Service. The service's headquarters also accommodate staff from Merseyside Police and include a joint command and control centre. As new buildings are developed, collaboration with partner organisations is considered.

Collaborative work is aligned with the priorities in the service's IRMP. For example, the service has data-sharing agreements with some of its partners to support its prevention work. These help to identify people in the community who are at increased risk due to vulnerability. It is also working to develop data-sharing agreements with ambulance and police partners. This will help to improve how the service identifies

people who are vulnerable and at increased risk from fire and other emergencies and help to provide support at the earliest opportunity. Additionally, the service is working with Merseyside Police to develop a process for fire investigation accreditation.

The service comprehensively monitors, reviews and evaluates the benefits and results of its collaborations. It produces a local collaboration overview document that explains the collaboration activity and projects that the service has in place. The document reports benefits in financial savings and other areas, such as improving effectiveness of response. Notable results include the joint command and control centre, which the service reports has provided savings of £345,000 since its inception in 2014.

### **The service has structured continuity arrangements**

The service has good continuity arrangements in place for areas in which it considers threats and risks to be high. It regularly reviews and tests these threats and risks so that staff know the arrangements and their associated responsibilities.

The service has appropriate business continuity plans in place for industrial action. It is confident and can show that it has enough resources available for future periods of industrial action. It has arrangements in place to maintain response through formal contracted agreements with staff who are trained to respond to emergencies as a part of their existing roles, which are aligned with their skills and competencies. During periods of industrial action, the service can continue to respond to fires and other emergencies, as well as regional and national requests, by staffing its own fire engines and the national resilience assets located in the service. We also found evidence of continuity testing across the service. For example, in the emergency control room, testing has been completed across the different teams, and learning and good practice are identified through a debrief process.

### **The service shows sound financial management**

There are regular reviews to consider all the service's expenditure, including its non-pay costs. And this scrutiny makes sure the service gets value for money. For example, the finance team works closely with budget holders to review and challenge expenditure. Monthly meetings are held to review revenue and capital expenditure. Budget managers are required to provide a statement on how they will manage any overspend. Also, there are governance and assurance processes in place, both internal and external, which support the financial management of the budget.

The service has made savings and efficiencies that haven't affected its operational performance and the service it gives the public. Although there have been increases in resources in recent years, over the last 10 years the service has operated with fewer fire engines (before 2013, it had 42 fire engines, but in 2021/22, it had 32) and firefighters and still maintained an effective emergency response. It has set a balanced budget in 2023/24, although further work is required to balance the budget in subsequent years.

The service is taking steps to make sure it achieves efficiency gains through sound financial management and best working practices. It is doing this in important areas such as estates, fleet and procurement. For example, there have been issues with the management of the contract for the provision of energy, which is managed through Liverpool City Council. We were told by staff that the case was reviewed and due diligence completed to provide assurance that appropriate contract management arrangements are in place. We have been provided with evidence to demonstrate that the service's procurement of electricity and gas is subject to appropriate governance.

The service has built new housing to accommodate firefighters who respond to emergency incidents outside core duty hours. The decision to build rather than refurbish existing properties was taken to reflect value for money. It also provides better options for resale on the open market and improves cost recovery, so the service is more likely to achieve a better financial return.

# Making the fire and rescue service affordable now and in the future

Good

Merseyside Fire and Rescue Service is good at making the service affordable now and in the future.

Fire and rescue services should continuously look for ways to improve their effectiveness and efficiency. This includes transforming how they work and improving their value for money. Services should have robust spending plans that reflect future financial challenges and efficiency opportunities, and they should invest in better services for the public.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Main findings

### **The service has a good understanding of its future financial challenges**

The service has a sound understanding of future financial challenges. It plans to mitigate its main or significant financial risks. For example, it has an inflation reserve to cover unforeseen pay and price inflation.

The underpinning assumptions are relatively robust, realistic and prudent. They take account of the wider external environment and some scenario planning for future spending reductions. These include assumptions on pay, inflation, pensions and future funding.

We were pleased to see that the service has identified savings and investment opportunities to improve the service to the public or generate further savings. There is a balanced budget for 2023/24, which includes savings of £380,000. The service has identified that it needs to make over £1m of savings between 2024/25 and 2027/28 to avoid a budget deficit.

### **The service has plans for the use of reserves**

The service has a sensible and sustainable plan for using its reserves. This plan includes £3m in general reserves to provide security in the event of unforeseeable financial pressure. It also has several earmarked reserves for specific purposes to meet known or predicted future liabilities. For example, it has a training reserve if the allocated budget is insufficient, an insurance reserve to pay insurance excesses and a pensions reserve to cover any future potential legal or administrative costs.

### **The fleet and estate strategies are aligned with the IRMP**

The service's fleet and estate strategies have clear links to its IRMP. For example, fires at recycling and waste processing plants are one of six risks identified in its IRMP. To support the effective resolution of incidents at these types of premises, the service is procuring a specialist fire engine that is a combined vehicle offering the functionality of both a fire engine and an aerial ladder platform. The service believes this will help firefighting, reduce the effect of these fires on the community and improve the safety of the people who respond to the incident.

Both strategies exploit opportunities to improve efficiency and effectiveness. The service's £55m five-year capital programme supports infrastructure improvements. The cost of the new training and development academy has increased due to inflation, but this has been subject to a cost-benefit analysis to check that the plan is still affordable.

A new fire station will also be built at the same site as the new academy. It will replace two fire stations, and firefighters will work a hybrid duty system at this location. The new fire station will provide a purpose-built, modern working environment and form part of the service's estate improvements programme. The wider programme includes energy-saving initiatives and making sure workplaces meet the needs of the workforce.

The service regularly reviews these strategies so that it can properly assess the effect any changes in estate and fleet provision, or future innovation, have on risk.

### **New systems and technology are transforming the way the service works**

We were encouraged to see the improvements the service has made since our last inspection. The service actively considers how changes in technology and future innovation may affect risk.

It also seeks to exploit opportunities to improve efficiency and effectiveness presented by changes in technology. The service has invested in systems to improve its efficiency, such as the risk information database. The introduction of this database has helped the service to make sure that data and information held are accurate, up to date and managed efficiently. The system supports prevention and protection work

and helps these functions to share information. This means that work is more easily prioritised and staff time is better used, which improves workforce productivity.

Additionally, there is a new system to support the assessment and recording of risk. It supports a consistent approach to information gathering, more effective planning of review visits and better time management of staff. And the service is introducing an enhanced mobilisation system to improve response time. It has put in place the capacity and capability it needs to achieve sustainable transformation, and it routinely seeks opportunities to work with others to improve efficiency and provide better services in the future. For example, it is currently analysing data to understand how it can support the North West Ambulance Service during periods of high demand. The service is committed to providing emergency medical response. For new firefighters joining the organisation, there is a contractual requirement to provide medical response as a part of their role.

### **The service is proactive in seeking income-generating opportunities**

The service actively considers and exploits opportunities for generating extra income. For example, it anticipates it will receive £1.3m of income in 2023/24 from hosting other emergency services across its estate. It also provides fire marshal training to members of staff who work for private sector companies.



# Promoting the right values and culture

## Adequate

Merseyside Fire and Rescue Service is adequate at promoting the right values and culture.

Fire and rescue services should have positive and inclusive cultures, modelled by the behaviours of their senior leaders. Services should promote health and safety effectively, and staff should have access to a range of well-being support that can be tailored to their individual needs.

### Areas for improvement

The service should make sure all staff understand and demonstrate its values.

The service should assure itself that middle managers demonstrate service values through their behaviours.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

### Main findings

#### **The service has promoted positive culture and values, but it still needs to improve**

The service has well-defined values, which most staff understand. We found that staff at most levels of the service showed behaviours that reflect service values. The service has implemented initiatives to promote its values and culture. It has published its own ground rules and leadership message to explain its aims. An external provider has provided training to all staff to supplement this.

Senior leaders act as role models. For example, senior leaders regularly visit workplaces, and staff told us that they have direct conversations with leaders and feel that they are listened to by them. In our survey, 53 percent of staff (201 of 376) told us



that they have confidence in the processes to feed back at all levels. And 53 percent (201 of 376) felt confident that their ideas or suggestions would be listened to.

However, the culture of the organisation doesn't always align with its values. Some behaviours we were told about, particularly at middle management level, didn't meet the standards expected. For example, staff told us that they have experienced (teaching) practices that don't reflect a modern workplace, and they have heard people making sexist and misogynistic comments about female colleagues and women in general.

The service needs to do more to make sure it implements the [Core Code of Ethics](#) effectively and that staff understand it. Staff don't consistently know about or understand the service's ground rules and leadership message, which incorporate the Core Code of Ethics.

### **Health and well-being are important to the service**

The service has well-understood and effective well-being policies in place, which are available to staff. A significant range of well-being support is available for both physical and mental health. For example, the service has adopted hybrid and agile working arrangements to support work/life balance. It also provides support through defusing interventions for people who have witnessed [critical incidents](#). There are examples of senior leaders making direct contact with individuals to provide support during periods of ill health.

The service could do more to engage with its staff and understand what else they need to support their individual needs. Around 33 percent (123 of 376) of staff who responded to our survey told us that they have never discussed their personal well-being or work-related stress with their managers.

Most staff reported that they understand and have confidence in the well-being support processes available. Staff told us that they are supported in different ways to promote their physical and mental health. This includes changes to their working patterns to help with personal challenges and support to help them recover from physical injury. Some 89 percent (333 of 376) of respondents to our survey agreed that they feel able to access services to support their mental well-being.

### **The service has effective health and safety arrangements**

The service continues to have effective and well-understood health and safety policies and procedures in place. It has a defined structure through which trained staff provide a range of support and share their expertise. Their knowledge and understanding are aligned with their role and level of responsibility.

The health and safety function is performance managed, which includes active monitoring, and progress is formally reported on a regular basis.

The policies and procedures are readily available, and the service promotes them effectively to all staff. Staff have access to information and applicable forms through the service's intranet portal. The service has designed the process to be as easy as possible to promote the reporting of [near misses](#), accidents and dangerous occurrences. Staff and most representative bodies have confidence in the health and safety approach the service takes. Of the staff who responded to our survey, 96 percent (360 of 376) stated that the service has clear procedures to report health and safety issues, and 93 percent (350 of 376) said that they are encouraged to report all health and safety-related matters.

The service monitors staff who have secondary employment or dual contracts to make sure they comply with the secondary employment policy and don't work excessive hours. As of 31 March 2022, 4.2 percent of firefighters in service had secondary employment and 52 percent had dual contracts within the service. The service has a clear policy to manage the effect of these contracts and make sure that there is no evidence that health, safety or well-being is compromised. The policy is managed centrally by the people and organisational development team. There is a requirement for permission to hold secondary employment to be renewed on an annual basis.

### **The service has effective absence management procedures**

We found that there were clear processes in place to manage absences for all staff. There is clear guidance available for managers, who are confident in using the process. The service manages absences well and in accordance with policy. The service has several methods to monitor and respond to sickness trends and issues. Line managers meet with individuals to discuss support and performance where applicable.

The occupational health team analyses individual absences to identify trends and then reports to the relevant line manager. Where applicable, case management can include formal proceedings.

At a senior management level, monthly absence figures are analysed and reported through performance management meetings. The datasets include support staff, control staff and firefighting roles.

Overall absence figures are reported to several areas such as the people board, the equality, diversity and inclusion board and the strategy and performance board. Performance-related sickness statistics are also reported to the fire authority via the people board.

The absence target (currently 4 percent) wasn't met in the previous year, but overall, the service has seen a 10.9 percent decrease in long-term firefighter absences over the 12 months between 2020/21 and 2021/22.

The targeted figure is compared against [benchmarking](#) groups, such as other employers in the northwest.

# Getting the right people with the right skills

## Adequate

Merseyside Fire and Rescue Service is adequate at getting the right people with the right skills.

Fire and rescue services should have a workforce plan in place that is linked to their community risk management plans. It should set out their current and future skills requirements and address capability gaps. This should be supplemented by a culture of continuous improvement, including appropriate learning and development throughout the service.

### Area for improvement

The service should assure itself that it has an effective succession planning mechanism in place for all roles.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

### Main findings

#### **The service needs to make further improvements to its workforce planning**

The service does some workforce planning, but it doesn't take full account of the skills and capabilities it needs to effectively carry out its IRMP. We found limited evidence that service planning allows it to fully consider workforce skills and overcome any gaps in capability. For example, the service has overarching plans to support workforce planning, but not all directorates and departments have completed detailed analysis of their teams to make sure that skills, knowledge and understanding are maintained. Because of this, the service has made limited progress in addressing the area for improvement reported in our previous inspection, and the area for improvement remains.

The service also needs to do more to improve the way it considers its future needs and succession planning. While it is introducing a high-potential programme to

supplement its existing gateway scheme, we found limited evidence that the service has a clear plan of what the organisation will look like in the future in terms of people's skills, knowledge and diversity. This is particularly important at middle and senior management levels.

### **Staff are trained and competent**

Most staff told us that they could access the training they need to be effective in their roles. This training isn't just focused on operational skills but also includes management skills. The service is a Chartered Management Institute centre for leadership and management. All members of staff have an opportunity to access learning and achieve a level 5 institute qualification.

The service's training plans make sure it can maintain competence and capability effectively. For example, training forecasts are completed in liaison with the training administration team annually. Consideration is given to upcoming core training requirements, including how many courses and trainers are required and how many new starters there are in service. This gives the training and development academy team the forecasted number of days required to provide the training and the skills needed.

The service monitors staff competence through a range of methods including line managers' observation of safety-critical skills. This is called the safe person assessment, which involves staff practically demonstrating their skills and competence in the use of key pieces of equipment or procedures. The completion of these assessments is also monitored by the local station manager. Additionally, e-learning records and core competencies are monitored, managed and recorded by the training and development academy team. It regularly updates its understanding of staff skills and risk-critical safety capabilities. This approach means the service can identify gaps in workforce capabilities and resilience. It also means it can make sound and financially sustainable decisions about current and future needs.

### **Learning and improvement are co-ordinated and well managed**

The service promotes a culture of continuous improvement throughout the organisation, and it encourages staff to learn and develop. For example, the operations board has overall governance and management of training requirements. Information is circulated via bulletins and health and safety notifications.

Most staff told us that they can access a range of learning and development resources. Some 80 percent of staff (301 of 376) who responded to our survey agreed that they have received sufficient training to do their jobs effectively. This includes e-learning modules, formal development and training courses and continuing professional development methods such as command seminars, coaching, mentoring and shadowing.

Staff are encouraged to be responsible for their own learning and development, and managers are accountable for supporting staff development.

# Ensuring fairness and promoting diversity

## Adequate

Merseyside Fire and Rescue Service is adequate at ensuring fairness and promoting diversity.

Creating a more representative workforce gives fire and rescue services huge benefits. These include greater access to talent and different ways of thinking. It also helps them better understand and engage with local communities. Each service should make sure staff throughout the organisation firmly understand and show a commitment to equality, diversity and inclusion. This includes successfully taking steps to remove inequality and making progress to improve fairness, diversity and inclusion at all levels of the service. It should proactively seek and respond to feedback from staff and make sure any action it takes is meaningful.

## Area for improvement

The service should review how effective its policy on bullying, [harassment](#) and discrimination is in reducing unacceptable behaviour towards its staff.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Main findings

### **The service and senior leaders seek feedback from staff**

The service has developed several ways to work with staff on issues and decisions that affect them. This includes methods to build all-staff awareness of fairness and diversity as well as targeted initiatives to identify matters that affect different staff groups. The service has added two additional staff networks to its existing groups. The groups have senior leadership support through the sponsoring and chairing of relevant groups. Changes have recently been made to line management support, which mean that station managers have designated responsibility for either a fire station or the emergency control room as well as a role in a functional department. This helps give line managers regular and direct contact with staff to provide an

opportunity to participate in discussion about a range of subjects. A staff survey was completed at the end of 2022 that sought views, feelings and feedback from all staff.

### **Staff lack confidence in tackling bullying, harassment and discrimination**

Many staff understand what bullying, [harassment](#) and discrimination are and their negative effects on colleagues and the organisation. But the service should improve staff's understanding of these issues and make sure that they are aware of their duty to report any incidents. In our staff survey, 20 percent (74 of 376) of staff told us they have experienced bullying or harassment, and 27 percent (100 of 376) have experienced discrimination over the past 12 months.

Although the service has clear policies and procedures in place, staff have limited confidence in its ability to deal effectively with cases of bullying, harassment and discrimination as well as grievances and discipline. Some staff told us that they have experienced discrimination or harassment but haven't reported it as they aren't confident that any action would be taken. They also fear that they would be subject to further discrimination or labelled as a troublemaker.

### **The service is actively addressing disproportionality in recruitment and retention**

The service has put considerable effort into developing its recruitment processes so that they are fair and potential applicants can understand them. It has introduced a head of culture and inclusion role and an attractions team to recruit new staff, which includes people from under-represented groups. This has encouraged applicants from diverse backgrounds at firefighter level. There is limited evidence that there are similar initiatives for roles at middle and senior management level.

In 2021/22, 122 people were new joiners to the service and 4 percent self-declared as being from an ethnic minority background. The proportion of firefighters from an ethnic minority background increased from 6.5 percent (58 people) in 2020/21 to 6.8 percent (62 people) in 2021/22. The proportion of female firefighters increased from 11.4 percent (104 people) in 2020/21 to 12.4 percent (116 people) in 2021/22.

For the whole workforce, in 2021/22, 5.7 percent were from an ethnic minority background compared to 11.8 percent in the local population and an average of 8 percent throughout all fire and rescue services in England. For the whole workforce, 24.3 percent were women, compared to an average of 18.6 percent throughout all fire and rescue services in England.

The service has made some improvements to increasing staff diversity at some levels of the organisation but not across all functions. In 2021/22, no fire control staff and just 3 percent of support staff were from an ethnic minority background. In the same period, female staff accounted for 53 percent of support staff and 92 percent of emergency control room staff.



## **The service is working to improve equality, diversity and inclusion**

The service has improved its approach to equality, diversity and inclusion. It makes sure it can offer the right services to its communities and can support staff with [protected characteristics](#). For example, it supports staff with protected characteristics through its staff networks, which include fire proud, reach, gender equality, health and well-being, and neurodiversity. It has memberships with external networks, such as the [Asian Fire Service Association](#) (corporate member) and the [Women in the Fire Service UK](#) (corporate member).

The firefighter recruitment process (formed of seven stages) is clearly explained and published on the service's website. This is supplemented by social media information videos that promote a range of roles in the fire and rescue service. The service holds positive action events, which are designed and supported by firefighters at their own fire stations, to interact with the local community. This has helped the public understand the opportunities that are open to them.

The service has an effective process in place to assess equality impact. Following our 2021 inspection report, the service reviewed its processes for [equality impact assessments \(EIAs\)](#). The service's position now is that all policy, procedure and practice are subject to an EIA. Our inspectors found that most policies and procedures had an EIA.

An area for improvement identified in our previous inspection report stated that the service should make sure it has robust processes in place to undertake EIAs and review any actions agreed as a result. We found evidence to show that the service has made progress in addressing this area for improvement, which has now been discharged.

The process includes storing EIAs on the service intranet, which allows staff to easily access information through a portal application. Managers and function heads told us that they have received training and guidance to support them in writing EIAs. The service recognises that parts of the process can be improved – for example, the quality assurance of EIAs.

The service is a menopause and neurodiversity-friendly employer. It recently facilitated a menopause support event at its headquarters, where all staff were invited to talk about their experiences and offer support. In our survey, 96 percent (362 of 376) of respondents agreed that they have access to gender-appropriate workplace facilities.



# Managing performance and developing leaders

Good

Merseyside Fire and Rescue Service is good at managing performance and developing leaders.

Fire and rescue services should have robust and meaningful performance management arrangements in place for their staff. All staff should be supported to meet their potential and there should be a focus on developing staff and improving diversity into leadership roles.

## Innovative practice

### **The service has introduced a development day for women**

The service held an event for female employees to support their personal development. This was in response to a discussion held at the female firefighter staff forum and a request for an incident command taster session. Sessions available were decision-making, confidence building, prioritising, applying skills in risk-critical environments and methods to decompress. There were also workshops on difficult conversations, assertiveness and effectiveness.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## **Main findings**

### **There are performance management arrangements, but contact with managers could be improved**

There is a good performance management system in place that allows the service to effectively develop and assess the individual performance of all staff. For example, in addition to informal conversations, the service has a formal appraisal process that staff should complete at least once a year. Staff across the service told us that they feel the appraisal process is meaningful and contributes to their development and performance. In our survey, 91 percent (341 of 376) of respondents told us that they have had a formal personal development review or appraisal in the last 12 months.

Some staff reported that they have regular discussions with their managers and that these are meaningful. In our survey, 17 percent of respondents (65 of 376) told us that they discuss how well they are performing at work with their managers weekly, while 29 percent (110 of 376) discuss it monthly, 12 percent (46 of 376) quarterly and 27 percent (100 out of 376) annually. But 15 percent (55 of 376) of respondents told us that they have never discussed how well they are performing at work with their managers.

Each staff member has individual goals and objectives, and they receive regular performance assessments. Staff feel confident in the performance and development arrangements in place.

### **Fairness in promotion and progression processes could be improved**

The service needs to do more to assure itself and staff that its promotion and progression processes are fair. The service's promotion and progression policy is limited and doesn't explain how it makes sure that processes are fair, open and transparent. For example, it doesn't explain whether vacancies and roles should be advertised internally, externally or both. The policy doesn't provide the reader with information to help them understand the promotion process.

Some members of staff perceive that the promotion process at middle management level and above discriminates against some sections of the organisation. There is recognition of this at a senior level in the service, and there have been offers to meet with individuals who feel that the process is unfair.

The service uses temporary promotions appropriately to fill short-term resourcing gaps. In March 2022, the average length of time for temporary promotion was 262 days. This is a reduction on the service's figure of 429 days which was reported in 2021 and is lower than the average of 300 days across all fire and rescue services in England.

The service is improving development of leadership and high-potential staff at all levels.

The service knows it needs to go further to increase workforce diversity, especially in middle and senior management. It tends to fill these positions internally, so it isn't making the most of opportunities to make its workforce more representative.

It has put in place plans to address this. These include the recent introduction of a high-potential programme. The programme is in its early stages and not all staff we spoke to were aware of the opportunities it provides. However, managers and leaders have identified people from across the service, including many from under-represented groups, who they feel would be suitable to join the programme. This should encourage applicants from diverse backgrounds into middle and senior management positions.

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>14 DECEMBER 2023</b>	<b>REPORT NO:</b>	<b>CFO/62/23</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>DEB APPLETON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>COMMUNITY RISK MANAGEMENT PLANNING PUBLIC ENGAGEMENT 2023</b>		
<b>APPENDICES:</b>	<b>APPENDIX A: CRMP PUBLIC ENGAGEMENT 2023 REPORT</b>		

### **Purpose of Report**

1. To inform Members of the outcomes of the recent public engagement regarding the preparation of the Community Risk Management Plan (CRMP) for 2024/27 (previously IRMP).

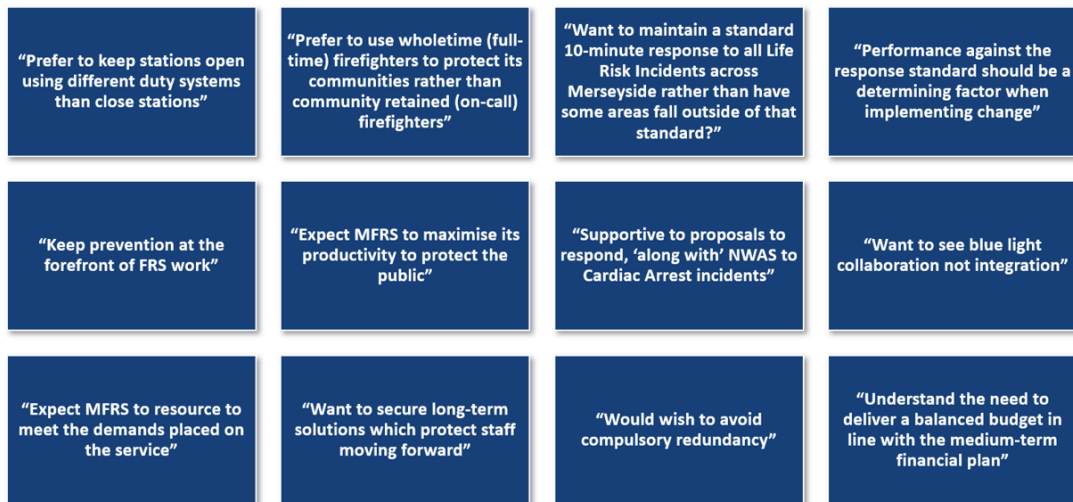
### **Recommendation**

2. It is recommended that Members note the outcomes of the public engagement which will be considered as the draft CRMP is prepared.

### **Introduction and Background**

3. Members will recall that at the September 2023 Strategy Day, the Chief Fire Officer outlined some general themes to be considered in the preparation of the 2024/27 CRMP.
4. Those themes, having been considered by Members, were presented to members of the public in focus groups that took place in October 2023 in what is classed as public engagement rather than consultation (because these focus groups take place at a formative stage in the planning process). The focus groups were facilitated by Opinion Research Services, who have worked with the Service for many years on public consultation and engagement projects. Public consultation will take place in spring 2024, when the Authority has approved the draft CRMP.
5. In addition, Principal Officers are undertaking a full round of Principal Officer talks with all staff and those talks will include engagement regarding the potential CRMP themes.

6. The full engagement report is attached as an appendix to this report, but a summary of the findings can be found below.
7. The first matters the public were asked to consider were regarding the planning principles that the Authority has developed over a number of years in consultation with the public. Although the public continued to support the majority of those principles, there was strong support for changes in some areas and these will be built into the CRMP planning process:



"The consensus was that MFRS's 'Planning Principles' remain appropriate overall, but there was support for amending or removing the one that reads 'keep fire stations open using different duty systems rather than close stations.' This was now considered irrelevant in light of fire station mergers in several areas, which have had a positive effect on response times, staff working environments, and efficiency.

While avoiding compulsory redundancies where possible was considered important still, this priority - which was developed at a time of austerity and service cuts - was thought to be 'of its time' and no longer needed given MFRS is now building its capacity once more.

In terms of potential additions, principles around staff mental health and wellbeing, workforce diversity, and employee relations/business continuity were suggested."

8. Regarding potential themes for the CRMP, there was support amongst the attendees of the focus groups for all the Authority's potential themes, but the extent of that support differed.

"...there were very high levels of agreement with the Service considering the following for inclusion in its CRMP 2024-27:

Keeping fire engines 'on the run' by crewing them with three firefighters to non-life risk incidents until four firefighters become available through overtime or moves from other stations (99%).

Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation (97%).

Working in areas of higher risk to educate and inform the communities in those areas on known and foreseeable risk and the actions they can take to make themselves safer (97%).

Using the new Training and Development Academy for national and international training, subject to requests, with any funding raised redirected to benefit Merseyside communities (97%).

Increasing fire engine numbers from 32 to 34 to increase resilience for high demand periods (94%).

Continuing to assist the NWS in relation to cardiac response and expanding this to people who have had falls (93%).

Further enhancing Protection staffing to do more proactive enforcement work, particularly by introducing a building safety regulator (90%).

Support was slightly lower, but still strong, for MFRS reintroducing a Small Fires Unit to help when there are large numbers of lower level (not life-risk) (88%); using improved technology in its Control Room (88%); and enhancing water rescue capabilities through introducing either a sub-surface drone or a diving team (85%).

There was least agreement (69%) with MFRS using its Watch Managers differently to carry out different duties that add value and respond to incidents in a different way, mainly as participants were unsure about the current role of a Watch Manager and what any changes might mean in practice.”

9. Officers will now consider the comments of the public and staff as the draft CRMP is prepared. That report will be presented to the Budget Authority in February 2024.

### Equality and Diversity Implications

10. The way in which MFRS consults public engagement is with the aim of creating representative focus groups. Attendance at the groups was as follows:

GENDER	AGE	WORKING STATUS	LIMITING ILLNESS OR DISABILITY	ETHNIC GROUP
Male: 35 Female: 39	16-34: 19 35-54: 33 55+: 22	Working full- or part-time: 46 Not working/retired: 28	15	White British: 68 Ethnic minority: 6

11. Because the meetings were inclusive, the outcomes are broadly indicative of how informed opinion would incline on the basis of similar discussions.

12. An EIA will be completed as the CRMP is developed.

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**Staff Implications**

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13. Staff are being engaged with in relation to the CRMP themes, though the Principal Officer talks process.

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**Legal Implications**

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14. The National Framework for Fire and Rescue Services requires and FRS to engage with stakeholders as it develops its Integrated Risk Management Plan (now CRMP).

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**Financial Implications & Value for Money**

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15. The cost of the engagement was £16,825 which was contained within existing budgets.

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

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16. The above factors are considered as part of the CRMP process.

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

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

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17. The CRMP (previously IRMP) is the main document in which the Service sets out how it will deliver its Vision and Purpose.

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**BACKGROUND PAPERS**

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

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**GLOSSARY OF TERMS**

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**MFRA** Merseyside Fire and Rescue Authority

**MFRS** Merseyside Fire and Rescue Service





# Merseyside Fire & Rescue Service

## Community Risk Management Planning (CRMP) Engagement 2023

### Report of findings



# Merseyside Fire & Rescue Service Community Risk Management Planning (CRMP) Engagement 2023

## Opinion Research Services

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Any press release or publication of the findings of this report requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation

This version of the report will be deemed to have been accepted by the client if ORS has not been informed of any amendments within a reasonable period of time (1 month)

This study was conducted in accordance with ISO 20252:2019, ISO 9001:2015, and ISO27001:2013.

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# Acknowledgements

Opinion Research Services (ORS) is pleased to have worked with Merseyside Fire and Rescue Service (MFRS) on the five engagement focus groups reported here. The diverse participants engaged with the issues and discussed their ideas readily, so we trust that this report of findings will help to inform service planning.

We thank MFRS for commissioning the project as part of its on-going regular programme of public and stakeholder engagement and consultation about its risk management and budget planning.

We particularly thank the senior officers and staff who attended the sessions to listen to the public's views and answer questions. Such meetings benefit considerably from their readiness to answer participants' questions fully and frankly, as in this case.

We are grateful to all the 74 members of the public who took part in the five meetings to share their views with us: they were patient in listening to important and detailed background information before entering positively into open discussions about challenging topics.

At all stages of the project, ORS's status as an independent organisation engaging with the public as fairly as possible was recognised and respected. We are grateful for the trust, and we hope this report will contribute usefully to thinking about future service delivery.

# 1. Key Findings

## Key engagement findings

MFRS's planning principles were largely considered appropriate, but some changes and additions were suggested

- 1.1 The consensus was that MFRS's 'Planning Principles' remain appropriate overall, but there was support for amending or removing the one that reads 'keep fire stations open using different duty systems rather than close stations.' This was now considered irrelevant in light of fire station mergers in several areas, which have had a positive effect on response times, staff working environments, and efficiency.
- 1.2 While avoiding compulsory redundancies where possible was considered important still, this priority - which was developed at a time of austerity and service cuts - was thought to be 'of its time' and no longer needed given MFRS is now building its capacity once more.
- 1.3 In terms of potential additions, principles around staff mental health and wellbeing, workforce diversity, and employee relations/business continuity were suggested.

MFRS's 'proposals' were generally supported, some more than others

- 1.4 In terms of MFRS's 'proposals', there were very high levels of agreement with the Service considering the following for inclusion in its CRMP 2024-27:

Keeping fire engines 'on the run' by crewing them with three firefighters to non-life risk incidents until four firefighters become available through overtime or moves from other stations (99%).

Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation (97%).

Working in areas of higher risk to educate and inform the communities in those areas on known and foreseeable risk and the actions they can take to make themselves safer (97%).

Using the new Training and Development Academy for national and international training, subject to requests, with any funding raised redirected to benefit Merseyside communities (97%).

Increasing fire engine numbers from 32 to 34 to increase resilience for high demand periods (94%).

Continuing to assist the NWAS in relation to cardiac response and expanding this to people who have had falls (93%).

Further enhancing Protection staffing to do more proactive enforcement work, particularly by introducing a building safety regulator (90%).

- 1.5 Support was slightly lower, but still strong, for MFRS reintroducing a Small Fires Unit to help when there are large numbers of lower level (not life-risk) (88%); using improved technology in its Control Room (88%); and enhancing water rescue capabilities through introducing either a sub-surface drone or a diving team (85%).
- 1.6 There was least agreement (69%) with MFRS using its Watch Managers differently to carry out different duties that add value and respond to incidents in a different way, mainly as participants were unsure about the current role of a Watch Manager and what any changes might mean in practice.

## 2. The Engagement Process

### Overview of the engagement

#### Background to the review

- 2.1 'Community Risk Management' is the development of a balanced approach by Fire and Rescue Services to reducing risk within the community. This is achieved by combining Prevention, Protection and Emergency Response, on a risk-assessed basis, in order to improve the safety of the community and create a safer working environment for firefighters.
- 2.2 In 2020/21, Merseyside Fire & Rescue Authority (MFRA) developed and consulted on its most recent Integrated Risk Management Plan (IRMP) for 2021-24, which was subsequently approved. The Service is now beginning to develop its Plan for 2024-27 (renamed the Community Risk Management Plan or CRMP) and is seeking input from a range of stakeholders on how it might provide fire and rescue services during this period.

#### The commission

- 2.3 Opinion Research Services (ORS) - a spin-out company from Swansea University with a UK-wide reputation for social research - was appointed to convene, facilitate and report five online focus groups with members of the public, one in each of the five areas of Merseyside (Knowsley, Liverpool, Sefton, St Helens and Wirral). Pre-consultation listening and engagement and formal consultation meetings have been undertaken with residents across Merseyside on a regular cycle; and in this context ORS has facilitated both district-based and all-Merseyside focus groups for the Service for many years.

#### Deliberative engagement

##### Focus groups

- 2.4 The focus group meetings reported here used a 'deliberative' approach that encouraged members of the public to reflect in depth about MFRS's proposed direction of travel while both receiving and questioning extensive background information. The fact that the groups were part of an 'early-stage engagement' rather than 'formal consultation' process was stressed: participants were told they would be 'testing' MFRS's ideas for how it might provide services over the lifetime of its next CRMP, rather than discussing any firm proposals.
- 2.5 The meetings, which were held face-to-face at local community fire stations, lasted for around two hours and in total there were 74 diverse participants. The dates of the meetings and attendance levels by members of the public at each focus group are as shown in the table overleaf.

FOCUS GROUP	DATE	NUMBER OF ATTENDEES
<b>Knowsley Prescot Community Fire Station</b>	<b>9<sup>th</sup> October 2023</b>	<b>19</b>
<b>Wirral Birkenhead Community Fire Station</b>	<b>10<sup>th</sup> October 2023</b>	<b>14</b>
<b>Liverpool Kirkdale Community Fire Station</b>	<b>11<sup>th</sup> October 2023</b>	<b>13</b>
<b>St Helens St Helens Community Fire Station</b>	<b>18<sup>th</sup> October 2023</b>	<b>13</b>
<b>Sefton Bottle &amp; Netherton Community Fire Station</b>	<b>19<sup>th</sup> October 2023</b>	<b>15</b>

- <sup>2.6</sup> The attendance target for each of the focus groups was 12-15 people – so the total of 74 participants was on-target. Around two-thirds of participants had participated in one or more previous ORS-run MFRA forums or focus groups; the others were ‘fresh’ recruits.
- <sup>2.7</sup> Previous participants were recruited through random-digit telephone dialling from the ORS Social Research Call Centre. Having been initially contacted by phone, all participants were then written to - to confirm the invitation and the arrangements; and those who agreed to come then received telephone or email reminders shortly before each meeting. New participants were recruited by Acumen Field, a specialist recruitment agency, who initially sent out a screening questionnaire as an online survey to a database of contacts and, more widely, on social media platforms. They then collated the responses to establish a pool of potential recruits, which was ‘sifted’ to establish a contact list. People were then contacted by telephone, asked to complete a more detailed screening questionnaire and either recruited or not to match the required quotas. Those recruited were sent all the necessary details in a confirmation email and telephoned a day or two before the events to confirm their attendance.
- <sup>2.8</sup> In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors. The recruitment process was monitored to ensure social diversity in terms of a wide range of criteria including, for example: gender; age; working status; and disability/limiting long-term illness (LLTI). Overall, as demonstrated in the table below, participants represented a broad cross-section of residents – and as standard good practice, people were recompensed for their time and efforts in and taking part.

GENDER	AGE	WORKING STATUS	LIMITING ILLNESS OR DISABILITY	ETHNIC GROUP
Male: 35 Female: 39	16-34: 19 35-54: 33 55+: 22	Working full- or part-time: 46 Not working/retired: 28	15	White British: 68 Ethnic minority: 6

2.9 Although, like all other forms of qualitative engagement, deliberative focus groups cannot be certified as statistically representative samples of public opinion, the meetings reported here gave diverse members of the public the opportunity to participate actively. Because the meetings were inclusive, the outcomes are broadly indicative of how informed opinion would incline on the basis of similar discussions.

### The agenda

2.10 The focus groups began with an ORS presentation to provide some contextual background information around Merseyside Fire and Rescue Service (MFRS)’s purpose and vision; the reasons for the engagement; and the Service’s resources and activity, response standards, and finances. The slides used to outline this information can be seen below and overleaf.

## Why the fire and rescue service exists – MFRS’s Purpose



- The Fire and Rescue Services Act 2004
  - Respond
  - Prevent (home and community safety)
  - Protect (commercial and public buildings)
  - Educate and inform
- The Civil Contingencies Act 2004
  - Work with other agencies to deal with emergencies
- The National Framework 2018
  - Identify & Assess Risk
  - Prevent & Protect
  - Respond
  - Collaborate
  - Business Continuity
  - National Resilience
- His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)
  - Efficiency
  - Effectiveness
  - People

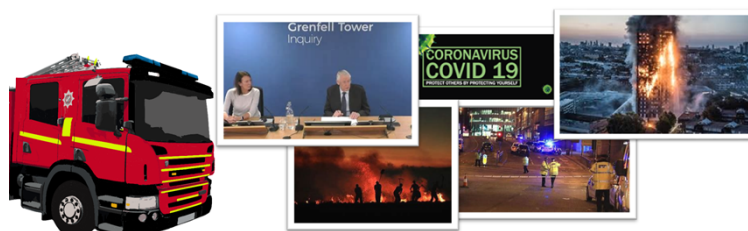


## So what is today’s engagement about?

**Each Fire and Rescue Authority (FRA) must produce a Community Risk Management Plan (CRMP) covering at least a three-year time span which shows how it has/will:**

*...assess all foreseeable fire and rescue related risks that could affect their communities, whether they are local, cross-border, multi-authority and/or national in nature from fires to terrorist attacks*

*... put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or building new capability*





### Resources and activity (2023)

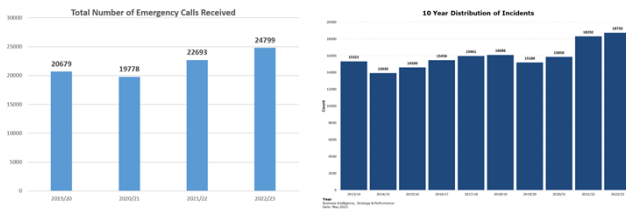
22 Fire Stations (+ Marine Rescue Unit)

32 Fire Appliances

642 firefighters

35 fire control

### Emergency Calls and Incidents



Overall increase in incidents due to:

- Hotter summers causing more fires outdoors
- MFRS attending more incidents with/on behalf of e.g., Merseyside Police and North West Ambulance Service (Special Service incidents) - e.g., entering a property on behalf of NWAS when concern raised about someone's welfare

MFRS wants to continue attending these → actively seeks to support other agencies like this

### Response standards

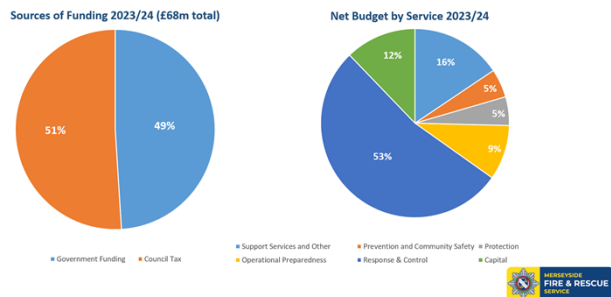
Response standard = time between crew being alerted to time of arrival at incident

MFRS Standard = **respond within 10 minutes to a life risk incident on 90% of occasions** (life risk includes building fires, road traffic collisions, flooding, beach rescues, entrapment etc.)

MFRS exceeded 90% target, both day and night, across last 10 years

**Achieved on 95.4% of occasions**

### Understanding the finances...



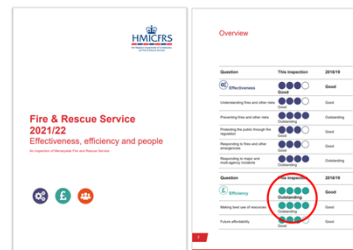
2.11 Participants were also informed about MFRS’s projected financial challenges, and the ways in which it has been able to overcome these during the lifetime of the last IRMP, including by using its resources based on risk, demand, and vulnerability.

... and is pretty good at making the best use of its resources...

### Understanding the financial challenges...

	CURRENT MEDIUM TERM FINANCIAL PLAN 2023/24 – 2027/28				
	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000
Forecast Budget Requirement	67,921	70,645	72,140	73,270	74,870
Forecast Funding	67,921	69,962	71,293	72,548	73,830
Forecast Deficit	0	683	847	722	1,040

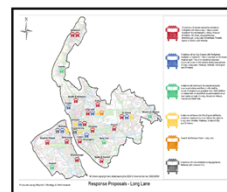
MFRS has faced a number of similar financial challenges in the past and has overcome them...



...which has seen it grow in recent years despite austerity...

### IRMP 2021/24 - MFRS “turned a burning platform into a burning ambition”

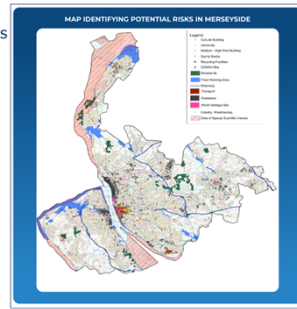
- Fire Authority:**
- Increased the number of fire engines
  - Increased the number of firefighters (improvements in protection staffing\*)
  - Increased resilience
  - Improved performance
  - Enhanced specialist capabilities and created specialist teams
  - Improved firefighter safety (new training facilities based on foreseeable risks)
  - Allowed use of Drone for Protection



Using resources based on Risk, Demand and Vulnerability

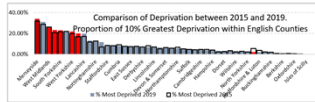
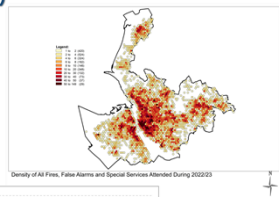
**Risk (Identifying people, buildings and places where there is a likelihood of an emergency incident happening)**

- MFRS has identified 6 high impact incident types it should focus on
  - Terrorist-related incidents
  - Marine incidents
  - Wildfire
  - Flooding
  - Fires in large buildings (e.g. high-rise [Grenfell])
  - Fires at recycling/waste processing plants
- Plotting these risks on a map → identify where risks are and place resources to meet them (e.g., Combined Platform Ladder in the City Centre → most high-rise buildings)



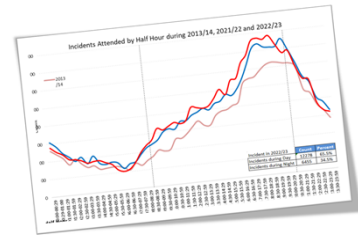
**Demand (Using information about where, when, and how often incidents have happened in the past to plan to respond effectively/efficiently in the future)**

- Knowing where emergency incidents happen helps Merseyfire plan where it puts its...
  - Fire stations, engines (+ other specialist equipment), and people
- Incidents aren't evenly spread across Merseyside → demand is inextricably linked to deprivation



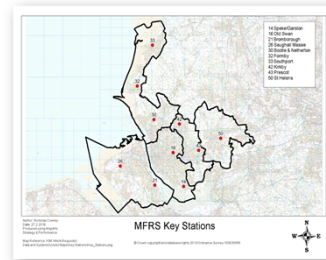
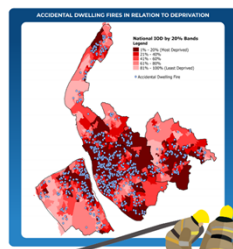
**And demand changes...**

- Demand fluctuates between day and night
- Crews twice as busy and much more productive during the day than at night
- Knowing this, MFRS ensures its fire engines are in the right place at the right time

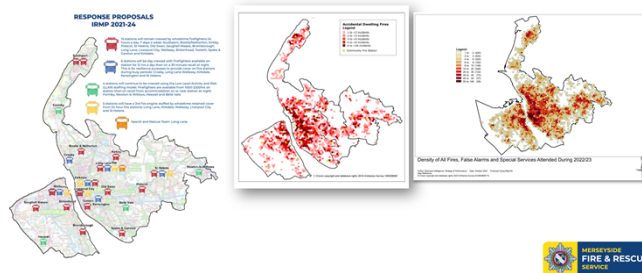


**Vulnerability (using information from MFRS and other organisations to identify the people most likely to have a fire/other emergency and most likely to suffer harm)**

- Vulnerability can be anywhere on Merseyside (so need resources available everywhere) → 10 key stations



**Deploying those resources based on Risk, Demand and Vulnerability**



2.12 The subsequent discussion then covered whether MFRS’s Planning Principles are still appropriate; and the Service’s ideas for how it plans to provide services over the lifetime of its forthcoming CRMP. Participants were encouraged to ask questions throughout, and the meetings were thorough and truly deliberative in listening to and responding openly to a wide range of evidence and issues.

## The report

- <sup>2.13</sup> This report reviews the sentiments and judgements of respondents and participants on how MFRS might deliver its services in future. Verbatim quotations are used, in indented italics, not because we agree or disagree with them - but for their vividness in capturing recurrent points of view. ORS does not endorse any opinions but seeks only to portray them accurately and clearly. The report is an interpretative summary of the issues raised by participants.

# 3. Focus Group Findings

## Detailed engagement findings

### Introduction

- 3.1 This chapter reports the views from five deliberative face-to-face focus groups with members of the public across Merseyside, which were independently facilitated by ORS.
- 3.2 The meeting format followed a pre-determined topic guide which allowed space for a general discussion of the key questions under consideration. A series of information slides were shared at set points during the sessions, which ensured that participants had sufficient background information to actively deliberate on the proposals. The meetings were thorough and truly deliberative in listening to and responding openly to a wide range of evidence and issues.
- 3.3 In order to quantify views on the main engagement issues, participants were given a workbook in which they could record their responses to key questions. Responses to these were captured and are reported in this chapter, but it is important to note that this was a qualitative research exercise and the numerical findings from the polls are not statistically valid.
- 3.4 This is not a verbatim transcript of the five sessions, but an interpretative summary of the issues raised by participants in free-ranging discussions - and as the focus groups did not differ materially in their reactions to the proposals, this report combines the findings from all the meetings in a single account.

### Main findings

MFRS's planning principles were largely considered appropriate, but some changes and additions were suggested

- 3.5 Prior to the first group discussion exercise, participants were shown the MFRS 'Planning Principles' overleaf (as developed through consultation with members of the public and the Fire Authority over many years) and asked whether they remain appropriate.

## MFRS also needs to understand what's important to the public...



3.6 There was either unanimous or almost unanimous support for retaining the following principles:

Want to maintain a standard 10-minute response to all Life Risk Incidents across Merseyside rather than have some areas fall outside of that standard.

Performance against the response standard should be a determining factor in implementing change.

Keep prevention at the forefront of FRS work

Want to secure long-term solutions which protect staff moving forward.

Expect MFRS to maximise its productivity to protect the public.

Expect MFRS to resource to meet the demands placed on the service.

Understand the need to deliver a balanced budget in line with the medium-term financial plan.

*"The main thing that stands out ... The prevention up there near the top. Obviously keeping it within the 10-minute response is very important as well ..."* (St Helens)

3.7 While generally supported still, there was discussion and disagreement around some other principles. For example, while most participants expressed a preference for blue light collaboration over integration, a few suggested consideration be given to the latter (like the North American models).

*"... I fall on the side of integration. I know in the States they have paramedics on the fire tender so if they go to say a bad smash, the paramedic is there at exactly the same time as the fire service rather than waiting for a paramedic car to join them ... It could save seconds, it could save minutes, it could save lives"* (Liverpool)

*“I’m really impressed with how the Fire Service is run, the response times etc. so I feel it should be a model for the other emergency services. So I would like it to go beyond collaboration into integration” (Sefton)*

- 3.8 Most, though, preferred to retain the three distinct services, not least for fear that MFRS would end up ‘propping up’ North West Ambulance Service (NWAS) and Merseyside Police; two services that are currently under extreme operational pressure. This was an issue also raised directly in the context of MFRS responding ‘along with’ NWAS to cardiac arrest incidents.

*“... The blue light collaboration ... can be a positive thing, but we are also a bit concerned that maybe the Fire Service have got their stuff together and maybe some of the other services haven’t so much. So, we have reservations that Merseyfire might be being used to prop up some of the partnerships. Collaboration in theory fine but not using to mask other people’s budgets or problems ...” (St Helens)*

- 3.9 On the issue of collaboration, there was significant support for shared facilities (one station housing fire and rescue, ambulance and police services for example) and joint training and learning exercises.

*“One stop shop! Fire/police/ambulance” (Liverpool)*

*“Send response staff to see how police and ambulance response staff work and gain a better understanding to improve collaboration” (Wirral)*

- 3.10 While the principle of using of wholetime (full-time) firefighters to protect Merseyside’s communities rather than community retained (on-call) firefighters was, overall, still considered relevant, there was some discussion at the Liverpool focus group around whether the latter would be preferable from a health and safety perspective.

*“... If there are people who are maybe on shift 12 hours and then are obviously tired, but then get the call to go back in to work ... Do you want somebody like that, or do you want somebody who has maybe been in a pen pushing job for the day but equally won’t have that experience?”*

- 3.11 It was ultimately agreed, though, that using community retained firefighters could carry the same risk if a person’s ‘day job’ involves long hours and/or physicality, and that MFRS can retain a higher degree of control by using its wholetime firefighters for on-call cover.

- 3.12 The most disagreement was reserved for two principles in particular: preferring to keep stations open using different duty systems than close stations; and wishing to avoid compulsory redundancy. The former was now considered irrelevant in light of fire station mergers in several areas, which have had no detrimental impact on service provision. In fact, they were recognised as having made improvements not only to response times, but also staff working environments and efficiency.

*“The super stations make a lot of sense to get a lot of people in the same place ... As long as it’s central to where the two stations were, and as long as you have the same level of staff, if not more, and the same amount of safety gear and then you are cutting down on costs of electricity and you have that money to use elsewhere. Then as long as you have the same amount, if not more, of fire engines then it makes a lot of sense to close stations” (Wirral)*

*“... with the closures you’ve been able to reduce some of the times to respond, so I think that’s the one that we think would be less relevant now compared to the others” (St Helens)*

*“... This is the first time that I’ve ever set foot in a fire station so to me as long it met the actual standard of getting the response out and getting the fire engine there, I don’t think it really matters where the station actually is to the public ... People want to know the response time is going to be the same. I don’t think the building matters that much really” (Liverpool)*

- 3.13 It was said, though, that views on fire station closures and mergers might differ by area. For example, one Sefton resident highlighted the relative isolation of Southport Fire Station, stating that: *“I tended to agree with keeping fire stations open because I live in Southport and we’re out on a limb and we want to keep that station open. But I do fully understand the benefit of building mega stations where fire stations aren’t fit for purpose and where you can improve response times and coverage.” (Sefton)*
- 3.14 While avoiding compulsory redundancies where possible was considered important still, this priority - which was developed at a time of austerity and service cuts - was thought to be ‘of its time’ and no longer needed given MFRS is now building its capacity once more. Furthermore, it was said that compulsory redundancy is a reality for many organisations and businesses in certain circumstances, and that it should be considered if it is in their best interests.

*“The ‘wish to avoid compulsory redundancies’ one ... that doesn’t feel relevant any more if you’re looking to increase resources” (Knowsley)*

*“Compulsory redundancy ... depends on circumstances and has to be about the service delivery and the standard response times” (Liverpool)*

- 3.15 In light of this, it was widely agreed that this priority should be removed, with one Liverpool participant suggesting that: *“You’ve already got one saying, ‘Want to secure long-term solutions which protect staff moving forward’ which we would generally agree with, so we feel like you don’t need both of them there.” (Liverpool)*



3.16 In terms of potential additions, the following were suggested:

<p><b>Staff wellbeing/mental health</b></p>	<ul style="list-style-type: none"> <li>• <i>“Work-life balance, mental health, firefighters’ wellbeing” (Wirral)</i></li> <li>• <i>“If firefighters get called out to a big scene with fatalities ... mentally and emotionally it must be hard ... It’s that mental health and wellbeing aspect of it, which is just as important as their physical wellbeing ...” (Knowsley)</i></li> <li>• <i>“More importance to staff wellbeing and morale” (St Helens)</i></li> </ul>
<p><b>Workforce diversity</b></p>	<ul style="list-style-type: none"> <li>• <i>“There is nothing about diversity in it. I work in a college and I think the work of a firefighter is still perceived as that of a white man and there is no mention of multi-culturalism” (Wirral)</i></li> </ul>
<p><b>Employee relations</b></p>	<ul style="list-style-type: none"> <li>• <i>“Is there something about employee relations? There’s a lot of strikes happening at the moment, so something around business continuity and protecting the Service if you did have a walk out ...” (Knowsley)</i></li> </ul>

3.17 There was also some discussion at St Helens about positive promotion of MFRS and its achievements, and whether this could be incorporated into the principles in some way.

*“... We don’t know the good you do unless it’s for us personally ... In my whole lifetime, I don’t know anything (unless I’ve witnessed it, or it’s been personal to me) about what you have done ... I think maybe the press aren’t interested in a good news story, but I think that there could be more use of social media, more use of the good stories about things. If we are the gold standard of the fire service, that’s something to be really proud of in Merseyside. There are so many bad news stories about Merseyside, it’s nice to have something that we are really good at”*

MFRS’s ‘proposals’ were generally supported, some more than others

3.18 Participants were informed that if possible and financially viable, MFRS is considering:

Increasing its fire engines from 32 to 34 to increase resilience for high demand periods.

Reintroducing a Small Fires Unit (crewed by three firefighters) to help when there are large numbers of lower level (not life-risk) incidents, freeing up traditional fire engines for bigger and life-risk incidents.

Keeping fire engines ‘on the run’ by crewing them with three firefighters to non-life risk incidents (until four firefighters become available through overtime or an additional firefighter being moved from another station).

Enhancing its water rescue capability through introducing either a sub-surface drone or a diving team.



Using improved technology in its Control Room such as ‘Enhanced Mobilisation’ (pre-alerting fire engines), ‘Aura’ (dynamic mapping of fire engines using Automatic Vehicle Location) and ‘999Eye’.

Using its Watch Managers differently to carry out different duties that add value and respond to incidents in a different way.

Working in areas of higher risk to educate and inform the communities in those areas on known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer

Continuing to assist the NWAS in relation to cardiac response and expanding this to people who have had falls (where the likelihood would be that an ambulance would not respond for over six hours).

Targeting its Prevention work toward those most likely to die in a fire and the areas of highest deprivation; where smoke alarm ownership is lowest and accidental dwelling fires are at their highest.

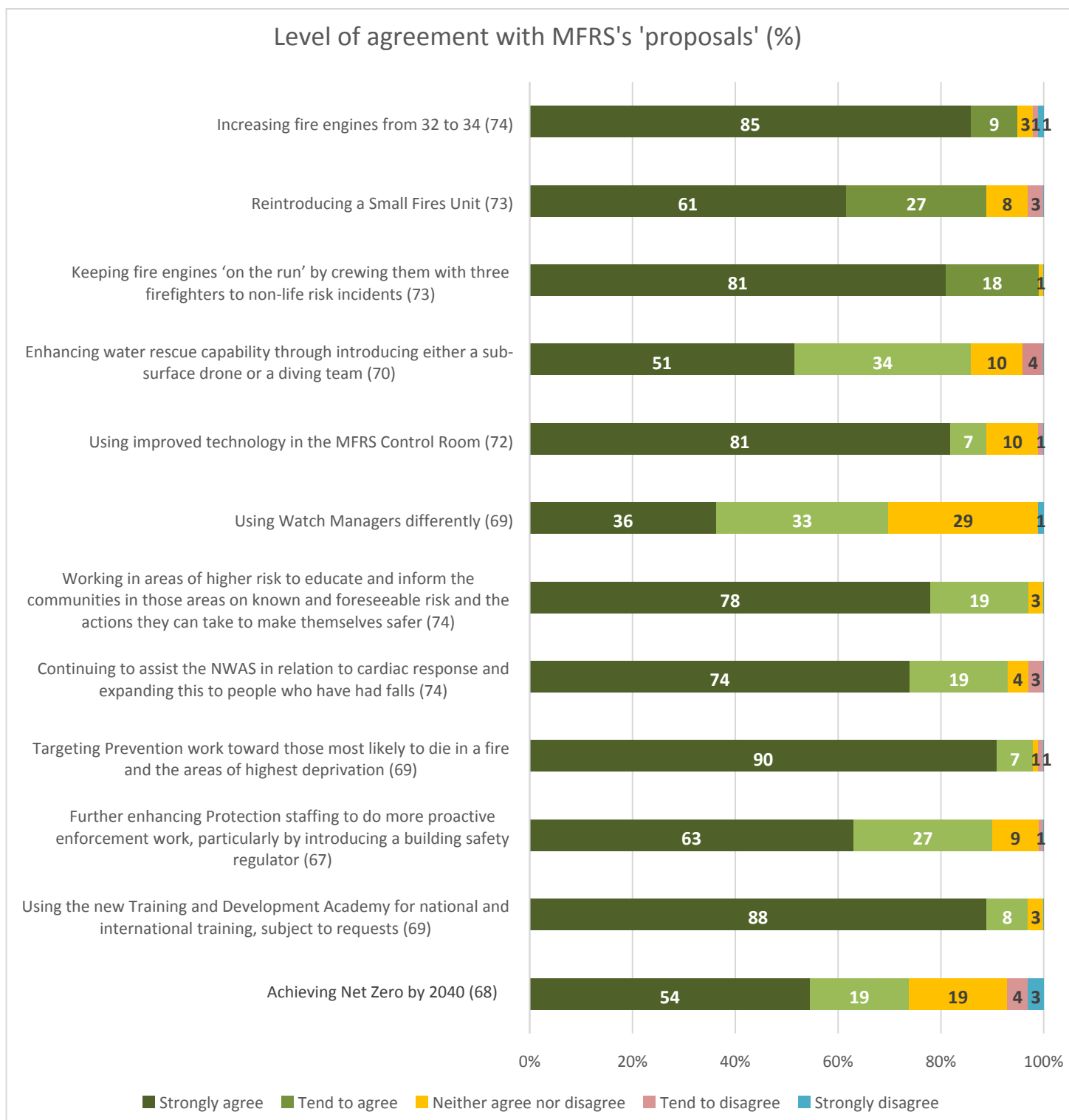
Further enhancing its Protection staffing to do more proactive enforcement work, particularly by introducing a building safety regulator.

Using its new Training and Development Academy for national and international training, subject to requests, with any funding raised redirected to benefit Merseyside communities.

Achieve Net Zero by 2040.

- <sup>3.19</sup> Worksheets were used to determine levels of agreement or otherwise with MFRS’s considerations. The results from these can be seen in Figure 1, and the comments made on each of the proposals in the worksheets and in discussion follow.

Figure 1: Extent of agreement with MFRS's 'proposals' (percentages may not add up to 100 due to rounding)



Numbers of responses in brackets following the 'proposal'

### *Increasing fire engines from 32 to 34*

- 3.20 The prospect of increasing the number of MFRS fire engines from 32 to 34 was almost universally supported on the grounds of efficiency and resilience, and to help maintain the 10-minute response standard, especially during periods of high demand.

*“More resources equals a more effective service” (Knowsley)*

*“More engines can only be a good thing. In the event of an emergency (e.g., Manchester bombing), getting enough engines there ASAP is crucial” (Liverpool)*

*“Enhancing services to be able to cope with high demand” (Sefton)*

*“Always good to have more engines on the road to fill gaps in service” (St Helens)*

*“This will increase effectiveness/improve response time. If advertised, increased public assurance” (Sefton)*

- 3.21 Participants also referenced population expansion and increasing incident trends because of, for example, climate change and viewed an increase in the number of appliances as MFRS resourcing to meet its demand. This is, of course, one of the principles discussed earlier.

*“In my opinion, we need as many fire engines as possible because the population in our area is growing all the time” (Wirral)*

*“The incident trend shows increased numbers of call outs, so that suggests more demand. It’s resourcing to that demand” (Knowsley)*

*“The data irrespective of deprivation plus increase of incidents (weather etc.) combined with increased civil unrest (global stage) means that it is essential that MFRS is resourced” (St Helens)*

- 3.22 Those who were less positive about increasing fire engine numbers primarily questioned the need for, and cost/benefit of, additional resources given response time standards are being well met currently.

*“I would need convincing that increasing from 32 to 34 fire engines would have a significant increase on the impact of your response times” (Wirral)*

*“The results and the stations response times are already very good – maintaining this should be key, but other opportunities may be better to prioritise” (St Helens)*

- 3.23 There were also some concerns about being able to staff the extra resources, and it was suggested that specialist appliances be factored into any decision-making around service provision.

*“We need to look at the specialist areas with any increase in appliances, like better response to floods (not just in dock area) and new risks (e.g., electric vehicle fires)” (Liverpool)*

*“How would you be able to staff the extra two engines? Where would they be based?” (Sefton)*

### *Reintroducing a Small Fires Unit*

- 3.24 Reintroducing a small fires unit was, for many participants, a way of providing a more dynamic, flexible, and efficient service. In particular, they were pleased with the prospect of reducing pressure on the Service during busy periods and freeing up larger appliances for life-threatening incidents.

*“Potential cost savings and more accessible” (Knowsley)*

*“Previous experience of this working well. Now that there is room to reintroduce, it’s a more efficient use of resources” (Wirral)*

*“Small fires don’t need a full crew; waste of resources” (Liverpool)*

*“... Where I live, there is always a lot of kids being idiots, setting things on fire and stuff like that. You don’t need five firefighters going to that; that could be done by a Small Fires Unit quite quickly in comparison to having a full engine with five people on it ...” (St Helens)*

*“Having a fire unit dealing with smaller fires again must reduce cost enabling larger teams vehicles to deal with major incidents” (Sefton)*

- 3.25 There was some concern, though, about potential incident escalation and the ability of smaller crews to deal with situations that are more serious than anticipated. Several participants also asked questions around how the unit would be staffed (and in this context, the Sefton group asked whether it might be feasible to crew a smaller vehicle with two rather than three firefighters).

*“There’s the issue of maybe not knowing it’s a life risk incident until the fire and rescue service gets there” (Knowsley)*

*“My doubt at this stage is the ability to receive accurate information about the incident ... You’re relying on 100% accuracy of the emergency call coming in. That someone has correctly identified it as a small fire. How do you know it won’t have escalated by the time you get there?” (Sefton)*

*“It makes sense to use proportionate resources. However, I would expect some agreement with staff and community as per what is a small fire” (St Helens)*

*“Why do you need a third person? Could you reduce it to two for the smaller incidents?” (Sefton)*

- 3.26 If MFRS is to reintroduce a small fires unit, its cost-effectiveness would, it was felt, have to be monitored. Indeed, one Sefton participant suggested a trial period with quarterly reviews to establish success or otherwise.

*“If the evidence supports the idea of it being cost effective and valuable in saving property” (Wirral)*

*Keeping fire engines ‘on the run’ by crewing them with three firefighters to non-life risk incidents*

- 3.27 This ‘proposal’ was considered a sensible use of resources by most participants across the five groups. Indeed, several questioned why it is not in place already.

*“This sounds like a no brainer to me!” (St Helens)*

*“I would suggest this should be happening already as a good use of resource and facilities. I believe this is a high priority that would advantage all groups” (Liverpool)*

*“Makes sense to keep all fire engines ‘on the run’ and for a three-manned engine to attend a small non-life risk incident; keeping the fully manned engine for the life risk incidents” (Wirral)*

*“Allows small fires to be dealt with without taking focus away from life threatening fires” (St Helens)*

- 3.28 In the context of cost-effectiveness, many participants across all five groups said that in an either/or situation, they would prefer MFRS to take this option forward over the small fires unit given it would not involve expenditure on a dedicated vehicle. Some disagreed, though, citing the higher running costs of a larger appliance.

*“... If you can use the big engine and the three people, then why do you want to spend lots and lots of money on buying something else?” (Wirral)*

*“This seems like a more cost-effective way of achieving some of the same results” (St Helens)*

*“Large units must be much more costly to run for small incidents” (St Helens)*

- 3.29 It was recognised that implementing crews of three for non-life-threatening incidents would likely require staff and union agreement, as well as careful management to ensure overall resilience. Participants also sought reassurance that this would not become the ‘norm’, and again expressed some concern about the potential for incidents to be larger than originally anticipated.

*“The resource is currently being wasted. Agreement about what would be covered by engines staffed at four or five and staffed by three would be needed” (St Helens)*

*“Would need to be carefully managed and have a maximum number of three-man appliances” (Liverpool)*

*“Unpredictable severity of callouts; you may need four firefighters” (Knowsley)*

*“As long as it doesn’t become the norm to send crews of three out instead of four” (Knowsley)*

*Enhancing water rescue capability through introducing either a sub-surface drone or a diving team*

- 3.30 Water rescue was considered an essential aspect of MFRS’s work, given Merseyside’s coastal location and the dangers of the River Mersey.

*“I don’t think people realise how much activity goes on in that river. People just see the Service as putting out fires and rescuing people but the river is a big part of it too. And it’s a different beast ...” (Knowsley)*

*“I think this should be the case in a coastal region with an extensive dock system” (Liverpool)*

*“Merseyside is a ‘high water area’ so yes” (Sefton)*

- 3.31 One St Helens participants also stressed that: *“... There is no other alternative for the marine life-saving incidents so if you don’t look at providing some kind of solution there ... For the others, there are alternatives, there are other ways of reacting and getting to those incidents. For that, there isn’t really so for me that’s why it probably should be a priority.” (St Helens)*
- 3.32 Though there was some support for a sub-surface drone, there were also concerns about its potential cost and that it could become ‘out of date’ fairly quickly given the progression of technology. As such, given MFRS’s budgetary constraints, more participants said they would be in favour of upskilling the existing marine rescue team than supported the purchase of a drone.

*“Would certainly be great to have but appreciate costs/budgets need to be considered” (St Helens)*

*“I don’t know about the drone business and the cost of it. It’s a lot of money isn’t it? How often do you use the drone? Also, in no time at all, technology like that is out of date” (Wirral)*

*“... For the amount of money a drone would cost and for where it’s going to get to, would it be a better use of the resource to just make sure there was more training for firefighters having the diving capabilities... ? (St Helens)*

*“... Will the drone be out of date in two years? Is it better to have a physical team that can keep up to date alongside the technology?” (Liverpool)*

- 3.33 Regardless of what is decided, participants in all focus groups strongly urged MFRS to explore sharing resources with Merseyside Police, who already have a diving team in place for body recovery.

*“Liaise with police sub-aqua teams rather than one group rescues and the other retrieves bodies” (Wirral)*

*“I think this is a prime area for blue light collaboration: to share costs, equipment and expertise” (Sefton)*

*“... You said the police already had a diving team that are used for cadavers. Is there anything there that could be worked with the police as a joint diving unit instead?” (St Helens)*

- 3.34 Moreover, one St Helens participant suggested the MFRS could use any income from its new training and development academy to further partnership working in this area, as well as undertake more prevention and community education around water safety.

*Using improved technology in the MFRS Control Room, such as ‘Enhanced Mobilisation’, ‘Aura’, and ‘999Eye’*

- 3.35 Participants were almost unanimously in favour of MFRS using whatever technology it has at its disposal to make its operations more streamlined and effective. The general sense was that this would allow the Service to make gains in a cost-efficient way.

*“OMG! This is fantastic. Needs to be done NOW” (Liverpool)*

*“Technology has helped us progress in so many sectors so something like this is lifesaving. I think a big focus on this area should be happening. This seems like a higher priority for funding than things like a drone” (Wirral)*

*“... It should be absolutely considered because I think very quickly you can fall behind on technology if you don’t keep up with it ... In any kind of emergency situation, it always should be, ‘What’s the latest technology, let’s make sure we are taking advantage of it’ ... Technology can be expensive, but compared to some of the other costs that you guys have its relatively low cost I would suggest” (St Helens)*

*“To take advantage of technological advances to enhance response and service is a good strategy” (Sefton)*

*“Technology is the silent resource. Only initial cost, then maintenance” (Sefton)*

- 3.36 The use of enhanced mobilisation via a pre-alert system was particularly praised for its potential to improve response times.

*“The use of better technology would seemingly improve response times to the benefit of the community” (St Helens)*

*“If there is sufficient funding, this is a great idea. Alerting fire engines earlier would always be useful” (Sefton)*

- 3.37 Participants also liked the idea of 999Eye to aid the control centre in its decision-making around the type and level of response required at an incident, though it was suggested that some people may have concerns about privacy that would need to be addressed.

*“The way technology is going now, 999Eye should become a thing, so firefighters know what they are going into, how they’re going to respond before getting to a scene blind? Obviously, people can describe on the phone, but if you’ve got that visual image, it’s going to help. It’s not going to be a negative effect” (Liverpool)*

*“Do you think people might not be as keen on the app because of privacy concerns. We know our phones are listening to us but actually taking control of the phone; that would make it feel real!” (Sefton)*

- 3.38 There was some concern, based on media reports of ‘wastage’ in other public services, that systems may not prove as cost-effective as initially thought, and a few Liverpool participants questioned the value of

making huge investments in new technology for marginal gains. Furthermore, several people worried about possible technological failures, and that automation should not be at the expense of ‘actual people’.

*“Using the NHS as an example, spending millions on new IT systems that don’t work ... It’s only a good idea if it’s going to give you something you haven’t already got. You’re pretty effective now, so there’s a danger you could be spending a fortune for only a small percentage improvement” (Knowsley)*

*“Technology is always good, but not a replacement for hands on pump” (Liverpool)*

*“This sounds like an excellent idea, particularly 999Eye. However, my concerns would be what would happen if the technology failed” (St Helens)*

*Using Watch Managers to carry out different duties that add value and respond to incidents in a different way*

- 3.39 Exploring ways of using Watch Managers differently was described as a means of working smarter and more efficiently and effectively.

*“Again seems a way to work smarter, not necessarily harder” (Sefton)*

*“It seems to be a very good idea to review people’s job responsibilities from time to time” (Wirral)*

*“It could allow a better response to be effected, possibly through earlier arrival of the Watch Manager to assess the required nature of action” (St Helens)*

*“The Watch Manager could use his/her time more effectively and respond to two separate fire engines without coming back with the engine” (Sefton)*

- 3.40 Offering Watch Managers more responsibility and associated recognition and reward was also thought to be potentially beneficial in terms of job satisfaction and retention. However, there was some worry about the possibility of individuals being given too much responsibility, leading to competing priorities and to the detriment of service provision.

*“Need to ensure this doesn’t result in competing priorities and demands on their time ... That could be a disadvantage for either them or their staff” (Liverpool)*

- 3.41 It should be noted that this was the ‘proposal’ that received most ‘neither agree nor disagree’ responses, which perhaps reflects the fact that participants were unsure about the current role of a Watch Manager and what any changes might mean in practice,

*“Too vague; no real explanation” (Wirral)*

*“Unsure on this matter as I don’t fully understand the role” (Liverpool)*

*“Open to new ways of working but I would want more details to consider properly” (St Helens)*



*Working in areas of higher risk to educate and inform the communities in those areas on known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer*

- 3.42 Prevention and education was thought to be vital in reducing risk and incident levels, and cost-effective in the long-term. As such, providing communities with as much information as possible about the known and foreseeable risks they face and ways to mitigate against them was strongly supported, particularly in the context of climate change and associated events like flooding and wildfires.

*“I think this is a good idea, certain areas require different solutions/approaches” (Liverpool)*

*“Prevention over intervention where possible. Focus on young ages. If people can identify risks then they can report it” (Liverpool)*

*“Education and informative information given to communities is vital to spread awareness to the public ... Ways to be aware of foreseeable risks and ways to approach them would be helpful” (Sefton)*

*“The effects of climate change are becoming more apparent” (Wirral)*

*“In terms of climate change education, it’s essential” (St Helens)*

- 3.43 Working in partnership to maximise the success of this work was suggested, however.

*“Proportionate and targeted use of resources, but ... perhaps via partnerships to achieve education” (St Helens)*

*Continuing to assist the NWAS in relation to cardiac response and expanding this to people who have had falls*

- 3.44 Many participants were happy to support the expansion of MFRS assistance to NWAS to include people who have had falls, providing firefighters do not become replacements for paramedics and that it is not at the expense of the Service’s core functions.

*“If crew are skilled and able, it makes sense to utilise the staff and vehicles if they are available” (Wirral)*

*“Anything that will decrease the waiting times for calls will help and is much needed” (Sefton)*

*“Providing this is not replacing the ambulance service, it is better to have a firefighter helping to save lives rather than a person lose their life” (Wirral)*

*“If it has no impact on other services within fire and rescue” (Liverpool)*

*“This sounds great in theory, as long as it didn’t take away staff from serious incidents” (St Helens)*

- 3.45 Those who opposed or had significant concerns about the expansion did not see this as the fire and rescue service’s role. They instead called for investment into NWAS and were concerned that this would not be forthcoming for as long as its activity is ‘patched up’ by MFRS.

*“Removes urgency to reform and increase funding for health service” (Liverpool)*

*“Offering that assistance; there’s no downside to that. But I do feel that North West Ambulance Service should be looking at investing in their own equivalent of a ‘small fires unit’ for this ...” (Sefton)*

*“Open to resources being used when not otherwise engaged, but I am concerned that this will be relied on by other agencies who are getting funded for such response ... It should be used to support not to patch up the ambulance service” (St Helens)*

*Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation*

- 3.46 Once again, prevention and education was considered key to reducing risk and saving lives, and it was typically considered imperative that activity is targeted toward those who will benefit most from it.

*“Concentrating on areas of high risk is important” (Sefton)*

*“Proportionate and targeted use of resources; makes sense” (St Helens)*

*“Education is key. Deprivation is no excuse for loss of life” (Wirral)*

- 3.47 Of particular concern was the low smoke alarm ownership in some areas. This, it was felt, must be addressed through education and the provision of free alarms to those in need of them.

*“So important for people to have fire alarms and be educated on why.” (Wirral)*

*“Smoke alarms should be a legal requirement and made accessible in deprived areas.” (Liverpool)*

*Further enhancing Protection staffing to do more proactive enforcement work, particularly by introducing a building safety regulator*

- 3.48 This was considered essential by most in ensuring buildings are as safe as possible and preventing another disaster like that at Grenfell Tower. In particular, it was felt that a building safety regulator could be valuable in identifying issues and trends of concern at an early stage and working with building owners and responsible persons to address them.

*“All about education. Proactive always over reactive” (Liverpool)*

*“Important for prevention, so if an enforcement officer deems a place unsafe then it’s vital everything gets sorted quickly to avoid incidents” (Wirral)*

*“Reducing the risk areas can only improve the environment” (St Helens)*

- 3.49 A minority, though, did not consider this to be a fire and rescue service responsibility.

*“Don’t think this should be your responsibility ... Too many buildings and owners not providing safe housing/buildings” (St Helens)*

*Using the new Training and Development Academy for national and international training, subject to requests*

- 3.50 Using the new Training and Development Academy for national and international training was supported as a means of raising revenue to cover its costs and raising the profile of MFRS both within the UK and worldwide.

*“Appears to be highly innovative and a further worthwhile revenue stream that will improve the profile of MFRS” (Wirral)*

*“Good for keeping the skills of the service up-to-date and raising the status of Merseyside and for raising funding for local projects” (Wirral)*

*“Any opportunity for MFRS to wave their flag is supported. It can only benefit Merseyside” (St Helens)*

*“Let us be a beacon ... and a good source of funding” (Sefton)*

- 3.51 One Sefton participant also said that: *“... Wherever there is an earthquake or something bad, international rescue go out and the British fire service, they are renowned throughout the world. If we can get people from other countries to come here to train at the same level then there might not be the need for that straight away ... It would just be fantastic.”*

*Achieving Net Zero by 2040*

- 3.52 Although not strictly a ‘proposal’, participants were asked whether they supported MFRS’s aim to achieve Net Zero by 2040. Most people recognised that this is something MFRS must strive for morally, operationally, and to meet Government targets.

*“... The world is burning and MFRS needs to be at the forefront of reducing this” (Wirral)*

*“Of course! Global warming contributes to extra fires” (St Helens)*

*“Public services should lead the way” (St Helens)*

*“Everybody needs to reduce their carbon footprint” (Sefton)*

- 3.53 Those who were less positive acknowledged the need to address the climate emergency, but not at any cost or at the expense of safety. In light of the latter, several Liverpool participants were concerned that the relevant technology is not yet reliable enough to ensure Net Zero can be safely achieved.

*“Don’t feel the technology is available to support this despite the climate requiring it” (Liverpool)*

*“The technology needs to be right. We cannot compromise safety unless the technology is in place” (Liverpool)*

- 3.54 A small minority disagreed that MFRS should strive for Net Zero mainly due to their own lack of interest in the issue.

## Overall comments

- <sup>3.55</sup> In considering the first of the two main discussion issues, MFRS’s planning principles, it would seem sensible to retain most ‘as they are’, while removing those relating to avoiding station closures and compulsory redundancies. Replacements could incorporate staff mental health and wellbeing, workforce diversity, and employee relations/business continuity.
- <sup>3.56</sup> As for the Service’s ‘proposals’, participants generally agreed that they should all be at least considered for inclusion in the forthcoming CRMP for 2024-2027; while also recognising that budgetary constraints would prevent MFRS from implementing each one. In light of this, they did consider some ‘trade offs’. For example, there was a preference for using a traditional fire engine crewed by three participants over a dedicated small fires unit for non-life risk incidents, and for upskilling a diving team over purchasing a sub-surface drone. There was, however, significant trust that the Service will make the right decisions in the best interests of the people of Merseyside.

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY &amp; RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>14 DECEMBER 2023</b>	<b>REPORT NO:</b>	<b>CFO/054/23</b>
<b>PRESENTING OFFICER</b>	<b>DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA</b>	<b>REPORT AUTHOR:</b>	<b>DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>TREASURY MANAGEMENT INTERIM REPORT</b>		
<b>APPENDICES:</b>	<b>APPENDIX A: TREASURY MANAGEMENT INTERIM REPORT 2023/24</b>		

### **Purpose of Report**

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

### **Recommendation**

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

### **Introduction and Background**

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

4. The original 2023/24 Treasury Management Strategy Statement was contained within the Budget and Financial Plan report CFO/063/22 approved by the Authority at its meeting on 23rd February 2023. The strategy covered the following areas:
  - (a) prospects for interest rates;
  - (b) capital borrowing and debt rescheduling;
  - (c) annual investment strategy;
  - (d) external debt prudential indicators;
  - (e) treasury management prudential indicators.
  - (f) performance indicators;
  - (g) treasury management advisers
5. The Interim Treasury Management Report, attached as Appendix A, constitutes the interim report for 2023/24. In summary the treasury management activity has been carried out in compliance with the relevant Codes and Statutes and within the borrowing and treasury management limits set by the Authority under the prudential code. Performance indicators are consistent with the Authority's approved Treasury Management Strategy.

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**Equality and Diversity Implications**

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

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**Staff Implications**

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7. None directly related to this report.

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**Legal Implications**

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

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**Financial Implications & Value for Money**

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

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

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10. None directly related to this report.

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

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

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

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## **BACKGROUND PAPERS**

**CFO/063/22** “MFRA Budget and Financial Plan 2023/2024 – 2027/28” Authority 23rd February 2023.

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## **GLOSSARY OF TERMS**

**CIPFA** The Chartered Institute for Public Finance & Accountancy.

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**TREASURY MANAGEMENT INTERIM REPORT 2023/24**

**INTRODUCTION**

1. The CIPFA Code of Practice for Treasury Management in Local Authorities has been adopted by the Authority. The Code requires that Treasury Management activities are subject to reports to Members. This report represents the interim report for 2023/24.
2. For each financial year the Authority sets a balanced budget so that cash income raised during the year is sufficient to meet all of its cash expenditure commitments. One of the key functions of the Authority's treasury management activity is to ensure that these cash flows are effectively managed, so that cash is available when it is needed. Surplus cash is invested having regard to risk, liquidity and yield.
3. A further key function of the treasury management activity is to ensure that the Authority has sufficient funds to pay for its capital and other investment plans. These capital plans, which are set out in the Capital Programme, identify the borrowing needs of the Authority over a longer time horizon than the current year. In managing its longer term cash flow requirements for capital expenditure the Authority will take out loans or alternatively use its cash flow surpluses in lieu of external borrowing. This latter practice is referred to as "internal borrowing". In managing its loans, it may at times be advantageous for the Authority to repay or restructure its borrowings to optimise interest payments or achieve a balanced debt portfolio.
4. Having regard to these activities, the Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as:

*"The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."*
5. As treasury management decisions involve borrowing and investing substantial sums of money, the Authority is exposed to potentially large financial risks, including the loss of invested funds and the revenue effect of changing interest rates. The identification, control and monitoring of risk are therefore integral elements of treasury management activity.
6. The strategy for the year was identified in the Treasury Management Strategy Statement 2023/24 and was contained within the Budget and Financial Plan report approved by the Authority at its meeting on 23rd February, 2023. The strategy covered the following areas:
  - (a) prospects for interest rates;
  - (b) capital borrowing and debt rescheduling;
  - (c) annual investment strategy;
  - (d) external debt prudential indicators;
  - (e) treasury management prudential indicators.
  - (f) performance indicators;
  - (g) treasury management advisers

7. The Treasury Management Interim Report considers actual treasury management performance up to September 2023.

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

- The authority envisages that new long term borrowing of £12m will be required in 2023/24. No new borrowing has been arranged in the first half of 2023/24.
- Financial Investments at 29 September 2023 stood at £48m, with associated income of £0.643m received in the first half of the year
- The Bank of England (BOE) base rate has increased from 4.25% at the start of the financial year, to its current level announced on 3<sup>rd</sup> August 2023 of 5.25%.
- Longer term Public Works Loan Board (PWLB) rates have increased during the first half of the year by 1.01% from 4.60% at the start of the year to 5.61 % at 29 September 2023.
- Treasury Management activity for 2023/24 has been carried out in compliance with the relevant codes and statutes and within the borrowing and treasury management limits approved by the Authority as part of the budget setting process.

## **PROSPECTS FOR INTEREST RATES**

8. The Bank of England (BoE) Bank Rate has increased steadily from 4.25% at the start of the financial year to 5.25% in August, possibly reaching a peak in the tightening cycle.

In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The week August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the bank that it has already raised rates by far enough.

The growing drag from higher interest rates will intensify over the next six months, and the economy will most likely continue to lose momentum falling into mild recession.

The most recent forecasts now expect the Bank Rate to remain at the probable peak of 5.25% until the second half of 2024.

Rates are forecast to fall back over the next two to three years as inflation dampens. The CPI measure of inflation is expected to fall below 2% in the second half of 2024, and 50-year PWLB rates are currently forecast to stand at 3.90% by the end of September 2025.

PWLB rates for both long and short term borrowing have risen over the first half of the financial year, especially at the shorter end of the market where they remain volatile. The 1 year PWLB standard rate rose from a low of 4.85% on 6 April to a peak of 6.56% on 6 July. Longer term PWLB 50 year standard rates have risen from a low of 4.47% on 5 April to a peak of 5.63% on 22 August before falling slightly to 5.61% by the end of September.

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.

9. The PWLB certainty rate for borrowing is linked to Gilt yield plus a margin of 0.80%. Gilt yields and PWLB rates were on a generally rising trend throughout the first half of 2023/24. PWLB rates for longer term loans have risen sharply by 1.01% during the first half of the financial year. The table below shows the spread of interest rates during the first six months of the year.

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.85%	4.34%	4.40%	4.78%	4.47%
Date	06/04/23	06/4/23	06/4/23	06/4/23	05/4/23
High	6.56%	6.13%	5.71%	5.93%	5.63%
Date	06/7/23	07/7/23	22/8/23	17/8/23	22/8/23
29/9/23	5.88%	5.42%	5.45%	5.86%	5.61%
Average	5.82%	5.36%	5.21%	5.48%	5.20%

*(Figures do not include 20bps certainty rate discount)*

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

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

Competitive market alternatives may be available for authorities with or without access to the PWLB. However, the financial strength of the individual authority and borrowing purpose will be scrutinised by commercial lenders.

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

## **CAPITAL BORROWINGS AND DEBT RESCHEDULING**

10. The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority envisages that new long-term borrowing of £12m will be required in 2023/24.
11. 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, Treasury Officers will monitor the interest rate market and adopt a pragmatic approach to any changing circumstances.

12. 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.

### **ANNUAL INVESTMENT STRATEGY**

12. 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 DCLG Guidance and CIPFA Code of Practice. Investments are made in sterling with an institution on the counterparty list and a limit of £2m for investments with duration in excess of one year.
13. Investments have been made with various counterparties including UK and foreign banks with higher credit ratings, the larger Building Societies, “nationalised” banks and AAA rated money market funds. This diversity has enabled reasonable returns in the current interest rate environment which has improved dramatically in the first half of 2023/24. In the period 1st April to 30 September 2023 the average rate of return achieved on average principal available was 5.14 %. This compares with an overnight SONIA (Sterling Overnight Rate) rate of 4.73 %.
14. 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       |
| UK Banks and Building Societies (A- or higher rated)   | £2m       |
| Foreign banks registered in the UK (A or higher rated) | £2m       |
15. The Authority had investments of £48m as at 29th September 2023 (this included a £30.46m firefighters’ pension grant received in July that will be utilised in the year):

**ANALYSIS OF INVESTMENTS END OF QUARTER 2 2023/24**

Institution	Credit Rating	MM Fund*	DMADF	Bank / Other	Building Society	Local Authority	Average Interest
		£		£	£	£	%
Aberdeen Liquidity	AAA	3,000,000					4.85
Federated Investors UK (Overnight)	AAA	1,200,000					4.90
Legal & General	A+	2,700,000					4.80
Morgan Stanley	A+	2,100,000					5.01
HSBC (MFRS Deposit Account)	A			500,000			1.67
Newcastle BS					1,000,000		5.90
Birmingham CC						3,000,000	4.45
Central Bedfordshire Council						3,000,000	5.37
Cheshire East Council						3,000,000	5.38
Cornwall Council						3,000,000	5.40
Derby City Council						3,000,000	5.40
Eastleigh Borough Council						3,000,000	5.40
Lancashire CC						2,000,000	2.10
London Borough of Barking & Dagenham						3,000,000	5.20
North Lanarkshire						2,000,000	3.90
Rushmoor Borough Council						3,000,000	4.00
Suffolk County Council						3,000,000	5.33
Uttersford District Council						1,500,000	5.40
Wakefield Council						3,000,000	5.21
Wyre Forest DC						2,000,000	2.00
<b>Totals</b>		<b>9,000,000</b>	<b>0</b>	<b>500,000</b>	<b>1,000,000</b>	<b>37,500,000</b>	<b>4.58</b>
<b>Total Current Investments</b>						<b>48,000,000</b>	

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

## EXTERNAL DEBT PRUDENTIAL INDICATORS

17. 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 that was reached in the period April to September 2023 was £33.7 million.

## TREASURY MANAGEMENT PRUDENTIAL INDICATORS

18. 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 April to September 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 April to September 2023 was as follows: -

<b>Maturity Period</b>	<b>Upper Limit</b>	<b>Lower Limit</b>	<b>Maximum</b>	<b>Minimum</b>
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 such investments for £2m has been made in the first half of 2023/24.

## **PERFORMANCE INDICATORS**

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

19. The indicators for the treasury function are:

Borrowing – the indicator is the average rate of actual borrowing compared to the average available for the period of borrowing. However, there has been no borrowing in the period April to September 2023.

Investments – Internal returns compared to the SONIA rate. The return in the period April to September 2023 was 0.41% above the benchmark.

## **TREASURY MANAGEMENT ADVISORS**

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

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

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

## **CONCLUSION**

22. Treasury Management activity in 2023/24 has been carried out in compliance with the relevant Codes and Statutes and within the borrowing and treasury management limits set by the Authority under the prudential code.

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>14 DECEMBER 2023</b>	<b>REPORT NO:</b>	<b>CFO/053/23</b>
<b>PRESENTING OFFICER</b>	<b>MIKE REA, DIRECTOR OF FINANCE AND PROCUREMENT</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>MIKE REA</b>	<b>REPORT AUTHOR:</b>	<b>MIKE REA</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>FINANCIAL REVIEW 2023/24 - JULY TO SEPTEMBER</b>		

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

## 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 July to September 2023.

## Recommendation

2. That Members;
  - a. Approve the proposed revenue and capital budget alignments, and
  - b. Approve the use of the forecast £0.500m employee saving to fund capital expenditure and reduce the level of borrowing, and
  - c. 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.

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## Executive Summary

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**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 July and September 2023.

**Capital:**

The current 5-year capital programme has a planned total investment of £60.464m over the 2023/24 – 2027/28 period, of which £41.922m relates to 2023/24. During the quarter the capital programme planned spend has increased by £3.129m in 2023/24, of which £1.930m relates to Home Office funded National Resilience assets. The increase in capital spend is fully funded from specific resources and therefore the overall capital borrowing requirement remains unchanged. 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.

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## Introduction and Background

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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 second quarter of 2023/24, (July – September 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.

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

- A contribution from reserves of £1.458m;
  - Members' approved, CFO/032/23, an increase in the new TDA / station budget of £1.000m to fund a number of new additions to the scheme. The increase was funded from the capital reserve. In addition, the final £0.060m of capital reserve funding for the new TDA/station was drawn-down in the quarter.
  - Members' approved a scheme to introduce new technology and refurbish the SHQ Control Room (CFO/039/23). The scheme required a net increase to the current capital programme of £0.089m funded from the capital reserve.
  - A further £0.097m was drawn-down from the capital reserve to fund previously agreed projects, the Learning Management System, £0.090m, and, Hydra Water Software, £0.007m.
  - The current IRMP and appraisal training commitments required a £0.132m draw-down from the training reserve.

- Ongoing support for community projects, £0.069m, and energy conservation schemes, £0.011m, meant a further £0.080m draw-down from reserves.
  - A number of grant and externally funded initiatives are only built into the budget during the year once the level of 2023/24 funding is known. External grant income of £0.164m to cover End Point Assessments training costs funded by the apprenticeship levy, £0.100m, protection costs funded from the protection uplift grant, £0.044m, other small increases in expenditure lines funded by small grant increases, £0.020m.
  - 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. Update on Budget Assumptions and forecast actual expenditure.
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 employee and inflation provision, then officers would draw-down funds from the inflation reserve to cover the 2023/24 impact. 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;**  
No 2023/24 unavoidable growth has been identified in the quarter.
14. The following paragraphs consider the September forecast revenue outturn position and potential variances;

**I. Employee Costs;**

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

The latest uniform employee forecast indicates a small potential **underspend of £0.250m** against the budget due in part to the current FBU ban on overtime. Depending on the current dispute being settled and future retirements the level of underspend may rise during the year.

The non-uniform establishment forecast indicates a **£0.250m favourable variance** due to staff recruitment and retention problems.

**II. Non-Employee Costs and Income;**

All other spend and income is expected to be consistent with the approved budget.

15. Overall, the latest forecast has identified a favourable net revenue variance of £0.500m. The Director of Finance and Procurement would recommend that Members' approve that the £0.500m favourable variance be used 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. The table below summarises the year-end forecast position based on spend to the end of September 2023:

**Anticipated Year End Revenue Position (excl. National Resilience)**

	TOTAL BUDGET	ACTUAL as at 30.09.23	FORECAST	VARIANCE
	£'000	£'000	£'000	£'000
<b>Expenditure</b>				
Employee Costs	57,372	27,788	56,872	-500
Premises Costs	3,380	1,681	3,380	0
Transport Costs	1,333	710	1,333	0
Supplies and Services	3,554	1,600	3,554	0
Agency Services	6,765	3,300	6,765	0
Central Support Services	640	385	640	0
Capital Financing	18,890	0	18,890	0
<b>Income</b>	-14,508	-10,168	-14,508	0
<b>Net Expenditure</b>	77,426	25,296	76,926	-500
<b>Contingency Pay&amp;Prices</b>	1,796	0	1,796	0
<b>Cost of Services</b>	79,222	25,296	78,722	-500
<b>Interest on Balances</b>	-450	-328	-450	0
<b>Movement on Reserves</b>	-10,851	0	-10,851	0
<b>Total Operating Cost</b>	67,921	24,968	67,421	-500

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 debtor accounts were written off in the quarter totalling £788.68 plus VAT as the service was likely to incur more costs than the value of the debt, in an attempt to recover the debt.

**Capital Programme Position:**

18. The last financial review report (CFO/038/23) approved a 5-year capital programme worth £60.464m. This has now been updated for scheme additions and changes during quarter 2 of £3.129m, as outlined below:-
  - a. The Authority manages the national resilience asset refresh on behalf of the Home Office and receives 100% funding for the scheme. During the quarter £1.930m of planned asset refresh has been identified and built into the programme.
  - b. At the September 2023 Community Safety and Protection Committee, Members' approved a scheme to introduce new technology and refurbish the SHQ Control Room (CFO/039/23). The scheme required a net increase to the current capital programme of £0.089m funded from the capital reserve.
  - c. At the July Policy and Resources Committee, Members' approved an increase in the new TDA / station budget of £1.000m to fund a number of new additions to the scheme. The increase was funded from the capital reserve. In addition, the final planned capital reserve funding of £0.060m has been drawn-down in the quarter.
  - d. New ICT hardware, £0.015m, and, replacement inflatable boats, £0.034m, both schemes will be funded from revenue budget contributions.
19. As the £3.129m increase is funded from specific resources (reserves, grant and revenue) the level of required capital borrowing remains unchanged at £43.732m.
20. The capital programme changes actioned in the quarter are summarised in Table below. The revised detailed capital programme is attached as Appendix B (Capital Programme 2023/24) and Appendix C (Capital Programme 2023/24 to 2027/28) to this report.

<b>Movement in the 5 Year Capital Programme</b>						
	<b>Total</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
<b>Expenditure</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Amendments to Approved Schemes;</b>						
NRAT Asset Refresh	1,930.4	1,930.4				
Increase in New TDA / Station	1,060.0	1,060.0				
Fire Control refurbishment / ICT	89.0	89.0				
New ICT equipment & Replacement Boats	49.2	49.2				
	<b>3,128.6</b>	<b>3,128.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Funding</b>						
<b>Revenue Contribution to Capital Outlay (RCCO)</b>						
New ICT equipment & Replacement Boats	49.2	49.2				
<b>Capital Reserve</b>						
Increase in New TDA / Station & Fire Control	1,149.0	1,149.0				
<b>Grant</b>						
Home Office - NRAT	1,930.4	1,930.4				
	<b>3,128.6</b>	<b>3,128.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

### **Use of Reserves:**

21. The analysis in Appendix A4 outlines the reserve movements in the quarter. A £1.458m draw-down adjustment was required in the quarter as outlined in paragraph 7 of this report.
22. The general revenue reserve has remained unchanged at £3.000m.

### **(B) Treasury Management**

23. The Authority continues to “buy in” Treasury Management from Liverpool City Council. The following paragraphs reflect Treasury Management activities in the period July to Sept 2023/24.
24. **Prospects for Interest Rates;**  
The Bank of England (BoE) increased the Bank Rate from 5.00% in June to 5.25% in August, possibly reaching a peak in the tightening cycle.

In its latest monetary policy meeting on 20 September 2023, the Bank of England left interest rates unchanged at 5.25%. The August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the bank that it has already raised rates by far enough.

The growing drag from higher interest rates will intensify over the next six months, and the economy will most likely continue to lose momentum falling into mild recession.

The most recent forecasts now expect the Bank Rate to remain at the probable peak of 5.25% until the second half of 2024.

Rates are forecast to fall back over the next two to three years as inflation dampens. The CPI measure of inflation is expected to fall below 2% in the second

half of 2024, and 50-year PWLB rates are currently forecast to stand at 3.90% by the end of September 2025.

PWLB rates for both long and short term borrowing have risen over the first half of the financial year, 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 to a peak of 6.36% on 6 July. Longer term PWLB 50 year rates have risen from a low of 4.27% on 5 April to a peak of 5.43% on 22 August.

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.

25. **Capital Borrowings and the Portfolio Strategy;**

The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority envisages that new-long term borrowing of £12 million will 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, 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.

26. **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 half of 2023/24. In the period 1st July to 30 Sept 2023 the average rate of return achieved on average principal available was 5.14%. This compares with an average SONIA rate (Sterling Overnight Rate) of 4.73%.



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 £48.000m as at 30th September 2023, (this included a £30.5m firefighters' pension grant received on 26th July 2022 that will be utilised in the year):

**ANALYSIS OF INVESTMENTS END OF QUARTER 2 2023/24**

Institution	Credit Rating	MM Fund*	DMADF	Bank / Other	Building Society	Local Authority	Average Interest
		£		£	£	£	%
Aberdeen Liquidity	AAA	3,000,000					4.85
Federated Investors UK (Overnight)	AAA	1,200,000					4.90
Legal & General	A+	2,700,000					4.80
Morgan Stanley	A+	2,100,000					5.01
HSBC (MFRS Deposit Account)	A			500,000			1.67
Newcastle BS					1,000,000		5.90
Birmingham CC						3,000,000	4.45
Central Bedfordshire Council						3,000,000	5.37
Cheshire East Council						3,000,000	5.38
Cornwall Council						3,000,000	5.40
Derby City Council						3,000,000	5.40
Eastleigh Borough Council						3,000,000	5.40
Lancashire CC						2,000,000	2.10
London Borough of Barking & Dagenham						3,000,000	5.20
North Lanarkshire						2,000,000	3.90
Rushmoor Borough Council						3,000,000	4.00
Suffolk County Council						3,000,000	5.33
Uttlesford District Council						1,500,000	5.40
Wakefield Council						3,000,000	5.21
Wyre Forest DC						2,000,000	2.00
<b>Totals</b>		<b>9,000,000</b>	<b>0</b>	<b>500,000</b>	<b>1,000,000</b>	<b>37,500,000</b>	<b>4.58</b>
<b>Total Current Investments</b>						<b>48,000,000</b>	

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

**27. 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 July to 30 Sept 2023 was £33.7 million.

**28. 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 July to 30 Sept 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<sup>st</sup> July to 30 Sept 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.

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**Equality and Diversity Implications**

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

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**Staff Implications**

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

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**Legal Implications**

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

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

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32. See Executive Summary.

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

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

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

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

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

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### **BACKGROUND PAPERS**

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

**CFO/038/23** "Financial Review 2023/24 – April to June" Community and Safety Committee 6th September 2023.

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### **GLOSSARY OF TERMS**

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**MTFP** Medium Term Financial Plan

**TDA** Training & Development Academy

**PWLB** Public Works Loans Board

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## 2023/24 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2022/23	SERVICE REQUIREMENTS	Base Budget 2023/24	Qtr 1 Budget 2023/24	Reserve Draw- down	Virements	Qtr 2 Budget 2023/24
£'000		£'000	£'000	£'000	£'000	£'000
72,956	Fire Service	70,576	75,435	1,458	0	76,893
464	Corporate Management	528	533	0	0	533
0	NRAT MFRS Lead Authority (Budget Neutral)	0	0	0	0	0
0	2017 - 19 Dynamic Savings	0	0	0	0	0
73,420		71,104	75,968	1,458	0	77,426
0	Contingency for Pay/Price Changes	3,306	1,796	0	0	1,796
73,420	<b>TOTAL SERVICE EXPENDITURE</b>	74,410	77,764	1,458	0	79,222
-920	Interest on Balances	-172	-450	0	0	-450
72,500	<b>NET OPERATING EXPENDITURE</b>	74,238	77,314	1,458	0	78,772
	<u>Contribution to/(from) Reserves:</u>					
	<b>Emergency Related Reserves</b>					
0	Bellwin / Emergency Planning Reserve	0	0	0	0	0
35	Insurance Reserve	0	0	0	0	0
0	Facing The Future COVID-19 Reserve	0	0	0	0	0
-2,170	Collection Fund Deficit Reserve	0	-150	0	0	-150
	<b>Modernisation Challenge</b>					
-588	Smoothing Reserve	0	0	0	0	0
530	Retrospective Holiday Pay	0	0	0	0	0
-62	Pensions Reserve	0	-290	0	0	-290
364	Recruitment Reserve	0	0	0	0	0
0	Invest to Save Reserve / Collaboration Reserve	0	-282	0	0	-282
	<b>Capital Investment Reserve</b>					
-6,939	Capital Investment Reserve	-6,316	-8,120	-1,246	0	-9,366
-69	PFI Annuity Reserve	-69	-69	0	0	-69
	<b>Specific Projects</b>					
0	Community Sponsorship Reserve	0	0	0	0	0
12	Equipment Reserve	0	0	0	0	0
-8	Community Engagement Reserve	0	0	0	0	0
62	Training Reserve	0	0	-132	0	-132
23	Health and Wellbeing Reserve	0	0	0	0	0
-1,769	Inflation Reserve	0	-550	0	0	-550
	<b>Ringfenced Reserves</b>					
-15	Princes Trust Reserve	0	0	0	0	0
-4	Community Risk Management Reserve	0	0	-69	0	-69
68	Energy Reserve	68	68	-11	0	57
-180	New Dimensions Reserve	0	0	0	0	0
-10,710	<b>Movement in Reserves</b>	-6,317	-9,393	-1,458	0	-10,851
61,790	<b>BUDGET REQUIREMENT</b>	67,921	67,921	0	0	67,921
-31,251	Settlement Funding Assessment	-33,249	-33,249	0	0	-33,249
1,150	Collection Fund Deficit	-301	-301	0	0	-301
0	Transitional Funding Pension	0	0	0	0	0
-31,689	Precept Income	-34,371	-34,371	0	0	-34,371
-61,790	<b>BUDGET FUNDING</b>	-67,921	-67,921	0	0	-67,921

## 2023/24 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2022/23	SERVICE REQUIREMENTS	Base Budget 2023/24	Qtr 1 Budget 2023/24	Reserve Draw- down	Virements	Qtr 2 Budget 2023/24
£'000		£'000	£'000	£'000	£'000	£'000
	<b>EMPLOYEES</b>					
	<b>Uniformed</b>					
34,396	Firefighters	36,270	37,629		3	37,632
1,609	Control	1,682	1,749		7	1,756
2,639	Additional Hours	2,040	2,113			2,113
38,644	<b>TOTAL UNIFORMED</b>	39,992	41,491	0	10	41,501
	<b>APT&amp;C and Manual</b>					
10,479	APT&C	11,666	11,831		-168	11,663
165	Tender Drivers	156	156			156
219	Catering	235	235			235
678	Transport Maintenance	706	706			706
56	Hydrant Technicians	59	59			59
54	Casuals	0	0			0
11,651	<b>TOTAL APT&amp;C/MANUAL</b>	12,822	12,987	0	-168	12,819
	<b>Other Employee Expenses</b>					
74	Allowances	49	50			50
0	Removal Expenses	1	1			1
772	Training Expenses	454	550	125	166	841
9	Other Expenses	9	9			9
2	Staff Advertising	7	7			7
63	Development Expenses	80	80			80
173	Employee Insurance	147	139			139
-169	MPF Pen Fixed Rate	-240	-240			-240
56	Enhanced Pensions	52	52			52
4	SSP & SMP Reimbursements	0	0			0
147	Catering Expenditure	125	125		6	131
-508	HFRA Capitalisation Payroll	-375	-375			-375
623	<b>TOTAL OTHER EMPLOYEE EXPENSES</b>	309	398	125	172	695
	<b>Pensions</b>					
1,704	Injury Pension	1,790	1,790			1,790
26	Sanction Charges	21	21			21
147	Ill Health Retirement Charges	174	174			174
0	Injury Gratuity	0	0			0
1,877	<b>TOTAL PENSIONS</b>	1,985	1,985	0	0	1,985
52,795	<b>TOTAL EMPLOYEES</b>	55,108	56,861	125	14	57,000
	<b>PREMISES</b>					
11	Building Maintenance Repairs	29	29			29
15	Site Maintenance Costs	24	25			25
2,349	Energy	1,116	1,116	11	-5	1,122
36	Rent	46	47		4	51
1,294	Rates	1,584	1,768			1,768
250	Water	300	300			300
15	Fixtures	15	15			15
27	Contract Cleaning	0	0			0
57	Insurance	54	70			70
4,054	<b>TOTAL PREMISES</b>	3,168	3,370	11	-1	3,380
	<b>TRANSPORT</b>					
332	Direct Transport	330	336		-9	327
9	Tunnel & Toll Fees	11	11			11
110	Operating Lease	133	133			133
615	Other Transport Costs	533	533			533
74	Car Allowances	91	91		-2	89
320	Insurance	244	221		12	233
0	Driving Licences	7	7			7
1,460	<b>TOTAL TRANSPORT</b>	1,349	1,332	0	1	1,333

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

Actual 2022/23	SERVICE REQUIREMENTS	Base Budget 2023/24	Qtr 1 Budget 2023/24	Reserve Draw- down	Virements	Qtr 2 Budget 2023/24
£'000		£'000	£'000	£'000	£'000	£'000
	<b>SUPPLIES &amp; SERVICES</b>					
12	Administrative Supplies	13	14		3	17
331	Operational Supplies	273	269			269
5	Hydrants	11	11			11
55	Consumables	44	44			44
108	Training Supplies	113	113		12	125
136	Fire Prevention Supplies	54	59	57	7	123
6	Catering Supplies	18	21		5	26
389	Uniforms	331	344		5	349
77	Printing & Stationery	97	99		1	100
3	Operating Leases	1	4			4
283	Professional Fees/Service	412	433	2	6	441
816	Communications	840	840			840
14	Postage	15	15			15
8	Command/Control	5	5		5	10
676	Computing	362	366	97	-2	461
240	Medicals	269	269			269
50	Travel & Subsistence	64	72	7	-2	77
129	Grants/Subscriptions	106	109	10	4	123
3	Advertising	1	1			1
47	Insurances	37	49			49
9	Furniture	13	13			13
67	Laundry	82	82			82
14	Hospitality	7	8		10	18
66	Seconded Officers In	0	0		65	65
<b>3,544</b>	<b>TOTAL SUPPLIES &amp; SERVICES</b>	<b>3,168</b>	<b>3,240</b>	<b>173</b>	<b>119</b>	<b>3,532</b>
	<b>AGENCY SERVICES</b>					
168	Super Fund Admin	126	126			126
1,533	ICT Service Provider	1,576	1,576		21	1,597
438	ICT Managed Suppliers	439	439		-21	418
2,897	PFI Unitary Charges ((Int/Principal/Op Costs)	2,991	2,991			2,991
1,514	Estates Service Provider	1,633	1,633			1,633
<b>6,550</b>	<b>TOTAL AGENCY SERVICES</b>	<b>6,765</b>	<b>6,765</b>	<b>0</b>	<b>0</b>	<b>6,765</b>
	<b>CENTRAL EXPENSES</b>					
482	Finance & Computing	482	501			501
2	Central Expenses	0	0			0
<b>484</b>	<b>TOTAL CENTRAL EXPENSES</b>	<b>482</b>	<b>501</b>	<b>0</b>	<b>0</b>	<b>501</b>
	<b>CAPITAL FINANCING</b>					
5,101	PWLB Debt Charges	7,590	7,590			7,590
48	MRB Debt Charges	60	60			60
14,981	Revenue Contribution to Capital	6,691	10,064	1,149	49	11,262
-22	Early Settlement of Debt (Pfi Refin)	-22	-22			-22
<b>20,108</b>	<b>TOTAL CAPITAL FINANCING</b>	<b>14,319</b>	<b>17,692</b>	<b>1,149</b>	<b>49</b>	<b>18,890</b>
<b>88,995</b>	<b>TOTAL EXPENDITURE</b>	<b>84,359</b>	<b>89,761</b>	<b>1,458</b>	<b>182</b>	<b>91,401</b>
	<b>INCOME</b>					
12,632	Specific Grants	11,201	11,565		164	11,729
40	Sales	1	5		35	40
1,389	Fees & Charges	1,219	1,318		-92	1,226
-2	Reinforcing Moves	0	0			0
1,523	Rents etc	901	901		-1	900
300	Recharges Secondments	210	210			210
214	Contributions	128	204		69	273
152	Recharges Internal	113	113		7	120
10	Other Income	10	10			10
<b>16,258</b>	<b>TOTAL INCOME</b>	<b>13,783</b>	<b>14,326</b>	<b>0</b>	<b>182</b>	<b>14,508</b>
<b>72,737</b>	<b>NET EXPENDITURE</b>	<b>70,576</b>	<b>75,435</b>	<b>1,458</b>	<b>0</b>	<b>76,893</b>

**2023/24 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT**

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

**2023/24 NATIONAL RESILIENCE ASSURANCE REVENUE BUDGET MOVEMENT**

Actual 2022/23	SERVICE REQUIREMENTS	Base Budget 2023/24	Qtr 1 Budget 2023/24	Reserve Draw- down	Virements	Qtr 2 Budget 2023/24
£'000		£'000	£'000	£'000	£'000	£'000
	<b>EXPENDITURE</b>					
2,156	Employee Costs		2,493		158	2,651
2	Premises Costs		0		0	0
6,414	Transport Costs		7,676		7	7,683
3,396	Supplies and Services Costs		5,119		325	5,444
454	Agency Costs		32			32
0	Central Expenditure		0			0
15	Capital Financing Costs		0		2	2
<b>12,437</b>	<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>15,320</b>	<b>0</b>	<b>492</b>	<b>15,812</b>
	<b>INCOME</b>					
12,437	Income		15,320		492	15,812
<b>0</b>	<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Budgeted Movement on Reserves 2023/24

	Opening Balance	Qtr 1 Draw-down & changes	Qtr 2 Draw-down & changes	Closing Balance
	£'000	£'000	£'000	£'000
<b>Committed Reserves</b>				
<b>Emergency Related Reserves</b>				
Bellwin / Emergency Planning Reserve	222			222
Insurance Reserve	534			534
Facing The Future COVID-19 Reserve	0			
Collection Fund Reserve	250	-150		100
<b>Modernisation Challenge</b>				
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		
<b>Capital Investment Reserve</b>	<b>10,781</b>	<b>-8,120</b>	<b>-1,246</b>	<b>1,415</b>
<b>PFI Annuity Reserve</b>	<b>1,373</b>	<b>-69</b>		<b>1,304</b>
<b>Specific Projects</b>				
Community Sponsorship Reserve	55			55
Equipment Reserve	217			217
Community Engagement Reserve	0			
Training Reserve	212		-132	80
Health and Wellbeing Reserve	30			30
Inflation Reserve	1,250	-550		700
Clothing Reserve	90			90
<b>Ringfenced Reserves</b>				
Princes Trust Reserve	0			
Community Risk Management Reserve	300		-69	231
Energy Reserve	201	68	-11	258
New Dimensions Reserve	58			58
<b>Total Earmarked Reserves</b>	<b>19,789</b>	<b>-9,393</b>	<b>-1,458</b>	<b>8,938</b>
<b>General Revenue Reserve</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>3,000</b>
<b>Total Reserves</b>	<b>22,789</b>	<b>-9,393</b>	<b>-1,458</b>	<b>11,938</b>

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**APPENDIX B**

**Capital Programme 2023/24**

<b>EXPENDITURE</b>		<b>Approved Budget</b>	<b>Qtr 1 Budget</b>	<b>Q2 Amend-ments</b>	<b>Qtr 2 Virements</b>	<b>Qtr 2 Budget</b>	<b>Actual to 30.09.23</b>
		£	£	£	£	£	£
<b>BUILDING &amp; LAND PROGRAMME</b>							
BLD001	Roofs & Canopy Replacements	145,000	178,700			178,700	1,445
BLD003	Appliance Room Door Repairs	25,000	25,000			25,000	
BLD004	Concrete Yard Repairs	72,500	94,600			94,600	13,470
BLD005	Tower Improvements	15,000	37,700			37,700	
BLD007	L.E.V. Sys In App Rooms	37,500	39,200			39,200	1,630
BLD011	Capital Refurbishment	15,000	15,000			15,000	
BLD013	Appliance Room Floors	172,000	122,000			122,000	
BLD014	Boiler Replacements	65,000	82,000			82,000	3,190
BLD016	Community Station Investment	30,000	54,700			54,700	586
BLD018	Conference Facilities H/Q	45,000	45,000			45,000	
BLD020	5 Year Electrical Test	75,000	111,100			111,100	4,334
BLD026	Corporate Signage	15,000	31,500			31,500	
BLD031	Diesel Tanks		12,350			12,350	7,200
BLD032	Power Strategy (Generators)	15,000	37,000			37,000	8,965
BLD033	Sanitary Accommodation Refurb	115,000	136,200			136,200	
BLD034	Office Accommodation	65,000	78,300			78,300	13,948
BLD039	F.S. Refurbishment Heswall	90,000	126,900		-100,000	26,900	3,032
BLD041	F.S. Refurbishment Aintree	150,000	159,900			159,900	
BLD044	Asbestos Surveys	30,000	38,400			38,400	1,836
BLD050	LLAR Accommodation Belle Vale		49,800			49,800	3,185
BLD053	Lighting Replacement	10,000	20,500			20,500	
BLD055	F.S. Refurbishment Bromborough	1,200,000	1,238,400			1,238,400	1,387
BLD057	F.S. Refurbishment Crosby	50,000	92,600			92,600	
BLD058	H.V.A.C. Heating, Vent & Air Con	5,000	48,000			48,000	38,162
BLD060	D.D.A. Compliance Work	150,000	182,600			182,600	2,310
BLD061	Lighting Conductors Surge Protectors	45,000	53,000			53,000	4,355
BLD062	Emergency Lighting	30,000	47,800			47,800	
BLD063	F.S. Refurbishment Kirkby	365,000	365,000			365,000	795
BLD067	Gym Equipment Replacement	45,000	78,400			78,400	1,312
BLD068	SHQ Joint Control Room			39,000		39,000	
BLD070	Workshop Enhancement		2,700			2,700	
BLD073	SHQ Museum	191,000	191,000			191,000	
BLD075	LLAR Accom Newton Le Willows	720,000	822,400		40,000	862,400	203,679
BLD081	SHQ Stage C Works		0			0	-15,014
BLD082	Saughall Massie Fire Station Build		0			0	15
BLD083	St Helens Fire Station Build		0			0	-3,376
BLD084	F.S. Refurbishment Croxteth		34,600			34,600	
BLD085	F.S. Refurbishment Speke/Garston	300,000	682,300		30,000	712,300	183,426
BLD086	F.S. Refurbishment Old Swan	300,000	678,400		30,000	708,400	145,643
BLD088	F.S. Refurbishment Kensington	130,000	134,900			134,900	13,641
BLD089	F.S. Refurbishment Toxteth/Hub	200,000	200,000			200,000	
BLD090	F.S. Refurbishment Wallasey	25,000	43,900			43,900	19,466
BLD091	New Build TDA	24,538,000	23,892,000	1,060,000		24,952,000	11,798,796
BLD092	Service HQ. Offices	50,000	78,300			78,300	17,062
BLD093	Refurbishment MF1	150,000	150,000			150,000	
BLD094	Security Enhancement Works	25,000	40,700			40,700	8,874
BLD095	Electric Vehicle Infrastructure	55,000	75,000			75,000	
BLD096	Passive Strategy	20,000	40,000			40,000	
BLD097	Saughall Massie Wig Wags		100,000			100,000	
CON001	Energy Conservation Non-Salix	150,000	128,200			128,200	
CON002	Energy Conservation Salix		1,800			1,800	560
EQU002	Fridge/Freezer Rep Prog	15,000	42,300			42,300	4,296
EQU003	Furniture Replacement Prog	60,000	73,700			73,700	4,712
TDA001	TDA Refurbishment	20,000	40,400			40,400	3,989
	<b>Total</b>	<b>30,026,000</b>	<b>31,054,250</b>	<b>1,099,000</b>	<b>0</b>	<b>32,153,250</b>	<b>12,496,912</b>
<b>FIRE SAFETY</b>							
FIR002	Smoke Alarms (H.F.R.A.)	235,000	235,000			235,000	90,695
FIR005	Installation Costs (H.F.R.A.)	375,000	375,000			375,000	
FIR006	Deaf Alarms (H.F.R.A.)	25,000	25,000			25,000	
FIR007	Replacement Batteries (H.F.R.A.)		0			0	185
	<b>Total</b>	<b>635,000</b>	<b>635,000</b>	<b>0</b>	<b>0</b>	<b>635,000</b>	<b>90,880</b>

## Capital Programme 2023/24

EXPENDITURE		Approved Budget	Qtr 1 Budget	Q2 Amend-ments	Qtr 2 Virements	Qtr 2 Budget	Actual to 30.09.23
		£	£	£	£	£	£
<b>ICT</b>							
FIN001	F.M.I.S. Replacement	253,500	253,500			253,500	
IT002	I.C.T. Software	660,300	678,300	14,700	-89,700	603,300	262,638
IT003	I.C.T. Hardware	213,860	441,360		-10,300	431,060	244,115
IT005	I.C.T. Servers	323,600	323,600		100,000	423,600	
IT018	I.C.T. Network	134,400	134,400			134,400	
IT019	Website Development		10,800			10,800	
IT026	I.C.T. Operational Equipment	145,400	145,400			145,400	3,030
IT027	I.C.T. Security	24,000	24,000			24,000	
IT028	System Development Portal		105,200			105,200	11,700
IT030	I.C.T. Projects / Upgrades	5,000	5,000			5,000	
IT055	C3i C&C Comms and Info system	5,000	5,000	50,000		55,000	1,622
IT058	New Emergency Services Network	40,000	54,300			54,300	
IT059	ESMCP Project Control room integration	25,900	92,000			92,000	
IT062	Capita Vision 3 Update		91,500		-10,000	81,500	63,444
IT063	PIPS System Upgrade	120,000	120,000			120,000	
IT064	999 EYE Emergency Streaming	40,000	40,000			40,000	
IT065	Dynamic Cover Response Tool	35,000	35,000			35,000	
IT066	ESN Ready		20,700			20,700	
IT067	DCS Upgrade		48,400		10,000	58,400	30,144
IT068	Command & Control Suite TDA	501,000	501,000			501,000	
	<b>Total</b>	<b>2,526,960</b>	<b>3,129,460</b>	<b>64,700</b>	<b>0</b>	<b>3,194,160</b>	<b>616,694</b>
<b>NATIONAL RESILIENCE ASSET REFRESH</b>							
NRAT001	NRAT Asset Refresh	0	143,300	50,000		193,300	19,967
NRAT002	NRAT - DIM	0	1,109,200	1,029,100		2,138,300	323,508
NRAT003	NRAT - ELS	0	0	851,300		851,300	897
	<b>Total</b>	<b>0</b>	<b>1,252,500</b>	<b>1,930,400</b>	<b>0</b>	<b>3,182,900</b>	<b>344,372</b>
<b>OPERATIONAL EQUIP. &amp; HYDRANTS</b>							
OPS001	Gas Tight Suits Other Ppe	11,500	24,200			24,200	
OPS003	Hydraulic Rescue Equipment	85,000	94,400			94,400	11,886
OPS005	Resuscitation Equipment	30,500	30,500			30,500	9,350
OPS009	Pod Equipment	95,000	95,000		-15,000	80,000	
OPS011	Thermal Imaging Cameras	175,000	176,000			176,000	
OPS016	Gas Detection Equipment	45,300	45,300			45,300	2,279
OPS022	Improvements To Fleet	58,000	60,300		-10,000	50,300	13,314
OPS023	Water Rescue Equipment	71,000	73,600			73,600	2,640
OPS024	BA equipment / Comms	75,000	95,400			95,400	21,154
OPS026	Rope Replacement	20,000	24,500			24,500	3,434
OPS027	Light Portable Pumps	30,000	30,000			30,000	
OPS033	Marine Rescue Launch	20,500	20,500			20,500	1,248
OPS034	Operational Ladders	57,000	50,600		-40,000	10,600	
OPS036	Radiation Detection Equipment	2,000	62,900			62,900	
OPS038	Water Delivery System	10,000	10,000			10,000	
OPS039	Water Delivery Hoses	37,500	37,500			37,500	6,620
OPS049	Bulk Foam Attack Equipment		109,300			109,300	30,656
OPS054	Electrical Equipment	68,000	69,900		40,000	109,900	
OPS058	Operational Drones	2,500	2,500			2,500	
OPS059	Fire Ground Equipment	5,000	8,000			8,000	7,776
OPS060	SRT Equipment	40,000	71,200			71,200	6,638
OPS061	Hi-Rise Kits	2,000	29,100			29,100	11,933
OPS062	Marine Firefighting		1,000		15,000	16,000	1,055
OPS063	Emerging Technologies		4,000			4,000	3,246
OPS064	Wildfire Equipment		0		10,000	10,000	4,671
HYD001	Hydrants (New Installations)	18,500	18,500			18,500	
HYD002	Hydrants (Rep Installations)	18,500	18,500			18,500	4,246
	<b>Total</b>	<b>977,800</b>	<b>1,262,700</b>	<b>0</b>	<b>0</b>	<b>1,262,700</b>	<b>142,145</b>
<b>VEHICLES</b>							
VEH001	Wt'S Purchased		6,500			6,500	
VEH002	Ancillary Vehicles	364,700	1,041,300			1,041,300	265,548
VEH004	Special Vehicles	1,412,100	3,137,600			3,137,600	29,250
VEH005	Vehicles Water Strategy		16,400			16,400	
VEH010	Marine Rescue Vessels	300,000	348,900	34,500		383,400	269,026
WOR001	Workshop Equipment	20,000	37,700			37,700	
	<b>Total</b>	<b>2,096,800</b>	<b>4,588,400</b>	<b>34,500</b>	<b>0</b>	<b>4,622,900</b>	<b>563,824</b>
	<b>Grand Total</b>	<b>36,262,560</b>	<b>41,922,310</b>	<b>3,128,600</b>	<b>0</b>	<b>45,050,910</b>	<b>14,254,828</b>

## Capital Programme 2023/24

<b>EXPENDITURE</b>		<b>Approved Budget</b>	<b>Qtr 1 Budget</b>	<b>Q2 Amend-ments</b>	<b>Qtr 2 Virements</b>	<b>Qtr 2 Budget</b>	<b>Actual to 30.09.23</b>
		<b>£</b>					<b>£</b>
<b>Capital Receipts</b>							
	Sale of Newton LLAR House	435,000	435,000			435,000	
	Sale of LLAR NWAS Land	80,000	80,000			80,000	
	Sale of Vesty A	550,000	550,000			550,000	
	Sale of Vesty B	550,000	550,000			550,000	
	Sale of Ritchie Avenue Stores	100,000	100,000			100,000	
	Sale of TDA/Croxteth FS	2,000,000	2,000,000			2,000,000	
	Sale of Aintree FS	200,000	200,000			200,000	
<b>R.C.C.O. / Capital Reserve</b>							
	Capitalisation of Sals HFRA (FIR005)	375,000	375,000			375,000	
	TDA Refurb (BLD091) Cap Inv Res	6,316,000	9,670,000	1,060,000		10,730,000	10,730,000
	It Equipment (IT003)		9,100	14,700		23,800	23,800
	Diesel Tanks (BLD031)		150			150	150
	Hi-Rise Kits (OPS061)		10,000			10,000	10,000
	C3I C&C Comms (IT055)			50,000		50,000	
	SHQ JCC (BLD068)			39,000		39,000	
	New Malawi Replacement Boats(VEH010)			34,500		34,500	34,500
<b>Grant</b>							
	NRAT National Resilience Grant		1,252,500	1,930,400		3,182,900	344,372
	<b>Total Non Borrowing</b>	<b>10,606,000</b>	<b>15,231,750</b>	<b>3,128,600</b>	<b>0</b>	<b>18,360,350</b>	<b>11,142,822</b>
<b>Borrowing Requirement</b>							
	Unsupported Borrowing	25,656,560	26,690,560	0	0	26,690,560	3,112,006
	<b>Borrowing</b>	<b>25,656,560</b>	<b>26,690,560</b>	<b>0</b>	<b>0</b>	<b>26,690,560</b>	<b>3,112,006</b>
	<b>Total Funding</b>	<b>36,262,560</b>	<b>41,922,310</b>	<b>3,128,600</b>	<b>0</b>	<b>45,050,910</b>	<b>14,254,828</b>

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## Capital Programme 2023/24 to 2027/28

Capital Expenditure	Total Cost £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Building/Land	35,118,250	32,153,250	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	7,419,040	3,194,160	1,169,460	981,860	1,137,660	935,900
NRAT Resilience Assets	3,182,900	3,182,900	0	0	0	0
Operational Equipment & Hydrants	4,392,200	1,262,700	1,546,000	462,000	390,500	731,000
Vehicles	10,304,750	4,622,900	1,300,850	2,176,000	200,000	2,005,000
<b>Expenditure</b>	<b>63,592,140</b>	<b>45,050,910</b>	<b>5,223,810</b>	<b>5,282,360</b>	<b>3,190,660</b>	<b>4,844,400</b>
<i>2023/24 - 2027/28 Q1 Approved Programme</i>	<i>60,463,540</i>	<i>41,922,310</i>	<i>5,223,810</i>	<i>5,282,360</i>	<i>3,190,660</i>	<i>4,844,400</i>
Q2 Change to Q1	3,128,600	3,128,600	0	0	0	0
<b>Q2 Movements Explained by:</b>						
NRAT Schemes (Grant)	1,930,400	1,930,400				
New Schemes - RCCOs (ICT / Vehicles)	49,200	49,200				
New TDA Increase (CFO/032/23)	1,060,000	1,060,000				
Fire Contol Refurb / New Technology	89,000	89,000				
<b>Q2 Movement</b>	<b>3,128,600</b>	<b>3,128,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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	1,943,450	443,450	375,000	375,000	375,000	375,000
Capital Reserves	10,819,000	10,819,000	0	0	0	0
Grants	3,182,900	3,182,900	0	0	0	0
<b>Total Non Borrowing</b>	<b>19,860,350</b>	<b>18,360,350</b>	<b>375,000</b>	<b>375,000</b>	<b>375,000</b>	<b>375,000</b>
Unsupported Borrowing	43,731,790	26,690,560	4,848,810	4,907,360	2,815,660	4,469,400
<b>Total Funding</b>	<b>63,592,140</b>	<b>45,050,910</b>	<b>5,223,810</b>	<b>5,282,360</b>	<b>3,190,660</b>	<b>4,844,400</b>
<i>2023/24 - 2027/28 Opening Approved Programme</i>	<i>60,463,540</i>	<i>41,922,310</i>	<i>5,223,810</i>	<i>5,282,360</i>	<i>3,190,660</i>	<i>4,844,400</i>
Q2 Change to Q1	3,128,600	3,128,600	0	0	0	0
<b>Funding Change Explained by:</b>						
<b>RCCO</b>	<b>49,200</b>	<b>49,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
IT003 IT Hardware - 0085		14,700				
VEH010 NR Malawi Boats 0221		34,500				
<b>Capital Reserves</b>	<b>1,149,000</b>	<b>1,149,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
BLD091 TDA Rephase		1,060,000				
BLD068 SHQ JCC - Capital Investment Reserve		39,000				
IT055 C&C Comms - Capital Investment Reserve		50,000				
<b>Grants</b>	<b>1,930,400</b>	<b>1,930,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
NRAT Grant		1,930,400				
<b>Q2 Movements</b>	<b>3,128,600</b>	<b>3,128,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Buildings Capital Programme 2023/24 to 2027/28**

Type of Capital Expenditure	Total Cost £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Major Site Works</b>						
BLD039 FS Refurbishment Heswall	26,900	26,900				
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	712,300	712,300				
BLD086 FS Refurbishment Old Swan	708,400	708,400				
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	24,952,000	24,952,000				
BLD093 Marine Fire 1 Refurbishment	150,000	150,000				
	<b>29,809,900</b>	<b>29,009,900</b>		<b>500,000</b>	<b>300,000</b>	
<b>LLAR Accommodation Works</b>						
BLD050 LLAR Accommodation Belle Vale	49,800	49,800				
BLD075 LLAR Accommodation Newton-le-Willows	862,400	862,400				
	<b>912,200</b>	<b>912,200</b>				
<b>General Station Upgrade Works</b>						
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				
	<b>1,419,300</b>	<b>789,300</b>	<b>157,500</b>	<b>157,500</b>	<b>157,500</b>	<b>157,500</b>
<b>Other Works</b>						
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
BLD068 SHQ JCC	39,000	39,000				
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 Strategy	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
	<b>2,976,850</b>	<b>1,441,850</b>	<b>415,000</b>	<b>370,000</b>	<b>370,000</b>	<b>380,000</b>
	<b>35,118,250</b>	<b>32,153,250</b>	<b>572,500</b>	<b>1,027,500</b>	<b>827,500</b>	<b>537,500</b>



**Fire Safety Capital Programme 2023/24 to 2027/28**

<b>Type of Capital Expenditure</b>	<b>Total Cost £</b>	<b>2023/24 £</b>	<b>2024/25 £</b>	<b>2025/26 £</b>	<b>2026/27 £</b>	<b>2027/28 £</b>
FIR002 Smoke Alarms (100,000 HFRA target)	<b>1,175,000</b>	235,000	235,000	235,000	235,000	235,000
FIR005 Installation costs (HFRA)	<b>1,875,000</b>	375,000	375,000	375,000	375,000	375,000
FIR006 Deaf Alarms (HFRA)	<b>125,000</b>	25,000	25,000	25,000	25,000	25,000
	<b>3,175,000</b>	<b>635,000</b>	<b>635,000</b>	<b>635,000</b>	<b>635,000</b>	<b>635,000</b>

**ICT Capital Programme 2023/24 to 2027/28**

Type of Capital Expenditure	Total Cost £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>IT002 ICT Software</b>						
Software Licences	10,000	2,000	2,000	2,000	2,000	2,000
New Virtualisation Infrastructure	14,000	14,000				
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
	<b>1,962,300</b>	<b>603,300</b>	<b>275,000</b>	<b>431,000</b>	<b>378,000</b>	<b>275,000</b>
<b>IT003 ICT Hardware</b>						
Desktops (target 20%)	228,300	44,200	40,100	48,000	48,000	48,000
Laptops/Surface Pros/Tablets/Docking Stations (target 20%)	506,200	82,700	62,000	120,500	120,500	120,500
Monitors & Monitor Arms (target 20%)	76,650	20,650	14,000	14,000	14,000	14,000
Peripherals replacement (target 20%)	15,150	3,150	3,000	3,000	3,000	3,000
Mobile device replacement (target 20%)	70,540	21,060	12,360	12,360	12,360	12,400
Mitel Handset Refresh	135,300	300				135,000
Landline Handset Refresh	10,000	10,000				
Audio Visual Conference Facility - SHQ	214,200	154,200	60,000			
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				
	<b>1,412,940</b>	<b>431,060</b>	<b>191,460</b>	<b>197,860</b>	<b>259,660</b>	<b>332,900</b>
<b>IT005 ICT Servers</b>						
Server/storage replacement (target 20%)	655,600	395,600	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			
	<b>874,600</b>	<b>423,600</b>	<b>214,000</b>	<b>79,000</b>	<b>79,000</b>	<b>79,000</b>
<b>IT018 ICT Network</b>						
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 Fire Control 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
	<b>822,400</b>	<b>134,400</b>	<b>312,000</b>	<b>67,000</b>	<b>142,000</b>	<b>167,000</b>
<b>IT026 ICT Operational Equipment</b>						
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				
	<b>780,400</b>	<b>145,400</b>	<b>165,000</b>	<b>155,000</b>	<b>245,000</b>	<b>70,000</b>
<b>IT027 ICT Security</b>						
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	
	<b>54,000</b>	<b>24,000</b>	<b>2,000</b>	<b>2,000</b>	<b>24,000</b>	<b>2,000</b>
<b>IT058 New Emergency Services Network (ESN)</b>						
ESN Radios / Infrastructure - Estimate	54,300	54,300				
	<b>54,300</b>	<b>54,300</b>				
<b>IT063 Planning Intelligence and Performance System</b>						
PIPS System upgrade	120,000	120,000				
	<b>120,000</b>	<b>120,000</b>				
<b>Other IT Schemes</b>						
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	75,000	55,000	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				
	<b>1,338,100</b>	<b>1,258,100</b>	<b>10,000</b>	<b>50,000</b>	<b>10,000</b>	<b>10,000</b>
	<b>7,419,040</b>	<b>3,194,160</b>	<b>1,169,460</b>	<b>981,860</b>	<b>1,137,660</b>	<b>935,900</b>

**NRAT Resilience Assets 2023/24 to 2027/28**

<b>Type of Capital Expenditure</b>	<b>Total Cost £</b>	<b>2023/24 £</b>	<b>2024/25 £</b>	<b>2025/26 £</b>	<b>2026/27 £</b>	<b>2027/28 £</b>
NRAT001 NRAT Asset Refresh	<b>193,300</b>	193,300	0	0	0	0
NRAT002 NRAT - DIM	<b>2,138,300</b>	2,138,300				
NRAT003 NRAT - ELS	<b>851,300</b>	851,300				
	<b>3,182,900</b>	<b>3,182,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>3,182,900</b>	<b>3,182,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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 £
<b>OPS001 Gas Tight Suits Other PPE</b>						
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
	<b>46,000</b>	<b>11,500</b>	<b>9,000</b>	<b>6,500</b>	<b>9,500</b>	<b>9,500</b>
<b>OPS003 Hydraulic Rescue Equipment</b>						
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
	<b>877,700</b>	<b>97,700</b>	<b>360,000</b>	<b>190,000</b>	<b>110,000</b>	<b>120,000</b>
<b>OPS005 Resuscitation Equipment</b>						
Resuscitation Rescue Equipment	37,000	10,500	5,500	5,500	5,500	10,000
Appliance Resuscitation Equipment & Cylinders	29,400	29,400				
	<b>66,400</b>	<b>39,900</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>10,000</b>
<b>OPS009 POD Equipment</b>						
Demountable Unit Refurbishment	145,700	75,700	10,000		10,000	50,000
Gas Monitors	29,300	19,300				10,000
	<b>175,000</b>	<b>95,000</b>	<b>10,000</b>		<b>10,000</b>	<b>60,000</b>
<b>OPS022 Improvements to Fleet</b>						
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
	<b>311,800</b>	<b>60,300</b>	<b>58,000</b>	<b>58,000</b>	<b>58,500</b>	<b>77,000</b>
<b>OPS024 BA Equipment/Communications</b>						
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			
Face masks	39,000		39,000			
	<b>1,066,900</b>	<b>95,400</b>	<b>911,500</b>	<b>20,000</b>		<b>40,000</b>
<b>OPS036 Radiation/Gas Detection Equipment</b>						
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
	<b>119,900</b>	<b>62,900</b>	<b>4,000</b>	<b>2,000</b>	<b>4,000</b>	<b>47,000</b>
<b>OPS049 Bulk Foam Equipment</b>						
Bulk Foam Attack Equipment	109,300	109,300				
Bulk Foam Stock	10,000		5,000		5,000	
	<b>119,300</b>	<b>109,300</b>	<b>5,000</b>		<b>5,000</b>	
<b>OPS059 Fire Ground Equipment</b>						
Fire Ground Radios	30,000	8,000	5,500	5,500	5,500	5,500
Fire Ground Communications	5,500					5,500
	<b>35,500</b>	<b>8,000</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>11,000</b>
<b>OPS060 SRT Equipment</b>						
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
	<b>226,200</b>	<b>71,200</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>50,000</b>
<b>Other Operational Equipment</b>						
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	70,600	10,600	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
OPS054 Electrical Equipment	170,900	109,900	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				
	<b>1,162,500</b>	<b>574,500</b>	<b>105,500</b>	<b>102,500</b>	<b>110,500</b>	<b>269,500</b>
<b>Hydrants</b>						
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
	<b>185,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>
	<b>4,392,200</b>	<b>1,262,700</b>	<b>1,546,000</b>	<b>462,000</b>	<b>390,500</b>	<b>731,000</b>

**Vehicles Capital Programme 2023/24 to 2027/28**

Type of Capital Expenditure	Price Per Unit	Total		2023/24		2024/25		2025/26		2026/27		2027/28	
		Unit	Cost £	Unit	£	Unit	£	Unit	£	Unit	£	Unit	£
<b>VEH002 Ancillary Vehicles</b>													
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													
Isuzu	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
<b>VEH004 Special Vehicles</b>													
CPL - Aerial Appliance	862,800	1	862,800	1	862,800								
Prime Movers/POD Long Term Capability 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
<b>VEH010 Marine Rescue Vessels</b>													
RNLI Class 75 Rib Boats			383,400		383,400								
			383,400		383,400								
<b>VEH001 Fire Appliances</b>													
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
<b>VEH005 Water Strategy Vehicles</b>													
			16,400		16,400								
<b>WOR001 Workshop Equipment</b>													
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
			10,304,750		4,622,900		1,300,850		2,176,000		200,000		2,005,000

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>14 DECEMBER 2023</b>	<b>REPORT NO:</b>	<b>CFO/052/23</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>JACKIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>STATEMENT OF ASSURANCE 2022-23</b>		
<b>APPENDICES:</b>	<b>APPENDIX A: STATEMENT OF ASSURANCE 2022-23</b>		

### **Purpose of Report**

1. To request that Members consider and approve the Authority’s Statement of Assurance 2022-23 for publication on the Authority website.

### **Recommendation**

2. It is recommended that Members;
  - a) note the information contained within this report;
  - b) approve the Authority’s draft Statement of Assurance 2022-23; and
  - c) if approved, the Statement of Assurance 2022-23, be signed by the Chair of Merseyside Fire and Rescue Authority and the Chief Fire Officer.

### **Introduction and Background**

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

***‘Fire and rescue authorities must provide annual assurance to their community and to Government on financial, governance and operational matters.***

4. The National Framework goes on to say that the statement should outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document (April 2022 to March 2023) – to the National Framework, the Integrated Risk Management Plan and to any strategic plans prepared by the authority for that period.

5. Where fire and rescue authorities have already set out relevant information that is clear, accessible and user-friendly within existing documents, they may wish to include extracts, or links to these documents within their statement of assurance.
6. With this in mind, the Authority's Statement of Assurance April 2022 to March 2023 has been prepared in a way that does not substantially duplicate existing plans, reports and other documents, but instead includes links to existing documents held on the MFRA website, or in some cases to documents held by other organisations or within Governmental departments.

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### **Equality and Diversity Implications**

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

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### **Staff Implications**

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8. There are no staff implications arising from this report

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### **Legal Implications**

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

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

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

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

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

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

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

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

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### **BACKGROUND PAPERS**

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**NONE**



## **GLOSSARY OF TERMS**

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**MFRA** Merseyside Fire and Rescue Authority

**MFRS** Merseyside Fire and Rescue Service

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# Statement of Assurance

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## 2022-23

# Merseyside Fire & Rescue Authority

## ANNUAL STATEMENT OF ASSURANCE 2022/23

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## ANNUAL STATEMENT OF ASSURANCE 2022/23

### 1. Foreword

Fire and Rescue Authorities are accountable for their performance and as such, information regarding effectiveness and value for money should be accessible, transparent and accurately reported to the communities they serve. Along with legislation which governs how FRA's provide their services, the revised [Fire and Rescue Service National Framework for England 2018](#) requires Merseyside Fire and Rescue Authority (MFRA) to produce this Annual Statement of Assurance. The Statement of Assurance focuses on Authority governance, performance and activity that took place between 1<sup>st</sup> April 2022 and 31<sup>st</sup> March 2023.

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

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

The cost-of-living crisis has affected everyone in recent years, but in Merseyside Fire and Rescue Service we have always known that the poorest people in society suffer the most and they are often also the people who are most at risk of fire in the home. For this reason we continue to visit the homes of tens of thousands of vulnerable people every year to help reduce their risk from fire along with other interventions that help keep people safe and reduce their risk from hazards such as road traffic collisions and getting into difficulty in water.

Our excellent emergency response remained a high level throughout the year and residents of Merseyside and its many visitors can be assured of a rapid and effective response when they need us.

During the last quarter of 2022/23 we were preparing for our third full inspection by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services and although the bulk of the inspection and the publication of our report took place in 2023/24, which is out of scope for this Statement of Assurance, it would be remiss of us not to inform readers that Merseyside Fire and Rescue Service remains one of the highest performing Services in the country, retaining our previous "Outstanding" judgements with no areas judged as "requires Improvement" or "Inadequate". The report can be read [Publications - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectors.gov.uk\)](#) The culture of the fire and rescue service nationally has been highlighted this year and we would like to reassure residents of Merseyside and beyond that poor behaviour is not tolerated in this Service and we have taken action to implement all the requirements of HMICFRS's culture review. We have continued to embed our Leadership Message which sets out our expectations for the Service and the national [Core Code of Ethics for Fire and Rescue Services](#). We will continue to work to make sure that our organisational culture is welcoming to people from all backgrounds and everyone feels that they belong.

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

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

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

## 2. [Introduction](#)

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

Merseyside spans 249 square miles (645 Km<sup>2</sup>) of land containing a mix of high density urban areas, suburbs, semi-rural and rural locations, but overwhelmingly the land use is urban. Its largest business district is in Liverpool city centre, but Merseyside is made up of five metropolitan districts, each of which has at least one major town centre and outlying suburbs.

According to the 2021 Census population figures show that Merseyside has a population 1,423,300. Since the 2011 census, the population of Merseyside has grown by 3% with each metropolitan district showing overall increases. There are slightly more females than males in Merseyside (51.5% female against 48.5% male). Based on the 2021 Census, of the total population of over 65's in Merseyside is 27.9%. 91.7% are classed as White and 8.3% Black and Minority Ethnic

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

Merseyside is one of the most deprived areas in England, with Knowsley being the third most deprived local authority in England and Liverpool being fourth. There are better off areas, for example in West Wirral and

North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation, which has the side effects of high levels of poverty, social exclusion and crime.

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

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

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

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

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

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

We will continue to fit smoke alarms free of charge to people aged over 65 and those referred to us by other agencies that understand fire risk, or by our staff as part of specific campaigns following fatal fires. Other Merseyside residents can access free fire safety advice on request. This can include the installation of smoke alarms if necessary and the person requesting the service is asked to cover the unit cost of the alarm.

Merseyside Fire & Rescue Authority actively supports the reduction of Hate Crime across Merseyside and all our fire stations remain Safe Havens. We use target hardening techniques to prevent incidents and/or reduce the effects on victims.

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

MFRA published the [Service Delivery Plan 2022-23](#) in April 2022. The [Integrated Risk Management Plan 2021-24](#) was published on 1st July 2021 following two periods of consultation with stakeholders.

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

The Service Delivery Plan establishes the standards of performance expected and reported on the 2021/22 outcomes. The IRMP, Annual Station Plans and Functional Plans set the Service Delivery Plan objectives for the year.

### **3. Governance arrangements**

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

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

#### **The Authority**

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

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



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

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

### **Our legal responsibilities**

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

- Members code of conduct
- [MFRA Constitution 2022/23](#) and allowances
- Meetings, agendas and decisions
- [Complaints Procedure](#)

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

Three high level principles underpin Corporate Governance:

- Openness and inclusivity
- Accountability
- Integrity

### **The Fire and Rescue Service National Framework**

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

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

The priorities are:

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

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

#### 4. Overview of Merseyside Fire and Rescue Service

##### **Our Vision: -**

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

##### **Our Purpose**

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

##### **Our Aims:**

- **Protect**  
*We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe*
- **Prevent**  
*We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities*
- **Prepare**  
*We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective*
- **Respond**  
*We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe*

##### **Our Service:**

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

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

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

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

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

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

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

**We serve with Courage**

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

**We serve with Integrity**

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

**We serve with Compassion**

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

**Responsibility & accountability of the Chief Fire Officer**

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

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

**The Chief Fire Officer is accountable to the Authority.** Details of the powers delegated to the Chief Fire Officer (and in their absence the Deputy Chief Fire Officer,) who may further delegate to any member of either the Executive Team or the Strategic Leadership Team as appropriate, can be found on page 32 of [MFRA Constitution 2022/23](#).

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

Staffing levels, including the number of officers, can be found on the [DCLG 2022/23](#) (Department for Communities and Local Government) and [CIPFA 2022/23](#) (Chartered Institute of Public Finance and Accountancy) websites. A log in is required.

### **Organisational Development**

Each member of staff has their individual training, learning and development needs identified by their line manager at their annual performance appraisal and development review. This in turn informs an annual training needs analysis. This is used to identify new equipment, methods of working, health and safety risks, and compliance with legislation or succession planning which have arisen, or may, arise in the coming years. Similarly with succession planning, heads of departments work with our People and Organisational Development team to develop plans to ensure key areas of work are resilient when members of staff leave the Service.

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

### **Leadership Development**

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

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

Merseyside Fire & Rescue Service is developing a High Potential Programme to support the development of staff with leadership potential and the drive to take the Service forward. The programme will seek to develop their skills and knowledge around personal, organisational and community leadership, enhancing their

potential to ensure we continue to deliver the best possible outcomes for the public. Always open, the High Potential Programme allows managers to identify those with potential and endorse them for focussed career development opportunities.

### Staff consultation - Representative Bodies

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

### Staff Survey

In November/December 2022 Merseyside Fire and Rescue Authority conducted a 5th staff survey, facilitated by an independent organisation (People Insight). 32% of staff responded to the Survey (317 of 999 staff). This is a survey that we conduct every two years, so our last survey took place in 2020.

86% of our staff are engaged with the organisation, support what we are doing and feel valued:

2014	55%
2016	74%
2018	75%
2020	88%
2022	86%

- 84% of respondents said they got a sense of accomplishment from their work
- 76% feel MFRA treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age
- 88% understand the new Leadership message (Our Vision, Purpose, Aims)

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

- Purpose** – Feeling that you are making a difference to people’s lives.
- Serving communities and making a difference** – The feeling that we are doing our best to protect the public and those most in need
- Working as part of a strong and close-knit team** - Feeling part of a team and being proud to say I contribute to the success of MFRS
- Learning and development** – I feel like I am continually learning, development opportunities
- Job security** – job security in a safe, clean, health and friendly working environment.

A summary report on the [2022 Staff Survey Results](#) provided by People Insight was considered by Merseyside Fire and Rescue Authority on 6<sup>th</sup> April 2023. This report summarises all of the results produced by People Insight. The next Staff Survey will take place in 2024.

## **Equality, Diversity and Inclusion**

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

We published an [Equality, Diversity and Inclusion 2022-23](#) which set out how we have met our legal obligations and improved outcomes for our communities.

## **The risks we face in Merseyside**

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

## **Social Risk**

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

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

## Environmental & Economic Risks

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

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

## 5. Risks beyond our borders

### National & Local Resilience

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

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

MFRA is also the lead for the UK International Search and Rescue Team (UKISAR), which is an internationally deployable, heavy classified Urban Search and Rescue (USAR) team. This team is available for deployment to incidents anywhere in the world on behalf of the UK Government.

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

### Management of Risk

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

- [Service Delivery Plan 2022-23](#) for details of actions for 2022-23
- [Service Delivery Plan 2023-24](#) for details of 2022/23 performance indicator outcomes
- [Integrated Risk Management Plan 2021-24](#)
- [Medium Term Financial Plan 2022/23 - 2026-27](#) Budget Authority 24<sup>th</sup> February 2022 Appendix C
- Our [Corporate Risk Register 22-23](#) can be found in Authority papers (Policy and Resources Committee 15th December 2022)

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

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

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

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

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

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

- [The Fire and Rescue Services Act 2004](#)
- [The Fire and Rescue Services \(Emergencies\) \(Order\) 2007](#)
- [The Civil Contingencies Act 2004](#)
- [Localism Act 2011](#)
- [Regulatory Reform \(Fire Safety\) Order 2005](#)
- [Fire and Rescue Service National Framework for England 2018](#)
- [Local Government Acts 1972 to date](#)
  
- The [Service Delivery Plan 2023-24](#) highlights MFRA's commitment to delivering an excellent service to the communities of Merseyside. This document brings together actions from the [Integrated Risk](#)



[Management Plan 2021-24](#), Station Community Safety Delivery Plans, Functional Plans, [Equality and Diversity](#) planning and details of outcomes from 2022/23. All these plans are available to view through the MFRA Portal and website.

### Operational Response

The Authority's priorities clearly stated in the [Service Delivery Plan 2022-23](#) are:

- To maintain an effective emergency response to meet risk across Merseyside with safety and effectiveness at its core
- The [Operational Response](#) function ensures that the Authority, on behalf of the public, is assured with regard to the readiness of its operational workforce, appliances, stations and equipment to respond appropriately and in a timely manner to emergencies, and that when we do respond our firefighters, procedures and equipment are safe and effective.
- The Operational Response function is led by an Area Manager who is responsible for the operational element of the MFRA workforce. This equates to approximately 655 operational staff across the 22 Fire Stations, Marine Rescue, Fire Control and Officer Group (figures at March 2023).

### Protection (legislative fire safety)

The Protection function will improve the safety and wellbeing of the communities of Merseyside by reducing risks and incidents in the built environment. Through education and regulating those responsible for keeping buildings safe, encouraging people to adopt safer behaviours and delivering proportionate and robust fire protection activities, complying with its statutory responsibilities.

Our competent protection personnel target premises in line with our risk based inspection programme, utilising data and business intelligence to optimise resources. We proactively plan and adapt to the diverse and changing needs of the community, ensuring services are equitably available to all. We use our powers under relevant legislation and in accordance with the Regulators Code, to take effective enforcement action, where compliance is not demonstrated. Furthermore, we will look to support businesses via the provision of clear guidance, working with them to improve standards of safety, ultimately seeking to help the local and national economy to grow.

We collaborate with other agencies such as regional (FRS), Local Authorities, the Care Quality Commission and Merseyside Police and where appropriate, share resources to foster efficiency and effectiveness. This may involve formal arrangements such as the Primary Authority Scheme (PAS) or the Liverpool City Plan. We also work with our internal functions to combine risk information about our communities and store it in one central information management system.

We allocate our personnel resources and their respective skill sets appropriately to address current risks, plan and anticipate future risks and subsequently inform medium to longer term functional needs. Modern Buildings, particularly those with engineered solutions, are designed to assist our firefighters. Through our team's technical knowledge of these facilities and the expertise of our planning and building regulations team, we will provide relevant fire safety training to operational crews and other relevant internal stakeholders in order to enhance their capabilities.

### Prevention

➤ **PEOPLE**

- Home Safety
- High risk and vulnerable adults

➤ **PLACE**

- Community Safety Partnerships
- Arson reduction
- Road safety and water Safety

➤ **YOUTH EDUCATION**

- Beacon Project
- Fire Cadets
- Princes Trust

Our Priorities:

**PEOPLE** – Home Safety/High risk vulnerable adults department:

- Reduce accidental dwelling fires and associated death and injury through data led plans.
- Identify, target and protect vulnerable people and keep safe those most at risk from fire.
- Determinedly reach into existing and emerging communities as an active, engaged and welcomed stakeholder to reduce the risk of fire and other emergencies.

**PLACE** – Community Safety department:

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

**YOUTH EDUCATION -**

- Develop a Children and Younger persons plan and embed our Youth Education programmes in our Service.
- Deliver high quality Youth Education programmes from 'cradle to career'.

- Work with the Merseyside Violence Reduction Partnership to maximise Youth Education which will lead to fewer ASB activities and contribute to less Serious Violence.

## 7. Our Performance

The MFRA [Service Delivery Plan 2023-24](#) reports on performance for 2022/23 and establishes the Key (KPI) and Local Performance Indicators (LPI's) and service delivery standards for 2023/24. Performance against the KPI's is reported to Authority in the [Service Delivery Plan reports](#) and to the Strategy and Performance Board and Performance Management Group (PMG) on a quarterly and monthly basis respectively.

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

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

All fire stations produced and reported on a Community Safety Station Delivery Plan, in consultation with partners and stakeholders, to agree local targets for priorities within in each station area. These plans are available to view in community fire stations and in the [Service Delivery Plan 2022-23](#)

Performance is managed and reported on at all levels and in all functions, with staff working hard to reduce the number of emergency incidents that occur in Merseyside. The table below illustrates the number of incidents attended by type, for an average day between 2012/13 and 2021/22. The table identifies that during 2022/23, 50.1 incidents were attended on a daily basis, this is the highest count of daily incidents measured over the 10 year period. However, what should be taken into account is that in the majority of incident types, there have been reductions in incidents. The increase is primarily due to an increase in Special Services, especially with the FRS assisting partners and other agencies more and more each year. This provides evidence that working with local partners and MFRA's own initiatives and campaigns has had a beneficial impact on the people and communities of Merseyside.

## Average Count of Incidents attended per day

Incident Type	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Accidental Fires in the Home	3.1	3.2	2.9	3.0	2.7	2.5	2.5	2.4	2.2	2.3	2.1
Other Building and Property Fires	2.5	2.3	2.1	2.2	2.2	2.0	1.8	1.5	1.4	1.5	1.6
Vehicle Fires	2.0	1.8	1.9	2.0	2.3	2.3	1.9	1.8	1.3	1.7	1.4
All Antisocial Behaviour Fires	11.8	15.8	12.0	12.5	13.0	13.2	14.5	9.7	12.0	13.5	14.4
False Automatic Fire Alarms	12.5	7.5	7.7	7.9	8.6	9.3	9.0	10.1	9.2	9.6	9.8
Other False Alarms	4.7	4.5	4.4	4.8	5.2	5.8	5.6	5.3	5.8	6.9	7.4
Road Traffic Collisions	1.3	1.4	1.6	1.5	1.7	1.5	1.7	2.0	1.5	2.3	2.3
Other Special Services	5.3	5.6	5.6	6.0	6.8	7.1	7.3	8.7	10.1	12.4	12.2
<b>Grand Total</b>	<b>43.0</b>	<b>42.0</b>	<b>38.2</b>	<b>39.9</b>	<b>42.4</b>	<b>43.8</b>	<b>44.1</b>	<b>41.5</b>	<b>43.5</b>	<b>50.1</b>	<b>51.1</b>

## What others have said about our performance?

*“The MVRP works closely with Merseyside Fire and Rescue Service, collaborating on a number of projects focused on keep our young people safe and away from risky situations, while empowering them with greater self-awareness and renewed confidence, helping to raise their aspirations and put them on the right path to a brighter future.*”

*“The Beacon and Fire Champions projects in particular bring together a range of partners, coordinated by MFRS, and give them the opportunity to forge better relationships with young people, ultimately building community resilience through open and honest communication. These projects go from strength to strength and continue to receive excellent feedback and results. I look forward to continuing this relationship and working with MFRS to both develop these existing projects and create new ones.”*

### **Supt Georgina Garvey**

Merseyside Violence Reduction Partnership (MVRP)

*“FRS safeguarding colleagues have been fully committed to the safeguarding partnerships as always. The move from an Adults combined Merseyside Board to 5 separate Boards has obviously impacted on time and resources but as Chair of two of those Boards I can confirm that the commitment from the lead is steadfast and the contributions made at the Boards are well received and important. His reach across Merseyside and his national connections also benefit all the boards . In addition the extra benefits we all gain in terms of the community projects that happen and the use of FRS facilities for partnership events is very appreciated. FRS are a valued partner to the safeguarding community in Merseyside.”*

### **Sue Redmond**

Chair of the Knowsley and Wirral Safeguarding Adults Partnership and is the Fire Service representative for the National Independent Safeguarding Chairs Meeting

*“Really appreciate all the support.”*

*“Thanks for everything, your support over the years has been really top notch which has made my life far easier.”*

*“Just a short working relationship but very impressed with the whole delivery of NR. This is in no short part due to the people like you that are making it work.”*

*“Thanks very much.....you never fail to deliver!”*

*“Thank you and your team for your continuous unfaltering patience and assistance over the last few years. It has been a genuine pleasure to work with you.”*

## **Training Course Feedback from National Resilience SPOCS**

### **8. Financial Performance**

#### **2022/23 Budget and 5-Year Medium Term Financial Plan (MTFP) 2022/23 – 2026/27;**

For many years now the Authority has approved a rolling 5-year comprehensive medium term financial plan (MTFP). The MTFP takes into account Revenue, Capital, Reserves and Prudential Borrowing forecasts.

The Authority’s Budget meeting on 24th February 2022 approved the 2022/23 – 2026/27 MTFP and it was based on a number of key assumptions around; future pay awards; other costs; and future Government funding support. The Budget and MTFP, assuming all options hold out, delivers a balanced financial position for 2022/23 and 2023/2024. A potential financial challenge from 2024/25 was forecast, however, due to the significant uncertainty over future Government support and future costs (particularly pay awards and the impact of the McCloud remedy in relation to pensions), this challenge was noted by the Authority at this time. The Authority has an excellent track record of dealing with any financial challenges it faces, and if any future challenge does materialise then the Authority will approve a plan to meet that challenge.

The Medium Term Financial Plan 2022/23 to 2026/27 agreed at the Authority Budget meeting on 24th February 2022, can be found on the MFRA website.

Actual financial performance of the Authority against the approved 2022/23 revenue, capital and reserve budgets is monitored closely during the year and the Authority received quarterly financial review updates.

After taking into account the year-end earmarked reserve requests of £0.924m, the net revenue expenditure was £3.289m lower than the budget. The Authority approved the use of the £3.289m underspend to fund an increase in the inflation reserve of £0.382m to mitigate future inflation risks, and, a £2.907m increase in the capital reserve to reduce future capital borrowing. After taking these reserve adjustments into account the Authority’s overall expenditure is consistent with its budget. Capital spend for the year was £18.951m, resulting in a variance of £6.476m against the £25.427m budget. The reason for the variance can be broken down into; a £6.334m re-phasing of planned spend from 2022/23 into future years, requiring the carry forward of capital budget; and; a net underspend and saving on capital projects of £0.142m.

## [Our long term financial challenges and commitments](#)

The Authority approved a scheme to build a new training centre and a new fire station to provide outstanding training facilities and replace two existing fire stations (Aintree and Croxteth) at a cost of £41m. In order to reduce the requirement to fund this investment via borrowing the Authority has built up a capital reserve of £24m through one-off savings and the re-alignment of existing reserves, and, identified assets it can sell to generate over £3m in capital receipts.

Due to the level of uncertainty around the forecasts, the Authority will consider any future challenges as part of the 2024/2025 budget setting process when some of these uncertainties should be resolved. The Authority has established specific reserves to cover the risk of a variation to the key assumptions in the MTFP in 2023/2024, and these reserves would allow the Authority time to approve structural changes to deliver any required permanent savings over the longer term.

## [2022/23 Statement of Accounts and Audit Opinion](#)

The Authority has a statutory duty to approve and sign-off for publication a set of financial statements, the “Statement of Accounts”, for the previous year usually before 30th September of the following year. The [Statement of Accounts 2022-23](#) sets out the financial activities of the Authority for the year ended 31st March 2023, with comparative figures for the previous financial year. These financial statements have been prepared in accordance with the 2022/23 Code of Practice on Local Authority Accounting (the Code) as published by the Chartered Institute of Public Finance and Accountancy (CIPFA) and are based upon International Financial Reporting Standards (IFRS). The Code and relevant guidance notes specifies the principles and practices of accounting required to give a “true and fair” view of the financial position and transactions of the Authority.

The Authority’s Auditor, Grant Thornton, is required to report on the Authority’s financial statements and if in their opinion they;

- a. Give a true and fair view of the financial position of the Authority’s income and expenditure for the year; and
- b. Have been prepared in accordance with the relevant local authority accounting Code(s) and standards.

At the time of preparing the assurance statement Grant Thornton has issued a draft “Audit Findings” report and it confirms that the [Statement of Accounts 2022-23](#) meet the criteria above, and that they intend to issue an unqualified opinion on the statements.

The Statement of Accounts includes the Authority’s 2022/23 Annual Governance Statement (AGS). The AGS outlines the Authority’s governance arrangements including the processes and procedures in place to enable the Authority to carry out its functions effectively, and assess the adequacy of the Authority’s internal control arrangements. (These documents can be found on the MFRS website - [Finance and Accounts](#) page).

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

### Internal Audit – 2022/23 Assessment of Authority’s Internal Control Systems

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

On the basis of the reviews undertaken the 2022/23 Internal Audit Report has concluded that:

*“Substantial Assurance that the system of internal control in place at Merseyside Fire & Rescue accords with proper practice. This opinion is based on the individual assurance levels we have provided for each of the audit reviews undertaken during the year and includes consideration of the wider sources of assurance provided to the authority. Based on the audit work carried out in 2022/23 we are not aware of any significant control weaknesses, which impact on the Annual Governance Statement”*

## 9. Our Future Plans

Our future plans are detailed in the [Service Delivery Plan 2023-24](#) and [Integrated Risk Management Plan 2021-24](#). We will be focused on continuing to deliver an excellent service to the residents and businesses of Merseyside with making more efficient use of the resources we have. The annual planning process for the Service Delivery Plan and Station Community Safety Plans begins in November each year, is approved by Authority in March and published on 1<sup>st</sup> April. At time of writing we are planning for the next Community Risk Management Plan (CRMP) previously known as IRMP. CRMP 2024/27 will be approved and published in July 2024 following a period of consultation with the public, partners and stakeholders.

Since 2019/20 the Chief Fire Officer has received Authority Members’ support to increase the frontline firefighter response and protection establishment from 620 Full Time Equivalent (FTE) to 642 FTE, plus a new fire engineer post in Protection, and an increase in the available fire appliances from 26 to 32. The Authority plans on maintaining the frontline firefighter Full Time Equivalent (FTE) at 642 whilst investing in the Capital Infrastructure of the Authority. We continue to deliver two Firefighter training courses a year to maintain meet this commitment.

The new Long Lane, Aintree fire station alongside a state of the art Training and Development Academy and National Resilience Centre of Excellence will open in April 2024. This will allow us to expand and increase our training and become a centre of excellence for national training. We are very proud of our national coordinator role for National Resilience and for UK International Search and Rescue too

### Collaboration

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

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

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

### Community Engagement & Communication

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

At time of writing we are consulting with the public around planning for the next Community Risk Management Plan (CRMP) previously known as IRMP. Further consultation around proposals will take place in early 2024 and the CRMP 2024/27 will be approved and published in July 2024.

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

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

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

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

Merseyside Fire and Rescue Authority wishes to continue to be provided with assurance in relation to its fire and rescue service including financial health, governance arrangements and service delivery performance. Consultation with interested parties took place during 2021 around proposals in IRMP 2021-24 to relocate Croxteth and Aintree fire stations, including the Training and Development Academy and a new National



Resilience training facility to new state of the art facilities at a site on Long Lane, Aintree. This project will complete and open in April 2024. The communities of Merseyside can be assured of the Authority’s absolute commitment to continuing to deliver the best service it possibly can.

### Access to Information held by Merseyside Fire & Rescue Authority

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

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

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

### Privacy Notices

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

### Assurance Declaration

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

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

**Chair of the Fire Authority** .....  
**Cllr Leslie Byrom**

**Chief Fire Officer** .....  
**Phil Garrigan**

## Glossary of Terms

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

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>14 DECEMBER 2023</b>	<b>REPORT NO:</b>	<b>CFO/055/23</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER, PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>JACKIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>SERVICE DELIVERY PLAN 2023-24 Q2 JULY - SEPTEMBER 2023 UPDATE</b>		

<b>APPENDICES:</b>	<b>APPENDIX A: KPI/LPI JULY-SEPT UPDATE</b> <b>APPENDIX B: IRMP 2021-24 YEAR 3 UPDATE</b> <b>APPENDIX C: PREPAREDNESS FP UPDATE</b> <b>APPENDIX D: RESPONSE FP UPDATE</b> <b>APPENDIX E: PREVENTION FP UPDATE</b> <b>APPENDIX F: PROTECTION FP UPDATE</b> <b>APPENDIX G: STRATEGY &amp; PERFORMANCE FP UPDATE</b>  <b>APPENDIX H: FINANCE FP UPDATE</b> <b>APPENDIX I: NATIONAL RESILIENCE FP</b> <b>APPENDIX J: POD FP UPDATE</b>
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### **Purpose of Report**

1. To request that Members scrutinise the performance of Merseyside Fire and Rescue Service ('MFRS') against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2023/24 for the period July to September 2023.

### **Recommendation**

2. It is recommended that Members;
  - a) approve the attached Service Delivery Plan reports (Appendices A-J) for publication on the website; and
  - b) note two additional Key Objectives which have been added to the Protection Functional Plan 2023-24 (Appendix F):
    - 5.7 Implement protocols for Building Regulations consultations with the Building Safety Regulator, under the new Gateway processes
    - 5.8 Update/develop procedures in line with legislative changes.

## **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 July to September 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 July to September 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
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### IRMP 2021-24 updates

15. Due to the IRMP 2021-24 not being published until July 2021, the report attached at Appendix B covers updates against proposals for the period April to September 2023, the six months of year 3 of the IRMP.

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### Equality and Diversity Implications

16. 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**

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

## **Legal Implications**

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

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

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

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

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

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

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

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

## **BACKGROUND PAPERS**

**CFO/037/23** Service Delivery Plan 2023-24 April to June 2023 update

## **GLOSSARY OF TERMS**

<b>IRMP</b>	Integrated Risk Management Plan
<b>RTC</b>	Road Traffic Collision
<b>MFRS</b>	Merseyside Fire and Rescue Service

# SERVICE DELIVERY PLAN 2023-24:

July to September 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.



## BENCHMARK INDICATORS

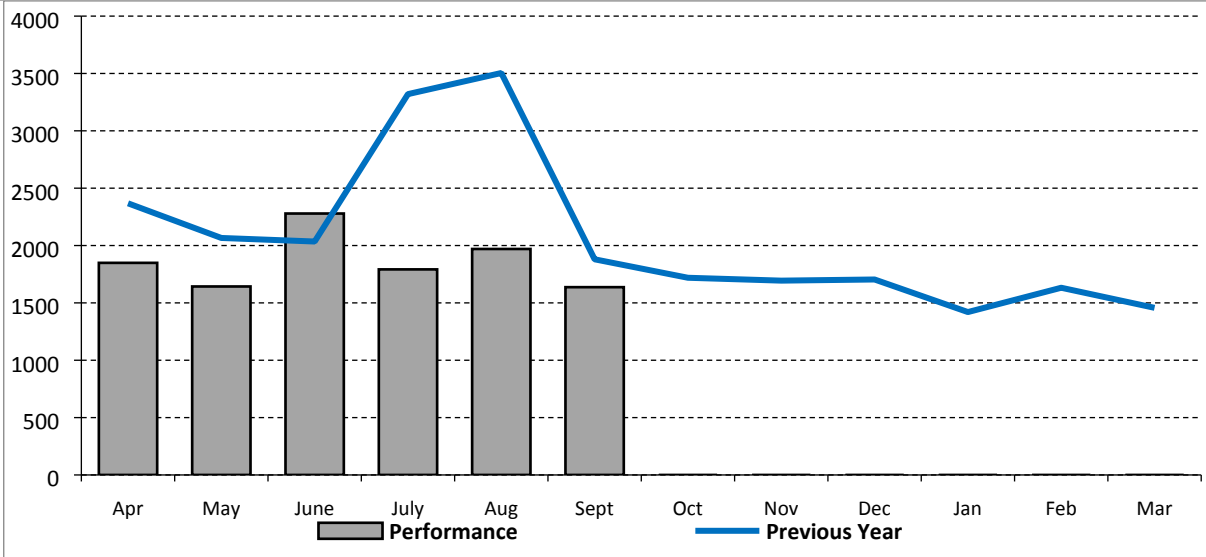
### TC00 Total number of emergency calls received

Service Plan Target

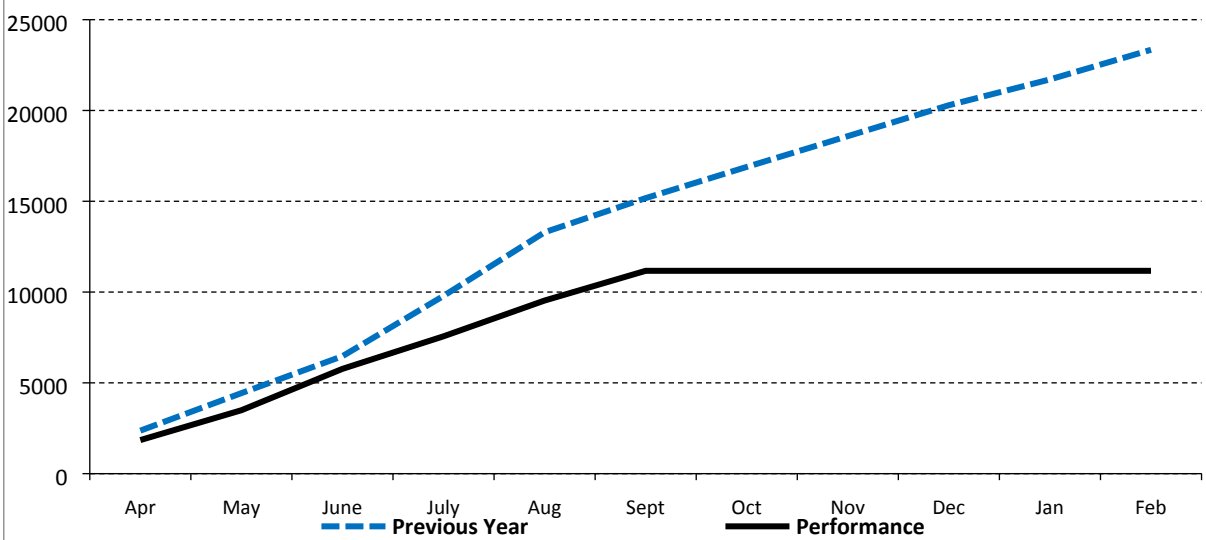
No target - Quality Assurance

Progress to Date

**11170**



### Cumulative Performance



**TO00 Total number of emergency calls received**

**For quality assurance only**

**DO22 The % of 999 calls answered within 10 seconds**

TC00

During the 2nd quarter of 2023-24 Fire Control received 11170 emergency calls. This was 4003 less calls than this time last year, when 15173 calls were received.

June saw the highest number of calls (2279) with a further spike in August (1970).

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

DR22

Cumulatively 97.8% of 999 calls were answered within 10 seconds. This performance achieves the 96% target.



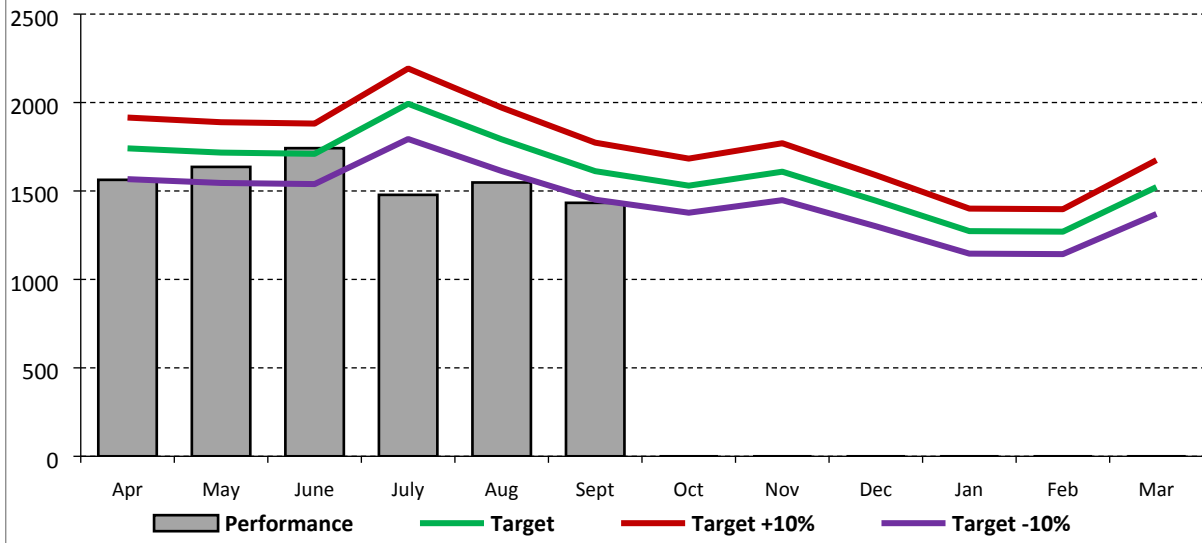
## TC01 The total number of incidents attended

Service Plan Target  
Apr-Sept 2023

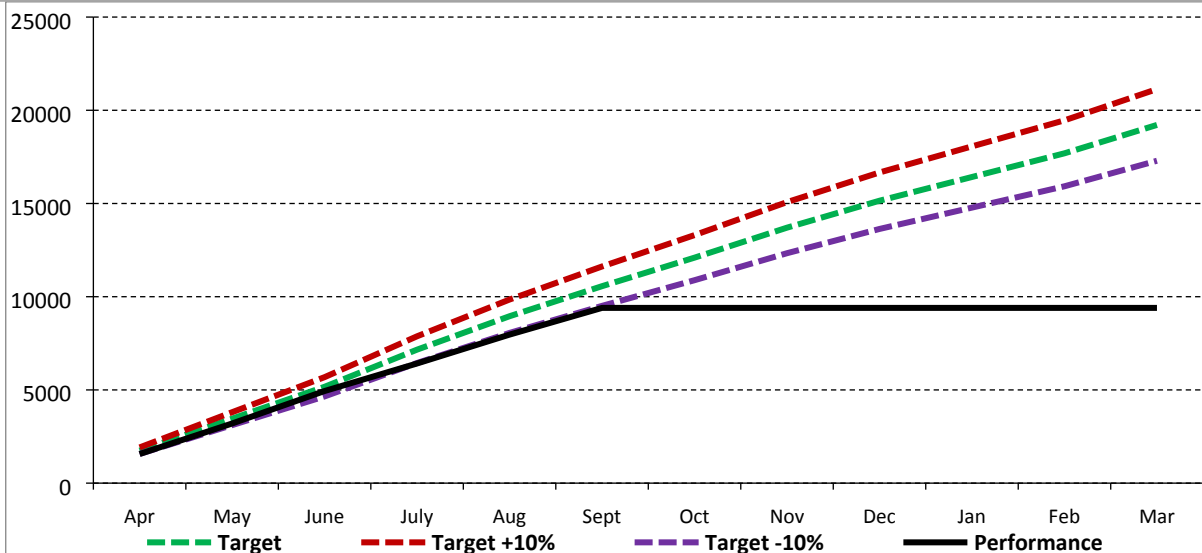
10565

Progress to Date

9400



## Cumulative Performance



## TC01 Total number of incidents attended

TC01

Performance against all key performance indicators (KPI's) has remained under target for this reporting period except false alarms and special service calls. 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. July into August was exceptionally wet with crews only attending 40% of expected secondary fires in July.

During this period there have been 983 less incidents attended (9400) than at this time last year (10383).

The number of Special Service incidents attended (2611) are fairly consistent when compared to previous years (2658 in the 2nd quarter of 2022-23). MFRS continue to assist partner agencies on a more regular basis.

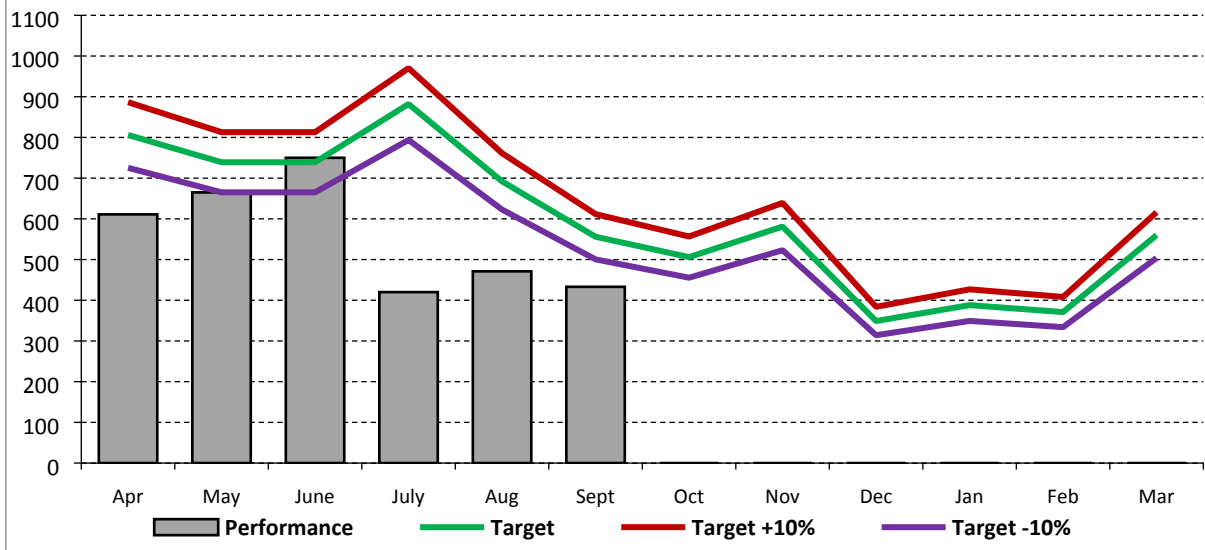
## TC02 Total number of fires attended in Merseyside

Service Plan Target  
Apr-Sept 2023

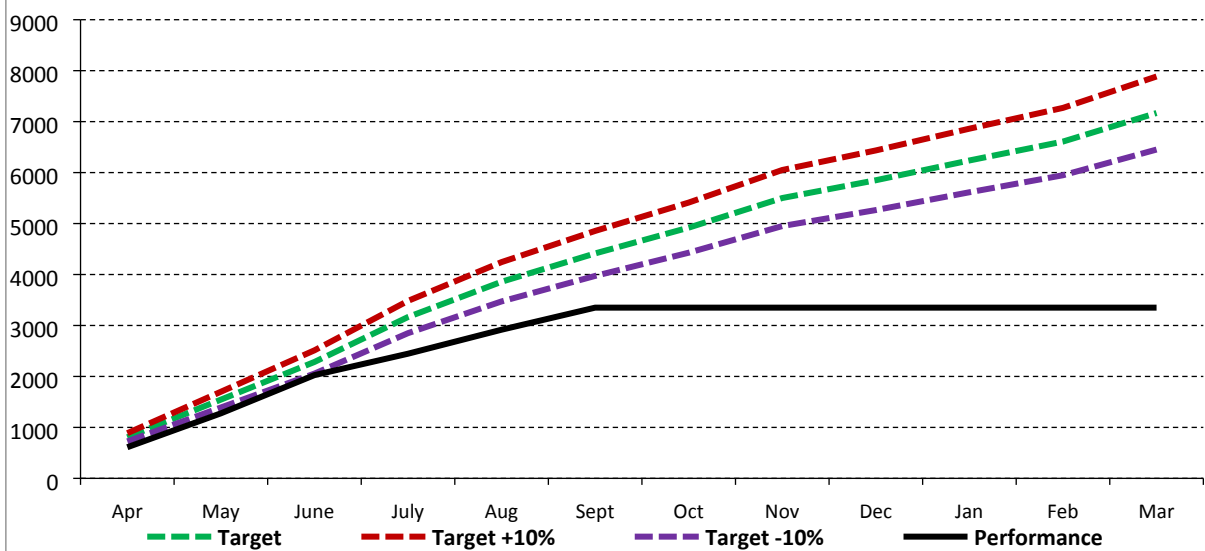
4414

Progress to Date

3350



## Cumulative Performance



## TC02 Total number of Fires attended in Merseyside

### TC02

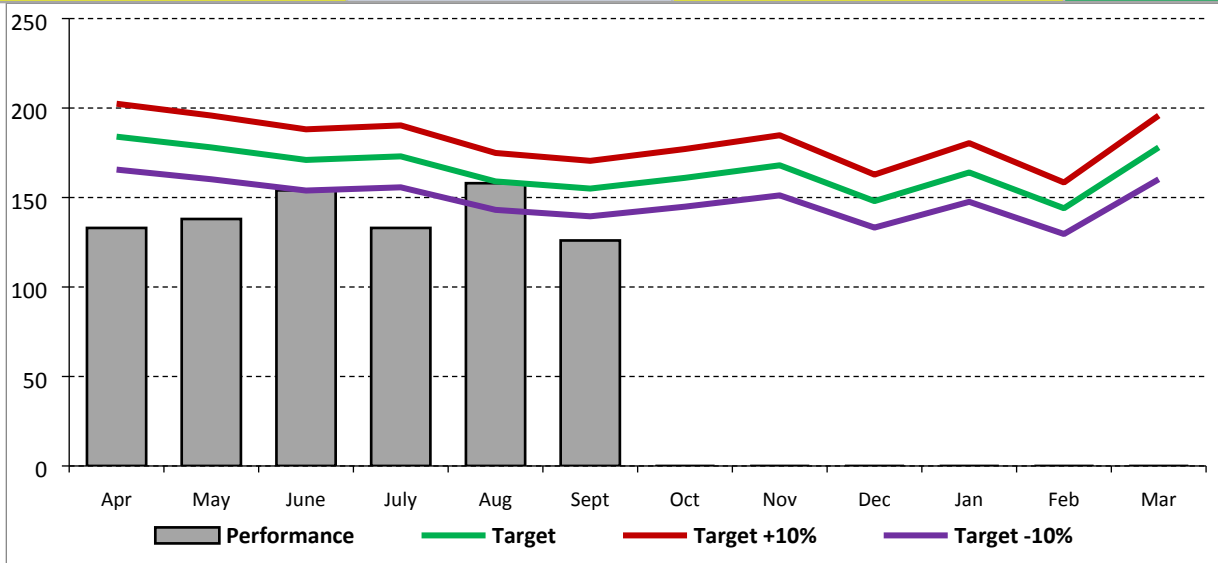
Crews attended 3350 fires during April to September 2023. This is 1258 less than in 2022 (4608) and also 1064 below the cumulative target of 4414.

The first quarter of 23/24 saw 2026 incidents attended in part due to exceptionally hot weather in May and June. However, during the 2<sup>nd</sup> quarter far fewer fires were attended (1324).

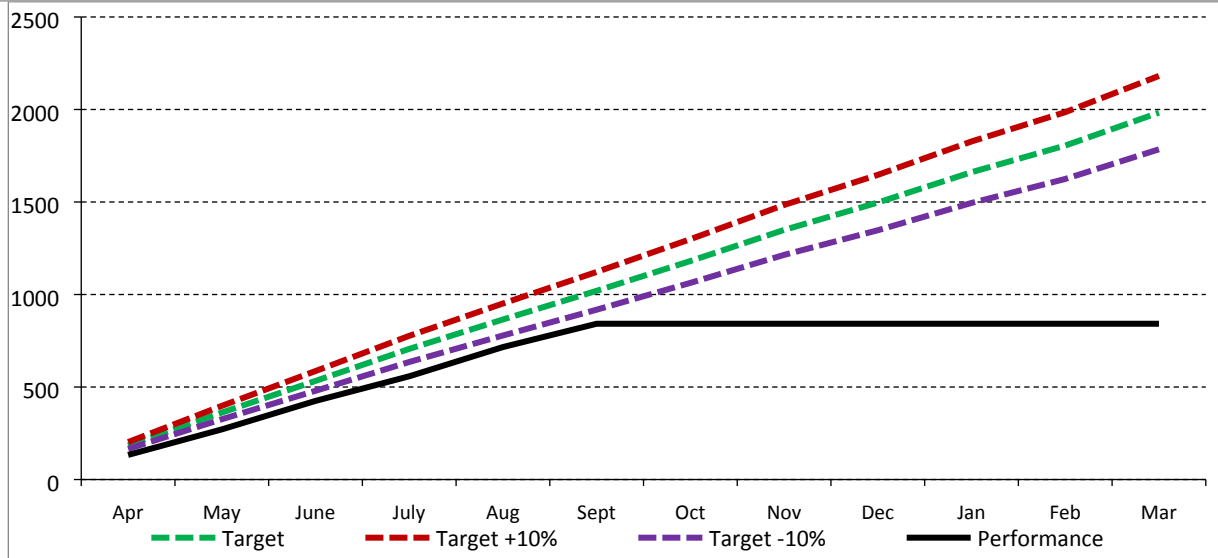
Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service.

**TC03 Total number of primary fires attended**

Service Plan Target Apr-Sept 2023	<b>1020</b>	Progress to Date	<b>842</b>
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**Cumulative Performance**



**TC03 Total number of primary fires attended**

<b>TC03</b>	<p>During the first quarter of 2023/24 crews attended 842 Primary Fires. This is 145 fewer than in 2022/23 (987).</p> <p>The number of dwelling fires attended remain less than last year and below cumulative targets. Apart from deliberate dwelling fires in occupied properties (62) which are 2 over target and 6 more than at Q2 last year.</p> <p>Deliberate vehicle fires to date during 2023/24 (128) have also decreased when compared to 152 during quarter 2 of 2022/23. This is also 70 under the cumulative target.</p> <p>Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where 5 or more appliances are in attendance.</p>
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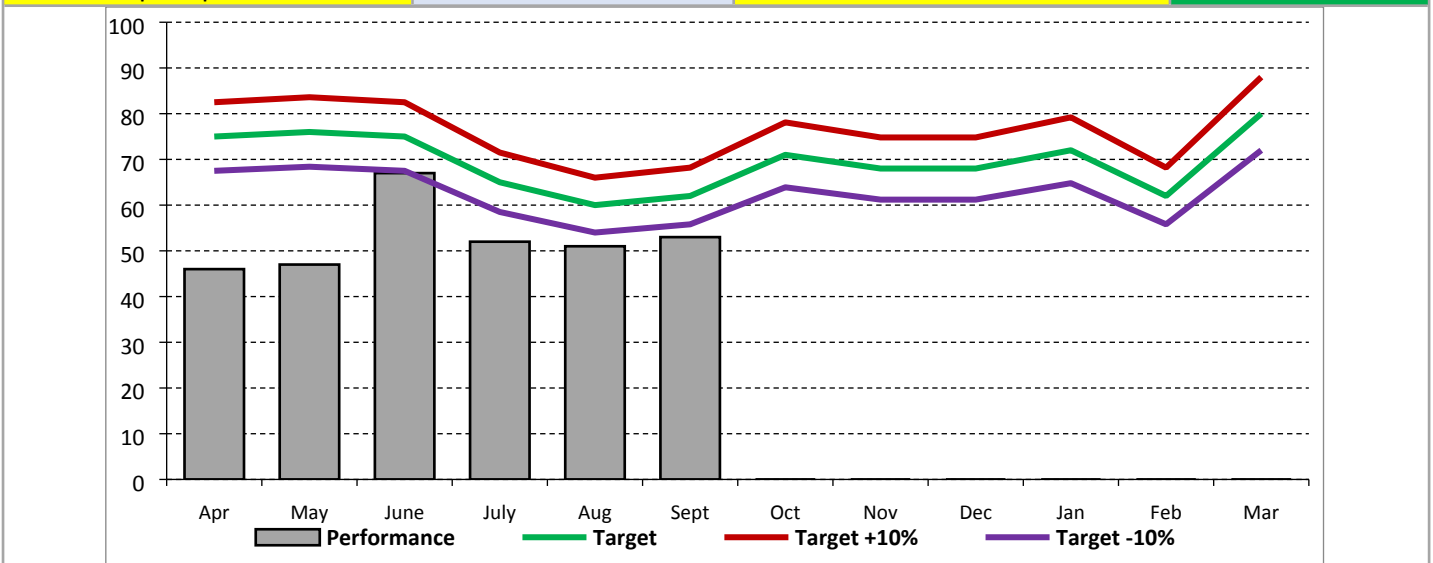
DC11	Number of accidental dwelling fires	
DC12	Number of fatalities in accidental dwelling fires	
DC13	Number of injuries in accidental dwelling fires	
DC14	Number of deliberate dwelling fires in occupied properties	
DC15	Number of deliberate dwelling fires in unoccupied properties	
DC16	Number of deaths occurring in deliberate dwelling fires	
DC17	Number of injuries occurring in deliberate dwelling fires	

**COMMENTARY:**

DC11	Accidental dwelling fires during 2023/24 at 316 are considerably lower than the cumulative target for quarter 2 (413). This performance is 85 less incidents than at Q2 2022/23, when crews had attended 401 accidental dwelling fires.
DC12	There has sadly been 2 fatalities in accidental dwelling fire to date. The most recent in September is awaiting the coroners verdict as to cause of death.
DC13	There have been 25 injuries in Accidental Dwelling Fires. This is below the cumulative target of 44.
DC14	Deliberate dwelling fires in occupied property (64) is above the cumulative target (62) and 6 more than in 2022/23 (58). There were an unusually high number in August (18) but there was no identifiable pattern to these fires.
DC15	Deliberate fires in unoccupied properties (9) and 3 more than for this period last year
DC16 DC17	There have been no fatalities but 5 injuries in deliberate dwelling fires to date.

**DC11 Number of accidental fires in dwellings**

Service Plan Target Apr-Sept 2023	413	Progress to Date	316
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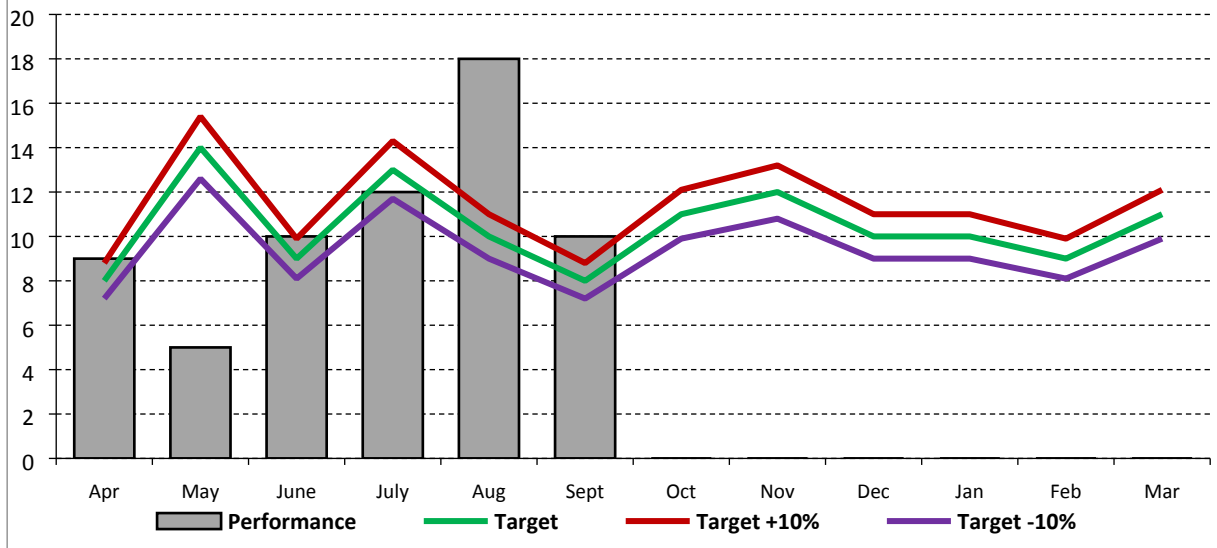
### DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target  
Apr-Sept 2023

62

Progress to Date

64



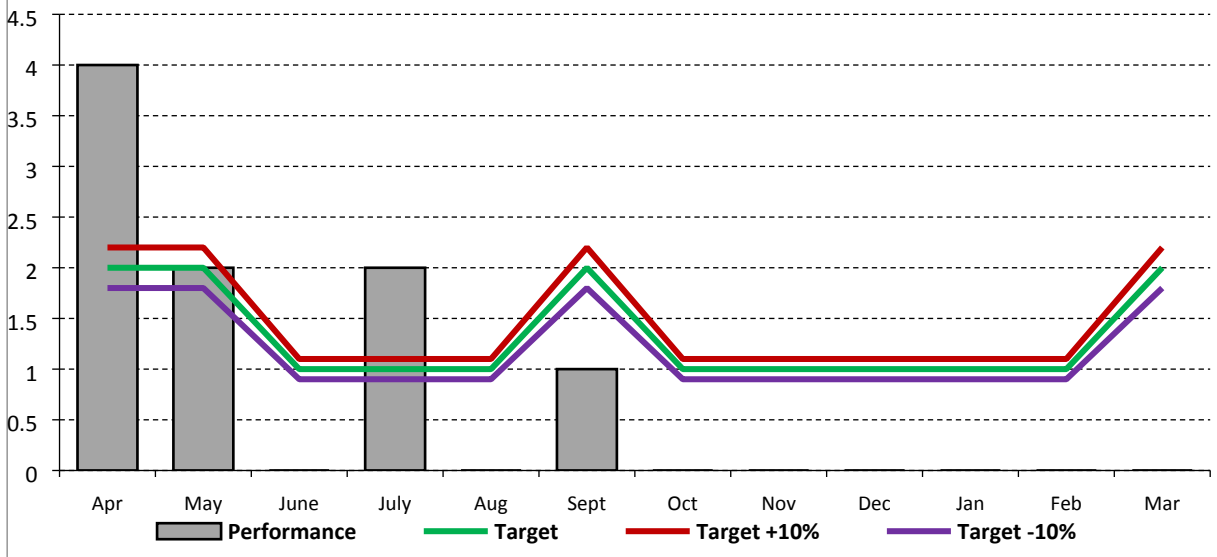
### DC15 Number of deliberate fires in unoccupied properties

Service Plan Target  
Apr-Sept 2023

9

Progress to Date

9



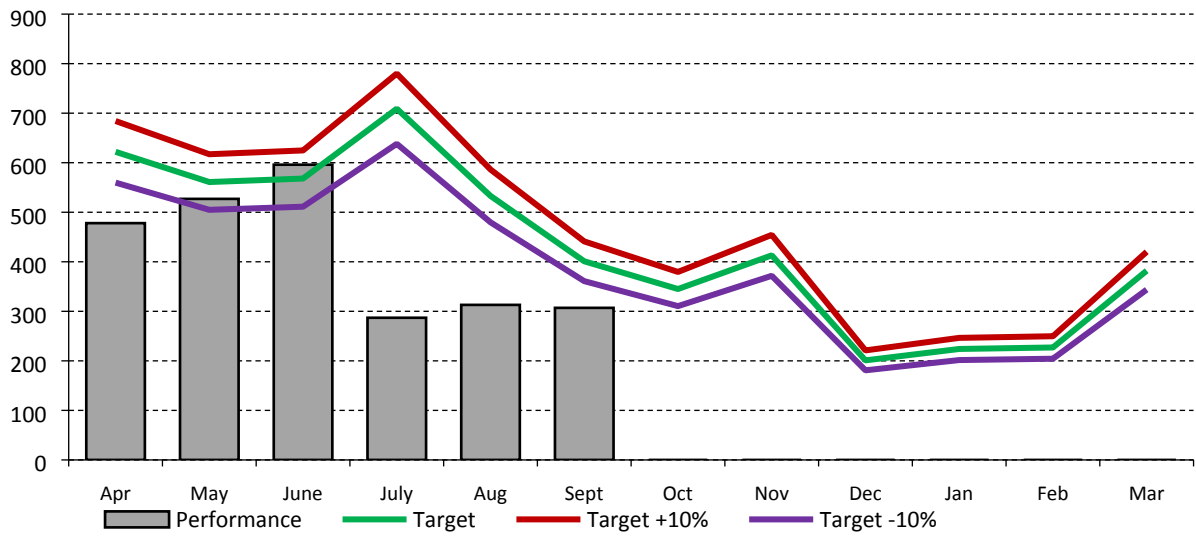
## TC04 Total number of secondary fires attended

Service Plan Target  
Apr-Sept 2023

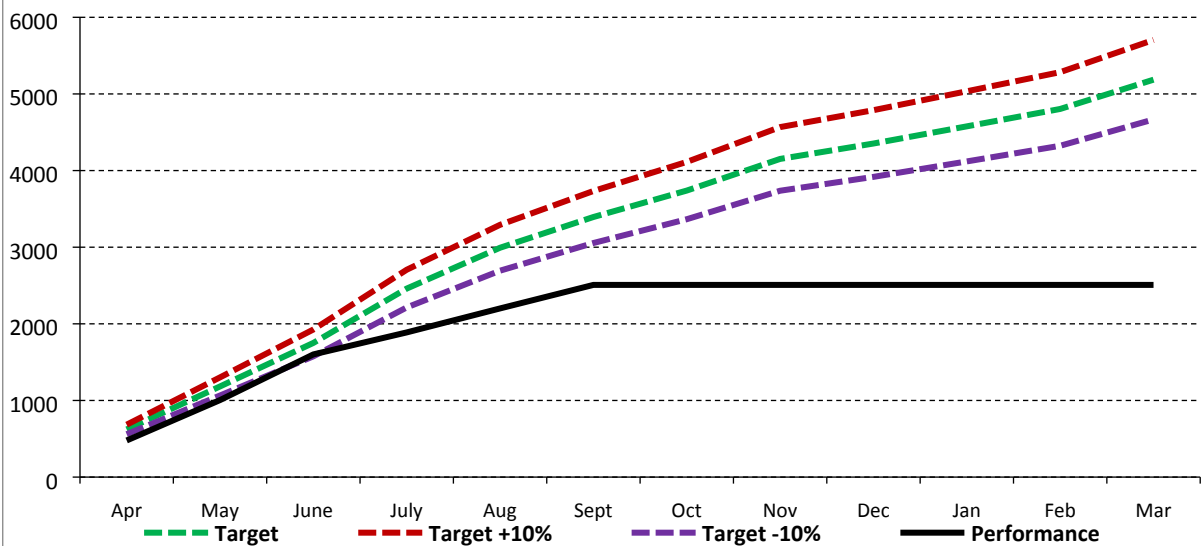
3394

Progress to Date

2508



## Cumulative Performance



## TC04 Total number of secondary fires attended

## AC13 Number of deliberate ASB fires attended

### TC04

There were 2508 secondary fires during this reporting period. This is 1113 less fires than in 2022/23 (3621). There was an increase in incidents during June (596) but this was in part due to there only being 7% of expected rainfall. However July and August saw exceptional rainfall over the months resulting in far fewer incident.

### AC13

The count of anti-social behaviour fires attended (1566) are 662 less this year than in 2022/23 (2228) and achieves the cumulative Q2 target (2062). 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.

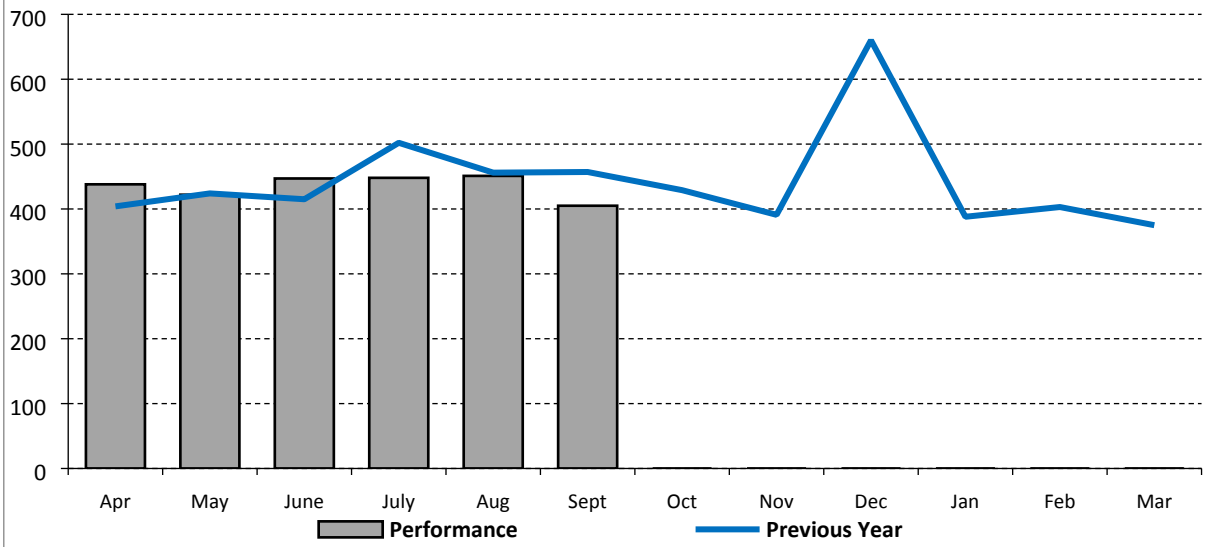
## TC05 Total number of special services attended

Service Plan Target

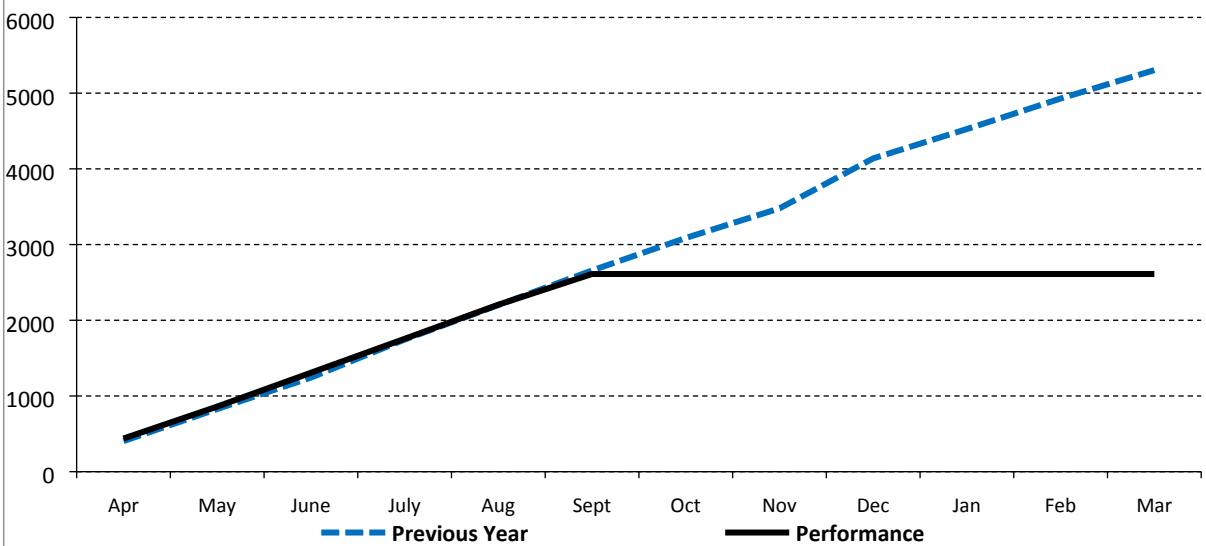
Quality Assurance

Progress to Date

2611



## Cumulative Performance



TC05 Total number of Special Services attended

For quality assurance only

TC05

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

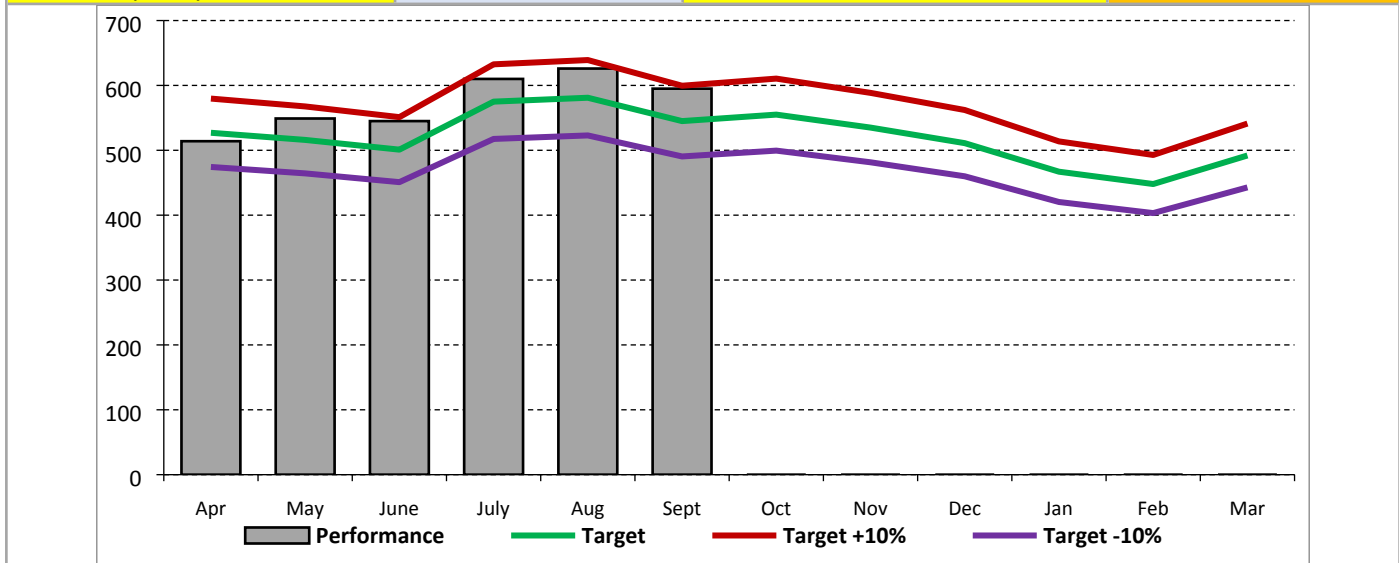
From April to September 2023 the number of special services attended (3439) was higher than in 2022/23 (3117) an increase of 322 incidents. Assisting other agencies accounted for a quarter of all calls.

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.

<b>RC11</b>	<p>The number of Road Traffic Collisions attended (402) is lower than last year (430). There is no target for this incident type.</p> <p>Sadly there have been 7 fatalities in RTC's attended by MFRS and 149 injuries (121 of which were slight injuries). This increase is also reflected in the Police KSI data below.</p> <p>Police 'Killed and Seriously Injured' data around the 15-20 year old age group MFRS Prevention teams target this age group. Sadly the number of fatalities in this age group has increased to 34 with 6 less last year (28).</p> <p>Water rescues are also included in Special Service calls and this type of incident has increased to 28 water rescue incidents during Q2 compared to 18 in 2022. This could be due to the exceptionally hot weather in June when we did see an increase in water rescues (9). Sadly this includes the tragic incidents at Crosby Marina and the flooding incident on Queens Drive.</p> <p>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.</p>
<b>RC12</b>	
<b>RC13</b>	
<b>RC16</b>	
<b>RC24</b>	

**TC06 Total number of false alarms attended**

Service Plan Target Apr-Sept 2023	<b>3245</b>	Progress to Date	<b>3439</b>
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**TC06 Total number of false alarms attended**

<b>TC06</b>	<p>The number of false alarms attended (3439) have increased when compared to last year (3117) but remains within 10% of the cumulative target for Q2 2023/24 target (3245). The incident types below account for this increase.</p> <p>The total number of False Alarm Good Intent incidents attended including Alarm Receiving Centre domestic incidents during the year April to September 2023 were 1835. This is 209 more than at this time in 2022 (1626) there is no target for this indicator as we do not want to discourage calls.</p> <p>Smoke alarm actuations in domestic premises from Alarm Receiving Centres have increased from 1175 last year to 1269 during 23/24, 57 over target.</p>
<b>FC24</b>	
<b>FC14</b>	



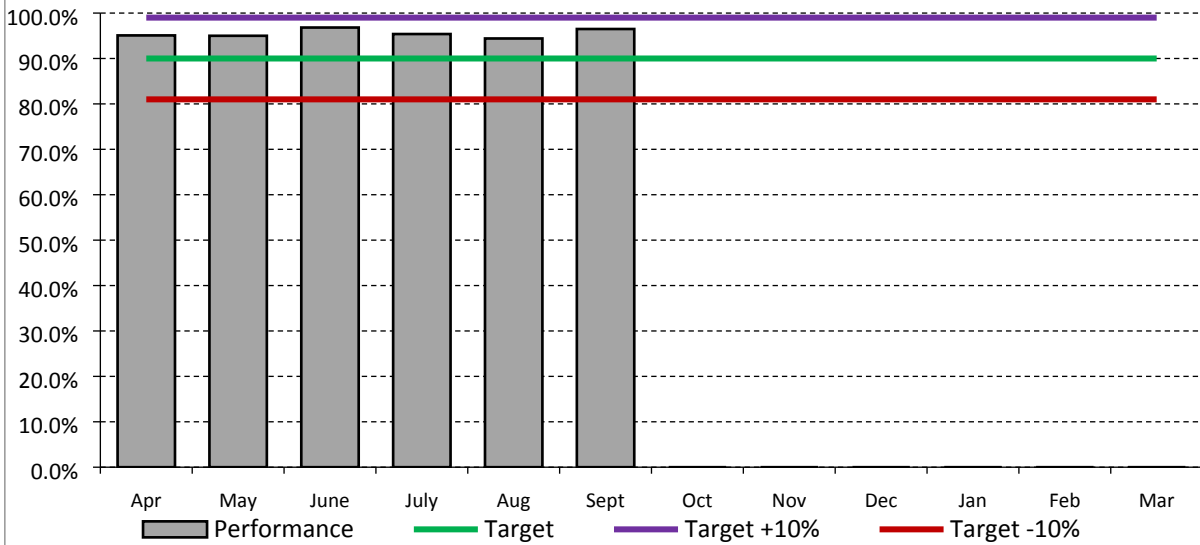
**TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes**

Service Plan Target  
Apr-Sept 2023

90%

Progress to Date

95.5%



**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**

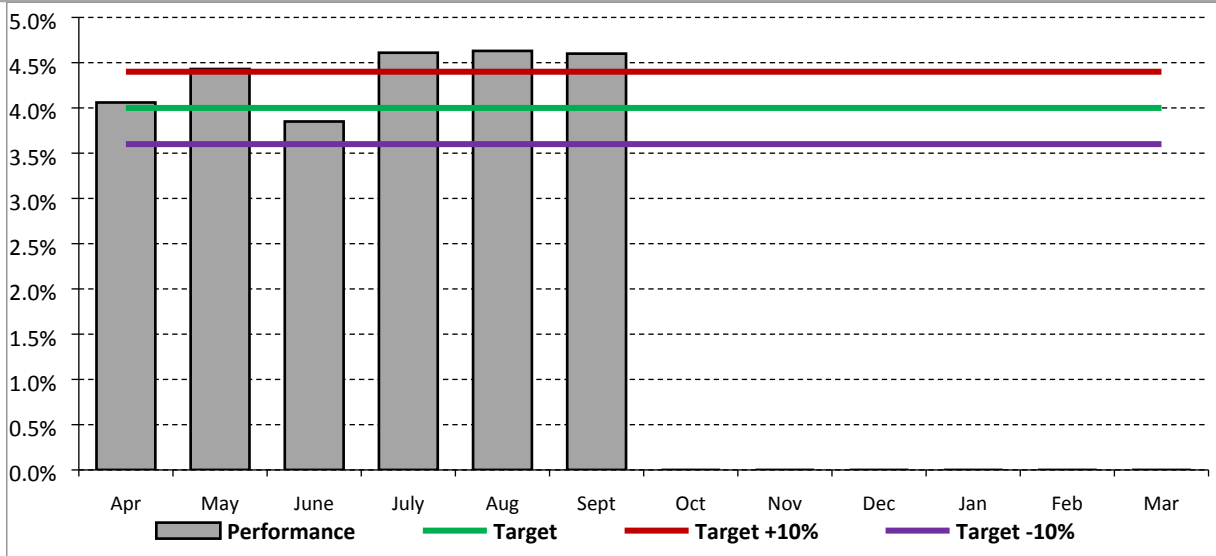
Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 95.5% of occasions, better than the target of 90%.

**DR23**

Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 96.3% of incidents achieving the target 95%.

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

Service Plan Target Apr-Sept 2023	<b>4%</b>	Progress to Date	<b>4.35%</b>
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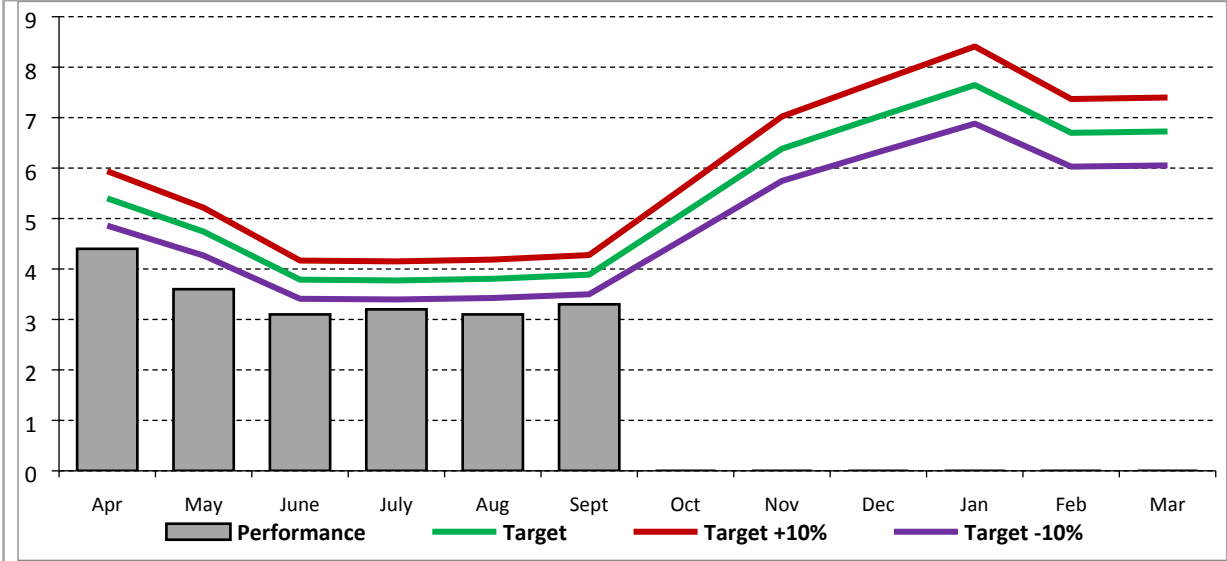


**COMMENTARY:**

<b>TD09 The % of available shifts lost to sickness absence, all personnel</b>	
<b>WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel</b>	
<b>WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN &amp; RED book (non uniformed) personnel</b>	
<b>TD09</b>	Overall sickness among all staff at 4.35% shifts lost to sickness absence exceeds the 4% target and but is less than performance at quarter 2 2022 when absence was 4.83%.
<b>WD11</b> <b>WD12</b>	<p>Cumulatively 4.67% of shifts were lost to sickness absence among uniformed staff. This is lower than at the end of quarter 2 2022 when grey book absence was 5.45%.</p> <p>Non-uniformed staff absence in quarter 2 was 3.86%. This is slightly higher than at Q2 2022 when 3.84% of available shifts were lost to sickness absence.</p>

## TE10 Total carbon output of all buildings

Service Plan Target Apr-Sept 2023	<b>25.4</b>	Progress to Date	<b>20.7</b>
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<b>TE10 Total carbon output of all buildings</b>	
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<b>TE10</b>	Carbon output from all buildings (20.7) is slightly lower than Q2 2022/23 (21) and below the target of 25.4. This measurement is based on tonnage of CO2# for the MFRS estate.
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ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START IRMP YEAR 1	DUE BY	STATUS (Red, Amber, Green)
Prev/2.1	Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas	Prevention	<p><b><u>Update Jul-Dec 2021</u></b> Home Fire Safety Checks were disrupted during the latter part of 2021 due to pandemic restrictions. We have maintained delivery of Safe and Well checks for those who are most vulnerable. The Service was able to hold its annual Older Persons Day completing approximately 750 HFSCs.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> Home Safety strategy is returned on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home Safety and Group Manager Operational Response remain accountable through Performance Management Group and meet frequently to discuss challenges regarding performance management. On target for yearly return of HFSC delivery.</p> <p><b><u>Year 2 July-September 2022 update</u></b> Older person’s day delivered 1579 HFSC. A similar approach will be taken to winter campaigns, which will utilise data from fatalities and serious injuries from December to March for the past 5 years. Performance of crews is closely managed by individual SMs for each stations supported by the GMs for Response and Home Safety who are in</p>	YEAR 1 2021-22	Live throughout IRMP period	

			<p>regular communication to ensure the annual target is achieved.</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  Winter campaigns have been established and are being undertaken weekly. Sundays are being used to provide the most resource to each campaign. Due to a high number of fire fatalities some of the scheduled winter warm campaigns have been superseded with reassurance campaigns. Trends identified through evaluation of the fire fatalities are being explored, one example is the use of funding secured via Local Authorities to procure and install heat detectors in kitchens whilst undertaking normal business (HFSC). This decision was predicated on the identification that 5 out of 5 fires between 1/12/22-17/1/23 occurred in the kitchen involving cooking. A 'nominate a mate' scheme is also being introduced as another key trend identified was men, living alone, over the age of 50.</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  Target for station performance was achieved by operational crews. Winter campaigns continued to be delivered on Sundays. A move was made to install heat detectors instead of carbon monoxide alarms. A regional piece of work has been started to evaluate fire deaths across the regional and identify any trends. CFRMIS had a question added to identify E</p>		
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			<p>bike/scooter owners and bespoke leaflets were introduced.</p> <p><b><u>Year 3 July to September update</u></b>                  The PCF will be enhanced with the pilot of introducing CIPHA data to assist with identifying and targeting the most vulnerable in 4 wards in the Toxteth Station area (St. Michaels, Riverside, Princes Park and Greenbank). MFRS will work with Public Health and the Civic Data Co-operate to evaluate whether the data is accurate. This will be combined with the NFCC work looking a competency when delivering HFSC.</p>			
NR/5.1	<p>Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training</p>	National Resilience	<p><b><u>Update Jul-Dec 2021</u></b>                  Key Performance Indicators are now online. Assurance processes are planned and this is a continual process. Regular six-weekly National Resilience (NR) meetings are in place and held regularly to plan to address any internal and external National Resilience gaps.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b>                  The National Resilience Assurance Team visit and assure all FRS’s across England and Wales and follow a robust National Resilience Assurance Framework with outcomes communicated through a NR Statement of Assurance which is presented to the National Resilience Board on an annual basis.</p>	YEAR 1 2021- 22	Live throughout IRMP period	

			<p>MFRS NR manager meetings have been reinstated with governance to ensure actions and assurance can met at NR asset locations within MFRS. NR asset managers have received;</p> <ol style="list-style-type: none"> <li>1. NCAF update</li> <li>2. NR procedures</li> <li>3. NRAT assurance and assistance capability</li> <li>4. NR training tool</li> </ol> <p>This action will continue into Year 2 of IRMP 21-24</p> <p><b><u>Year 2 July-September 2022 update</u></b> As above</p> <p><b><u>Year 2 October to December 2022 update</u></b> As above</p> <p><b><u>Year 2 January to June 2023 update</u></b> As this is a medium to long term project previous updates remain up to date.</p> <p>National Update reports are provided through the National Resilience Board (NRB) and Strategic Resilience Board (SRB) and the Lead Authority Functional Plan</p> <p>MFRS National Resilience Update reports are provided through the Ops Board and the NR Internal Functional Plan</p>			
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			<p><b><u>Year 3 July to September update</u></b>                  This is considered Business as Usual for NR who have a set 3 year assurance cycle. Assurance Reports are then issued to individual FRS's.</p> <p>National Update reports are provided through the National Resilience Board (NRB) and Strategic Resilience Board (SRB) and the Lead Authority Functional Plan</p> <p>MFRS National Resilience Update reports are provided through the Ops Board and the NR Internal Functional Plan</p>			
ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START - IRMP YEAR 2	DUE BY	
Res/1.5	<p><b>Year 2:</b> St Helens - To select a suitable appliance (Scorpion) and initiate the tender process. Scoping for stowage/water delivery and suitability for risk within Merseyside. To purchase and deliver training on</p>	Prep/Resp	<p><b><u>Year 1 Update – Jan-June 2022</u></b>                  Year 1 action was complete. This further work has been carried into Year 2</p> <p><b><u>Year 2 July-September 2022 update</u></b>  <b>HRET (High Reach Extendable Turret appliance) –</b> Group formed to analyse the market on Stingers and Scorpion appliances and kit requirements. Specification drawn up from all requirements in consultation with Legal and Procurement. Tender published and closed 30th September 2022. Tender Evaluation took place. Report went to SLT 22<sup>nd</sup></p>	YEAR 2 2022-23	<p>Phase 2 2022</p> <p>For completion in Yr 3</p>	

	<p>the appliance and place on the run.</p>		<p>November 2022 and then will be reported to MFRA on 15<sup>th</sup> December 2022. Delivery will be dependent on chassis availability so expected in financial year 2023/24.</p> <p><b><u>Year 2 October to December 2022 update</u></b> HRET Report approved at SLT 22nd November 2022 and MFRA on 15th December 2022. Contract awarded. Delivery will be dependent on chassis availability so it is expected in the financial year 2023/24.</p> <p><b><u>Year 2 January to June 2023 update</u></b> Delivery of HRET (High Reach Extendable Turret appliance) vehicle is expected in November 2023 then the familiarisation training can be delivered</p> <p><b><u>Year 3 July to September update</u></b> Preparedness - No change - As previous update</p> <p>Response - awaiting delivery of appliance to St Helens before actioning</p>			
<p>Res/1.6b</p>	<p><b>WALLASEY</b> – Marine and Ships Firefighting (Off Shore capability) <b>YEAR 2:</b>To initiate a training day for staff at Wallasey and Crosby to conduct</p>	<p>Response</p>	<p><b><u>Year 1 Update – Jan-June 2022</u></b> Year 1 action was complete. This further work has been carried into Year 2</p> <p><b><u>Year 2 July-September 2022 update</u></b> <b>Phase 1 – Training/Information/Instruction:</b></p>	<p>YEAR 2 2022- 23</p>	<p>Phase 2 – April 2022</p> <p>For completion in year 3</p>	

	<p>either internal, external or off site training in relation to Marine risk. This may include theory, ships visits, TDA or Marine Tac Ad input.</p> <p>To obtain and utilise FRMR modules aligned to an “alongside response” as the background to theory training.</p> <p>To establish cross border relationships with other FRS to improve our response in the maritime environment.</p> <p>To identify and secure local infrastructure or assets for visits or exercising.</p>		<p>Marine Training has an allocated training session each week. Operational crews training consists of a Theory/Table Top approach, utilising Marine Tactical Advisor additional resources, Ship Familiarisation Visits to Cammel Lairds and practical training on station.</p> <p>A relationship continues to develop with Peel Ports, arranging further familiarisation visits to multiple vessel types and to identify any practical training areas available.</p> <p>Lancashire FRS have visited Wallasey and have taken part in a familiarisation visit of Cruise Liner/Military ships at Cammel Lairds. It is anticipated that this will be reciprocated with Wallasey Crews visiting Morecombe Fire Station and attending a familiarisation visit of a roll on roll off vessel.</p> <p>An SLT report highlighting two potential proposals for operational crews at Wallasey and Crosby to attend a Ship Fire Fighting Course has been produced. One option is an external provider, that will deliver a 1 day bespoke course at the TDA. The second is an external 2 day bespoke practical course at the Fire Service College.</p> <p>Phase 2 (2022-23): Identification and Acquisition of PPE &amp; Equipment for Specialist Crews and MRSU.</p>			
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			<p><b><u>Year 2 October to December 2022 update</u></b>  <b>Phase 1 – Training/Information/Instruction:</b>                  Bespoke Marine Ship Fire Fighting Course at the Fire Service College has been approved and signed off at December Operations Board.</p> <p>Provisional dates are currently being discussed with the Fire Service College with final approval required by Time and Resource Management. All 42 staff across Crosby and Wallasey will have completed the course by July 2023.</p> <p>Phase 2 (2022-23): Identification and Acquisition of PPE &amp; Equipment for Specialist Crews and MRSU.</p> <p>Phase 3 (2023-24): Continuing Professional Development programme incorporating Practical Training and Familiarisation Sessions, building upon the relationship with Peel Ports.</p> <p><b><u>Year 2 January to June 2023 update</u></b>  <b>Phase 1 – Training/Information/Instruction: Three</b>                  course dates have now been set with Fire Service College for bespoke Marine Ship Fire Fighting course.</p> <p>May 18<sup>th</sup> and 19<sup>th</sup>                  June 28<sup>th</sup> and 29<sup>th</sup>                  July 19<sup>th</sup> and 20<sup>th</sup></p>			
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			<p>Three cohorts of 15 operational personnel across Wallasey and Crosby have been allocated, which will not impact appliance availability across the self rostering system in line with discussions with Time and Resource Management.</p> <p>Transport has been arranged with a minibus allocated by Workshops and a small van for transport of fire kit from Ops Equipment.</p> <p><b>Phase 2 (2022-23):</b> Identification and acquisition of PPE &amp; equipment for Specialist Crews and Marine Rescue Support Unit has begun. Review meeting is scheduled with Station Manager.</p> <p><b>Phase 3 (2023-24):</b> Continual Professional Development programme incorporating practical training and familiarisation sessions, building upon relationship with Peel Ports has begun. This will be led by Group Manager and Station Manager.</p> <p><b><u>Year 3 July to September update</u></b></p> <p><b>Phase 1 – Training/Information/Instruction:</b> A total of 45 Operational Personnel have completed a bespoke Marine Ship Firefighting Course at the Fire Service College, receiving a Certificate of Achievement. This has been well received by Operational Crews, a full evaluation will take place</p>			
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			<p><b>Phase 2 (2022-23) - Identification and Acquisition of PPE &amp; Equipment:</b> A range of identified Marine Equipment has been identified, purchased for trial:</p> <ul style="list-style-type: none"> <li>- 38mm Hose</li> <li>- Dedicated Branch</li> <li>- Piercing Lance</li> <li>- Dividing Breeching and Connection</li> <li>- Purpose Made Marine Fire Fighting Bag</li> <li>- Obelisk</li> <li>- Motorola Comms</li> <li>- Wayfinder Lines</li> </ul> <p>Working alongside Health and Safety Manager Josh Griffin at Camel Lairds to test Pumping Distance/Pressure is suitable.</p> <p>A practical demo of a Hydopen is being scheduled at Peel Ports, this would be the first acquired within the UK</p> <p><b>Phase 3 (2023-24) - CPD Program:</b> Workshops are scheduled to begin in September with crews at Wallasey and Crosby to discuss CPD Program. To include 4 weekly approach:</p> <p>Theory</p> <ul style="list-style-type: none"> <li>• Accredited IFE Presentation</li> <li>• Additional Tac Ad Presentations</li> <li>• Test of Competence Exam</li> </ul> <p>Table Tops</p>			
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			<ul style="list-style-type: none"> <li>• Incidents via Ship Plan Table Tops</li> <li>• Effective Command Sessions</li> </ul> <p>Familiarisation Visits</p> <ul style="list-style-type: none"> <li>• Cammel Lairds</li> <li>• Sea Truck</li> <li>• Svitzer</li> <li>• Peel Ports</li> <li>• Returning Ship Masters of Cruise and Military Ships</li> </ul> <p>Practical Exercises</p> <ul style="list-style-type: none"> <li>• Identified sites, Camel Lairds, Seatruck and Svitzer</li> <li>• Cross Boarder Exercises with GMFRS and Lancashire</li> <li>• Incident Command and Fire Fighter Practical Assessments</li> </ul> <p>Seatruck have delivered a bespoke presentation to all crews, including a familiarisation visit. This is preparation for exercise in Heysham November/December.</p> <p>An exercise with Svitzer is scheduled for 11<sup>th</sup> October, this will be used to test alternative PDA options</p>			
Res/1.6g	<b>HESWALL</b> – Wildfire – All terrain vehicle –	Response	<p><b><u>Year 1 Update – Jan-June 2022</u></b></p> <p>Year 1 action was complete. This further work has been carried into Year 2</p>	YEAR 2 2022- 23	Phase 2 2022	

	<p>Complementary crewed</p> <p><b>Year 2 Action</b>                  Implement training for Wildfire specialism utilising a professional accredited resource. Conduct scoping exercise for PPE and initiate selection/tender process for vehicles.</p>		<p><b><u>Year 2 July-September 2022 update</u></b>                  A report was provided to Ops Board on 31<sup>st</sup> August 2022. The report outlined a number of training options/providers to improve knowledge and understanding of the wildfire specialism. Ops Board approved the report and Northumberland (NFCC Lead for Wildfire) provided a bespoke wildfire training course in October 2022. The course was delivered to a total of 28 staff including Operational Crews from Heswall and Formby and a number of Senior Officers; this completes Phase 1.</p> <p>Phase 2 has begun with Station Managers at Heswall and Formby continuing to engage with Operational Crews. The specialist staff at Heswall and Formby are working with Wildfire Tac Ads and Operational Equipment/Stores to identify suitable PPE/Equipment for Wildfire Specialism.</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  Drones have been procured. Internal training will take place initially and external training will take place after April 1<sup>st</sup>. Operational Equipment have ordered samples of wildfire PPE.                  Workshops have arranged for a demo of a wildfire vehicle. Other types will need to be reviewed before a decision can be made.                  4x4 driver training is in the process of being arranged for those that have not yet undertaken this training.</p>		<p>To be completed Yr 3</p>	
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			<p>Ops Preparedness have worked with stations to compile a wildfire requirement report. A meeting has been held to discuss this with Group Manager Operational Response. At the request of Area Manager Response, this has been added to the agenda for the Operational Improvement Group.</p> <p><b><u>Year 2 January to June 2023 update</u></b>          After significant changes to staffing at Heswall, there will be a requirement for additional initial training in 2023/24. Northumberland FRS has been asked to provide dates for training.          Specifications for vehicles and equipment have been completed, a procurement framework is being identified to use.          Operations Board paper will be completed to seek budgetary support for both of the above.</p> <p>Meeting with Director of Recreation for Wirral BC has been completed. Contacts for all Wirral BC staff and mapping for all open land on Wirral has been received. Site visits are to commence with 5 Operational Response Plan locations.          4x4 training dates have been identified and awaiting nominations.</p> <p>Drone training for Heswall in May and June. Formby has received 1 session with a second planned.</p>			
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		<p>The first internal training event planned for June at Formby, with both station staff.          Report presented to Operational Improvement Group (OIG), defining all aspects of the wildfire specialism. Service Instruction to be considered and presentation to Station Manager group at Standardisation meeting to be made, to promote role and capabilities of the wildfire specialism.          Reporting to OIG is to continue in relation to training element.</p> <p><b><u>Year 3 July to September update</u></b></p> <p><u>Training Provision</u> – Northumberland are unable to confirm any availability for training before March 24. This is being monitored for any changes. POD have been approached to source alternative provider.  <u>Internal competency training</u> – Working with TDA and national Tac Ads group to design MFRS training programme including learnpro and practical sessions to maintain wildfire competency.  <u>4x4 training</u> - going ahead with next dates in January already filled. Towing courses have no dates as yet.  <u>Equipment</u>          PPE – procurement in progress. Presenting at Ops Board 23/11.          Tools –Tools have been procured, Technical notes and risk assessments are in draft and training requirements will be considered before issue to stations.</p>		
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			<p>Vehicle Specification issued to Transport Manager for consideration and procurement. Details of equipment and water to be sent to Workshops. Estimation of water capacity is also required.</p> <p><u>Other</u> Drone is fully operational on appliances Working with Wirral Council Parks and Recreation team to develop their wildfire risk assessment tools and to focus their work packages on known areas of risk. Based upon historic incident data and Wildfire risk calculation. The primary goal is for this work to support the introduction of controlled burn as an alternative firefighting tactic.(letting fires which have already started, burn to a prepared control line. Not starting the fire ourselves). Drone Team have completed mapping for Bidston Hill which in terms of resource demand is the highest in the Service over the last 5 years. This is to be shared with WBC to support identification of high risk wildfire areas on the hill.</p>			
Res 1.6.h	<p><b>FORMBY– Wildfire – All terrain vehicle – Complementary crewed</b></p> <p><b>Year 2 Action</b></p>	Response	<p><b><u>Year 1 Update – Jan-June 2022</u></b> Year 1 action was complete. This further work has been carried into Year 2</p> <p><b><u>Year 2 July-September 2022 update</u></b> See 1.6g the update for duplicate action.</p>	YEAR 2 2022-23	Phase 2 2022  To be completed in Yr3	

	Implement training for Wildfire specialism utilising a professional accredited resource. Conduct scoping exercise for PPE and initiate selection/tender process for vehicles.		<p><b><u>Year 2 October to December 2022 update</u></b> See 1.6g the update for duplicate action</p> <p><b><u>Year 2 January to June 2023 update</u></b> See 1.6g the update for duplicate action</p> <p><b><u>Year 3 July to September update</u></b> See 1.6g the update for duplicate action</p>			
Res/1.6i	Flexible working vehicle - a temporary capability (a 32nd fire engine) during 2021 to ensure there are no negative impacts on our emergency response due to specialist training.	Response	<p><b><u>Update Jul-Dec 2021</u></b> A Review is underway of potential options of where MFRS would locate a temporary 32<sup>nd</sup> fire engine</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> This action is not completed so will move to year 2.</p> <p><b><u>Year 2 July-September 2022 update</u></b> Proposal for a possible plan is being taken to People (Inclusion) Board for agreement. This action will move to Year 3 2022/24.</p> <p><b><u>Year 2 October to December 2022 update</u></b> Proposal is being taken to Culture and Inclusion Board on 6<sup>th</sup> March 2023 for agreement. This action will move to Year 3 2022/24.</p> <p><b><u>Year 2 January to June 2023 update</u></b></p>	YEAR 1 2021- 22	March 2022  To be completed Yr3	

			<p>Expression of interests have been sent out to personnel who have previous shown an expression of interest in flexible working. Meeting has been arranged with Area Manager and all the chairs and vice chairs of the staff network groups.</p> <p><b><u>Year 3 July to September update</u></b>                  Meetings have now taken place between staff network chairs and Area Manager for Operational Response. A survey monkey has been produced and completed by networks and previous flexi working applicants. A meeting is planned for 30<sup>th</sup> November with Area Manager for Operational Response and Head of Human Resources to discuss Survey Monkey results and research carried out by the University of Liverpool around flexible working.</p>			
Prep/4.2	Continue to review how up to date operational risk information is gathered and provided to operational staff at incidents and how this can be shared with other fire and rescue services across borders so we	Preparedness/	<p><b><u>Update Jul-Dec 2021</u></b>                  A new approach to collecting and using site specific risk information has been approved. Cross border information is available to staff on Mobile Data Terminals and our intranet. We will use the national Resilience Direct platform for sharing risk information with neighbouring fire and rescue services.</p> <p>Operational Intelligence will launch a PORIS risk assessment process by April 2022, in order for Operational Crews to triage current category 3&amp;4 Site Specific Risk Information records to determine</p>	YEAR 2 2022- 23	March 2022  For completion in Yr3	

	<p>can work together effectively</p>	<p>accurate risk categories which will be captured in the CFRMIS management information system. Further Operational Intelligence configuration includes the production of a data capture form, approval process, automation of uploading and format of how the risk information is consumed at various stages of an incident.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b>  Examining building protection type codes and creating a new scoring level to ensure high risk properties request a SSRI. Training package is being created and the data capture form will be trialled by certain stations and will inform them if a SSRI is needed.</p> <p><b><u>Year 2 July-September 2022 update</u></b>  Operational Planning Managers have been working with Data Management on the data capture of incident data, protection data and anti-social behaviour fires using 5 years of data to form the assessment. Next steps are to present a system to AM Preparedness, then to Operations Board. Proposing a trial of the system at Bromborough and Crosby for a couple of months.</p> <p><b><u>Year 2 October to December 2022 update</u></b>  PORIS scoring mechanism has been finalised, externally validated and formally approved. Presented to Operations Board Jan 2023.</p>	
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			<p>The new process will be trialled at Crosby and Bromborough with Service-wide roll out expected early 2023. Data capture form and new Ops Intel module to be progressed with CIVICA (the developers of CFRMIS) and other FRS.</p> <p><b><u>Year 2 January to June 2023 update</u></b> Liverpool John Moores University (LJMU) performed an independent review on new PORIS process. Target 1 and 2 assessments have been included in Stations Plans; to be completed by 31 Mar 2024.</p> <p>Working with Protection and Prevention to deliver Operational Preparedness Functional Plan 23/24 No 7. A new SSRI Module will be launched In CFRMIS.</p> <p><b><u>Year 3 July to September update</u></b> 1340 PORIS assessments completed as of 05.10.23. PORIS Performance Management Tool now developed and presentation to be provided to SM at standardisation 13.10.23. Work continues to update SI following feedback end completion target for Dec 2023. The data capture has now been designed, the team are now working with System Support and Civica to look at mapping our existing data across to the new form, a test will be conducted in October. Further discussion required on Output form and mapping</p>		
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			tools, this will be discussed with AM Sheridan and GM Knock in October to allow work to commence.			
Prep/4.3	Provide the most up to date kit and equipment to firefighters to keep them safe whilst making sure that we have the right type of fire engines and other emergency appliances to deal with the risks we have identified	Preparedness	<p><b><u>Update Jul-Dec 2021</u></b> All specialist assets had the inventories reviewed during the summer of 2021. The Service has introduced a process for staff to propose new ideas which can be submitted from Portal forms and incident debriefs. It is now aligned to OSHENS, debrief feedback and significant incidents reports. The review continues into quarter 4.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> Research and development review programme and schedule created by AM Response to manage.</p> <p><b><u>Year 2 July-September 2022 update</u></b> <b>Foam</b> - Ongoing. Regular meetings with the North West Technical Officers Group. (C8 and C6 disposal, sourcing suppliers, storage of new stocks, reviewing the operational delivery of foam to the incident ground). <b>Drager Repeater Packs</b> - To boost telemetry during high rise incidents. Two packs have been loaned to MFRS, with these trials in the advanced stages and proving positive. <b>High Rise Bags</b> – Two bespoke high-rise bags have been designed and manufactured to carry predetermined equipment. Operational trials are imminent.</p>	YEAR 2 2022- 23	July 2021 – Ops paper on Specialist Appliance Review.  For completion during Yr3	



		<p>Research and development FB7 Process - FB7's to be incorporated onto the intranet Portal and proposed as a drop box process.</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  Foam - Approved at Operations Board January 2023 to purchase new foam and dispose of old foam.</p> <p>Ops Equipment working with Systems Support to develop Research &amp; Development portal area and will be launched when the new portal SharePoint is live.</p> <p>R&amp;D Survey to be presented to watches on station:-</p> <ul style="list-style-type: none"> <li>• 2nd February - Green Watch</li> <li>• 6th February - White Watch</li> <li>• 16th February - Blue Watch</li> <li>• 20th February - Red Watch</li> </ul> <p>Senior officer Grab Bags launching February 2023.</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  New Research and Development Portal area requested and agreed to be launched following the upgrade to SharePoint Online. Action complete when launched on the new Portal.</p> <p><b><u>Year 3 July to September update</u></b>                  Still awaiting new Research and Development Portal area to be launched due to upgrade to SharePoint</p>		
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			Online. Update on new process will be provided to Ops Board Nov 2023.			
ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START - IRMP YEAR 3	DUE BY	
Res/1.2a	Combine the stations at Aintree and Croxteth fire stations	Response	<p><b><u>Update Jul-Dec 2021</u></b>                      Following consultation in April/May 2021 with the public, stakeholders, partners, local councillors and staff there was overwhelming support for our proposals. The Fire Authority approved submission of plans to Liverpool City Council in December 2021 and the land deal is expected to be complete by May 2022.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b>                      The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane.                      MFRA Approved project on 9th June 2022                      The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024.                      Corp Comms video publication 9/6 - <a href="https://youtu.be/p6Hc6hNP2kk">https://youtu.be/p6Hc6hNP2kk</a></p> <p><b><u>Year 2 July-September 2022 update</u></b>                      The project is progressing well with full design achieved to RIBA stage 4. Pre commencement planning conditions are progressing well and an October 2022 start date is anticipated on site. Build still on track for a completion in early 2024.</p>	YEAR 1 2021-22	March 2024 complete  For completion Yr 3	

			<p><b><u>Year 2 October to December 2022 update</u></b>                  Significant water on the site has delayed progress on groundwork; however, the groundworks are still progressing well and foundations are due to be laid and steelwork due to commence in March 2023. Significant design work has been agreed with further detail required on realistic fire training scenarios.</p> <p>Confirmation received from NWS that the HART element of Croxteth will not combine at the new site. A completion date of 29/04/24 is currently forecast.</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  All design work complete and build progress is to a developed stage. All steel work in place, with floor slabs forecast to be laid during April/May 23. Consultation has taken place with POD regarding staff engagement prior to any selection process. The project is on track to be complete by 29/04/24, where it is expected the new station will be operational.</p> <p><b><u>Year 3 July to September update</u></b>                  Project Manager - The majority of external fabrication works are complete and the building is weather tight. Internal fit out continues, and preparation underway for services and telecommunications. USAR garage largely complete with internal fit out to be completed. Initial stage of</p>			
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			<p>staff selection process complete, with available roles advertised. Further final selections to be completed at later stage. Go live date is still on track.</p> <p>Response - All staff members at Aintree have now expressed an interest in alternative working locations and all but one have confirmed acceptance for April 2024.</p>			
Res/1.2b	Create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree	Preparedness	<p><b><u>Update Jul-Dec 2021</u></b> Project Manager and Area Manager Response are progressing requirements. Updates as Res1.2a above</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. Corp Comms video publication 9/6 - <a href="https://youtu.be/p6Hc6hNP2kk">https://youtu.be/p6Hc6hNP2kk</a></p> <p><b><u>Year 2 July-September 2022 update</u></b> The project is progressing well with full design achieved to RIBA stage 4. Pre commencement planning conditions are progressing well and a</p>	YEAR 1 2021- 22	March 2024  For completion Yr 3	

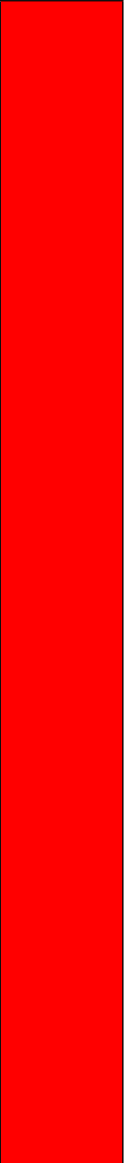
		<p>October 2022 start date is anticipated on site. Build still on track for a completion in early 2024.</p> <p><b><u>Year 2 October to December 2022 update</u></b> As 1.2a update</p> <p><b><u>Year 2 January to June 2023 update</u></b> All design work complete and build progress is to a developed stage. All steel work in place, with floor slabs forecast to be laid during April/May 23. Initial training plan for 2024 in place. The project is on track to be complete by 29/04/24, where it is expected the new station will be operational.</p> <p><b><u>Year 3 July to September update</u></b> The majority of external fabrication works are complete and the building is weather tight. Internal fit out continues, and preparation underway for services and telecommunications. Preparation underway for specialist command suite installation to take place in early 2024 and final layout for secondary Fire Control has been agreed. TDA garage largely complete with internal fit out to be completed. External Classroom 1 is largely complete, with Classrooms 2 and 3 in a early stage of development. USAR rig is largely complete, and foundations of HazMat rig are complete. 1 Training Tower is now complete. External brickwork of high rise is underway. Project plan is complete with all transition dates. Go live date is still on track.</p>		
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Res/1.3	<p>We are also looking into how a new Training and Development Academy could be used to provide training for other fire and rescue services to support our role as National Resilience Lead Authority and we are working to find funding to help with this</p>	<p>Preparedness/ National Resilience/ Response</p>	<p><b><u>Update Jul-Dec 2021</u></b> Autumn/Winter 2021 grant has been received from National Resilience.</p> <p>Training Zone workshops have been held to plan multi use areas, National Resilience areas and to increase commercial income from the new Training and Development Academy.</p> <p>Group Manager for Training and Development Academy has taken an additional action to look at future opportunities in commercial income.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. Corporate Communications video publication 9/6 - <a href="https://youtu.be/p6Hc6hNP2kk">https://youtu.be/p6Hc6hNP2kk</a></p> <p><b><u>Year 2 July-September 2022 update</u></b> Grant received from National Resilience. Training Zone workshops are being held to develop multi use</p>	<p>YEAR 1 2021- 22</p>	<p>March 2024  For completion Yr3</p>	

			<p>areas, National Resilience and increase commercial income.</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  Project Group Manager is reporting progress to Deputy Chief Fire Officer. Training and Development Academy (TDA) are assisting with the project TDA Executive Board Meeting 16<sup>th</sup> January 2023. Group Manager TDA is exploring commercial opportunities achievable within new site development</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  Group Manager Training and Development Academy is still exploring commercial opportunities achievable within new site development, and meetings with Liverpool Growth Partnership planned.</p> <p><b><u>Year 3 July to September update</u></b>                  Group Manager Training and Development Academy is still exploring commercial opportunities achievable within new site development, and meetings with Liverpool Growth Partnership planned.</p>			
Res/1.6d	<b>LONG LANE</b> – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) –	Preparedness/NR	<p><b><u>Update Jul-Dec 2021</u></b>                  As above</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b></p>	YEAR 3 2023-24	March 2024 For completion Yr 3	

	<p>immediately available supplemented on a retained basis</p>		<p>The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane.                  MFRA Approved project on 9th June 2022                  The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024.                  Corp Comms video publication 9/6 - <a href="https://youtu.be/p6Hc6hNP2kk">https://youtu.be/p6Hc6hNP2kk</a></p> <p>Search and Rescue Team (SRT)/ Urban Search and Rescue (USAR) team will be staffed as per the current arrangements. This is a robust delivery method in line with USAR national concept of operations with a retained element.</p> <p><b><u>Year 2 July-September 2022 update</u></b>                  As 1.2a</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  As 1.2a</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  As 1.2a</p> <p><b><u>Year 3 July to September update</u></b>                  As 1.2a</p>		
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<p>Res/1.7</p>	<p>Continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand such as during the Covid 19 pandemic.</p>	<p>Response</p>	<p><b><u>Update Jul-Dec 2021</u></b></p> <p>MFRS have met with the Chief Medical Officer for NWAS to open discussions on Integrated Demand Management. Previous Emergency Medical Response documents (MOU and Service Instruction) have been shared and discussions will continue. Further meetings will be planned but this discussion will probably carry over into the next functional planning year.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b></p> <p>Ongoing</p> <p><b><u>Year 2 July-September 2022 update</u></b></p> <p>Ops Response are awaiting a data return from Process Evolution (providers of our operational response modelling software) to the following questions:</p> <ol style="list-style-type: none"> <li>1. If MFRA attended all of these incidents what would our 10 minute response standard look like?</li> <li>2. Looking specifically at these incident types only what would our predicted average response standard be for these incidents i.e. 5, 6, 7 mins etc?</li> </ol> <p>This information will inform our conversations with NWAS and hopefully enable progress against the IRMP action.</p>	<p>YEAR 1 2021- 22</p>	<p>March 2024</p>	
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			<p><b><u>Year 2 October to December 2022 update</u></b>                  Information is being provided by Process Evolution and Strategy and Performance. This data has been provided to the Area Manager Response and Assistant Chief Fire Officer who have requested Response staff to cross reference attendance time data with survivability rates.</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  Request made to North west Ambulance Service (NWAS) for comparable data to support correlation between early intervention CPR times and Operational Response times. No response from NWAS.                  Enquiries are ongoing to obtain NWAS data and present report into findings compared to first appliance in attendance times.</p> <p><b><u>Year 3 July to September update</u></b>                  Data from NWAS 'Red 1' calls is collated by Strategy and Performance. Project is on hold pending national EMR discussions.</p>			
Prev/2.2	Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)	Prevention	<p><b><u>Update Jul-Dec 2021</u></b>                  Year 2021/22 will be impacted by the pandemic, details are reported to the Authority. Progress monitored by Performance Management Group for yearly reporting</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b></p>	YEAR 1 2021-22	March 2024  This action will be live for the entire IRMP	

		<p>Home Safety Strategy reset took place at year end 2021 into new financial year 2022. It is back on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home Safety and Group Manager Operational Response remain accountable through Performance Management Group and meet frequently to discuss challenges regarding performance management. On target for yearly return of HFSC delivery.</p> <p><b><u>Year 2 July-September 2022 update</u></b>          Figures for 2021/22 year are on target and close work with GM Home Safety and GM Response is ensuring crews maintain the excellent progress made so far. Campaigns will look to target the most vulnerable based on our data. The approach taken for older person’s day provided a higher % return in identifying high risk residents, this will be adopted for future campaigns. Partner agencies will also be included on campaigns</p> <p><b><u>Year 2 October to December 2022 update</u></b>          Shortfall between station plan total (45,951) and IRMP commitment (50,000) for year 2022-2023 identified. This has been discussed between Prevention and Response and a robust plan implemented. Winter campaigns are being used to increase output from stations. Station totals for 2023-2024 have been adjusted to reflect 50,000.</p>		
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			<p><b><u>Year 2 January to June 2023 update</u></b>                      47,771 HFSC were completed by operational crews, this exceeded the target set via the station plans but is short of the target set out in the IRMP (50,000). Campaigns will be conducted throughout 2023/24 to ensure the overall IRMP target is achieved.</p> <p><b><u>Year 3 July to September update</u></b>                      31,685 HFSC have been completed by Operational Crews this year and are on target to meet the 50,000. Campaigns continue to be delivered to make up any shortfall on the 150,000 3-year target.</p>			
Prev/2.3	10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)	Prevention	<p><b><u>Update Jul-Dec 2021</u></b>                      It is anticipated that Prevention advocates will hit the target for the year. Figures reported at Performance Management Group (PMG) – next year will see the introduction of CFRMIS which will improve efficiency.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b>                      Home Safety Strategy reset took place at year end 2021 into new financial year 2022. It is back on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home Safety and Group Manager Operational Response remain accountable through Performance Management Group and meet frequently to discuss challenges regarding</p>	YEAR 1 2021-22	March 2024	This action will be live for the entire IRMP

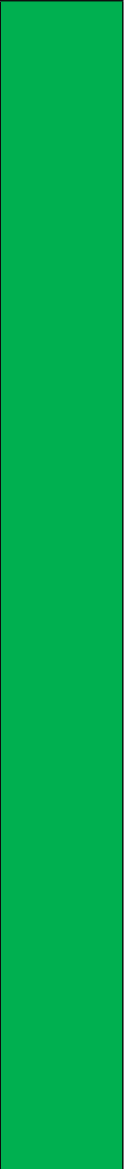
		<p>performance management. On target for yearly return of Safe and Well delivery.</p> <p><b><u>Year 2 July-September 2022 update</u></b>                  Prevention are still on target to meet the 10,000 Safe and Well visits. There has been a slight reduction in September/October as this was due to the User Acceptance Testing (UAT) and subsequent full implementation of CFRMIS. Updates will continue to be given at Performance Management Group (PMG).</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  Staffing challenges have affected the cumulative total of Safe and Well visits (approx. 7,500 at present). A concerted effort will be made in February and March in an attempt to meet the 10,000 figure. Updates will continue to be given at Performance Management Group (PMG).</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  Vulnerable Persons Advocates delivered 8,967 High Risk Safe and Well visits which was below the target of 10,000. This was due to a combination of factors affecting the size and capacity of the team. The Prevention Team will be aiming to deliver 11,000 High Risk Safe and Well visits in 2023-2024 to achieve the 3-year target of 30,000.</p> <p><b><u>Year 3 July to September update</u></b></p>		
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			Vulnerable Persons Advocates have exceeded the target of 833 Safe and Well visits in July, August and September and following a report to the CRM Board and PMG are on track to achieve the 10,000 Safe and Well visits for 2023-2024 and the 30,000 target for the three year IRMP.			
Prev/2.4	Reach 6,000 (10%) of homes in the highest deprived neighbourhoods using targeted campaigns based on analysis of accidental and fatal fires data in addition to the Index of Deprivation 2019 which identifies the areas of highest poverty and deprivation	Prevention	<p><b><u>Update Jul-Dec 2021</u></b> This target will be met with a mix of HFSC and Safe &amp; Well visits (details reported through Performance Management Group).</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> Prevention Station Managers will utilise their operational locations to pilot campaigns with teams linking up Strategy and Performance with operational response to ensure a valued Prevention service delivery.</p> <p><b><u>Year 2 July-September 2022 update</u></b> Station Managers are utilising the PIPS performance management system to guide stations to the most deprived areas of their station grounds to undertake engagement and prevention activates target those most at risk due to factor including deprivation and known associated vulnerabilities.</p> <p><b><u>Year 2 October to December 2022 update</u></b> Station managers are delivering PIPS training to stations (WM &amp; CM) alongside support from Strategy</p>	YEAR 1 2021-22	March 2024  This action will be live for the entire IRMP	

			<p>and Performance staff. Briefing notes to crews around emerging themes and the impact on local communities are being produced and distributed (e.g. Cost of Living Crisis). Planned campaigns are targeted against data including Index of Multiple Deprivation.</p> <p><b><u>Year 2 January to June 2023 update</u></b> Stations are utilising the PIPS performance management system to identify and target these areas, this will be reviewed against incident data. Briefings to crews for campaigns cover this to ensure a consistent message. Community safety campaigns are being held monthly with one of the factors around the area being targeted is deprivation.</p> <p><b><u>Year 3 July to September update</u></b> Update as above – continue to deliver regular campaigns.</p>			
Prev/2.5	We will renew our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65	Prevention	<p><b><u>Update Jul-Dec 2021</u></b> This action has been delayed due to COVID, however Liverpool City Council have relaunched its strategy to engage with the private rented sector, MFRS will be engaged in this targeting.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> Station Manager Home Safety has now picked up the reference following an internal structure change.</p>	YEAR 1 2021- 22	December 2021  This action will be live for the entire IRMP	

		<p>Conference in planning stages for completion in Q3 2022.</p> <p><b><u>Year 2 July-September 2022 update</u></b>          Planning is ongoing with SM Home Safety leading on this alongside safeguarding manager</p> <p><b><u>Year 2 October to December 2022 update</u></b>          Protection undertook to deliver a Registered Social Landlord (RSL) conference. A decision was made to run separate events due to the volume of information required to be discussed. Ongoing work with Protection around sheltered accommodation.</p> <p><b><u>Year 2 January to June 2023 update</u></b>          As part of MFRS response to the rise of fatal fires in Sheltered Accommodation, we will be working in collaboration with Registered Providers, Protection and Response in respect of vulnerable adults in these types of properties. We will also combine this with the introduction of a pilot using NHS data (CIPHA) to ensure a more targeted and intelligence led approach to engaging with vulnerable adults.</p> <p><b><u>Year 3 July to September update</u></b>          Prevention will be running a Registered Provider conference in early 2024, which will look at the risks for prevention and specialised housing such as Sheltered Accommodation. Safeguarding will also be included in the agenda.</p>		
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<p>Prot/3.2</p>	<p>Visit every high and very high risk premises (7,500 over the life of the Plan)</p>	<p>Protection</p>	<p><b><u>Update Jul-Dec 2021</u></b>                  This target has been affected by the pandemic and staff retention issues. This figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the proposed move from the Premises Risk Model to the IFOG Planner (Inspection Frequency Officer Grade). This will create a more intuitive and intelligence led approach to auditing high and very high-risk premises.                  IFOG will indicate priority premises in order and it is anticipated this may cause the number of inspections to decrease. To date, 1087 audits have been completed in this year’s reporting period, the target is 7500 over the 3 years of the IRMP</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b>                  IFOG (Inspection Frequency Officer Grade) planner is now fully operational. High risk premises inspections remain on target for current financial year. We will look to address the shortfall from year one once all new personnel are fully qualified to level 4 as this will minimise the mentoring elements required by more senior inspectors thus releasing resources to undertake more inspections.</p> <p><b><u>Year 2 July-September 2022 update</u></b>                  Current Risk Based Inspection Programme informs relevant inspection frequencies for such premises. Current performance indicators show we remain on</p>	<p>YEAR 1 2021- 22</p>	<p>March 2024                   This action will be live for the entire IRMP</p>	
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			<p>target to deliver against this action by the determined deadline.</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  A more detailed scrutiny of the Risk Based Inspection Programme (RBIP) has revealed that the methodology and identification of the 7500 very high/high risk premises needs to be clarified.</p> <p>Training of new staff to ensure they are competent to undertake audits in high risk premises has impacted on the capacity of the team. The 7500 figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the move from the previous Premises Risk Model (PRM) to the IFOG Planner (Inspection Frequency Officer Grade). This will create a more intuitive and intelligence led approach to auditing high and very high-risk premises and will indicate priority premises in order. It is anticipated that this may cause the number of very high/high risk inspections to decrease.</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  At the close of 2022/23 financial year, 5,198 very high/high risk visits had been completed, leaving a total of 2,302 to deliver in 2023/24 in order to reach the 7,500 target. Average output for years 1 and 2 was 2,599 per year so we are on course to achieve our objective.</p>		
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			<p>CFRMIS (Community Fire Risk Management Information System) has been populated with the work flow requirements for the 2023/24 financial year based on premises identified within our reviewed risk based inspection programme (RBIP).</p> <p><b><u>Year 3 July to September update</u></b>                  Current performance against the 7,500 premises shows over 6,800 premises visited. Current projection indicates the 7,500 total will be achieved by end of financial year.</p> <p>The revised RBIP and implementation of CFRMIS will generate the periodic anniversaries for revisits of higher risk premises. In addition, elements such as business safety engagement activities are likely to reveal premises that are currently classified as low to medium risk, in to the higher risk category resulting in additional premises to visit for our regulatory teams as we move in to the new CRMP period.</p>			
Prot/3.5	Deliver a full response to Grenfell Tower Fire Inquiry recommendations	Protection	<p><b><u>Update Jul-Dec 2021</u></b>                  This is still ongoing with good progress being made. To date, 30 of the 46 recommendations are established within Service; 6 are awaiting changes to legislation and National Fire Chiefs Council (NFCC) guidance, and plans are in place to address the remaining 10.</p>	YEAR 1 2021-22	March 2023	

			<p><b><u>Year 1 Update – Jan-June 2022</u></b>          32 of 46 actions now fully discharged          8 remain in progress (e.g. stairwell protection teams, fire survival guidance)          6 cannot yet be addressed as they are dependent on the implementation of the new Fire Safety (England) regulations due January 2023</p> <p><b><u>Year 2 July-September 2022 update</u></b>          8 of 46 recommendations are at amber status (GR02, GR12, GR17, GR18, GR19, GR21, GR25 and GR29) with progress against each recorded on the dedicated action tracker.</p> <p>6 of 46 not yet commenced (GR08, GR09, GR28, GR30, GR38 and GR39). These are reliant on release of new legislation due for release from January 2023.</p> <p>32 of 46 are complete and delivered.</p> <p><b><u>Year 2 October to December 2022 update</u></b>          38 of 46 GTI (Grenfell Tower Inquiry) phase 1 recommendations are now implemented with the remaining elements to be discharged fully by close of the financial year.</p> <p><b><u>Year 2 January to June 2023 update</u></b>          43 of the 46 recommendations have now been discharged (93%). The remaining 3 are linked to</p>			
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			<p>external requirements by other agencies, legislative/guidance provision from the Home Office and internal consultation on the provision of additional control measures as part of our high rise firefighting procedures.</p> <p>All of these elements have been included within the 2023/23 Protection functional delivery plan and will be addressed accordingly.</p> <p><b><u>Year 3 July to September update</u></b></p> <p>We remain at 3 of the 46 recommendations still to be delivered. The 43 that have been completed have been reviewed for assurance purposes and we have confirmed they remain embedded within the service.</p> <p>Status summary regarding the 3 remaining recommendations is as follows:</p> <p>GR21: Agreement has been reached with MERPOL for transfer of Fire Survival Guidance information and this is now in place. NWAS require a Northwest FRS approach. This is being taken to NWFC on 20<sup>th</sup> November and will be raised at the next Northwest Fires in Tall Buildings Meeting to gain further momentum. MAIT will also aid in this as NWFC, NWAS and ourselves are early adopters.</p>			
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			<p>GR28: Requires a legislative response and cannot be determined nor influenced by MFRA (with the caveat contained in GR29 below).</p> <p>GR29: Depending on HSE outcomes, the change in our High Rise firefighting SOP will enable us to deliver against this recommendation and GR28, as Stairwell Protection Teams (SPT) introduction will be an enabler to GR28. That being “guidelines to carry out partial or total evacuation of high rise buildings”.</p>			
Prot/3.6	Complete 6,336 medium to low risk visits over the life of the Plan. These will be carried out by our fire station-based firefighters	Protection	<p><b><u>Year 1 Update – July-June 2022</u></b></p> <p>Since April 2021 to present day, Simple Operational Fire Safety Assessments (SOFSA) completed by operational personnel is 2201. For context, using the old SOFSA system, from April 2021 to May 10<sup>th</sup> 2022, average number of SOFSA per month was 124.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b></p> <p>Since the inception of the new system in the Community Fire Risk Management Information System (CFRMIS) (10<sup>th</sup> May 2022) this average has increased to 195 per month.</p> <p>Based on current projections, this suggests a predicted delivery of 6101 SOFSA over the life of the IRMP (a shortfall of 235). This does not take account</p>	YEAR 1 2021-22	March 2024	This action will be live for the entire IRMP

		<p>of any directed campaigns during that time nor any increase in performance over the average of 195.</p> <p>Based on the projected shortfall of 235, and 20 months remaining of the current IRMP this averages out as 11.75 extra SOFSA required per month. Based on the current average of 195 SOFSA per month, If each of the 22 stations completed 1 extra SOFSA per month from now until the end of the IRMP, we will increase output by a further 440 SOFSA thus exceeding the 6336 target by 205.</p> <p><b><u>Year 2 July-September 2022 update</u></b>          Qtr 2 has recorded the completion of a further 685 SOFSAs bringing the year to date total to 1365. The monthly average has improved from 195 per month to 227. This increase will undoubtedly have been supported by the services involvement in supporting the NFCC Business Safety Week. This update marks the midpoint against the 3 year plan with 3551 SOFSAs being completed against the target of 6336 and a further improved monthly average of 197. If this completion rate continues for the remainder of the plan we remain on target to exceed the SOFSA target.</p> <p><b><u>Year 2 October to December 2022 update</u></b>          Quarter 3 sees SOFSA figures at 1960 at time of reporting. Current trajectory indicates that we are on target to exceed the in year target to complete 2,112</p>		
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			<p>by end of the financial year and keeps us on track to complete 6,336 within the IRMP lifespan.</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  SOFSA (Simple Operational Fire Safety Assessments) total at the end of year 2 is 4,610 leaving 1,726 to deliver in order to reach the 6336 target by the end of 2023/24.</p> <p>Years 1 and 2 average performance is 2,305 so we are well on target to achieve the IRMP commitment in this regard.</p> <p><b><u>Year 3 July to September update</u></b>                  SOFSA performance projections across the stations indicate we remain on course to meet the 6,336 target by close of the financial year.</p>			
Prep/4.6	Prepare our fleet of vehicles for a move to alternative fuels	Preparedness/Estates	<p><b><u>Update Jul-Dec 2021</u></b>                  This action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b>                  As above</p> <p><b><u>Year 2 July-September 2022 update</u></b>                  An electric vehicle demonstration was held in August. Workshops manager is obtaining costings for electric</p>	YEAR 1 2021-22	March 2024  This action will be live for the entire IRMP	



		<p>vehicles. Estates looking into electric charging points options at selected MFRS properties. A meeting has been arranged to discuss hybrid vehicle options.</p> <p>As reported previously this action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030.</p> <p><b><u>Year 2 October to December 2022 update</u></b>          As reported previously this action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2040.</p> <p><b><u>Year 2 January to June 2023 update</u></b>          Petrol Hybrid response vehicles are being procured. Working with Estates who are installing electric charging points.</p> <p>This action is in the Operational Preparedness Functional Plan 2023/34 No 10. Help Build a Sustainable Fire and Rescue Service for the Future.</p> <p><b><u>Year 3 July to September update</u></b>          First Net Zero Implementation group meeting has been held. Ongoing work on fleet decarbonisation has progressed and the delivery of the first 6</p>		
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			Petrol/Hybrid vehicles are expected January 2024. 7 more to order next year.			
NR/5.2	Support the Government's plans to refresh the National Resilience Assets	National Resilience	<p><b><u>Update Jul-Dec 2021</u></b>                      The National Resilience Assurance Team (NRAT) will work with the Lead Authority (Merseyside FRS) Home Office, along with internal and external UKFRS stakeholders to facilitate and complete a comprehensive review of National Resilience capabilities and undertake major asset refresh as part of the New Dimension 2 project to ensure specialist National Resilience capabilities remain efficient and effective.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b>                      National Resilience Assurance Team (NRAT) continue to work with Home Office (HO) to deliver major asset refresh of National Resilience (NR) capabilities as part of ND2 work packages. The Detection Identification Monitoring (DIM) capability is currently at the procurement stage with. The Enhanced Logistics Support (ELS) Capability review has been concluded and is entering the procurement phase. Both DIM and ELS have been allocated HO funds for this phase of work. The Urban Search &amp; Rescue (USAR) capability review is continuing and should conclude by the end of 2022. Additional funds for staffing to support this work across the 3 capabilities has been secured. High Volume pump and Mass Decontamination capability reviews have been paused and will recommence ahead of the next</p>	YEAR 1 2021-22	This action will be live for the entire IRMP	

			<p>Government comprehensive spending review. It is expected that ND2 will now be delivered over a longer duration than originally envisaged.</p> <p><b><u>Year 2 July-September 2022 update</u></b> As this is a medium to long term project previous updates remain up to date.</p> <p><b><u>Year 2 October to December 2022 update</u></b> As this is a medium to long term project previous updates remain up to date.</p> <p><b><u>Year 2 January to June 2023 update</u></b> As this is a medium to long term project previous updates remain up to date. Update reports are provided through the National Resilience Board (NRB) and Strategic Resilience Board (SRB).</p> <p><b><u>Year 3 July to September update</u></b> Update reports are provided through the National Resilience Board (NRB) and Strategic Resilience Board (SRB).</p>			
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ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE – ACTIONS COMPLETE IN YEAR 1	START IRMP YEAR 1	DUE BY	STATUS (Red, Amber, Green)
Res/1.1	Introduce a Hybrid duty system at Kirkdale fire station	Response/ Preparedness	<p><b><u>Update Jul-Dec 2021</u></b> Appliances moved from Croxteth to Kirkdale on 1<sup>st</sup> December 2021. Station went live at 1030hrs.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> This action is now complete and closed</p>	YEAR 1 2021-22	December 2021	Green
Res/1.4	Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid – including a Specialist Command and Control function	Response	<p><b><u>Update Jul-Dec 2021</u></b> All moves of specialist units completed. All moves to happened on the 1<sup>st</sup> December. Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> This action is now complete and closed</p>	YEAR 1 2021-22	November 2021	Green
Res/1.5	Introduce a Stinger/Scorpion fire engine at St Helens to	Prep/Resp	<p><b><u>Update Jul-Dec 2021</u></b> Specifications for the vehicle are being finalised with the supplier</p>	YEAR 1 2021-22	January 2023	Green

	replace the complementary crewed Combined Platform Ladder.		<b><u>Year 1 Update – Jan-June 2022</u></b> Spec meeting 5 <sup>th</sup> August: Tender to be released 12 <sup>th</sup> August 2022			
Res/1.6a	Create specialist capabilities/fire stations:  <b>LIVERPOOL CITY</b> – Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (deployed within 30 minutes)	Response	<b><u>Update Jul-Dec 2021</u></b> All moves of specialist units completed. All moves to happened on the 1 <sup>st</sup> December. Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.  <b><u>Year 1 Update – Jan-June 2022</u></b> Specialist training on command has been provided to all station at Liverpool City and Kensington in January 2020. This action is now complete and closed	YEAR 1 2021-22	November 2021	
Res/1.6a.1	<b>LIVERPOOL CITY</b> – Relocate 1 Combined Platform Ladder 34 (CPL) from Kirkdale to Liverpool City and train drivers	Response	<b><u>Update Jul-Dec 2021</u></b> Wholetime Combined Platform Ladder established, 45m High Reach Extendable Turret (HRET) not yet purchased.  <b><u>Year 1 Update – Jan-June 2022</u></b> This action is now complete and closed	YEAR 1 2021-22	Phase 1 – 17 July 2021  Phase 2 – November 2021  Phase 3 - TBC	
Res/1.6b	<b>WALLASEY</b> – Marine and Ships Firefighting (Off Shore capability)	Response	<b><u>Update Jul-Dec 2021</u></b> All assets are now located at Wallasey and are available for mobilisation with retained crew.	YEAR 1 2021-22	Phase 1 – 30 August 2021	

	<p>– Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine &amp; Tunnel Pods - provided on a retained basis (deployed within 30 minutes)</p>		<p><b><u>Year 1 Update – Jan-June 2022</u></b>                  All specialists assets have been moved to Wallasey. The marine and ships firefighting capability for Wallasey and Crosby is still being advanced so this element of the action will move to Year 2.</p> <p>Ops Board paper confirmed alongside response as initial phase for training rollout. FRMR modules 1, 2, 8, 9, 10 selected as most appropriate. Marine Tac Ad group enrolled with NFCC Maritime to gain documents. Training days at Wallasey/Crosby confirmed for each Wednesday with Marine Unit familiarisation and theoretical input. To advance to onsite/on-board visits to supplement specialist knowledge. Joint endeavour with SM Warwick Lancashire Fire and Rescue to conduct joint training between Merseyside facilities (Cammell Lairds etc) and Morecambe/Heysham docks as away days.</p> <p><b>Year 1 actions now complete.</b></p> <p><b>YEAR 2 Action</b> :To initiate a training day for staff at Wallasey and Crosby to conduct either internal, external or off site training in relation to Marine risk. This may include theory, ships visits, TDA or Marine Tac Ad input. To obtain and utilise FRMR modules aligned to an “alongside response” as the background to theory training.</p>		<p>Phase 2 – April 2022</p>	
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			To establish X Border relationships with other FRS to improve our response in the maritime environment. To identify and secure local infrastructure or assets for visits or exercising.			
Res/1.6c	<b>ST HELENS</b> – Hazmat – Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)	Response	<p><b><u>Update Jul-Dec 2021</u></b> All appliances were in place by November 2021. Initial training has been received with Hazmat and specialist training to be delivered in January/February 2022. Asset is available on retained activation.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> This action is now complete and closed</p>	YEAR 1 2021-22	Phase 1 – September 2021  Phase 2 – TBC	
Res/1.6e	<b>KIRKDALE</b> – Terrorist Response Specialist Capability and Flood Response (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis	Response/Prep	<p><b><u>Update Jul-Dec 2021</u></b> Mass Decontamination Unit was moved to Prescot on 13<sup>th</sup> January 2022, this was a change outside of IRMP proposals that was approved at Ops Board on 29th November 2021. Staff to be trained by 31<sup>st</sup> March 2022</p> <p>Marauding Terrorist Attack (MTA) is fully available</p> <p>Flood Response is fully available</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> This action is now complete and closed</p>	YEAR 1 2021-22	December 2021	

Res/1.6f	<b>BELLE VALE</b> – Water (High Volume Pump) Inc. all LLAR stations – staffed on a whole time (permanent) basis	Response	<p><b><u>Update Jul-Dec 2021</u></b></p> <p>The High Volume Pump (HVP) is continually staffed by one driver. The original plans for training related to this action were not appropriate for the staff involved and other options are being considered.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b></p> <p>This action is now complete and closed</p>	YEAR 1 2021-22	Completed	
Res/1.6g	<b>HESWALL</b> – Wildfire – All terrain vehicle – Complementary crewed	Response	<p><b><u>Update Jul-Dec 2021</u></b></p> <p>The vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b></p> <p>Training secured with Northumberland FRS anticipated 4<sup>th</sup>/5<sup>th</sup> October and 12/13<sup>th</sup> October 22. Funding approved via POD and planning for staff allocation to cover all existing personnel in progress. Course reflects 2 day enhanced awareness Wildfire course. Working party established via Tac Ads to investigate best Personal Protective Equipment measures, consideration to Northumberland model. Funding secured 50k for 2x 4x4 vehicles (Formby and Heswall) and scoping exercise completed to investigate Polaris and Haggalund vehicle types, ruled as unsuitable for what is required within MFRS.</p>	YEAR 1 2021-22	March 2022	



Res/1.6h	<b>FORMBY</b> – Wildfire – All terrain vehicle – Complementary crewed	Response	<p><b><u>Update Jul-Dec 2021</u></b> The vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> Training secured with Northumberland FRS anticipated 4<sup>th</sup>/5<sup>th</sup> October and 12/13<sup>th</sup> October 22. Funding approved via POD and planning for staff allocation to cover all existing personnel in progress. Course reflects 2 day enhanced awareness Wildfire course. Working party established via Tac Ads to investigate best Personal Protective Equipment measures, consideration to Northumberland model. Funding secured 50k for 2x 4x4 vehicles (Formby and Heswall) and scoping exercise completed to investigate Polaris and Haggalund vehicle types, ruled as unsuitable for what is required within MFRS.</p>	YEAR 1 2021-22	March 2022	
Prev/2.6	Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist	Prevention/ POD	<p><b><u>Update Jul-Dec 2021</u></b> Prevention Department is reviewing its workforce profiles (gender, age, ethnicity etc). The team has two members co-opted onto the Positive Action Working Group and staff who support a number of networks. There has been some success in the recruitment of women to the team but we want to do more to encourage people from under represented ethnic backgrounds to join us.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b></p>	YEAR 1 2021-22	December 2021	

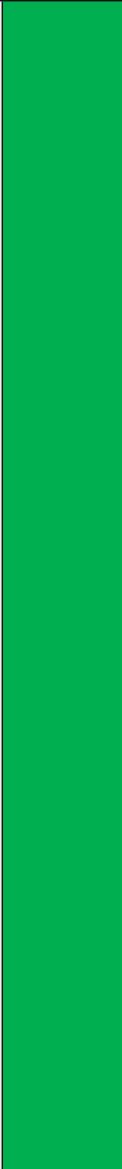
			Department heads still lead diverse teams and encourage those from under represented groups to be a part of the delivery team against prevention activity.			
Prot/3.4	Increase mobile/agile working for staff	Protection	<p><b><u>Update Jul-Dec 2021</u></b> All inspecting staff have been given mobile devices to enhance agile working. CFRMIS is progressing and once fully operational with all modules will see greater use of mobile working.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> Agile working remains an extant measure across the department for those personnel who are able to operate as such. This has recently been highlighted again across the team as part of measures in looking to minimise financial impact for individuals. Action complete.</p>	YEAR 1 2021- 22	January 2022	
Prot/3.7	Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside	Protection	<p><b><u>Update Jul-Dec 2021</u></b> A regular programme of inspections is underway and we are on track to achieve this objective</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> Scheduled as part of functional delivery plan for 2022/23</p> <p><b><u>Year 2 July-September 2022 update</u></b> Scheduled as part of functional delivery plan for 2022/23. On target for annual risk based inspections,</p>	YEAR 1 2021- 22	March 2024	

			<p>with progress monitored through the performance management group (PMG)</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  All Petroleum sites have been actioned and completed.                  ACTION CLOSED Q3 2022/23</p>			
Prot/3.8	<p>Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites</p>	Protection	<p><b><u>Update Jul-Dec 2021</u></b>                  A total of 168 explosives visits were completed during the reporting period. Only two complaints were received by the Service during the reporting period, but neither required enforcement action.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b>                  Preparations for Explosive Licensing will commence at the end of July with a view to providing outputs in quarter 3.</p> <p><b><u>Year 2 July-September 2022 update</u></b>                  The explosives licences are now being issued and site visits are being conducted by both District and HQ teams, jobs are being recorded in CFRMIS. Complaints are being handled and triaged through the HQ Watch Managers.</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  All licensing applications have been actioned and completed. We have identified the need to rebrand the associated LPI to ensure it more accurately reflects our departmental activity in this area.</p>	YEAR 1 2021- 22	March 2024	

			ACTION CLOSED Q3 2022/23		
Prot/3.9	Our drone capability will be introduced after being proposed in our previous Plan.	Protection	<p><b><u>Update Jul-Dec 2021</u></b> We have implemented our drone capability.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> This action is now complete</p>	YEAR 1 2021- 22	September 2021
Prep/4.1	Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies	Preparedness	<p><b><u>Update Jul-Dec 2021</u></b> A structure is now in place for collaboration opportunities. The assisting NWS gaining entry Memorandum of Understanding is now well embedded as business as usual.</p> <p>The Interoperability Voice Channel trial is now up and running to promote the use of multi-agency radio talk groups at operational incidents. Further collaboration opportunities are currently being explored in the following areas:</p> <ul style="list-style-type: none"> <li>• Use of Drones</li> <li>• Welfare at Incidents</li> <li>• The Charter for bereaved families through public tragedy</li> <li>• High Demand - Frequent Call Handling.</li> </ul> <p><b><u>Year 1 Update – Jan-June 2022</u></b> Operational PLATO training for all senior officer Command training. This training is conducted at the JCC and Rose Hill, Merseyside Police HQ</p> <p>Blue Light Collaboration Board</p>	YEAR 1 2021- 22	March 2021 OP Functional Plan 2021- 22

			<ul style="list-style-type: none"> <li>• New Terms of Reference to be circulated and agreed by group.</li> <li>• Information Sharing agreement to be circulated and agreed by group to support collaboration opportunities such, frequent call handler.</li> <li>• Drone leads have been given agreed parameters to work to 3 main areas:             <ul style="list-style-type: none"> <li>o Training – efficiency savings, costs</li> <li>o Shared learning – debriefs, what went well</li> <li>o Resilience – take-off and landing sites, payloads.</li> </ul> </li> <li>• There has been an initial meeting and they will meet again at the end of June they will provide a further presentation and update at the next board meeting. Priority discussion will be take-off and landing sites.</li> </ul> <p><b><u>Year 2 July-September 2022 update</u></b>            Structure in place for collaboration opportunities  <b>CLOSED</b></p>			
Prep/4.5	Develop operational plans for all key risks including heritage sites and sites of scientific interest	Preparedness/ Response	<p><b><u>Update Jul-Dec 2021</u></b>            Site Specific Risk Information (SSRI) survey undertaken and completed in September 2021. 2000 Heritage sites are to be considered for exercising options. This was reported to Operations Board on 29<sup>th</sup> November 2021. Heritage sites are now incorporated into the SSRI update reported to Ops Board.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b></p>	YEAR 1 2021- 22	March 2022	

			Aligning building protection type codes to PORIS assessment and creating a new scoring level to ensure high risk properties request a SSRI. Questions are being created to ensure process is fit for PORIS assessment is fit for purpose. Training package is being created and the data capture form will be trialled by certain stations and will inform them if a SSRI is needed. Liverpool University have been commissioned to speak with specific Operational crews examine Firefighter Perspectives of the Content, Format, and Use of Site-Specific Risk Information.			
Prep/4.7	Introduce ways of staffing our Fire Control that reflects the demands on the service, increases the resilience of the team and enhances development opportunities for staff.	Preparedness	<p><b><u>Update Jul-Dec 2021</u></b> A new shift pattern has been introduced with an element of retained cover included to improve resilience. The new shift pattern is now in consultation, aiming to close action March 2022.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b> Implemented 1st June after a long consultation. SMA post advertised and interviews are 22 June. Detailed Action Plan in place and progressing to deliver.</p>	YEAR 1 2021- 22	January 2022	
<b>ACTION NOS</b>	<b>IRMP ACTION</b>	<b>FUNCTION/ OWNER</b>	<b>UPDATE – ACTIONS COMPLETE IN YEAR 2</b>	<b>START IRMP YEAR 1</b>	<b>DUE BY</b>	<b>STATUS (Red, Amber, Green)</b>

<p>Prev/2.7</p>	<p>Our fire stations and Prevention teams will be joined by staff from all departments to take an organisation-wide approach to monthly themed Community Safety campaigns that help us interact with large numbers of people, often working with partner organisations too.</p>	<p>Prevention</p>	<p><b><u>Update Jul-Dec 2021</u></b>                  This has been evidenced during the Bonfire Period and Older Persons Day. Arson advocates routinely work with Merseyside Police and local Officers on walkabouts at a local levels on a weekly / monthly basis.</p> <p>This activity will feature as part of the Community Safety plan for Prevention. Service staff encouraged to support campaigns in line with the prevention calendar</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b>                  Campaigns continue to run in each district on a monthly basis. The Arson Team have recently moved in to Old Swan fire station to work as a team and we can direct resources to the risks as they are identified across the county.</p> <p><b><u>Year 2 July-September 2022 update</u></b>                  Monthly campaigns completed by Arson Officers and partners continue to be run in each district on a monthly basis. A review of these campaigns is in progress with a view to involving all Prevention teams, ops crews and partners in each district.</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  Update as above</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  New Prevention monthly campaigns will be introduced from April 2023. These will involve up to 5 appliances,</p>	<p>YEAR 1 2021- 22</p>	<p>March 2024</p>	
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			Home Safety Team members, Arson Officers, Senior Officers and a number of partners. These campaigns will be run across the region with 2 dedicated to each district on a rolling basis. <b>Action complete and business as usual</b>			
Prot/3.1	Build up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding.	Protection	<p><b><u>Update Jul-Dec 2021</u></b>                  We have employed a number of new staff to fill these roles and plan to employ more.                  Recruitment is also underway for three firefighters (already employed) who will be trained to undertake auditor/inspection duties. All of this will be funded through government grants.                  All recruitment has been completed and staff are expected to commence their roles in mid-March.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b>                  The Auditor and Inspector cohort is now increased to 40 personnel across the four district teams. In addition, job evaluations have been completed for auditors, inspectors, Fire Engineering design technicians and protection compliance managers with the relevant uplifts applied. Five Senior Fire Safety Inspector posts have also been introduced into the department funded from existing budget lines.                  A clear line of development is now visible within a revised and updated departmental organisational chart and is hoped will assist with staff retention.                  Additional fixed term posts may be introduced utilising PPRU Protection Uplift grants.</p>	YEAR 1 2021- 22	January 2022	



			<p><b><u>Year 2 July-September 2022 update</u></b>                  Full departmental review undertaken with staffing levels at their highest reported level. Departmental structure updated and skills competence of all fire safety regulators in the team being monitored to ensure suitable and sufficient skill sets in place to discharge inspection requirements against our risk based inspection programme.</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  Recruitment for externally funded Building Safety Regulator (BSR) related posts has commenced and will result in additional expertise being brought into the team. Have also submitted a request to be able to remove the Auditor role in the team and replace with Inspector in development so as to support succession planning in the medium to longer term.</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  A more streamlined means of personnel progressing from auditor to inspector is now in place which has removed the requirements for personnel at auditor (inspector development) status to have to wait for an inspector position becoming available. They now have their work based evidence reviewed over a period of time and are then signed off in accordance with the competency framework requirements and transition to inspector competent status.</p>			
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			<p>Across the directorate there are now 26 Green book inspectors in post (some still to be signed off as competent at time of update) with the majority being funded from within the Protection cost centre (23 posts). In addition, we have recruited a Fire Engineer and 2 additional inspectors utilising dedicated additional finding provision from the Home Office. Furthermore, we will be recruiting an additional 4 inspectors on fixed term contracts utilising the Protection Uplift Grant funding provision.</p> <p>The directorate resources look healthy at present time. We are reliant on continued grant funding to support some posts and would look to secure longer term security in this regard in order to sustain our staffing levels at the current levels.</p> <p>Action complete</p>			
Prot/3.3	Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place	Protection	<p><b>Update Jul-Dec 2021</b></p> <p>During 2021 CFRMIS (Community Fire and Risk Management Information System) was implemented in the Fire Protection Department and is predominantly being used for recording data from Fire Safety Audits.</p> <p>Plans for 2022 include the introduction of standard letters, the use of the application by the Planning and Building Regulations Department, Explosives licencing, Fire Safety concerns reporting and the recording of Simple Operational Fire Safety Audits (SOFSA).</p>	YEAR 1 2021- 22	December 2021	

			<p>Prevention have launched Home Fire Safety Checks (HFSC) on CFRMIS. Work continues to introduce CFRMIS for our Fire Service Direct call centre and Safe and Well Visits</p> <p>Operational Intelligence will launch a PORIS (Provision of Operational Risk Information System) assessment by April 2022, in order for Operational Crews to assess current category 3&amp;4 Site Specific Risk Information (SSRI) records to ensure accurate risk category will be captured in CFRMIS</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b></p> <p>The Protection module has been fully implemented, as set out in the Community Fire Risk Management Information System (CFRMIS) project initiation document. Sophtlogic legacy system has been decommissioned and the contract cancelled. Therefore, the associated work-package (WP) has now been closed and an end of WP report has been published. There is ongoing project assurance work being carried out which includes a staff survey.</p> <p>Prevention HFSC went live and is successfully being used by operational crews. A staff survey is being conducted to evaluate the HFSC form and CFRMIS process. Significant CFRMIS development has been undertaken between a partnership of MFRS and Civica, in order to produce Fire Service Direct, quick screens and a calendar based booking system. This is due to be tested in the coming weeks.</p>			
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			<p>The final objective is to integrate the Safelincs national HFSC system into CFRMIS, along with workflows to create high risk and vulnerable person referrals. MFRS have entered a partnership with Civica to develop a new version of the CFRMIS Operational Intelligence module that will be using by all UK FRS CFRMIS users. It is envisaged that personnel will be able to use PORIS assessments to triage risk by September 2022 and the full product would be available early next year and MFRS Ops Intel will go live the end of March 23.</p> <p><b><u>Year 2 July-September 2022 update</u></b> Prevention and Protection modules are now embedded and live with refinements and enhancements being addressed based on end user feedback. Operational Intelligence module development has commenced.</p> <p><b><u>Year 2 October to December 2022 update</u></b> The Operational Intelligence module development and implementation will be rolled into the new financial year and this action has been subsequently rolled into the 2023/24 functional delivery plan.</p> <p><b><u>Year 2 January to June 2023 update</u></b> As previously reported, the Protection and Prevention element of the CFRMIS (Community Fire Risk Management Information System) application has been delivered and is being utilised as business as usual.</p>			
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			<p>Refinements will continue for a period as part of seeking to evolve the application.</p> <p>We continue to support colleagues in Preparedness in their work on developing the operational intelligence element and this is included as a workstream in our 2023/24 functional delivery plan.</p> <p><b>Action complete for Prevention and Protection</b></p>			
Prep/4.4	<p>Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This includes comprehensive training and exercising against all foreseeable risk, including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents which will enable us to continue to adapt to an ever</p>	Preparedness	<p><b><u>Update Jul-Dec 2021</u></b>                  A new Command Training Strategy was put in place in September 2021. The training delivery programme is an 18-month plan with a target date of March 2023.</p> <p>A trial of command software ‘Effective Command’ took place in December which will enhance how information is recorded and the training programme.</p> <p>Command Strategy, to be delivered by March 2023.</p> <p><b><u>Year 1 Update – Jan-June 2022</u></b>                  The Command Strategy is now embedded in MFRS, this will be delivered by March 2023.</p> <p>The ‘Effective Command’ trial ended in April 2022, MFRS have now entered into a 3-year contract for the command software.</p> <p><b><u>Year 2 July-September 2022 update</u></b></p>	YEAR 1 2021-22	March 2023	

	changing environment		<p>The Command Strategy is now embedded in MFRS, this will be delivered by March 2023.</p> <p>The 'Effective Command' trial ended in April 2022, MFRS have now entered into a 3-year contract for the command software.</p> <p><b><u>Year 2 October to December 2022 update</u></b>                  The Command Strategy is now embedded in MFRS, this will be delivered by March 2023.</p> <p><b><u>Year 2 January to June 2023 update</u></b>                  The command strategy is now embedded.</p>			
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# *OPERATIONAL PREPAREDNESS*

## **FUNCTIONAL PLAN**

## **ACTION TRACKER2023/24**

### **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
<b>1. Deliver a Training &amp; Development Academy fit for the future</b>	1.1.1 Develop a Training and Development Academy fit for the future	Group Manager Training	Q1 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.  Q2 Updates on movement plan provided via TDA sub group. Single status meetings established fortnightly with TDA leads to identify issues. Date range identified for suspension of training	April 2024		
	1.1.2 Create and support a renewed TDA Business Development Strategy		Q1 Initial document completed – staffing returned to 5 instructors Support plan in place now c/o Ashley Roberts.  Q2 Identifying capacity and appetite for knowledge transfer programme. Attendance at growth partners (LCR) meetings to identify needs of business community and opportunities.	March 2024		
	1.1.3 Introduce weekend and evening training		Q1 Additional contracts offered to TDA staff followed up with staff discussion on how training would be delivered.  Q2 3 new staff onboarded, all have been offered 10% contracts. Sunday 6 has recommenced.	May 2023		



<b>2 Develop assertive and effective incident commanders</b>	2.1 Continue to deliver the Command Strategy which will ensure staff know how to command Fire and Rescue Service	Group Manager Training	<p>Q1 The ICCM, ICWM, ICSM &amp; ICGM development days are now embedded within MFRS and are well established ensuring candidates have the best possible chance of being successful at TCA's. WM7 Skills of maintenance &amp; WM development days are still in the initial phase due to staffing restrictions.</p> <p>Q2 WM7 Skills of maintenance training will be restarting within the service. This has been supported by all AM's and the use of functional JO's to backfill operational appliances.</p>	March 2024		
	2.2 Embed XVR within eLearning		<p>Q1 XVR is beginning to emerge in the e-learning packages to give a visual stimulation.</p> <p>Q2 XVR continues to be used within the e-learning packages.</p>			
	2.3 Ensure assessment and validations for all commanders		Q1 & Q2 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		<p>Q1 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</p> <p>Q2 Effective command will be used for recording command assessments from January 2024. Cornerstones will be writing the API in order for this data to be exported into the new LMS system.</p>			

	2.5 Develop more scenarios and exercises in line with MCRR and emerging risk		Q1 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		Q2 The development of scenarios continues in order to build up a robust training and assessment library Q1 & Q2 Liverpool Airport exercises and CBTX's are ongoing throughout 2023. Command training will also support all other multi agency exercises across the service.			
<b>3 Launch a new SSRI Module In CFRMIS</b>	3.1 Release PORIS assessment tool	Group Manager Operational Policy, Intelligence and Planning	Q1 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. SI draft to be submitted prior to end of August.	March 2024		
	3.2 Launch Operational Intelligence module with Prevention & Protection		Q2 1340 PORIS assessments completed as of 05.10.23. PORIS Performance Management Tool now developed and presentation will to be provided to SM at standardisation 13.10.23. Work continues to update SI following feedback end completion target for Dec 2023. Q1 Work ongoing with Civica to develop data capture form. MFRS part of early adopter scheme working with other FRS's.			

			Q2 The data capture has now been designed, the team are now working with System Support and Civica to look at mapping our existing data across to the new form, a test will be conducted in October. Further discussion required on Output form and mapping tools, this will be discussed with AM Sheridan and GM Knock in October to allow work to commence			
	3.3 New Site Specific Risk Information (SSRI) Software		Q1 & Q2 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.			
<b>4 Build community resilience</b>	4.1 Utilise MCRR information to improve community and home safety advice.	AM Preparedness GM Operational Policy, Intelligence and Planning.	Q1 & Q2 Initial meeting held with Director heads chaired by AM Sheridan, invites to summer and winter MRF preparedness workshops sent to relevant departments.	March 2024		
	4.2 Brief SMs on MCRR high impact incident types risk relevant to their areas, utilise BI reports, and E Hazard maps provided by Strategy & Performance		Q1 & Q2 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		Q1 & Q2 Exercise involving specialist marine crews with peel ports and svitzer tugs in planning phase.			
	4.4 Protection work		Q1 & Q2 Initial discussion held			

<b>5. Improved Firefighter Safety &amp; Training</b>	5.1 Review firefighting media and associated tactics	GM Operational Policy, Intelligence and Planning. GM Training	Q1 The new foam is now on the run. Getting the designs for the new foam PODS and delivery's	March 2024		
	5.2 Use BI 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		Q1 Senior officer command training and station based effective command training now in place.  Q2 New training planners for roles currently being created to support move to new LMS. TDA have been informed of any new equipment that is coming in so they can plan any training.			
	5.4 Add water plans for known high risk areas		Q1 Water mains and open water overlays available on MDT. Water sources noted on SSRI records  Q2 EWS information added to MDT, crews will be completing annual familiarisation similar to a hydrant walk, new form ready to be uploaded onto Portal to capture areas of poor water supplies following incident, just awaiting Portal Transfer to be complete prior to it going 'live'			

	5.5 Deliver training on foam use and CAFS		Q1 All new recruits are given training on foam and CAFS. Station based staff complete as part of SPA's.  Q2 Action complete			
	5.6 Develop training for the launch of the HRET vehicle		Q1 Vehicle not in service yet. - Training package has been drafted based upon information from Cheshire & GMC FRS  Q2 Awaiting delivery of vehicle. Approaches made to Lancs (who have same vehicle) with an offer for our instructors to visit to get early hands on.			
<b>6 Invest in Innovative Practice &amp; Modern Technology</b>	6.1 Research and development equipment and software to improve our effectiveness, efficiency and help our people perform their roles Examples are: <ul style="list-style-type: none"> <li>• New learning management system</li> <li>• Command support software</li> <li>• Use of Resilience Direct</li> <li>• Redkite</li> </ul>	AM Operational Preparedness & Management Team	Q1 Red kite - is just being reviewed with a view to update the system and utilise it more. Incident Command Software Solutions - Requirements Gathering session is being held on the 28/07/23  Q2 Red Kite meetings booked to improve the functionality of red kite to asset track equipment and PPE Awaiting systems support to finish building the R&D portal page from last year's objectives. Business case submitted for funding for ScCapture software -awaiting date of implementation from Bill Elliot. LMS – Work continuing on alignment of learnpro modules to go live in Jan 2024. With all other core training and skills to go live in March 2024 Investigating mobile SOP app to enhance immediate access to data.	March 2024		

	6.2 Research and development of kit for electric vehicles.		<p>Q1 Two EV blankets and two EV plugs have been purchased. One set to go to TDA the second may go in stores or on Romeo 2</p> <p>Q2 Three EV blankets and two EV plugs are available. One set at the TDA the second will be on Romeo 2. The third fire blanket in in the emergency store. HF Gel now available for frontline appliances.</p>			
<b>7 .Strengthen our Resilience and Respond to Operational Learning</b>	7.1 We will review the recommendations of Manchester Arena Inquiry	GM Operational Policy, Intelligence and Planning.	<p>Q1 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</p> <p>Q2 As previous update. 12 actions of 145 remain outstanding.</p>	March 2024		
	7.2 Act upon lessons learnt from local and national learning NOL/JOL		Q1 & Q2 NOL/JOL meetings established with OPRT/OA reviewing and feeding back via OIG. Process is captured in SI 0176 OA			
	7.3 Deliver a full response to Manchester Arena Inquiry recommendations.		<p>Q1 See 7.1</p> <p>Q2 On Line Survey published 1st August. This is being completed as initial reporting of MFRS response. Decision logging training completed for senior officers to be followed with legal input.</p>			

	7.4 Develop blue light exercise programme with partners.		<p>Q1 Exercise group established via collaboration board.</p> <p>Q2 Collaboration Dates to be established with new Police DCC Mr Green. Blue Light group set up between Antony Grimes/Liam Gardner/G Knock. Exercises including MTA/CBRNe and Public Order TBC – Goodison Park Exercise (CBRN) arranged for November.</p>			
<b>8 Renewable Energy Research</b>	8.1 Review and revise SOPS, eLearning, previous assessment reports	AM Operational Preparedness GM John O Boyle	<p>Q1 SOP 6.5.0 Guidance in Draft sent to OPRT. E learning module completed and online.</p> <p>Q2 Draft guidance is being produced and shared with NW Ops Resilience AFES group to critique and make comments / recommendations with the group using this document as the basis for a NW response to AFES</p>	March 2024		
	8.2 Produce Ops Information Notes, Operational Response plan and Training Packages		<p>Q1 Ops info note produced for guidance EV's. IPEMU Class 777/1 trains. Technical Rescue session plan completed for roll out of crew-based training regarding EV fire scenario.</p> <p>Q2 Continue to produce and develop workstreams. Merseyrail ORP updated following the introduction of Class 777/1 train on the underground network</p>			
	8.3 Identify new kit and equipment		<p>Q1 Fire Blankets Technical note written. Emergency safety plug EV technical note written. Cold cut COBRA demonstration TBC at the TDA. Portable dams to be investigated. Big red box containment to</p>			

			<p>be investigated at a regional level. Extinguishing media to be evaluated</p> <p>Q2 Following visit to Emergency Services Show prices obtained for “Big Red Box” Misting system that recycles water for the containment of Electric Vehicle fire water run off. Northwest Operational Resilience AFES group met in Cheshire to discuss workstreams for the region. HF Gel now on the run.</p>			
<b>9 Research, Development &amp; Evaluation</b>	9.1 Work with academic partners to help research and evaluate areas of business to improve diversity by evaluating positive action of minority groups	<p>GM Operational Policy, Intelligence and Planning. SM Operational Equipment and Resources Transport Manager</p>	<p>Q1 Engaging with BV and the University regarding testing for contaminants of PPE and equipment to ensure that we are procuring the right products.</p> <p>Q2 Engaged with DSTL around the ROVs and continue to look at other technology for water incidents. BTTG have been tasked with conducting testing in regards to our PPE shrinking. Also approaching providers to conduct tests into flash hood and particulate blocking hoods.</p>	March 2024		
	9.2 Improve communication with staff on new areas of development and respond to feedback on kit and PPE		<p>Q1 Awaiting systems support to have a new portal page available for staff to use when suggesting an R&amp;D project. Engaging with a broad spectrum of staff when it comes to the introduction of PPE and equipment.</p> <p>Q2 Requested Ops Equipment to be invited to the gender network meetings so can be a part of the standard agenda.</p>			



			<p>All staff can feed back issues with PPE and uniform via the portal.</p> <p>Updates will be published in the hot news to staff informed of research projects and current purchases</p> <p>3 staff members are trialling sports bras with aim to making them standard issue following feedback from the networks.</p> <p>Ops Equipment will be planning a road show to visit stations to get ideas and share what we are doing.</p>			
	9.3 Launch development days and incident command support for female firefighter and officers		Q2 Engaged gender network in promoting development opportunities.			
<b>10 Help Build a Sustainable Fire &amp; Rescue Service for the Future</b>	10.1 Transport Plan of appliances and vehicles towards Net Zero.	AM Operational Preparedness Transport Manager	<p>Q1 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.</p>	March 2024		
	10.2 Foam review in line with environmental regulations		<p>Q2 Awaiting delivery of 6 hybrid vehicles. 7 more to order next year. No further Net Zero Implementation meetings yet</p>			
	10.3 Renewable energy kit and equipment etc		<p>Q1 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</p>			

			Q2 Electric Positive Pressure Ventilation (PPV) fans are on order are now in service and being put on the run			
<b>BRAG Descriptor</b>						
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		

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STATUS SUMMARY – 30.06.23	
<b>Total Number of Workstreams</b>	<b>37 (100%)</b>
Action completed	1 (3%)
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	36 (97%)
Action not yet started	0 (0%)

Q1 dated 12/7/2023

Q2 Dated 17/10/23

Please select from options

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# 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

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<p>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</p>	<p>2.1.1 Conduct a review of relevant LPI's:</p> <ul style="list-style-type: none"> <li>• (TR08) Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes. Based on Alert to Attendance Times</li> <li>• (DR22) The % of 999 calls answered within 10 seconds</li> <li>• (DR23) Alert to Mobile in under 1.9 minutes</li> <li>• (DO29) Average Time Taken to Process a Life Risk Call by Fire Control</li> <li>• (JR32) Average attendance time - Life Risk Incidents. Based on Time of Call to Attendance, HO Criteria</li> <li>• (JR34) Average attendance time - All Primary Fires. Based on Time of Call to Attendance, HO Criteria</li> <li>• (JR36) Average attendance time - Dwelling Fires. Based on Time of Call to Attendance, HO Criteria</li> <li>• (JR38) Average attendance time - Non Domestic Property Fires. Based on Time of Call to Attendance, HO Criteria</li> </ul>	<p style="text-align: center;">GM Whitfield</p>	<p><b><u>April – June 2023</u></b></p> <p><b>TR08</b> – 2023 April Target = 90%. Actual 93.1 %</p> <p><b>DR22</b> – 2023 April target = 96%. Actual 98.1</p> <p><b>DR23</b> – 2023 April target = 95%. Actual 96.3%</p> <p>PIPS is utilised by each SM to scrutinise Alert to mobile specific to their station every 7 days</p> <p><b>DO29</b> – Average time to process a life risk call by FC = Target – 1min 20 sec. Actual 1min 13 secs</p> <p><b>JR32</b> – Average attendance time (Life risk incidents) based on Time of call to attendance. Target = 7min 52 sec. Actual 7 min 43 sec</p> <p><b>JR36</b> - Average attendance time - Dwelling Fires. Based on Time of Call to Attendance. Target = 7 min 02 sec. Actual 7 min 01 sec</p> <p><b>JR38</b> – Average attendance time – Non Domestic property fires, based on Time of Call to attendance. Target = 7 min 38 sec. Actual 7 min 28 sec</p> <p><b><u>July- September</u></b></p> <p>Reports generated monthly by S&amp;P in relation to appliance activity and performance in relation to LPI's.</p> <p>Reports circulated amongst management groups to monitor performance and exemptions discussed at weekly command group meetings.</p> <p>Station performance set up and available via PIPs to monitor. Discrepancies regards LPI's are highlighted by Service Delivery Team and investigated. Alterations are to Standards of Fire Cover or Alert to Mobiles are processed via Ops Intelligence, likewise IRS is checked in conjunction with Strategy and Performance Teams and changes actioned where required. QA of IRS continues to be checked by responsible SM and future training to reinforce is scheduled at standardisation.</p>			

	<ul style="list-style-type: none"> <li>• (JR310) Average attendance time - Vehicle Fires. Based on Time of Call to Attendance, HO Criteria</li> <li>• (JR312) Average attendance time - Other Primary. Based on Time of Call to Attendance, HO Criteria</li> </ul>				
	<p>2.1.2 Analyse S&amp;P data to produce recommendations which enhance how resources are used more efficiently in relation to:</p> <ul style="list-style-type: none"> <li>• Reliefs</li> <li>• Specialist Assets</li> <li>• Retained</li> <li>• Dynamic Cover (AURA)</li> <li>• Pre-Alert</li> </ul>		<p><b><u>April – June</u></b>  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 call signs 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.</p> <p><b><u>July- September</u></b>  Presentation delivered to June Ops Board regarding reliefs at incidents. 4 new vehicles due to arrive at stations to replace cars not fit for relief purpose. Once assets refreshed, station cars in vision will be implemented for 3-month period.  S&amp;P have been asked to provide data in relation to mobilisation of specialist assets. Incident data from ICU mobilisations and AURA coverage for HMEPU and Marine unit to be analysed. Retained testing carried out each week and monitored via Callmy app.  Delay on releasing additional 4 vehicles from workshops has caused rollout to be put back. Fire Control utilising station car for management of assets, however mobilisation for response purposes not underway until asset refresh has taken place.</p> <p><b><u>October - December</u></b></p>		

	2.1.3 Use the findings from 1.1/1.2 to produce guidance and embed new ways of working.		<b>July- September</b> Report to be carried out into the mobilisation of specialist assets using AURA to investigate more effective 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	<p><b>April - June</b> Liaised with Telent and Pure AV who attended Fire Control to measure wall and discuss required features. A verbal costing has been provided by PureAV in the region of £55,000 to £60,000. Awaiting detailed costing in writing and timescale of completion.</p> <p><b>July-September</b> Estimated date to commence installation of Media wall and re-design of Fire Control is November 2023. Estimated costings supplied by Estates for office furniture, electrical alteration and decoration are; £6295 Chairs £7200 Desks £3600 Electrical alteration for media wall and desk positions £8500 Decoration Approx total £25.500 £13,000 has been allocated from new TDA budget and existing desks from Fire Control will be used in Secondary Control – new TDA. Paper taken to Ops Board in relation to funding was agreed on 23<sup>rd</sup> August 2023.</p>			
	2.2.2 Introduce new technologies within Fire Control to enhance the efficiency and effectiveness of operational response:		<p><b>AURA</b></p> <p><b>April – June</b> 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</p>			



	<ul style="list-style-type: none"> <li>• AURA Pre-Alert</li> </ul>	<p>bugs, issues and request new features. Particular attention is being paid to the cover planner.</p> <p>Following completion of the Discovery Phase of the Pre-Alert, a rough order of magnitude has gone to Telent and SSS.</p> <p>A briefing presentation has been developed to take to Ops Board and to deliver to the Stations involved in the trial.</p> <p>Presentation of trial of pre alert to deliver to crews went through Ops Board on 25<sup>th</sup> May, outcomes to change name due to historic negative impact of name and terminology. Enhanced Mobilisation (EM) current working title.</p> <p>Rough Magnitude of costs and timescale expected 20<sup>th</sup> June 2023.</p> <p>Courtesy meeting with FBU scheduled 26<sup>th</sup> June 2023, with dates planned to meeting Trial station personnel throughout July.</p> <p>Expected launch of trial Delayed to August due to unforeseen delays from Telent and SSS.</p> <p><b>AURA</b> <b><u>July - September</u></b></p> <p>Fire Control continuing to test AURA and feedback to development team. Further meeting planned September 2023 with development team to discuss potential changes, fixes and bugs.</p> <p>Issues relating to mapping have been escalated to Microsoft</p> <p><b>AURA</b> <b><u>October to December</u></b></p> <p>Response received from Microsoft in relation to mapping is that it is being investigated as part of a wider issue with their product and have implied it will take some time to resolve.</p> <p>MFRS development team are looking at other options that will deliver a similar road network/isochrones.</p> <p>They will have a proof of concept ready for internal review by end of October and will take to ICT Board</p> <p><b><u>July- September</u></b> <b>Enhanced Mobilisation</b></p> <p>Enhanced mobilisation input has now been delivered to all watches at Bromborough, all 4 Watches at Southport and 3</p>		
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		<p>cohorts of staff at St Helens as well as SM through their respective command groups.</p> <p>Alongside the delivery sessions staff have been engaged and feedback has been sought, initial results indicate staff are encouraged by the Merseyside model.</p> <p>Unforeseen risks have been identified through interaction with crews and alternative options have been considered.</p> <p>Talent update suggests that a go live date for September is achievable, but cost analysis has yet to be completed.</p> <p><a href="https://www.surveymonkey.co.uk/r/MFRSEnhancedAlert2023">https://www.surveymonkey.co.uk/r/MFRSEnhancedAlert2023</a></p> <p>Bromborough removed from EM pilot. All available status will now also be included in the pilot for Southport and St Helens stations.</p> <p>LLAR work around being considered in preparation for September Ops board and all MFRS stations being booked for EM briefing during 3-month pilot.</p> <p>Fire Control briefing of EM commencing August and expected completion early September.</p> <p>Briefing note submitted to Ops Board on 23<sup>rd</sup> August. Further verbal update to be provided in September with costings and proposed timeline.</p> <p><b><u>October - December</u></b>  <b>Enhanced Mobilisation</b></p> <p>Rough Magnitude of Order and timescale received from SSS. ROM costing is £98,900 with an estimated timescale of 25 weeks from agreement date with MFRS.</p> <p>Potential copyright of the code/parameters and any future earnings from our coding is being sought by procurement and the Enhanced Mobilisation working party.</p>			
	2.2.3 Implement redesign of Fire Control to support the use of new technologies.	<p><b><u>Media Wall</u></b>  <b>April - June</b></p> <p>Decision to be made whether to 'pattress' the wall in Fire Control to allow media wall to be fixed or for Pure AV to supply and fit a frame. Alternative solution supplied by Pure Av was to mount media wall on a stand. This has been discounted due to</p>			

		<p>height of monitors being unsuitable. (too low). Next Meeting will be held on 17<sup>th</sup> October with relevant stakeholders.</p> <p><b><u>July- September</u></b>  Estates do not think the internal wall is strong enough to hold media wall and Telent have recontacted Pure AV to discuss a frame to house the monitors  Sample chairs have been supplied to Fire Control for testing with more options being sent to test.  New curved monitor has been ordered by Telent to sample, which will show Vision on 1 monitor as opposed the current 2.  Desks have been selected and CAD designs drawn up to show different layouts.</p> <p>Re-design of Fire Control is tied in with move to new TDA and as such has been added to TDA transition plan. Telent have recently assigned a project manager - Debra Nixon. Next meeting scheduled for 15<sup>th</sup> August 2023.  Fire Control training room will be used as secondary Control if TDA must be evacuated, and Bootle/Netherton Fire station has been selected as tertiary Control room for duration of re-design.  Telent have been to visit site and will make the necessary adjustments to the conference room. SM Maxwell has been informed.  Ops Board/SLT Paper drafted for 23<sup>rd</sup> August ready for Authority meeting on 7<sup>th</sup> September.  Paper taken to Ops Board was agreed on 23<sup>rd</sup> August 2023.</p> <p><b><u>October – December</u></b>  Curved monitor has been delivered and is set up in Operational Intelligence with Fire Control staff providing feedback.  Two ‘rise and fall’ desks are being delivered to Fire Control on Thursday 12<sup>th</sup> October and will replace positions 7 &amp; 8 and will be set up with new curved monitor.  Re-design of Fire Control will take 5 weeks and has been provisionally booked to start on 17<sup>th</sup> November.  Next date will be January 2024.</p>		
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	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	<p><b>April - June</b></p> <p>Station 50 – St Helens. All staff are to receive enhanced specialist Hazardous material training from external training provider Tactical Hazmat. Three courses have been confirmed and will take place on the following dates – 19<sup>th</sup> – 20<sup>th</sup> May 2023, 3<sup>rd</sup> – 4<sup>th</sup> June 2023 and 24<sup>th</sup> – 25<sup>th</sup> July 2023</p> <p>Station 25 - Bespoke Marine Specialist Course cohorts have begun to attend Fire Service College. 15 personnel across Wallasey and Crosby have attended on May 16<sup>th</sup> to 18<sup>th</sup> with further 2 Courses scheduled for 27<sup>th</sup> to 29<sup>th</sup> June and 17<sup>th</sup> to 20<sup>th</sup> July. Full Evaluation of Course will follow.</p> <p>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 SM Kellaway and SM McManus.</p> <p><b>July- September</b></p> <p>Station 50 – Three full HAZMAT bespoke courses have now taken place. Feedback from crews has begun to be collated.</p> <p>Station 25 – A total of 45 Operational Personnel have completed a bespoke Marine Ship Firefighting Course at the Fire Service College, receiving a Certificate of Achievement. This has been well received by Operational Crews, a full evaluation will take place.</p> <p>Training needs analysis has been complete inline with Workforce Planning for future cohorts to attend FSC.</p> <p>Wild Fire at Station 32 and 22 – No further update</p>			

	<p>2.3.2 Review of PPE and equipment at all Specialist Stations in line with IRMP PID Phase 2.</p>		<p><b><u>April – June</u></b></p> <p>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 with SM Broadley.</p> <p>Hazmat – Review of equipment to be carried out alongside Operational Equipment and EA.</p> <p><b><u>July- September</u></b></p> <p>Station 25 - A range of identified Marine Equipment has been identified, purchased for trial:</p> <ul style="list-style-type: none"> <li>- 38mm Hose</li> <li>- Dedicated Branch</li> <li>- Piercing Lance</li> <li>- Dividing Breeching and Hose Adapters</li> <li>- Purpose Made Marine Fire Fighting Bag</li> <li>- Obelisk</li> <li>- Motorola Comms</li> <li>- Wayfinder Lines</li> </ul> <p>Working alongside Health and Safety Manager Josh Griffin at Camel Lairds to test Pumping Distance/Pressure is suitable.</p> <p>A practical demo of a Hydopen is being scheduled at Peel Ports, this would be the first acquired within the UK.</p> <p>Hazmat – Workshops have taken place including Hazmat Lead, SM for STN 50, Station personnel, Ops Equipment and Fire Control to look at mobilisation and equipment carried on the HMEPU. A briefing report will be prepared for AM Operational Response with recommendations for CRMP planning for 24-27.</p>			
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	<p>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.</p>	<p><b><u>April – June</u></b>          CPD Program currently being written. This will incorporate, e-Learning, Table tops, Familiarisation Visits to Cammel Lairds and Peel Ports; and Practical Training. Relationships with Lancs and GMC are being developed to incorporate a regular North West cross boarder training. Cross Boarder Tac Ex with Lancs at Seatruck in Heysham is currently being organised with the view of 2 Appliances from MFRS attending</p> <p><b><u>July- September</u></b>          Station 25 – Workshops are scheduled to begin in September with crews at Wallasey and Crosby to discuss CPD Program.</p> <p>Seatruck have delivered a bespoke presentation to all crews, including a familiarisation visit. This is preparation for exercise in Heysham November/December.</p> <p>An exercise with Svitzer is scheduled for 11<sup>th</sup> October, this will be used to test alternative PDA options.</p> <p>Current format will see Training Program complete across 4 weeks:</p> <p>Theory – Additional Presentations from Tac Ads, IFE accredited Presentation, Case Studies/Content from NFCC Work Place and a test of competence exam to be developed.</p> <p>Table Tops – Utilisation of Ships Plans and Effective Command delivered in house by WM and via Tac Ads.</p> <p>Familiarisation Visit – Relationships in place with Cammel Lairds, Seatruck and Svitzer, as well as array of Ships Masters of Cruise and Military Ships that visit Liverpool Ports.</p> <p>Practical Training – Venues in place including Engine Rooms, and Accommodation Areas on Vessels via Svitzer and Cammel Lairds. Exploring periodical vessel access to ships on lay over at Peel Ports.</p>		
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			<p>Station 50 – Workshops are scheduled to begin in August with Hazmat Lead, SM and crews at St Helens to discuss CPD Program.</p> <p>Station 50 - 3 workshops have taken place with Hazmat Lead, SM and Crews at St Helens to discuss CPD, training program to be formulated covering -</p> <ul style="list-style-type: none"> <li>• Table Top exercises</li> <li>• Effective Command</li> <li>• COMAH Site visits</li> <li>• Hazard Material Advisors CPD days to be held at Station 50 and include station personnel</li> <li>• Enhanced theory and practical training to be planned with the Environmental Agency</li> </ul>			
	<p>2.3.4 Embed maintenance of competence training programme into 2024-25 station plans and periodically review by the Operational Assurance Team.</p>		<p><b><u>July- September</u></b></p> <p>Station 25 – Workshops continue with crews at Wallasey and Crosby to discuss CPD Program. To include:</p> <ul style="list-style-type: none"> <li>• Accredited IFE Presentation</li> <li>• Test of Competence Exam.</li> <li>• Table Tops</li> <li>• Effective Command</li> <li>• Ship Familiarisation Visits</li> <li>• Practical Exercises at Identified sites, Camel Lairds, Seatruck and Svitzer.</li> </ul> <p>Monthly Practical Training Scenarios will continue to complete by SM Rogan and will going forward be assessable for both OIC's an Fire Fighters.</p> <p>Practical Exercises will form part of the PDA testing and implementation.</p> <p>Station 50 – Workshops continue with crews at St Helens to discuss CPD Program. To include:</p>			

			<ul style="list-style-type: none"> <li>• Table Top exercises</li> <li>• Effective Command</li> <li>• COMAH Site visits</li> <li>• Hazard Material Advisors CPD days to be held at Station 50 and include station personnel</li> <li>• Enhanced theory and practical training to be planned with the Environmental Agency</li> </ul> <p>Monthly Practical Training Scenarios are to be planned and will include Hazardous Material Advisors.</p>			
<p>2.4.Supporting our vision of 'One Team', we will enhance knowledge, understanding and application for station-based staff through exposure of:</p> <p>(a) The leadership message and leadership behaviours                  (b) NFCC core code of ethics                  (c) Workforce positive action and knowing our communities</p>	<p>2.4.1 Utilise positive action working group, POD and station-based personnel to identify positive action events and opportunities within our local communities.</p>	<p>SM Nick Rogan</p>	<p><b><u>April - June</u></b>                  4.1 Robust planning of Station Recruitment Days, District Have a Go Days and Station Open Days have begun, with POD, Corporate Comms, PT Department and Station Manager Input.                  Station Managers have had input via Command Group Meetings; and FF Richie Rawlins 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 Operational Crews to begin planning events.</p> <p><b><u>July- September</u></b>                  Stations have demonstrated knowing their communities through identifying protected groups within station areas and locations to target positive action recruitment activities.</p> <p>A list of Community Contacts will be collated and discussions with Michelle Kirkham have begun on best practice of where these should be stored, made available and how they will be updated.</p>			
	<p>2.4.2 Stations to implement a structured calendar of events with assistance from</p>		<p><b><u>April – June</u></b>                  Station Community Event Calander is now being populated with Positive Action Recruitment Day and Station Open Day Events.</p>			



<p>(d) ED&amp;I conversations, equality impact assessments and ED&amp;I data</p> <p>(e) Coaching, mentoring &amp; high potential programme</p> <p>(f) Supporting internal staff networks to build staff capability to help support both personal performance &amp; also their career progression.</p>	<p>POD and TRM. Events will be:</p> <ul style="list-style-type: none"> <li>• Positive action event within the community.</li> <li>• ‘Have a Go Day’ at a station within each district.</li> </ul> <p>Station open day.</p>	<p>Dates for district Have a Go Days have been set:</p> <p><u>Wirral – Station 20, 21, 22, 25 and 26</u> Have a Go Day @ Birkenhead on 24<sup>th</sup> June</p> <p><u>South &amp; Central Liverpool – Station 11, 12, 15, 16, 14, &amp; 17</u> Have a Go Day @ Toxteth on 8<sup>th</sup> July</p> <p><u>St Helens – Station 43, 50 ad 51</u> Have a Go Day @ St Helens on 22<sup>nd</sup> July</p> <p><u>Southport – Station 32 and 33</u> Have a Go Day @ Southport on 5<sup>th</sup> August</p> <p><u>North Liverpool and Sefton – Station 18, 19, 42, 10, 30 and 31</u> Have a Go Day @ TDA on 19<sup>th</sup> August</p> <p><b><u>July- September</u></b></p> <p>To date the following have been completed by stations:</p> <p>Positive Action Recruitment Events completed: <b>23</b> (Additional arranged for Cadet games on 12<sup>th</sup> August)</p> <p>Total Registered Details Collected at these Events: <b>221</b></p> <p>Protected Characteristics Collected: <b>36%</b></p> <p><b>5</b> District Have a Go Days have taken place:</p> <p><b>74</b> Attendees, <b>32%</b> of which were Protected Characteristics</p> <p>Station Open Days Complete: <b>8</b> Station Open Day with planning complete: <b>10</b> Station Open Days have allowed for stakeholder relationships to be built, such as with NWS Positive Action Team, RNLI, Knowlsey Learning Centre, etc.</p>			
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			<p>An update was presented at Culture and Inclusion Board on 10th July.</p> <p>Full evaluation of success being completed, progress of Individuals highlighted at Have a Go Days will be followed to measure impact.</p>			
	<p>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.</p>		<p><b>April – June</b></p> <p>SM Baldwin has led a Leadership Workshop with Response Department and Station Managers to trial on 3<sup>rd</sup> May. After Evaluation this will now be delivered at St Helens on 22<sup>nd</sup> May.</p> <p>Mo Jogi to deliver Leadership Behaviours Presentation to Station Managers, which will then be delivered to the Stations.</p> <p><b>July- September</b></p> <p>SM Baldwin has delivered the first Leadership Workshop to St Helens. Wallasey, City Centre and Bootle/Netherton to be completed in Autumn.</p> <p>Station Managers have begun to deliver the Leadership Behaviours Presentation from Mo Jogi.</p> <p>.</p>			
	<p>2.4.4 Review processes through engagement sessions with POD, Command Groups, coaches, and station management teams.</p>					
<p>2.5. Implement a structured framework for familiarisation, training and exercising with Cross Border neighbouring FRS'.</p>	<p>2.5.1 Fully embed structured 4 tier approach with Cross Border neighbouring FRS' to include:</p> <ul style="list-style-type: none"> <li>• Home and away station visits.</li> <li>• Top 12 risk scenario training.</li> </ul>	<p>SM MOONEY</p>	<p><b>April – June</b></p> <p>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 SM 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</p>	<p>Q1</p>		

	<ul style="list-style-type: none"> <li>• EN1 exercises.</li> <li>• COMAH exercises.</li> </ul>	<p>on template. T12 and NW cross Border written into SI for off station exercises.</p> <p>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.</p> <p><a href="#">Cross Border Information</a></p> <p><b><u>July- September</u></b></p> <p>Marine Rescue Unit has commenced 12 risk training with a flexible cohort of stations to allow multi station familiarisation and further embedding of MRU across response directorate and raise awareness by neighbouring stations of marine asset.</p> <p>Cross Border SM group set up and discussions taken place into structured approach to training created.</p> <p>Presentation created to highlight across border risks within 10 minutes of MFRS stations.</p> <p>MRU 12 risks presentation delivered to ops board detailing exercise and inter agency training planned for the next 12 months.</p> <p>Cross border stations identified and reciprocal arrangements in initial stages of being explored.</p> <p>Presentation delivered to August Ops Board to highlight work carried out at station level in response to cross border working. Stations continuing to work with cross border stations and invites to joint training exercises.</p>			
	<p>2.5.2 Seek reciprocal arrangements with Cross Border neighbour FRS's using support from the NFCC NW Ops Committee.</p>	<p><b><u>July- September</u></b></p> <p>Spreadsheet created to capture details of cross border stations and resources. Officer details for cross border stations to be captured and information shared between separate FRS'. Cross border training continuing to be captured on portal page. Structured training across 3</p>	<p>Q2</p>		

			<p>out 4 tiers set up. COMAH exercises to continue to be planned by Preparedness in line with top tier site exercise calendar. Presentation delivered by WM Smart at August Ops Board on Speke / Runcorn arrangements. Presentation shared with cross border working group with a view to set up similar arrangements across all 9 stations.</p> <p>Neighbouring FRS on board with reciprocal arrangements. Cheshire inviting MFRS to cross border motorway training event in September. Lancs arranging cross border exercise for Formby in October and GMC extending invitations out to St Helens and Speke for multi pump exercising into quarter 3.</p>			
	2.5.3 Capture learning through OSHENS debrief.		<p><b>July- September</b></p> <p>OA team to explore local debriefs for exercises in line with EN1 process to capture learning from Cross Border exercises. Potential to extend debrief and feedback to neighbouring attending FRS via email for shared learning and improvements.</p> <p>OSHENS debriefs sent out to officers involved in exercising with feedback encouraged of any shared learning. Information to be sent out in future Officer Briefing Note from OA.</p>	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	<p><b>April - June –</b></p> <p>Information and guidance relevant for station use sourced via S&amp;P utilising 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.</p>	Q1		
	2.6.2 Provide guidance documents, tutorials and workshops for 'Operational Crews' to enhance		<p><b>April – June</b></p> <p>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.</p>	Q2		

	<p>knowledge and understanding of PIPS.</p>		<p><a href="#">PIPs User Guides</a></p> <p><b><u>July- September</u></b>          Guidance and training aids in use at station level and crews able to demonstrate targeted performance in relation to live data. This will be monitored at spotlight on performance sessions in weekly command groups.</p>			
	<p>2.6.3 Introduction of 'Spotlight on Performance' sessions between stations and Command Group meetings to identify and build on good practice / identify improvements.</p>		<p><b><u>July- September</u></b>          Spotlight on performance sessions in place for weekly command groups where station based WM's demonstrate use of PIPs. Several sessions have identified good practice and work continues. Initial identification of a team to assist in station visits (MOT) to deliver best practice in terms of utilising PIPs and targeting performance based on R,D,V)          Spotlight on performance now an integral part of weekly command group meetings and part of business as usual. Feedback from Crew and Watch Managers is positive and allows crews to taken performance into key periods of the year. Best practice guide to be set up from station level using examples from sessions which will be circulated to Crew and Watch Managers.</p>	<p>Q3</p>		
	<p>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</p>			<p>Q4</p>		

<p>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.</p> <p>Enhancements will support our response to the World Health Organisation’s declaration of the Fire Fighter role being classified as carcinogenic and the pending release of the UCLan phase two report.</p>	<p>2.7.1 Consolidate existing risk-assessed decontamination procedures to enhance how we reduce exposure to toxic fire effluents when:</p> <ul style="list-style-type: none"> <li>• En-route to</li> <li>• During</li> <li>• And after fire incidents</li> </ul> <p>Risk assessed procedures to consider local, regional, and national best practice and take stock of academic publications.</p>	<p>SM Adam Maxwell</p>	<p>April – June  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 Folder: <a href="\\mfrssan1\departments\Human Resources\Health &amp; Safety\Contaminants project\Service Instruction">\\mfrssan1\departments\Human Resources\Health &amp; Safety\Contaminants project\Service Instruction</a></p> <p><b><u>July- September</u></b>  Draft SI remains under review and QA before progression into consultation.  UCLan phase two report not yet published. Department will look to progress elements of 7.3 in anticipation of the report being published.  In addition, a ToR has been produced for the working group and other work in relation to contaminants will be produced.</p> <p>The service instruction is currently being distributed among the stakeholders within the Contaminants Working Group and IIT. The content of service instruction is scheduled for agreement at the next Contaminants Working Group meeting on the 14th of September. The service instruction will then be submitted for consultation with the FBU and FOA. The Station Manager of the Health and Safety department is actively engaging in frequent discussions with the FBU’s Health and Safety Rep. The contents of the service instruction have already been discussed in detail during these interactions, and as of now, no concerns or issues have been raised.</p> <p>We have worked closely with the Ops Equipment Team exploring additional control measures for transporting fire kit in both personal and service vehicles. This work is now being captured through the Contaminants Working Group. We have</p>	<p>March 2024</p>		
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		<p>explored various kit bag options from various suppliers, with a focus on waterproof variants. Scientific guidance from Abbey Hannah supports the interest in the waterproof bag design as the optimal choice. The Ops Equipment Team will present to the working group, outlining the recommended bag selection to be put forward for approval by Ops Board. In addition, and again working closely with the Ops Equipment Team we have secured a small bank of spare helmets to enable crews to clean their helmets as per SI 0162 Firefighting Clothing - Correct Care Use PPE. This is awaiting final approval from the AM Ryder and the ACFO.</p> <p>The draft service instruction has been distributed to stakeholders in the Contaminants Working Group. The Health and Safety Department is currently awaiting feedback from stakeholders, with a deadline of October 18th when the Contaminants Working Group will convene again.</p> <p>Through the Contaminants Working Group, spare helmets are now available at every station, enabling firefighters to properly clean their helmets in accordance with service procedures. Additionally, to enhance the transportation of fire kit, the Contaminants Working Group invited an equipment bag manufacturer/provider to discuss our requirements. The company has since developed a prototype, which we plan to present to the Ops board for consideration of a trial. Furthermore, we have sought scientific advice on the suitability of the design and received positive feedback.</p> <p>The action tracker utilised within the Contaminants Working Group is consistent with the North West Regional Contaminants Group and Nationally. This includes researching health screening options for BA instructors, exploring the use of equipment washing machines, as well as considering the procurement of new fire helmets tech rescue helmets.</p>			
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	<p>2.7.2 Complete gap analysis and develop a Service Action Plan to address any recommendations following publication of UCLan phase two report. Findings will be presented to Ops Board and Health, Safety and Welfare Committee.</p>		<p><b><u>July – September</u></b>          Although the Uclan Phase 2 report is still pending release, the Health and Safety department along with the Ops Equipment team have received input from post-fire contaminants specialist Abbey Hannah. Abbey highlighted emerging concerns regarding PFAS, a substance present in the fire kit of all UK Fire and Rescue Services. Through the Contaminants Working Group, arrangements are being made for Abbey Hannah to deliver a presentation in September to both the Working Group and the Tactical Firefighting Department, followed by a session for the senior officer group at a command seminar in November. Furthermore, the Health and Safety department is conducting a GAP analysis in reference to a presentation released by South Wales Fire and Rescue, aimed at further enhancing our understanding and improving our procedures were required.</p> <p>The UCLAN phase two report is yet to be published. Whilst we wait the Health and Safety Department have horizon scanned and found that PFAS is a subject that is high profile in America. The Contaminants Working Group have received input from an independent scientist Abbey Hannah, who will also deliver a presentation to the Senior Cohort this calendar year. Since this work has been carried out the FBU have raised concerns regarding PFAS.</p>			
	<p>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.</p>		<p><b><u>July – September</u></b>          The Health and Safety department has collaborated with the Estates department through the Contaminants Working Group to determine the optimal approach for implementing green, amber, and red zoning signs on all stations. The Estates department has recommended utilising signage on doors as the most effective method. The Health and Safety Team is now researching the market to find the most suitable and cost-effective signage and will present options to the Operations Board.</p> <p>The Health and Safety department is currently in the process of looking at ways to enhance zoning on stations. This involves collaborating with the Estates department through the</p>			



			Contaminants Working Group and Corporate Communications to assess signage. Additionally, the department has looked nationally to review what other services have implemented.			
2.8. Conduct a review into the efficiency and effectiveness of the Health and Safety Management System, 'OSHENS'	<p>2.8.1 Commence review of provision and functionality of OSHENS by:</p> <ul style="list-style-type: none"> <li>• Using a SWOT/risk v benefit analysis.</li> <li>• Engaging end-users via survey monkey.</li> <li>• Liaise with Systems support.</li> <li>• Provide report with findings to Health and Safety Manager for consideration.</li> </ul>		<p><b>April – June</b>  Initial review of OSHENS underway. Questions for survey monkey have been considered and are being drafted.  H&amp;S team have started a SWOT analysis of OSHENS. GM Whitfield has reached out through regional NFCC H&amp;S meetings to gauge what other Fire and Rescue Services are using for their H&amp;S management systems.</p> <p><b><u>July- September</u></b>  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 GMC have just brought in.  Information of one other market product has been provided to H&amp;S (RE) for review.  H&amp;S also contacted Tyne &amp; Wear to review their H&amp;S system.</p> <p>Work is ongoing with OSHENS (in conjunction with both Carole and Nathan) with the use of query builder. In general terms, query builder is a software tool built in to OSHENS that allows users to create custom queries or search criteria to retrieve specific information from a database. It can be used to generate reports, analyse data, and extract insights from the system's database. Some success has been had with using query builder.</p> <p>To assist in the review into the efficiency &amp; effectiveness of the current Health &amp; Safety Management System a report has been diligently drafted, analysing the strengths, weaknesses, opportunities, and threats (SWOT) associated with the OSHENS system. This report is a result of team evaluation, incorporating feedback from various stakeholders and data analysis.</p>	March 2024		

			<p>In light of the report’s analysis, a meeting will require scheduling to discuss the findings and chart a strategic path forward. A meeting has yet to be arranged and agreed by all.</p> <p>A Survey Monkey is currently available to provide MFRS staff with the chance to provide their feedback. The Health and Safety Department has researched the systems used by other services and the department is in the process of inviting providers to present alternative options to key stakeholders in order to compare with the OSHENS system.</p>			
	<p>2.8.2 Explore options by:</p> <ul style="list-style-type: none"> <li>• Establishing from OSHENS if suitable enhancements/upgrades are available.</li> <li>• Contacting regional FRS counterparts to review what other systems are in use in the sector – show and tell.</li> <li>• Review available marketplace product/s seeking practical demonstration/s from suppliers and liaise with procurement for process compliance.</li> </ul>		<p><b>October – December</b></p> <p>Engagement with NW regional FRS. Contacts made through NW working group for contaminants.</p>			
	<p>2.8.3 Evaluate options by:</p> <ul style="list-style-type: none"> <li>• Evaluating findings from Q2 exploration exercise.</li> <li>• Delivering departmental presentation for all H&amp;S staff and seeking their feedback,</li> </ul> <p>Produce an evaluation report for consideration of the H&amp;S Manager and AM Response.</p>		<p>Report produced by Rob Eedle. Meeting early October to discuss options.</p>			

	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 NOG, 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.		<p><b>April – June</b>  Policy reviewed (RESPOL06)  SI reviewed (SI 0176)  SI Reviewed ( )69)  All updated. All now include reference to working towards alignment to NOL GPG.  Fire Standards also updated.</p>			
	2.9.2 Review how OA officers are: <ul style="list-style-type: none"> <li>• Informed of and respond to incidents.</li> <li>• Monitor incidents remotely, en-route and whilst in attendance.</li> <li>• Record and report observations.</li> <li>• Complete post incident evaluation.</li> </ul>		<p><b><u>July- September</u></b>  work to commence on 9.2  Decision made to reduce OA operational availability/competence from 12 months competent to 6 months.  Response are working with S&amp;P colleagues in cross departmental collaboration to analyse data (historical and recent data from April – July) to seek improvements in how officers are mobilised with a view to improving OA role effectiveness. Recommendations to be made to next Ops Board on improvements to mentoring role and aligning GM to mentoring, reflecting the current service approach of SMs mentoring WMDs and WMs mentoring CMDs.</p>			
	2.9.3 Make recommendations for improvements based on findings from review and evaluation in 9.2. Commence work on approved improvements.		<p>Research and data gathering with S&amp;P and recent incident data to support changes in OA role. Agreement with GM group for changes to OA role, in terms of GM mentoring, OA designated skill set and nearest officer attend protocols.</p>			
	2.9.4 Embed OA officer standardisation and establish		<p>Initial power point package and current research into standard being undertaken.</p>			

	bespoke training for OA officers.					
2.10. Undertake a programme of assurance for the progress made against HMICFRS actions from the 2022-23 action plan in relation to Ops discretion and decision logging.	2.10.1 Review progress against how embedded Ops discretion and decision logging has become by reviewing their inclusion and use in OSHENS, debriefs, training and exercising.		<p><b>April – June</b> Assurance ongoing &gt; 20 decision logs now been assured and in safe. Quality Assured by OAT once received. OA continue to assure incidents for compliance and prompt during morning meeting where required. Logs incorporated into exercising (TCA's)</p>			
	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.		<p><b>July- September</b> work to commence on the tabletop/audit in readiness to begin from 1<sup>st</sup> August (2<sup>nd</sup> audit of the year).</p> <p>Decision logging update provided at Ops Board in September. Highlighted in excess of 40 DL's been completed since Jan 2023. Increase of 20+ since last update at April Ops Board. Dictaphones also been used recently which indicated another step forward. Work continues with progressing CCTV use for DL. Two DL training sessions have been delivered by EPC to senior officer cohort. Further sessions now planned in with Mr. Scoggins.</p>			
	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					
	2.10.4 Report to Ops Board on assurance findings of compliance.					

**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
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**STATUS SUMMARY – 30.09.23**

<b>Total Number of Workstreams</b>	<b>39 (100%)</b>
Action completed	<b>9 (23%)</b>
Action is unlikely to be delivered within the current functional delivery plan	<b>0 (0%)</b>
Action may not be delivered by the designated deadline within the functional plan	<b>3 (8%)</b>
Action will be delivered by the designated deadline within the functional plan	<b>20 (51%)</b>
Action not yet started	<b>7 (18%)</b>

Please select from options



# **PREVENTION**

## **FUNCTIONAL PLAN**

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### **ACTION TRACKER2023/24**

**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
<b>4.1 Educate our staff to promote a professional directorate which operates with equity, is inclusive and is representative of the communities we serve.</b>	4.1.1 All staff will undertake ED&I training in line with POD requirements.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	25/10/23 This is captured during monthly training via Learnpro, CPD events and individual staff development. We have a cross section of the prevention department working with staff networks and the positive action team.	March 2024		
	4.1.2 All staff will complete deaf/Hard of hearing awareness training to BSL level 1	GM Home Safety	13/7/23 - Agreed with POD, finances agreed. Planning in progress with POD, TRM and department heads  25/10/23 – Following a review between senior prevention team manager and GM for home safety a plan has been devised for all staff to receive deaf awareness training, following this staff will be selected for BSL level; 1 based on role, responsibility, and availability. Internally we will develop key phrases and awareness for operational crews to utilise during HFSC.			
	4.1.3 Managers 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	13/7/23 - Department heads have briefed their managers to ensure positive action is included in the recruitment of staff. Positive action team 25/10/23 – on going work with positive action team and staff networks to ensure prevention roles are highlighted to the			



		Strategic Safeguarding Manager	community and positively advertised during recruitment campaigns			
	4.1.4 Understanding and educating with regards to the ED&I data collected from Home Fire Safety Checks and Safe and Well visits	GM Home Safety GM Community Safety Strategic Safeguarding Manager	13/7/23 - 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. SM are given monthly updates on performance 25/10/23 – WM Baker is the reference holder for this and will be designing and delivering a bespoke package for operational crews			
	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	13/7/23 – We will work with response and Michelle Kirk to collate information through prevention activities. CIF are linked to prevention activities. 25/10/23 – SM Mellor will be the reference holder for this area and will liaise with Michelle to ensure the prevention link is maintained and accessed.			
	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	13/7/23 – NFCC Code of ethics, service values and leadership behaviours are displayed and will be embedded through CPD 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	13/7/23 – Department heads are aligned to the actions as part of the Cultural review			
<b>4.2 Deliver intelligence-led Home Safety and other interventions to keep people alive and safe from fire.</b>	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	13/7/23 – 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.  25/10/23 - as of 30/9/23 crews have completed 26864 HFSC, 1616 over target. % of properties where the resident is over 65 is up to 55.7%, a 5.8% increase	March 2024		
	4.2.2 Our high risk advocate teams will deliver 10,000 safe and well visits.	GM Community Safety Strategic Safeguarding Manager	<b>01/08/2023:</b> 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 CIPHA data for the Over 65's to ensure a targeted and intelligence led prevention strategy	Strategic Safeguarding Manager	<b>01/08/2023:</b> CFRMIS is fully embedded with some modifications to be made once the Systems Support Team have further capacity. CRM Board report to be delivered on 04/08/2023 with regards to CIPHA, where a pilot in Station 15's area is			

	ensuring that we 'Make Every Contact Count'.		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	13/7/23 - Evaluation of ADF and Fire fatalities locally and regionally is being undertaken, this will be reviewed in conjunction with the 1 year and 15 year data to ensure our home safety plan is still relevant.			
	4.2.5 We will develop and deliver a training video demonstrating the home safety check and prevention rationale.	GM Home Safety Strategic Safeguarding Manager	13/7/23 - Story board and script being devised by SM and WM for home safety.  25/10/23 – SM Selby will lead on this with support from WM Baker this is in the planning phase with production starting January 2025			
	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	13/7/23 - 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.			

<p><b>4.3 Work with our partners, including Staywise, to deliver Arson, Road and Water Safety interventions through targeting the most vulnerable people and places.</b></p>	<p>4.3.1 We will utilise a Single Point of Contact (SPoC) to work nationally with NFCC to embed Staywise through the Service.</p>	<p>Group Manager Community Safety</p>	<p><b>09/08/23:</b> Susan Potter has been nominated as the SPOC for Staywise for the service. Susan 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.</p> <p><b>25/10/23</b> Susan Potter has organised for Staywise national lead (from NFCC) to attend MFRS and present to Prevention staff on the best use of Staywise. This will then be disseminated to prevention and operation staff across the service.</p>	<p>March 2024</p>		
	<p>4.3.2 We will embed a Watch Manager in each LA district to lead in relation to younger people.</p>		<p><b>09/08/23:</b> Work is on-going by Lisa Latham to identify a WM in each district so they can be a point of contact for the central team.</p> <p><b>25/10/23</b> A decision has been made that due to a number of staff movements that the central road/water safety team will utilise a number of WM's to push out the Staywise material in each LA.</p>			

	<p>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.</p>		<p><b>09/08/23:</b> Arson Officers have contacts in each of their districts and work on a daily basis to reduce ASB incidents in Merseyside. Work has begun on the Bonfire plans for 2023.</p> <p><b>25/10/23</b> Bonfire planning is in full swing, and delivery of the plans started on 23<sup>rd</sup> October. Large scale bonfires have been identified as the biggest risk for this years plans and work in each district has commenced to deal with these with our community partners.</p>			
	<p>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.</p>		<p><b>09/08/23:</b> Street Intervention Teams (SIT) are deployed in all 5 districts on a weekly basis. Each local authority feed into Suzanne Hazza (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.</p> <p><b>25/10/23</b> Street Intervention Teams (SIT) continue to be deployed on a weekly basis with the direction from our Local Authority partners. SIT will be used to support the Banger period.</p>			

	<p>4.3.5 We will engage with 70 Primary and Secondary Schools to deliver education around Road and Water Safety.</p>		<p><b>09/08/23:</b> 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.</p> <p><b>25/10/23</b> Presentations continue to be driven by the central team and they are also providing support to Banger period by delivering the bonfire presentations when they complete school engagements.</p>			
	<p>4.3.6 Our staff will lead and deliver on the Operation Banger Plan to reduce deliberate secondary fires during the Bonfire Period.</p>		<p><b>09/08/23:</b> Planning for the bonfire period 2023 has begun. Police are holding Monthly Silver meetings which MFRS attend. Local Banger meetings have started and MFRS bonfire plans are being updated with current information for 2023.</p> <p><b>25/10/23</b> Banger period has commenced, and all plans have been signed off. Work will commence on 23/10/23 and run through to 06/11/23.</p>			
	<p>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.</p>		<p><b>09/08/23:</b> 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.</p>			

			<p><b>25/10/23</b> Meeting with LFC foundation has taken place to agree the funding of £10k for this year. The funding has been approved and will be given in the next couple of weeks. Two sites remain as the focus for MFRS, Toxteth and Netherton, and our staff will work with the foundation over the next 12 months.</p>			
<p><b>4.4 Develop our Youth Education programmes so that high quality early interventions are achieved.</b></p>	<p>4.4.1 We will deliver 12 Princes Trust Programmes for young people aged 16-25.</p>	<p>Strategic Safeguarding Manager</p>	<p><b>01/08/2023:</b> Youth Education have delivered 3 Princes Trust Programmes in Q1 and will continue to drive recruitment and retention to achieve the target of 36 students.</p>	<p>March 2024</p>		
	<p>4.4.2 Our teams will deliver 20 Primary or 10 Secondary Beacon Programmes for Children and Young People in Merseyside.</p>		<p><b>01/08/2023:</b> Beacon continues to be delivered at Station 10, Station 50 and Station 26. 200<sup>th</sup> Beacon delivered in Q1 and evaluation an feedback of this programme shows a high quality provision for Y5 and Y6 pupils across Merseyside.</p>			
	<p>4.4.3 Our teams will deliver 5 Fire Cadet Units for young people aged 13-18 years old.</p>		<p><b>01/08/2023:</b> Fire Cadet Units continue to be delivered at Stations 19, 25, 30, 33 and 50. Fire Cadet Celebration evening held at SHQ on 17/07/2023 where certificates and the George Taylor Aware for the Most Outstanding Fire Cadet was awarded.</p>			

	4.4.4 We will utilise our member of staff seconded into VRP to identify funding opportunities and areas to deliver youth interventions.		<p><b>09/08/23:</b> Marie Morgan is seconded full time in to the VRP. The latest funding received from the VRP for Fire Champions and the money is being drawn down this month.</p> <p><b>25/10/23</b> Both Beacon and Fire Champions have received funding from the VRP. Schools identified by VRP are receiving the input from both projects.</p>			
	4.4.5 We will contribute to the Serious Violence Duty through delivery of a number of Youth Education programmes.		<p><b>01/08/2023:</b> 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.</p>			
4.5. Use our evaluation work effectively, to develop an evidence base which informs our Prevention activities.	4.5.1 We 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.					
<b>4.6 Achieve ISO 17020 accreditation for our Fire Investigation work.</b>	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	<b>09/08/23:</b> 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.		<b>25/10/23</b> Due to a national review work on ISO is delayed and sign off for fire services has been moved in to 2026. MFRS continue to work towards the standards. The first IIT van has started to trial the equipment carried with a review to take place following the trial.			

	4.6.3 All Watch/Crew Managers will complete Tier 1 Fire Investigation accreditation which is aligned to ISO 17020 in 2023-24.		<p><b>09/08/23:</b> Ruth Baller-Wilson and Darren Guest are working towards their level 2.</p> <p><b>25/10/23</b> Work continues towards the accreditation of level 2 for Ruth Baller-Wilson and Darren Guest.</p> <p><b>09/08/23:</b> The fourth cohort of WM/CM's are currently in progress to achieve their Tier 1 FI course. When this course is finished, we will have over 90 officers with the qualification.</p> <p><b>25/10/23</b> Cohort 5 has started on 01/10/23 and will finish in December. This will mean we will have close to 120 officers signed off at level 1 FI.</p>			
<b>4.7 Plan, develop and deliver the 2023 National Fire Cadet Games.</b>	4.7.1 Prevention will lead and deliver on the National Fire Chiefs Council (NFCC) Fire Cadet games in Merseyside in August 2023.	GM Home Safety Strategic Safeguarding Manager	13/7/23 –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		
	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	13/7/23 – 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	13/7/23 - 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	13/7/23 – 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
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**STATUS SUMMARY – 30.06.23**

<b>Total Number of Workstreams</b>	<b>35 (100%)</b>
Action completed	4 (11%)
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	24 (69%)
Action not yet started	5 (14%)



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# *Community Risk Management: Protection*

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## **FUNCTIONAL PLAN**

## **ACTION TRACKER2023/24**

**Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

# Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	SUB-ELEMENTS	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<b>1 Support the implementation of the Operational Intelligence module in to the CFRMIS application</b>	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		
		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		
		1.1.3 Identify person specification and job profile for a CFRMIS data manager and recruit accordingly	Technical Fire Safety	Person Specification finished, meeting 3/8/23 to finalise.	September 2023		
<b>2 Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report</b>	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	
		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		
	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		



	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	
	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	
	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. Consultation finishes on 14 <sup>th</sup> August for SPT amendments to SOP 1.1.0 and 1.1.3.	March 2024		
<b>3 Review and update our information management methodology</b>	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	<b>20/06/23</b> Initial meeting with System support has taken place and an initial Protection scoping meeting (SM). <b>08/09/23</b> A portal structure PowerPoint is being built by all reference holders. A link has been shared with System Support so they are fully sighted on progress (SM).	September 2023		

		3.1.2 Allocate existing portal folders to reference leads for cleanse of existing information		<p>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 reference holder for retention, deletion or archive. Next meeting is 21/8/23 where tasks above should be completed.</p> <p>Portal migration now taking place w/c 9<sup>th</sup> October, which gives us clear deadline for our Portal review. Next meeting 27/9/23.</p>	March 2024		
	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	Portal migration planned w/c 9th October 2023	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	Portal migration planned w/c 9th October 2023	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	<p>Process maps for audits completed and storyboard (90%) created to present to Civica. 30% of 3.4.1 completed 12.05.23.</p> <p><b>22/07/23</b> – Final Dashboard presentation with champions has taken place and final meeting with working party to confirm draft completion. Initial discussion meeting with Civica and System Support has taken place. Storyboard has been sent to Civica to calculate the number of development days required. Final meeting being scheduled with Civica and System Support (provisionally 8<sup>th</sup> Aug).</p> <p><b>08/09/23</b> – Dashboard has been presented to Civica. Civica have reviewed the proposal and provided a Quick Screens Specification with a number of questions. A meeting has been arranged for 13/09 to discuss and provide a response (SM).</p>	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.		22/07/23 - This has been merged in to the dashboard storyboard. A suite of reports needs to be established.	March 2024		
		3.4.3 Allocate resources 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	This has been established in association with 3.1.2.	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	Technical Fire Safety		March 2024		
		3.6.2 Implement a process for automatically capturing explosives in the HO Returns		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		<p><b>20/06/23</b> 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).</p> <p><b>22/07/23</b> – System Support and Civica are working on producing an online application form.</p> <p><b>08/09/23</b> – Specification received from Civica. Work is ongoing to review this.</p>	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	To be set up during the Portal rebuild. Portal form to be used to direct departmental impacts onto relevant team within the directorate.	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 BE SM's to scope parameters of department CA. Meeting held with SM McCormack to see how this can be recorded and stored. <b>22/07/23</b> – Document in draft. Further development is required. <b>28/7/23</b> Meeting with Deb Appleton, happy for us to utilise System Support to set up a recording mechanism on the Portal.	December 2023		

				08/09/23 – First draft has been completed. This has been shared for comment. A meeting for review of comments has been scheduled for 15/09 (SM).			
		4.2.2 Implement assurance reviews based on the framework. MC			December 2023		
		4.2.3 Consider NW FRS Protection Quality Assurance		NW Doc 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.	October 2023		
		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 qual would allow Station personnel to complete.	October 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.	October 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	FSI recruitment now completed after liaison with POD.	March 2024		
		4.6.2 Initiate and conduct recruitment processes as necessary		FSI recruitment now completed after liaison with POD. Internal process for 4 positions will be completed w/c 4 <sup>th</sup> October 2023.			
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 Response watch and crew managers	Built Environment	Scoping meetings taken place with POD to define gap analysis. List of managers now confirmed with POD and process map in place to deliver course. 13/7/23	June 2023		
		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 ATT MAN starting in September 2023. 13/7/23 First course to take place 25/26-9-23	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. L3 has been added to both development programmes and the ranks have been programmed in to attend courses starting Sept 2023. 13/7/23.	March 2024		

		<p>5.1.4 Adopt new Level 2 SFJ qualification in Carrying Out Fire Safety Checks for FF once released</p>		<p>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 L2, SM Evans will deliver. 13/7/23</p>	<p>March 2024</p>		
<p>5.2 Develop Fire Safety themed scenarios to support departmental and operational personnel skills development</p>		<p>5.2.1 Work with Training to encompass fire safety understanding within TCA scenarios</p>	<p>Built Environment</p>	<p>Fire Safety themes are now being introduced and embedded within TCA scenarios. Moving forward we will request that Command Department consult with Protection when designing future TCA scenarios. Liaison carried out for new SM TCA's in Sept. 1/8/23</p>	<p>Aug 23</p>		
		<p>5.2.2 Work with Command to add Fire Safety Legislative input on ICMM courses</p>		<p>SM Sopp stated during a meeting that the ICMM course content is already saturated. However, we will request the addition of minimal essential content.</p>	<p>March 2024</p>		
		<p>5.2.3 Look into the use of virtual reality training</p>		<p>Command department are not pursuing the utilisation of VR in the form of immersive headsets. However, fire safety-themed programs are available via the XVR platform. We will consider incorporating it's use during the Level 3 input. 14/8/23 XVR to be utilised in the L3 course as part of the contravention awareness sessions.</p>	<p>August 2023</p>		



	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. 13/7/23	March 2024		
		5.3.2 Schedule training delivery		Training to be incorporated within current L3 courses for our WM and CM's. 13/7/23. Staff identified by GM Hill from Arson Team and allocation added to TRM. 1/8/23	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 6-8 <sup>th</sup> September.	November 2023		
		5.4.2 Create a training video highlighting new High Rise and Reconnaissance Bags.		As above. Bags to be trialed at Liverpool City, Kensington, Old Swan and Toxteth prior to full roll out. 13/7/23	November 2023		
<b>6 Address impacts arising from the hosting of Eurovision 2023</b>	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. <b>22/07/23</b> – Buildings which have not responded to the FSR have been identified and scheduled for an audit though IF/OG before the end of the financial year.	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. <b>22/07/23</b> – Current status of high rise premises have been reviewed. Regular meeting with LCC and DLUCH established. <b>08/09/23</b> – Nationally a company, The Rockwell Group are refusing so sign	March 2024		

the short term funding agreement for the BSF. There are 7 in Merseyside. We continue to work with DLUHC and LCC to formulate a coordinated approach. Two buildings have now signed, one will be subject to a JIT inspection. Meeting has taken place to explore the possibility of using Remediation Orders. A meeting has been arranged with Ria for 14/09 (SM).

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. 2<sup>nd</sup> inspector post to be offered to internal team members on a rotation basis (refer 7.1.4)

May 2023

7.1.3 Induction and training of external candidates

Technical Fire Safety

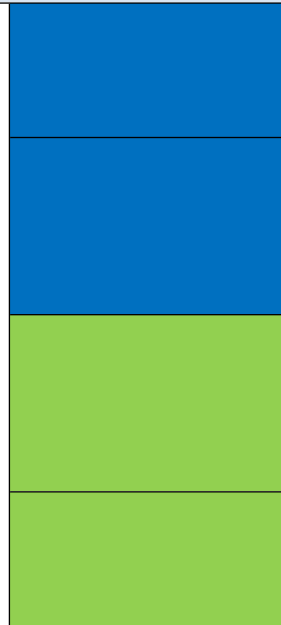
New starter commences 02.05.23 with induction training scheduled accordingly Ongoing training for new recruit proceeding well (27.09.23)

May 2023

7.1.4 Expressions of interest from internal candidates

Expressions of interest received – decisions pending (27.09.23)

Sept 2023



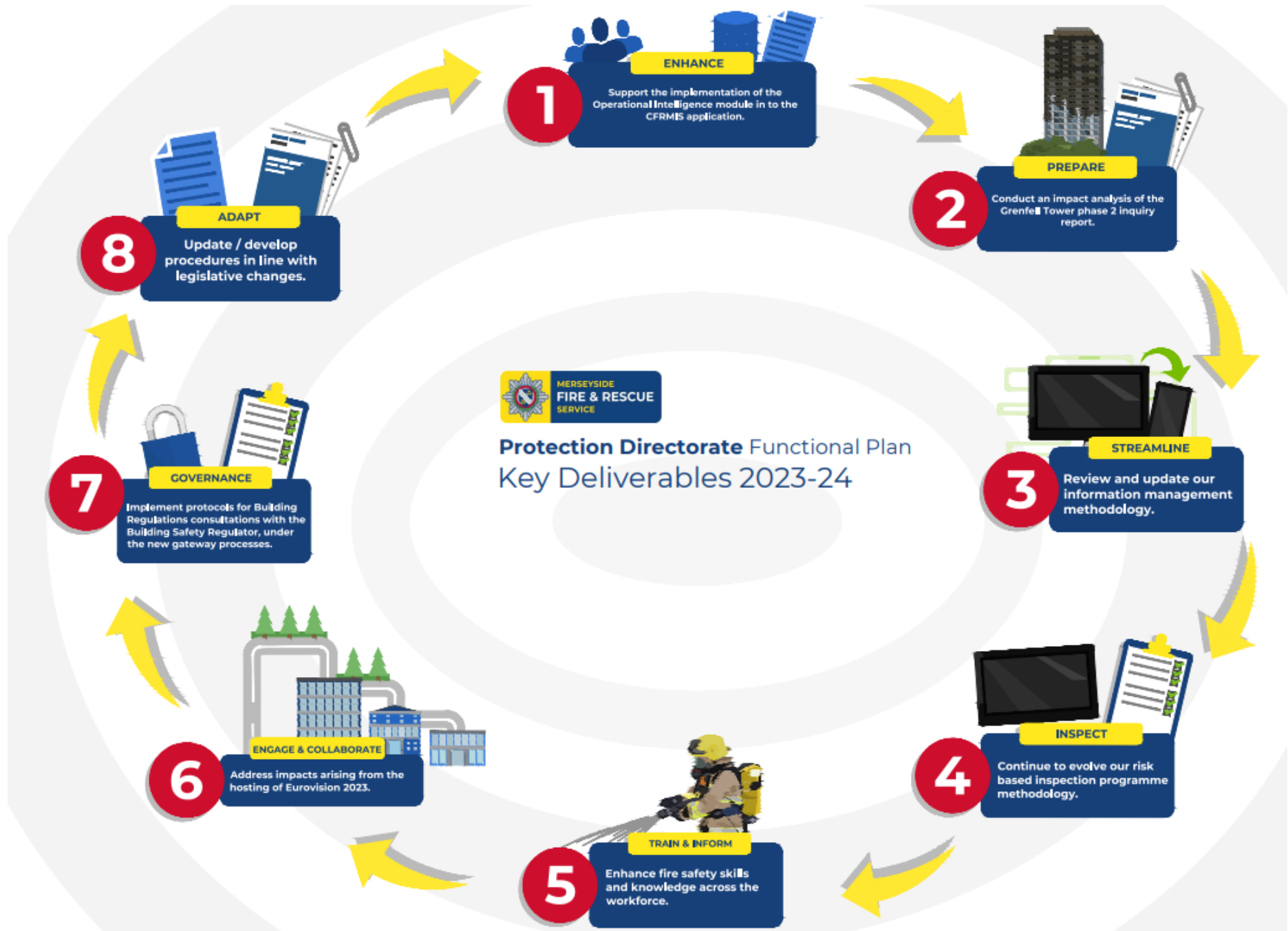
7.2 Liaise with HSE and other Northwest FRS regarding formation of multi-disciplinary teams and consultation protocols	7.2.1 Investigate/arrange protocols with PPRU	Information re procedures from HSE via PPRU now coming in, including HSE Portal information (27.03.23)	October 2023		
	7.2.2 Arrange contacts with BSR	Northwest staffing sent by monthly returns to BSR – contact with HSE will be via direct access to HSE Portal. Goes live end of September (27.09.23)	October 2023		
	7.2.3 Arrange and implement procedures for regular meetings with North West Group	First full regional meeting on 18 <sup>th</sup> September 2023. Procedures for allocating work, joint working and shadowing decided. Additional contact to ensure consistency pending (27.09.23)	October 2023		
	7.2.4 Attendance at regional/ national training/ conferences as appropriate	BSR Fire Engineer Regional Manager Meetings, and central conference (27.09.23)	October 2023		
	7.2.5 Input into any consultations/ case studies/ forums from PPRU, BSR or North West Group	Took part in pilot Safety Case Studies (two by MFRS) in April & June 2023 – awaiting feedback from Northwest Group re findings. Input into development of Reguator's IT for Portal and MDTs in workshops over summer and autumn by MFRS staff successfully completed (27.09.23)	October 2023		
	7.3 Develop associated internal processes	7.3.1 Formation of BSR Team – combination of Fire Engineer; designated inspector and district inspectors	Fire Engineer in post; inspector posts to be finalised; support from FET arranged (27.09.23)	October 2023	

		7.3.2 Formulate inspection programme for existing buildings – coordinating with district inspectors, North West Group and BSR		Latest information from HSE is that work on existing building stock is planned to begin in April 2024 (27.09.23)	October 2023		
		7.3.3 Implement consultation process for new buildings in line with requirements of BSR and Northwest Group		Process via which Regional Manager will allocate work arranged. Procedures joint working and shadowing decided. Additional contact to ensure consistency pending (27.09.23)	October 2023		
	7.4 Implement recording mechanisms in CFRMIS	7.4.1 Job type; document storage; naming conventions for audits of existing buildings		New Planning Gateway One and BSR jobs created on CFRMIS.	October 2023		
		7.4.2 Job type; document storage; naming conventions for consultations for new builds / change of use		New Planning Gateway One and BSR jobs created on CFRMIS.	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		<b>08/09/23</b> Presentation regarding the changes to the FSO by S156 of the Building Safety Act has been arranged for 12/09.	October 2023		

<p><b>8 Update/develop procedures in line with legislative changes</b></p>	<p>8.1 Develop and implement a strategy in response to S156 of the Building Safety Act</p>	<p>8.1.1 train and develop operational personnel</p>	<p>Technical Fire Safety &amp; Built Environment</p>	<p><b>08/09/23</b></p> <ol style="list-style-type: none"> <li>1. A protection Note has been drafted.</li> <li>2. The SOFSA Learnpro is being updated.</li> <li>3. The supporting guidance on the SOFSA form is being updated.</li> <li>4. The L3 fire safety input is being updated.</li> <li>5. Questions will be incorporated in to quarterly audit to support embedding the updates.</li> </ol>	<p>October 2023</p>		
		<p>8.1.2 Raise awareness and educate business owners and those that are impacted by the changes.</p>		<p><b>08/09/23</b></p> <ol style="list-style-type: none"> <li>1. Information has been embedded in the digital leaflet supporting Business Safety Week.</li> <li>2. Correspondence is being drafted to share through the Chambers of Commerce.</li> <li>3. External webpage is being reviewed and updated.</li> <li>4. A mailshot is drafted in preparation for circulating using the email addresses held on CFRMIS.</li> <li>5. Social media campaign is being created with Corporate Comms.</li> <li>6. A link will be added to appointment letters.</li> <li>8. A new letter (2g) to respond to non-compliance identified through SOFSA visits.</li> </ol>	<p>October 2023</p>		
		<p>8.1.3 Inform and train Inspectors. Develop system for incorporating in to audit form until an updated audit form is provided.</p>		<ol style="list-style-type: none"> <li>1. A PGN has been drafted and ready for circulating.</li> <li>2. CPD presentation has been created and will be delivered on 12/09.</li> </ol>	<p>October 2023</p>		

				3. Meeting scheduled for 13/09 to establish audit strategy and associated standard paragraphs.			
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BRAG Descriptor				
Action not yet started	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 completed





<b>STATUS SUMMARY – 05.10.23</b>	
<b>Total Number of Workstreams</b>	<b>82 (100%)</b>
<b>Completed</b>	<b>17 (21%)</b>
<b>Action will be delivered by the designated deadline within the functional plan</b>	<b>41 (50%)</b>
<b>Action may not be delivered by the designated deadline within the functional plan</b>	<b>0 (0%)</b>
<b>Action is unlikely to be delivered within the current functional delivery plan</b>	<b>5 (6%)</b>
<b>Action not yet started</b>	<b>19 (23%)</b>

	Please select from options	
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# 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
<p><b>7.1. Enhance relationships and engagement with diverse communities</b></p>	<p><b>7.1.1</b> Engage and consult - work with partner organisations to access their community engagement resources to proactively engage with diverse groups from communities</p>	<p>Community Engagement Advisor/Director of Strategy and Performance</p>	<p><b><u>Apr-Jun 23 update:</u></b>                      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 and fire stations are engaging with community groups to help support the places where they work.</p> <p><b><u>July – Sept update</u></b>                      A pilot survey has been circulated internally to establish our current community contacts. Good progress is being made building relationships and engaging with community groups and external partners. A number of community groups, have further engaged with the</p>	<p>Q3</p>		

			<p>Service by visiting their local station or visiting the Heritage Centre. We have attended a number of community events including South East Asian Culture Festival and Community Fire Station Open Days. Progress continues with our Community Impact Fund project. We are designing an “Engaging with our Communities” flyer.</p>			
	<p><b>7.1.2</b> Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required</p>		<p><b><u>Apr-Jun 23 update:</u></b> 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 other religious sites such as Mosques, Churches, Temples etc.</p> <p><b><u>July – Sept update</u></b> Work continues on the Religious Sites Project. We have successfully engaged with the Head of Liverpool Interfaith Forum. This partnership will allow us to enhance our understanding and knowledge of the different faiths across Merseyside.</p>	Q3		

	<p><b>7.1.3</b> Data –led risk and equality analysis</p>		<p><b><u>Apr-Jun 23 update:</u></b>  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&amp;I monitoring data. Key areas include</p> <ul style="list-style-type: none"> <li>• Potential alternative ways of collecting monitoring data for Home Fire Safety Check (HFSC)/Safe and Well (S&amp;W)</li> <li>• Reasons for collecting monitoring data relating to Protection visits and the outcomes required</li> </ul> <p>Use the National Fire Chief’s Council (NFCC) categories as they are for Community Fire Risk Management Information System (CFRMIS) HFSC</p> <p><b><u>July – Sept update</u></b>  Work continues around the collection of monitoring date for Home Fire Safety Check and Safe and Well. Draft designs for flyers have been produced and will be circulated internally for staff and externally for members of the public.  The working group has reviewed and evaluated the released 2021</p>	<p>Q3</p>	

			census data. An initial sequence of work has been confirmed around agreed data sets.			
<p><b>7.2. To make the most effective use of organisational information whilst continuing to improve information security and governance.</b></p> <p><b>a)</b> <b>Continuing to digitally transform the organisation</b></p> <p><b>b)</b> <b>Continuing to ensure compliance with information governance and security legislation and regulations</b></p>	<p><b>7.2.1 Continuing to digitally transform the organisation</b></p> <p><b>7.2.1a</b> To play a key role in the implementation and integration of CFRMIS (Community Fire Risk Management Information System). This year will focus on phase 2 of the Prevention implementation and the Ops Intel (SSRI) module.</p>	<p>Corporate Information and Systems Manager/Director of Strategy and Performance</p>	<p><b><u>Apr-Jun 23 update:</u></b> 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. 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</p> <p><b><u>July – Sept 23:</u></b> All stations have now been trained in the use of PORIS, and as of 5<sup>th</sup> October 1340 PORIS assessments have been completed. The new SSRI data capture has now been created in CFRMIS, and the question set from the current form is currently being mapped across to the new form. The next stage is to carry out a test data migration and</p>	Ongoing		

			<p>start to design the SSRI output report.</p>			
	<p><b>7.2.1b</b> Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.</p>		<p><b><u>Apr-Jun 23 update:</u></b>          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).</p> <p><b><u>July – Sept 23:</u></b>          Development work in Q2 has focussed on:</p> <ul style="list-style-type: none"> <li>- Making the required changes to the national business continuity survey</li> <li>- Improvements to the training management system</li> <li>- Improvements to the Strategic Holding Area (SHA) module, specifically in relation to booking staff into the SHA</li> <li>- Requirements have been gathered in relation to the self-service reporting dashboard.</li> </ul>	<p>Ongoing</p>		



	<p><b>7.2.1c</b> Upgrade and migrate from SharePoint 2013 to SharePoint Online.</p>		<p><b><u>Apr-June 23 update</u></b>          Good progress is being made with the key project highlights detailed below.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Project team have attended workshops with our partner Silversands, to aid us in better understanding SharePoint Online, Power Apps/Power Platform, security and compliance.</li> <li>• The systems support team have carried out several test migrations of Prevention and Protection sites.</li> <li>• Communications plan has been drafted to aid user adoption.</li> <li>• Multi-factor authentication (MFA) is being trialled within Strategy and Performance. The full impact is being investigated before being rolled out across the organisation.</li> <li>• Systems Support Team have started the conversion of InfoPath</li> </ul>	Ongoing		
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			<p>forms into the SharePoint Online equivalent.</p> <p><b><u>July – Sept 23:</u></b>          The following work items have been completed in Q2:</p> <ul style="list-style-type: none"> <li>- Multi-factor Authentication (MFA) has been successfully implemented and rolled out across the organisation. This improves the security of organisation data and systems prior to the launch of the new SharePoint Online Intranet Portal</li> <li>- The structure including all sites and pages for the Prevention Function has been completed</li> <li>- Test data migrations have been completed successfully</li> <li>- The majority of Prevention forms have been recreated in the new technologies.</li> </ul> <p>Permissions of all Prevention pages and libraries are currently being reviewed and assigned before a final data migration and go-live. The same process will then be followed to ensure each Function is migrated successfully.</p>			
	<p><b>7.2.2 Continuing to ensure compliance with information governance</b></p>	<p>Information Governance Officer/Director</p>	<p><b><u>Apr-June update</u></b></p>	<p>Q3</p>		

	<p><b>and security legislation and regulations</b></p> <p><b>7.2.2a</b> Embed the Fire Data Management Standard within the organisation, including:</p> <ul style="list-style-type: none"> <li>• Promote the value of using good quality data within the organisation.</li> <li>• Build on the existing information asset register</li> <li>• Implement a data quality framework</li> </ul>	of Strategy and Performance	<p>Good progress is being made on addressing the matters picked up in the fire standard gap analysis.</p> <ul style="list-style-type: none"> <li>• Draft data management framework documents have been produced and are under review</li> <li>• Good practice examples have been sought from NFCC and other FRS</li> <li>• Work has commenced on reviewing the existing asset register</li> </ul> <p><b><u>July – Sept update</u></b></p> <p>Good progress is being made on implementing this standard but embedding the Standard will take longer than the anticipated Q3 completion:</p> <ul style="list-style-type: none"> <li>• A draft MFRS data management framework has been developed and is currently being refined</li> <li>• An action plan for work required to complete the framework has been created</li> </ul> <p>The asset register and record of processing are both under review</p>			
	<p><b>7.2.2b</b> Continue to improve our processes within Information Governance and Security to enable us to manage and utilise the</p>		<p><b><u>Apr-June update</u></b></p> <ul style="list-style-type: none"> <li>• Service Instructions relating to information governance are under review</li> </ul>	Ongoing		

	<p>information we process more effectively and minimise risks.</p>		<ul style="list-style-type: none"> <li>Information sharing agreement processes are being reviewed and updated</li> </ul> <p><b><u>July – Sept update</u></b> Work continues in this area and it is linked to the previous action:</p> <ul style="list-style-type: none"> <li>A new, shorter information sharing agreement letter has been implemented enabling MFRS to deal with request for sharing non-personal data more promptly.</li> <li>Use of an electronic system for managing requests for information is under review</li> </ul>			
	<p><b>7.2.2c</b> 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.</p>		<p><b><u>Apr-June update</u></b> 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</p> <p><b><u>July – Sept update</u></b> Work is ongoing. Preparedness are reviewing their retention schedules and other departments will do the same following feedback to SLT.</p>	<p>Q3</p>		
<p><b>7.3. Develop and maintain effective communications</b></p>	<p><b>7.3.1 To implement the actions outlined in the Communications Strategy,</b></p>	<p>Communications Manager/Director of Strategy and Performance</p>	<p><b><u>Apr-June update</u></b> Support in all these areas is either completed or on-going. Full support</p>	<p>Ongoing</p>		

<p><i>and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</i></p>	<p><b>to support corporate objectives, including:</b></p> <p><b>7.3.a</b>Support for specific areas of work including TDA Project, Pass Out, Youth engagement, CRMP, Fire Cadet Games, Access Audit (MFRS website)</p>	<p>provided by comms team through a variety of channels</p> <p><b><u>July – Sept update</u></b> Support in all these areas is either completed or on-going. Full support provided by comms team through a variety of channels.</p> <p>Incoming work includes British Firefighter Challenge 2024, MFRA 50 year anniversary in 2024, Increase in TDA activity linked to the opening of the new site, Bonfire Planning, recruit pass out events.</p>			
	<p><b>7.3.b</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</p>	<p><b><u>Apr-June update</u></b> 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.</p> <p>This continues similar developments in recent years (e.g. enhanced video editing skills an equipment as an alternative to outsourcing)</p> <p><b><u>July – Sept update</u></b> Preparing for digital content creator apprentice joining the team to enhance recruitment and internal comms output</p>			

	<p><b>7.3.c</b> Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required</p>		<p><b><u>Apr-June update</u></b> The team continue to provide support as and when required, particularly when MFRS is specifically involved in a national or international deployment.</p> <p><b><u>July – Sept update</u></b> The team continue to provide support as and when required, particularly when MFRS is specifically involved in a national or international deployment.</p>			
	<p><b>7.3.d</b> Develop training videos to support online training/learning.</p>		<p><b><u>Apr-June update</u></b> 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.</p> <p><b><u>July – Sept update</u></b> Training videos around low speed manoeuvres planned as are resumption of training videos around specialist pods</p>			

	<p><b>7.3.e</b>Support positive action and Staff Network growth and development</p>		<p><b><u>Apr-June update</u></b></p> <p>Continued support is provided for all recruitment and positive action activities.</p> <p>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.</p> <p><b><u>July – Sept update</u></b></p> <p>As above will also support staff networks including development of socio-economic network</p>			
	<p><b>7.3.f</b>Implement the findings of a digital access audit</p>		<p><b><u>Apr-June update</u></b></p> <p>This piece of work is ongoing</p> <p><b><u>July – Sept update</u></b></p> <p>Issues with website identified and will be allocated within the team to amend on website</p>			
<p><b>7.4. Work with other Functions to review and refresh the Corporate Risk Register</b></p>	<p><b>7.4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;</b></p> <ul style="list-style-type: none"> <li>• Review current processes</li> <li>• Develop departmental risk registers</li> </ul>	<p>IRMP Officer/ Director of Strategy and Performance</p>	<p><b><u>Apr-June update</u></b></p> <p>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.</p> <p><b><u>July – Sept update</u></b></p> <p>A new approach to creating and maintaining a corporate risk register has been developed and</p>	<p>Q2</p>		

	Build a corporate risk register		will be rolled out in the coming months.			
<b>7.5. Develop the 2024/27 Community Risk Management Plan (CRMP)</b>	<b>7.5.1 Develop the CRMP for 2024/27 including:</b> <ul style="list-style-type: none"> <li>Ensuring the process meets the CRMP fire standard</li> <li>Risk analysis</li> <li>Consideration of focus areas</li> <li>Initial engagement with stakeholders</li> <li>Creation and approval of the draft CRMP</li> <li>Commence formal stakeholder consultation</li> </ul>	IRMP Officer/ Director of Strategy and Performance	<p><b>Apr-June update</b> 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.</p> <p><b>July – Sept update</b></p> <ul style="list-style-type: none"> <li>The CRMP process has been reviewed against the CRMP standard and changes have been made</li> <li>The risk analysis is complete</li> <li>Initial engagement with the public is complete and will be reported to Members in December.</li> <li>The new CRMP is being drafted.</li> </ul> <p>The CRMP process was found to be Good during the HMICFRS inspection.</p>	Q1		
				Q1		
				Q2		
				Q3		
				Q3/4		
				Q4		
<b>7.6. Coordinate the delivery of the 2023 HMICFRS inspection</b>	<b>7.6.1 Plan for and coordinate the delivery of the HMICFRS inspection including;</b> <ul style="list-style-type: none"> <li>Gathering information and data</li> <li>Self-assessment</li> </ul>	Director of Strategy and Performance	<p><b>Apr-June update</b> This work was completed successfully and the final report is awaited</p> <p><b>July – Sept update</b> The final report has now been received and published and will be</p>	Q1		
				Q1		



	<ul style="list-style-type: none"> <li>• Communications</li> <li>• Facilitation of the inspection</li> </ul>		<p>reported to Members in December. An action plan will be developed to ensure continuous improvement.</p>			
<p><b>7.7. Implement an ICT Infrastructure that will enable efficiency through current and emerging technology</b></p>	<p><b>7.7.1 Three (3) key activities in the ICT service pipeline this year are:</b></p> <p><b>7.7.1.a</b> CAD-MIS Project Phase Three: Utilisation of the Pre-alert function within the Vision 5 CAD</p>	<p>Head of ICT</p>	<p><b><u>Apr-June update</u></b>  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 there is work needed for Airbus (MDT) and Multi-tone (Station End).</p> <p><b><u>July – Sept update</u></b>  A July 2023 Requirements Confirmation Meeting between SSS, Telent &amp; MFRS has been rescheduled for 17/08/2023 after which SSS will submit their proposed Enhanced Mobilisation solution with timescales and costs</p>	<p>Mid 2023/24</p>		
	<p><b>7.7.1.b</b> Lead and contribute to the ICT activities for the new TDA and Operational Fire Station</p>		<p><b><u>Apr-June update</u></b>  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,</p>	<p>May 2024</p>		

			<p>ICT and telent on the plan to lift and shift Secondary Control.</p> <p><b><u>July – Sept update</u></b>  The Telent PM is on-board and has produced a ‘Plan on a Page’ and is working with Fire Control to produce a Work Breakdown plan for the move of Secondary Fire Control. Various quotes have been subject to value engineering &amp; due diligence and the first tranche of the third party supplier’s orders are being raised via the Telent Change Control Note (CCN).</p>			
	<p><b>7.7.1.c</b> The Migration and Upgrade to On-premises SQL 2019</p>		<p><b><u>Apr-June update</u></b>  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.</p> <p><b><u>July – Sept update</u></b>  This is the second of three large and complex ICT infrastructure projects where the ICT Capital budget has been realigned to enable delivery in 2023/24. Design and due diligence has been completed and following</p>	<p>March 2023</p>		

			wider Telent Business approval ICT will be briefed prior to entering the Telent CCN process.			
	<b>7.7.2 Ensure succession planning is delivered for the ICT department</b>		<p><b><u>Apr-June update</u></b> This work is being undertaken by the Director of Strategy and Performance.</p> <p><b><u>July – Sept update</u></b> This work is being undertaken by the Director of Strategy and Performance and I am taking a supporting role.</p>	Ongoing		
<b>7.8 Respond to national ICT initiatives</b>	<b>7.8.1 The potential extended use and maintenance of Airwave, associated with any ECSMP suspension of activities.</b>	Head of ICT	<p><b><u>Apr-June update</u></b> Dispatch Communication Server (DCS) &amp; Technical Refresh</p> <p>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.</p>	Ongoing to 2025		

			<p><b><u>July – Sept update</u></b> Dispatch Communication Server (DCS) &amp; Technical Refresh</p> <p>The technical refresh element of this activity has been completed. The DCS ‘Week One’ activities took place. ‘Week Two’ activities are on hold following an issue with the interface between Vision 5 and ICCS. For ‘Week Two’ activities, an updated workplan is in place.</p> <p>An IT Health Check took place w/c 03/07/2023 and SSS will respond with a remedial action plan. Telent will carried out their additional remedial actions.</p>			
<b><i>7.9. Consider ways in which catering services can support diversity and inclusion</i></b>	<b>7.9.1 Work with staff networks and others to develop a programme of promotions to assist with diversity and inclusion in the workforce</b>	Catering Manager/Director of Strategy and Performance	<p><b><u>Apr-June update</u></b> Work has been ongoing to consider a number of suggestions for menu changes and themed days to align with network priorities.</p> <p><b><u>July – Sept update</u></b></p>	Ongoing		
<b><i>7.10. Coordinate an approach to the development of a roadmap to</i></b>	<b>7.10.1 Coordinate the development of an approach to achieving Net Zero including;</b>	Head of Estates/Director of Strategy and Performance	<p><b><u>Apr-June update</u></b> A net Zero route map has been approved and an implementation group established (Chaired by the DCFO).</p>	Q2		

<p><b>deliver Net Zero by 2040</b></p>	<ul style="list-style-type: none"> <li>Working with other departments to develop a programme and approach to governance.</li> </ul> <p>Within that programme, consider the outcomes of external research</p>		<p>Work is underway to determine how the route map will be implemented.</p> <p><b>July – Sept update</b> Net Zero Group established, report presented to strategy and performance (estates) to consider small revenue growth to fund consultant.</p>			
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<p><b>7.11. Deliver against the Estates Asset Management Plan</b></p>	<p><b>9.1 Deliver the Estates Asset Management plan for 2023/24 including;</b></p> <ul style="list-style-type: none"> <li>The building of a new TDA and fire station in Aintree.</li> </ul>	<p>Head of Estates</p>	<p><b>Apr-June update</b> All work is on target with reports to the Estates Board, SLT and Authority completed during this period</p> <p><b>July – Sept update</b> Works start on multiply sites and progressing well against programme at Speke, Old Swan, Newton – le- Willows, TDA.</p>	<p>Ongoing</p>		
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BRAG Descriptor				
<p>Action completed</p>	<p>Action is unlikely to be delivered within the current functional delivery plan</p>	<p>Action may not be delivered by the designated deadline within the functional plan</p>	<p>Action will be delivered by the designated deadline within the functional plan</p>	<p>Action not yet started</p>

<b>Total Number of Workstreams</b>	<b>26 (100%)</b>
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%)



# *FINANCE*

## **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
<b>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.</b>	8.1.1 Advertise posts	Chief Fire Officer/Director of Finance and Procurement	<p><b><u>April – June update</u></b>                      Director of Finance &amp; Procurement, Head of Finance posts have been filled and the Chief Accountant post advert is currently live.</p> <p><b><u>July – Sept update</u></b>                      The Chief Accountant post was filled in August. The Management Accountant post advert is currently live. The team continue to work on succession planning.</p>	July 2023 – March 2024		
	8.1.2 Interview and appoint					
	8.1.3 Any failure to appoint – identify alternative options					
<b>8.2 To implement the “remedy” to resolve all MFRA public pension age discrimination cases.</b>	8.2.1 Monitor consultation on regulation / legislation changes to enact remedy.	Director of Finance and Procurement	<p><b><u>April – June update</u></b>                      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.</p>	August 2023 – March 2024		
	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.			<p><b><u>July – Sept update</u></b>  Work with LPP on communications is progressing and initial communications have gone out to all individuals who are affected by the age discrimination. Software providers are estimating the application will be available from the middle of October. LPP have devised a manual process if the software application is not available in time for retirement from 1<sup>st</sup> October 2023.</p>			
8.2.4 Work with LPP to agree the communication strategy utilising any nationally agreed documentation.						
<b>8.3 Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask</b>	8.3.1 Review current procurement strategy and update as required	Head of Procurement	<p><b><u>April – June update</u></b>  Work to commence once 2022/23 year-end ask / audit has been completed, as planned.</p>	April 2023 – December 2023		
	8.3.2 Consider procurement route options, using local suppliers, Modern Slavery Ask, use of existing frameworks etc.		<p><b><u>July – Sept update</u></b>  Work has commenced and the review is currently taking place and the Procurement Strategy will be updated as required.</p>			

<b>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.</b>	8.4.1 Continue discussions with relevant lead service representatives on preferred procurement route.	Director of Finance and Procurement / Director of POD	<b>April – June update</b>  <b>July – Sept update</b> Discussions have taken place with the service leads and end users of the applications on the preferred procurement route. Procurement have identified relevant Government Frameworks as the route to procurement. A report is being prepared for Authority to request Authority approval.	April 2023 – March 2024		
	8.4.2 Get relevant sign-off for approach.					
	8.4.3 Work 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 – 30.09.23	
<b>Total Number of Workstreams</b>	<b>12 (100%)</b>
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%)
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# *NATIONAL RESILIENCE INTERNAL*

## **FUNCTIONAL PLAN**

### **ACTION TRACKER 2023/24**

#### **Our Purpose:**

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## Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<b>6.1 Work with National Resilience ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising.</b>	6.1.1 Work with NR to implement the outcomes of assurance action plans to ensure compliance with KPI's.	Area Manager National Resilience	<p><b><u>April – June update</u></b> 22/23 assurance of USAR, DIM and the MDU has taken place. Any actions received have now been fully discharged</p> <p><b><u>July-Sept update</u></b> As per previous update. All internal mobilising to be reviewed to ensure compliance for all NR capabilities with NR Leads and staff so all have a full understanding of mobilising procedures.</p>	March 2024		
	6.1.2 Disseminate NR Safety Notices and Information Notes as and when required.		<p><b><u>April – June update</u></b> 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.</p> <p><b><u>July-Sept update</u></b> As per previous update.</p>			
	6.1.3 Participate in the delivery, and evaluation of local and regional multi-agency exercises as part of the NR assurance model.		<p><b><u>April – June update</u></b> 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.:</p> <ul style="list-style-type: none"> <li>• MTA Ex Remijia national CT exercise</li> <li>• MTA Joint exercises MERPOL and HART</li> <li>• USAR Ex Essex a national exercise testing a full unit response.</li> </ul>			

			<p><b><u>July-Sept update</u></b>          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.:</p> <ul style="list-style-type: none"> <li>• Ex Waterworld 48hr National flood exercise in South Wales testing Type “B” boat team. 24 separate water rescue scenarios, each one involving searching, locating, and rescuing casualties from waterways across the South Wales service area.</li> <li>•</li> <li>• MTA joint ex and training against Jops 3</li> <li>• USAR 2-day exercises are now held the last Thursday and Friday of every month.</li> </ul>			
	<p>6.1.4 Work with NRAT to ensure local capabilities are assured in line with NR KPIs.</p>		<p><b><u>April – June update</u></b>          This is ongoing to ensure that all capabilities meet the NR KPI’s.          SPOC will present at Julys Ops Board</p> <p><b><u>July-Sept update</u></b>          SPOC will present at Novembers Ops Board</p>			
	<p>6.1.5 Ensure regular monitoring and reporting into the NR Toolkit to ensure the management of H&amp;S, business benefits, forums, incident, exercise</p>		<p><b><u>April – June update</u></b>          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.</p> <p><b><u>July-Sept update</u></b>          As previous, now considered Business as Usual</p>			

	reporting and follow up events.					
<p><b>6.2 Continually review locations of NR assets, kit and update accordingly, ensuring assets are best placed for an immediate response.</b></p>	<p>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.</p>	<p>Area Manager National Resilience</p>	<p><b><u>April – June update</u></b> 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.</p> <p><b><u>July-Sept update</u></b> Training still ongoing with MDU specialist stations. DIM vehicle will need to be moved from Aintree prior to station closure.</p>	<p>March 2024</p>		
	<p>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.</p>		<p><b><u>April – June update</u></b> This is ongoing. Four 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</p> <p><b><u>July-Sept update</u></b> Four type “B” 5m boats and engines have been procured and purchased along with ancillary equipment. Engines have been delivered awaiting the delivery of boats. New Water Rescue vehicle is in the process of going out to tender.</p>			



			New K9 vehicle has been purchased and is being fitted out to the required spec by workshops.			
<p><b>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.</b></p>	<p>6.3.1 Manage the annual NR training needs analysis to determine requirements for NR skills acquisition training required to maintain KPIs.</p>	<p>Area Manager National Resilience</p>	<p><b><u>April – June update</u></b> MFRS SPOC manages the NR TNA ensuring compliance with the NR KPI's. This is in co-ordination with NR Training.</p> <p><b><u>July-Sept update</u></b> As per previous update NR KPI's are available on the NR portal.</p>	<p>March 2024</p>		
	<p>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.</p>		<p><b><u>April – June update</u></b> This is ongoing with NRAT capabilities.</p> <p><b><u>July-Sept update</u></b> This is captured through minuted internal NR meetings along with the SRT WM and FF meetings that are held monthly.</p>			
	<p>6.3.3 Engage with local FRSs to share best practice and learning opportunities, and where possible ensure alignment of capability, policies, and procedures</p>		<p><b><u>April – June update</u></b> This is ongoing. Joint training is taking place and is planned with Flood, USAR and MTA.</p> <p><b><u>July-Sept update</u></b> MTA, Flood and USAR has undertaken a full review of training to ensure alignment of policies and procedures this is evidenced in a report from each capability with 12-month training plans. USAR joint training has taken place with zone 1 focusing on best practice with Hot Cutting this has been led by MFRS Hot Cutting lead. Flood swift water training has taken place with South Wales in North Wales were new techniques and training has been shared.</p>			

	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.		<p><b><u>April – June update</u></b> This is ongoing. Periodic NR training takes place in line with KPI's and is recorded either locally or on the NR site.</p> <p><b><u>July-Sept update</u></b> Each capability lead monitors the periodic training programme in line with KPI compliance with a 12-month training plan.</p>			
	6.3.5 Maintain assurance of the standards of instruction and guidance provided by National Resilience instructors and Tactical Advisers within the FRS.		<p><b><u>April – June update</u></b> This is ongoing. All instruction is monitored and assessed periodically by NRAT to ensure teaching and training is up to standard.</p> <p><b><u>July-Sept update</u></b> There has been a full review of training to ensure training is aligned against Concept of Operations and NR guidance. This is referenced in recent capability training and document review.</p>			
	6.3.6 Continue the delivery of an NR CPD program across MFRS and the NR capabilities.		<p><b><u>April – June update</u></b> This is ongoing</p> <p><b><u>July-Sept update</u></b> This is maintained at a local level for each capability. Each capability lead should test and exercise twice a year to keep up competence and assure training.</p>			
<p><b>6.4 Implement regular local and over border exercising and training in line with NR KPI's and assurance</b></p>	6.4.1 Engage with neighbouring NR capability leads to identify over border collaboration training and exercise opportunities.	Area Manager National Resilience	<p><b><u>April – June update</u></b> All MFRS capability leads have been liaising with neighbouring FRS's. USAR have completed a regional exercise in Lincs, MTA have taken part in National CT exercise and have a further exercise planned for July in GMC. Type B boat teams have been training with GMC and have further training and exercising planned in the next quarter.</p>	March 2024		

<p><b>program including NRFC.</b></p>			<p><b><u>July-Sept update</u></b> As per previous update capability leads and SPOCs meet via the NWG's and explore exercise and training opportunities.</p>			
	<p>6.4.2 Engage with neighbouring NR capability leads to identify over border assurance of Swift Water and Power Boat Instructors.</p>		<p><b><u>April – June update</u></b> This is ongoing throughout the year 2022/23 and been planned with GMC to assure each other.</p> <p><b><u>July-Sept update</u></b> This has been expanded to include South Wales and Essex FRS</p>			
	<p>6.4.3 Support local and national debriefs and share learning from incidents where NR assets or expertise has been deployed.</p>		<p><b><u>April – June update</u></b> This is ongoing with no specific date for completion. Will be completed as and when needed.</p> <p><b><u>July-Sept update</u></b> As per previous email.</p>			
	<p>6.4.4 Continue to build relationships with NRFC and provide effective arrangements through National Resilience Fire Control for the monitoring, mobilisation and coordination of National Resilience assets.</p>		<p><b><u>April – June update</u></b> NRFC have participated in USAR and MTA training days, giving a better understanding of the capability.</p> <p>NRFC lead SM Taylor attends monthly internal meetings with MFRS NR.</p> <p>MTA table top training events have taken place in NRFC. These are designed to test NRFC against any MAI recommendations.</p> <p><b><u>July-Sept update</u></b> NRFC will be invited to any exercises and training to give a better understanding of the NR capabilities. This is to include command seminars.</p>			

<p><b>6.5 Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders.</b></p>	<p>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.</p>	<p>Area Manager National Resilience</p>	<p><b><u>April – June update</u></b> 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.</p> <p><b><u>July-Sept update</u></b> MTA joint training has taken place with MERPOL and NWAS for Senior Officers on Jops 3 changes. MTA training takes place every Monday at Station 19 with NWAS HART. MFRS MTA specialist response team have 2 local exercises planned with MERPOL firearms team (practical scenarios) to promote learning and find areas of good practice following MEN Enquiry recommendations.</p>	<p>March 2024</p>		
<p>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</p>	<p><b><u>April – June update</u></b> 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.</p> <p><b><u>July-Sept update</u></b> As per previous update. MFRS has led on the joint MTA jops 3 training for the North West group to ensure compliance with changes giving training for Police, NWAS and Fire service.</p>					

	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.		<p><b><u>April – June update</u></b> 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.</p> <p><b><u>July-Sept update</u></b> As per previous update</p>			
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<b>6.6 Provide principal officers with regular updates on the functional plan and key deliverables.</b>	6.6.1 Provide principal officers with a yearly statement of NR KPI's.	Area Manager National Resilience	<p><b><u>April – June update</u></b> Principal Officers will be provided an overview of MFRS NR KPI's at the next Operations Board in July.</p> <p><b><u>July-Sept update</u></b> This will be covered in November Ops Board NR update</p>	March 2024		
	6.6.2 Provide Lead Officer with regular updates of NR capabilities through one-to-one meetings.		<p><b><u>April – June update</u></b> Ongoing throughout the year in regular monthly one to ones.</p> <p><b><u>July-Sept update</u></b> As per previous update</p>			

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

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

	Please select from options	
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# *PEOPLE & ORGANISATIONAL DEVELOPMENT*

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## **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
<p><b>3.1</b>  <b>To continue to deliver the People Plan 2021-24</b></p>	<p>3.1.1 The seven key themes outlined in the people plan are:</p> <ol style="list-style-type: none"> <li>1. Leadership</li> <li>2. Culture and Values</li> <li>3. Creating a strong and inclusive organisation and a sense of belonging</li> <li>4. Learning and Development</li> <li>5. Maximising the wellbeing of our staff</li> <li>6. A great place to work</li> <li>7. Workforce planning</li> </ol> <p>Each theme has a number of actions which are recorded within the People Plan Action Plan and monitored through People Board</p>	<p style="text-align: center;">Allocated Officers are detailed in the People Plan Action Plan</p>	<p><b><u>April – June 2023 update</u></b>                      The People Plan is delivered via the People Plan Action Plan. Bi monthly updates are brought to People Board for continued scrutiny.</p> <p>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 &amp; Development, Leadership &amp; Creating a strong and inclusive organisation. The outstanding actions will all be completed as part of this three yearly People Plan.</p> <p>The new People Plan for 2024-27 will be developed to align with the new CRMP for 2024-27</p> <p><b><u>July – Sept 2023 update</u></b></p>	<p>March 2024</p>		

<p><b>3.2 To continue to deliver the EDI Action Plan</b></p>	<p>3.2.1 The Equality, Diversity &amp; Inclusion (ED&amp;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.</p> <p>Our Equality, Diversity and Inclusion (ED&amp;I) Action plan themes are:</p> <ol style="list-style-type: none"> <li>1. ED&amp;I – Learning and Development</li> <li>2. Inclusive staff voice</li> <li>3. Inclusive Employer</li> <li>4. ED&amp;I and Knowing our communities</li> <li>5. Inclusive Leadership Development</li> <li>6. ED&amp;I Good Governance and Communications</li> </ol> <p>Each theme has a number of actions which are recorded within the EDI Action Plan and monitored through Culture &amp; Inclusion Board</p>	<p>Allocated Officers are detailed in the EDI Action Plan</p>	<p><b><u>April – June 2023 update</u></b> Bi monthly updates of the EDI Action plan are brought to People Board Culture &amp; Inclusion for continued scrutiny.</p> <p>All actions are showing as Green within the plan.</p> <p><b><u>July – Sept 2023 update</u></b></p>	<p>March 2024</p>		
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<b>3.3 Improve the effectiveness of HR case management across the department</b>	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	<b><u>April – June 2023 update</u></b> 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.  <b><u>July – Sept 2023 update</u></b>	March 2024		
	3.3.2 Procure and implement new software Adapt working procedures to reflect new approach and provide necessary training.		<b><u>April – June 2023 update</u></b> The new application will be implemented in Qtr 3 2023/24  <b><u>July – Sept 2023 update</u></b>			
	3.3.3 Adapt working procedures to reflect new approach and provide necessary training.		<b><u>April – June 2023 update</u></b> Once implemented new ways of working will be developed to utilise the functionality provided.  <b><u>July – Sept 2023 update</u></b>			
	3.3.4 Implement reporting mechanism to utilise available metrics to improve service delivery.		<b><u>April – June 2023 update</u></b> Once implemented new ways of working will be developed to utilise the functionality provided.  <b><u>July – Sept 2023 update</u></b>			

<p><b>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</b></p>	<p>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:</p> <ul style="list-style-type: none"> <li>• Establish specific working group with cross organisational attendees for Code of Ethics</li> <li>• Explore creation of regional network</li> <li>• Incorporate into members development sessions</li> <li>• Consider references in all service documents as appropriate</li> </ul>	<p>Mike Cummins, Lee Hughes &amp; Liam Williamson</p>	<p><b><u>April – June 2023 update</u></b></p> <p>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.</p> <p>The code of ethics is part of member development sessions ran by the Legal &amp; Democratic Services team.</p> <p>Service documents are amended to incorporate references to the core code as part of the regular update process.</p> <p><b><u>July – Sept 2023 update</u></b></p>	<p>March 2024</p>		
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	<ul style="list-style-type: none"> <li>Explore inclusion in organisational decision making models</li> </ul>					
	3.4.2 Incorporate into POD processes such as recruitment and selection		<p><b><u>April – June 2023 update</u></b> 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.</p> <p><b><u>July – Sept 2023 update</u></b></p>			
<b>3.5 Benchmark MFRA POD using NFCC Maturity models</b>	<p>3.5.1 Establish a timetable for completion of the Maturity Model self-assessment benchmarking exercise to determine current maturity level against:</p> <ul style="list-style-type: none"> <li>Leadership Development</li> <li>Recruitment</li> <li>Learning Organisation</li> <li>Blended Learning</li> </ul>	<p>Mike Pilkington, Mike Cummins, Sara Fielding, John Prices, Paul Blanchard-Flett</p>	<p><b><u>April – June 2023 update</u></b> A timetable which will see complete of each maturity model by 31<sup>st</sup> march 2024 has been developed.</p> <p>Stakeholders/Service users from outside of POD will be co-opted in to assist with the reviews from a service user perspective.</p> <p><b><u>July – Sept 2023 update</u></b></p>	<p>March 2024</p>		

	<ul style="list-style-type: none"> <li>○ Performance Management</li> <li>○ Employee Recognition</li> <li>○ Talent Management</li> <li>○ EDI</li> <li>○ Wellbeing</li> <li>○ HR Analytics.</li> </ul>					
	3.5.2 Following self-assessment develop appropriate action plans for each area in order to improve maturity		<p><b><u>April – June 2023 update</u></b> Action plans will be developed once the reviews have been completed.</p> <p><b><u>July – Sept 2023 update</u></b></p>			
<p><b>3.6 In partnership with Finance &amp; Procurement determine and finalise new process for Finance, Procurement, HR &amp; Payroll Application to ensure contract and system in place by August 2024</b></p>	3.6.1 Continue discussions with relevant lead service representatives on preferred procurement route.	<p>Ian Cummins, Mike Rea, Dave Nixon, Nick Mernock, Mike Pilkington, Lee Hughes</p>	<p><b><u>April – June 2023 update</u></b> Discussions have taken place and reports submitted via SLT to recommend the proposed course of action</p> <p><b><u>July – Sept 2023 update</u></b></p>	<p>March 2024</p>		
3.6.2 Get relevant sign-off for approach. Work with leads and Procurement to identify Framework and route to market	<p><b><u>April – June 2023 update</u></b> Discussions have taken place and reports submitted via SLT to recommend the proposed course of action</p> <p><b><u>July – Sept 2023 update</u></b></p>					

<b>3.7 To design, deliver and monitor a 12 month trial of Hybrid Working system and extended Flexible working scheme</b>	3.7.1 Produce relevant Service Instructions and consult with the Representative bodies	Nick Mernock, Mike Pilkington, Mike Cummins, Mo Jogi	<u><b>April – June 2023 update</b></u> Documents have been produced and agreed via consultation.  <u><b>July – Sept 2023 update</b></u>	March 2024		
	3.7.2 To provide advice guidance and monitoring systems to support line managers		<u><b>April – June 2023 update</b></u> Advice and guidance is contained within the revised service instructions. Existing monitoring systems are being utilised with feedback being sought.  <u><b>July – Sept 2023 update</b></u>	March 2024		
	3.7.3 To conduct a 6 month Review of outcomes		<u><b>April – June 2023 update</b></u> A survey will be released to review the pilot.  <u><b>July – Sept 2023 update</b></u>	August 2023		
	3.7.4 To conclude a review after 12 months with all parties, and produce recommendations for future implementation		<u><b>April – June 2023 update</b></u> A further review will take place once the 12 month period is complete at which point further recommendations will be made.  <u><b>July – Sept 2023 update</b></u>	March 2024		



<p><b>3.8 To provide advice, support and recommendations to all heads of function implementing their Succession Planning</b></p>	<p>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</p>	<p>Nick Mernock, Mike Pilkington , POD Managers.</p>	<p><b><u>April – June 2023 update</u></b>  HR advisors provided support to each functional lead as part of developing their own individual dept succession plans.</p> <p>All functions now have a live plan with a review planned at 6 months.</p> <p>Ongoing POD support is provided to functional as the address needs identified within the succession plan.</p> <p><b><u>July – Sept 2023 update</u></b></p>	<p>March 2024</p>		
<p><b>3.9 Review and consider any actions for MFRA following the publication of recent cultural reviews within the Fire and wider blue lights sectors</b></p>	<p>3.9.1</p> <ul style="list-style-type: none"> <li>• Establish group to consider implications and develop action plan for implementation</li> <li>• Distribute actions to appropriate officers for delivery</li> <li>• Put in place reporting mechanism via C&amp;I board to monitor progress</li> </ul>	<p>Nick Mernock, Mo Jogi, Mike Cummins</p>	<p><b><u>April – June 2023 update</u></b>  Individual PID’s have been created for all action with work planned to ensure delivery against each recommendation prior to the HMI deadlines.</p> <p>Reporting will be via People Board and Culture and Inclusion Board.</p> <p><b><u>July – Sept 2023 update</u></b></p>	<p>March 2024</p>		

<p><b>3.10 To review the insurable risks the Authority holds and options available to the Authority for the insurance tender 2024</b></p>	<p>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.</p>	<p>Ria Groves, Caroline Berry</p>	<p><b><u>April – June 2023 update</u></b> The legal team are currently in the process of reviewing the requirements for insurance as part of the process that see a new tender.</p> <p><b><u>July – Sept 2023 update</u></b> A review was undertaken by the broker in anticipation of the tender being issued in the next quarter.</p>	<p>March 2024</p>		
<p><b>3.11 To undertake a review of the Teams delivery output to help facilitate decision-making and governance arrangements for Members and the committees.</b></p>	<p>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.</p>	<p>Ria Groves, Shauna Healey</p>	<p><b><u>April – June 2023 update</u></b> This has been completed and has been implemented.</p>	<p>March 2024</p>		
	<p>3.11.2 To provide training as appropriate to deliver consistency in reports and technology in attendance and presentation at committees.</p>		<p><b><u>April – June 2023 update</u></b> 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</p> <p><b><u>July – Sept 2023 update</u></b> Modgov user training and report writing training have been scheduled to take place in the next quarter.</p>	<p>March 2024</p>		
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
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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%)

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>14 DECEMBER 2023</b>	<b>REPORT NO:</b>	<b>CFO/061/23</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER, PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>JACKIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>CORPORATE RISK REGISTER 2023-24 APRIL - SEPT UPDATE</b>		
<b>APPENDICES:</b>	<b>APPENDIX A: CORPORATE RISK REGISTER 2023-24 APRIL TO SEPT UPDATE</b>		

### **Purpose of Report**

1. To inform Members of the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period April to September 2023.

### **Recommendation**

2. It is recommended that Members approve the updated Corporate Risk Register for 2023/24 which incorporates the current status of those risks to September 2023.

### **Introduction and Background**

3. It is good practice to regularly review the internal and external risks in relation to the on-going delivery of service by Merseyside Fire and Rescue Authority.
4. To that end, a Corporate Risk Register has been produced which focuses on the Vision and purpose of Merseyside Fire and Rescue Authority ('the Authority') and aligns each risk to a specific aim. The Strategic Leadership Team (SLT) has reviewed the risks contained within the Corporate Risk Register and considered any new risks that might affect the Authority during 2023/24. The resultant risks have been scored against the original risk and re-scored following mitigation. The purpose of this report is to ask Members to review the updated Corporate Risk Register attached at Appendix A to consider any implications for the Authority.
5. Officers have sought an external review of the corporate risk register alongside what training can be provided to ensure relevant officers have sufficient knowledge to be empowered to raise the relevant risks. The proposals are being presented to SLT for consideration which include a new format of capturing risk including at department

level upwards with engagement at every level of the Authority to ultimately create and identify corporate risks as well as the development of a new risk register itself.

6. This new approach to managing corporate risk will be used in the preparation of the 2024/25 Corporate Risk Register.

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### **Equality and Diversity Implications**

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

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### **Staff Implications**

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8. Staff manage the risks identified within the risk register.

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### **Legal Implications**

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9. The management of the corporate risk register will ensure the Authority complies with its legal requirements and mitigates its risks within the agreed risk appetite.

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

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

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

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11. The assessment and mitigation of risk is essential in ensuring a safe working environment for all MFRA employees and its agents and consideration of its actions on the environment is paramount.
12. Management of corporate risk and the application of suitable mitigation strategies affords the Authority security that should a risk become an issue then suitable control measures are in place to mitigate any impact.

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

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

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



# CORPORATE RISK REGISTER 2023/24

Aims: - Protect, Prevent, Prepare, Respond

April 2023 –March 2024

April 2023 to Sept 2023 update

## MFRA RISK MATRIX

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



## Introduction

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

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

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

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

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

## Risk Appetite by Strategic Corporate Risk Category

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

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

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

**CORPORATE RISK REGISTER 2022/23**

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

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							<p>The Grey book pay award has been settled at 5%. Following a national meeting between the three representative trade Unions, the Green Book staff pay award for 2023/24 has been settled at a flat rate of £1,925 or 3.88% (whichever is highest). This agreement places an additional but known financial pressure of circa £140K in the 2023/24 financial year.</p> <p>The CPI inflationary rate still remains stubbornly high, with the rate not falling as quickly as expected - only falling from 8.7% in April to 6.7% in September. The high inflation rate will continue to impact on contracts and prices.</p>		
1.	<b>Budget/Financial Risks</b>			<b>1.1.3</b>	Reducing ability to respond or maintain competent workforce.	<b>15</b>	The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to	<b>10</b>	<b>Director of POD</b>

						<p>ensure a high level of competence in all staff</p> <p><b>Oct-March Update</b>                  Recruitment of newly qualified firefighters is scheduled yearly within our workforce plan, those staff are supported with structured development and specialist training. We have a high performance programme that supports and identifies future leaders. This is again supported by identified development posts and we have established our temporary posts holders into permanent positions.</p> <p><b>April-Sep Update</b>                  All legislation and regulation changes are now in place to allow the implementation of the Government’s remedy from October 2023. The increase in the Employer contribution rate of 3% for 2024/25 still remains as a key assumption in the Medium Term Financial Plan for 2024/25 onwards, but</p>	
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							more information should be known on this once the Government have issued the provisional financial settlement in late December 2023.		
1.	<b>Budget/Financial Risks</b>			<b>1.1.4</b>	Reduced ability to maintain FF safety	<b>15</b>	<p><u>AM Response</u> Maintenance of competency is managed on station through Safe Person Assessments and the training planner for all operational staff. TRM staff utilise Voluntary Additional Hours to ensure appliances are fully staffed.</p> <p><b>Oct-March Update</b> <u>Ops Preparedness</u> Continual core training. Maintenance of competence on station. Provision of Personal Protective Equipment available through E proc.</p> <p><b>April-Sep Update</b> No change this period</p>	<b>10</b>	<b>AM Operational Response/ Preparedness</b>

1.	<b>Budget/Financial Risks</b>	1.2	<p>Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)</p> <p>Political Risk – failure to meet statutory duty</p> <p>Community Safety Risk – failure to address risks to community &amp; Firefighters</p>	1.2.1	Increased fires, deaths and injuries	15	<p>MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through Performance Management Group.</p> <p>The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased Protection teams as such a review is underway</p> <p>Grenfell Tower phase 1 recommendations will require oversight and to ensure they are suitably addressed. The Risk Based Inspection Programme (RBIP) methodology requires a review to ensure resources are being used efficiently and effectively.</p> <p><b>Oct-March Update</b></p>	10	<p><b>AM Prevention</b> <b>AM Protection</b></p>
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						<p>Protection staffing retention levels have improved and an SLT approved mechanism in place to afford streamlined transition from development to competent status for inspectors.</p> <p>Additional resources have been implemented to address the forthcoming Business Safety Regulations related work and uplift grant funding for 2023/24 has been confirmed by the Protection, Policy and Reform Unit (PPRU) that will enable recruitment on fixed term basis to maintain staffing levels at a level sufficient to address the built environment risk across Merseyside.</p> <p>There is still a need to secure longer term budgetary provision to sustain the number of fire safety regulators beyond the life of grant funding provision and conversations in this regard are facilitated</p>	
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						<p>via the PPRU strategic forum.</p> <p><b>AM Prevention</b> Operational crews continue to deliver our core business target alongside vulnerability and demand led campaigns. Crews have adopted CFRMIS and this is now well embedded and assisting in trend analysis. Recruitment of advocates has been undertaken to fill vacancies. Safe and well visits have been maintained by prevention staff with agile and flexible working adopted to meet the demand of the communities of Merseyside whilst some staffing shortfalls exist. Prevention staff are using CFRMIS and this has assisted with the flexible working to cover all appointments. Fatal fire review has been undertaken and this is also being collated and explored with regional partners.</p> <p>Between January – March Sunday campaigns were</p>	
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							<p>conducted by crews focusing on kitchen fire safety following a series of fatalities.</p> <p><b>April-Sep Update</b>  <b>AM Prevention</b>                  Operational crews continue to deliver our core business target alongside vulnerability and demand led campaigns which are now held monthly following data led targeting with VRP Partners. CFRMIS is now embedded and will support in data and trend analysis. Recruitment of advocates has been undertaken to fill vacancies. Safe and well visits have been maintained by prevention staff with agile and flexible working adopted to meet the demand of the communities of Merseyside whilst some staffing shortfalls exist.</p>		
1.	<b>Budget/Financial Risks</b>	1.3	Insufficient FF's to maintain current levels of response and	1.3.1	Increased risk of property loss in the community	15	MFRA undertakes continual review, analysis and testing of necessary operational	10	<b>AM Operational Response</b>

			current number of fire stations				response changes resulting from budget reductions to ensure effectiveness against Authority response standards.  <b>Oct – Mar Update</b> No change in the mitigation process from the above statement.  <b>April-Sep Update</b> No change this period		
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.4</b>	<b>Pay &amp; Inflation</b> increases-impact on ability to maintain a balanced budget	<b>1.4.1</b>	<p>The current budget assumes 2.5% pay award for 2022/2023 (and future years).</p> <p>Each 1% increase in pay equates to approximately £0.4m for firefighters and £0.1m for other staff.</p> <p>Higher CPI / RPI will increase the uplift on a number of major contracts.</p> <p>Current energy costs have increased by 200% and may result in costs exceeding the budget by £600k to £1m.</p>	<b>9</b>	<p>The Authority established a £3m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p><b>Oct-Mar update</b> The Green Book Staff pay settlement was a flat rate increase of £1,925, an increase on the pay bill of 6.5%. Firefighters accepted a 7% pay award. Energy inflation resulted in a +£700k actual cost above the budget. In 2022/23 these higher costs have been covered by the inflation reserve and the 2023/24 budget was</p>	<b>1</b>	<b>Director of Finance &amp; Procurement</b>

						<p>increased to cover the costs in 2023/24 and future years</p> <p><b>April-Sep Update</b>                  The Grey book pay award has been settled at 5%. Following a national meeting between the three representative trade Unions, the Green Book staff pay award for 2023/24 has been settled at a flat rate of £1,925 or 3.88% (whichever is highest). This agreement places an additional but known financial pressure of circa £140K in the 2023/24 financial year.</p> <p>The CPI inflationary rate still remains stubbornly high, with the rate not falling as quickly as expected - only falling from 8.7% in April to 6.7% in September. The high inflation rate will continue to impact on contracts and prices.</p>		
<b>1.</b>	<b>Budget/Financial Risks</b>	<b>1.5</b>	Insufficient support staff to maintain services to front line	<b>1.5.1</b>	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	<b>15</b>	Processes are redesigned when cuts to staffing are made	<b>SLT</b>

			and maintain good governance.				<p>Stopping performing specific activities considered Remaining staff are trained in processes/services that are still required</p> <p><b>Oct Mar Update</b> Turnover of support staff has increased:</p> <ul style="list-style-type: none"> <li>• Hybrid working pilot being introduced.</li> <li>• Retention of staff being reviewed</li> <li>• Succession planning being considered</li> </ul> <p><b>April-Sep Update</b> Succession planning processes have been established and Strategic Leadership Team (SLT) have been considering pay reviews for key posts and those that have not been reviewed in recent years.</p>	6	
1.	<b>Budget/Financial Risks</b>	1.7	Loss of National Resilience funding from Home Office		Loss of operational response/service/training/lack of equipment/vehicles not maintained.	15	<p>Utilising MFRS resources to fulfil role and responsibilities.</p> <p>Budget constantly reviewed with Home Office Colleagues</p>	12	<b>AM National Resilience</b>

						<p><b>Oct-Mar update</b> No change this period</p> <p><b>April-Sep Update</b> No change this period</p>		
<b>12</b>	<p><b>1. Budget/Financial Risks</b></p>	<p><b>1.10</b></p>	<p><b>“McCloud”</b> - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. The Government is currently finalising legislation and regulation changes to implement a remedy for retired / retiring eligible members from October 2023.</p>		<p>The 2020 FPS actuarial review will consider the cost of the Government’s remedy and build it into the FPS employer rate from 2024/25. The MTFP has assumed an increase of 3% / or £1m from 2024/25.</p>	<p><b>Oct-March Update</b></p> <p>All legislation and regulation changes are expected to be in place to allow the implementation of the Government’s remedy from October 2023.</p> <p><b>April-Sep Update</b></p> <p>All legislation and regulation changes are now in place to allow the implementation of the Government’s remedy from October 2023. The increase in the Employer contribution rate of 3% for 2024/25 still remains as a key assumption in the Medium Term Financial Plan for 2024/25 onwards, but more information should be known on this once the Government have issued the provisional financial</p>	<b>1</b>	<p><b>Director of Finance and Procurement / DCFO</b></p>

							settlement in late December 2023.		
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Our Vision – To be the best Fire and Rescue Service in the UK									
RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
2.	Legal and Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	Damage to MFRS reputation. Impact on public and partner goodwill.	15	<p>The IRMP process is thorough and consulted on widely. Research and analysis activities are carried out. Risks are assessed and strategies and processes adopted to deal with them.</p> <p><b>Oct-Mar Update</b>  <b>AM National Resilience</b>                      NCAF is reviewed on an annual basis.</p>	8	SLT

2.	Legal and Legislative Risks			2.1.2	Inability to respond to major national resilience incidents	15	Operational business continuity (Fire Calm). LTCM regular meetings are held with prime contractor. NRFC training. NRAT all covered and reviewed under Lead Authority arrangements.	8	SLT
				2.1.3	Increased fires, deaths and injuries	15	<p><b>Director of Strategy and Performance</b> The current IRMP will run until July 2024 and its achievement is closely managed within the Authority’s governance structure. Planning for the new Community Risk Management Plan (name changed to reflect the relevant Fire Standard) will begin in early 2023.</p> <p><b>Oct-Mar update</b> The previous update is still relevant and work has commenced on the 2024/27 CRMP</p> <p><b>April-Sep Update</b> Engagement with stakeholders has taken place on potential themes</p>	12	SLT



							for the 2024/27 CRMP (Community Risk Management Plan). Work continues on the development of the new CRMP and all is on target.		
2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	Sanctions, fines and or arrests resulting from death of Personnel	25	<p>This can be mitigated to some degree by correct application of SOP's. Service Instructions, training and Health and Safety legislation to avoid injury and damage.</p> <p><b>Oct-Mar Update</b></p> <p>Ensuring compliance with legislative requirements and SOP's continues to mitigate any such risks to avoid injury and damage.</p>	12	SLT

							<p>Training also assists to mitigate the risk.</p> <p><b>April-Sep Update</b></p> <p>Ensuring compliance with legislative requirements and SOP's continues to mitigate any such risks to avoid injury and damage. Training also assists to mitigate the risk which has continued throughout this period.</p>		
2.	<b>Legal and Legislative Risks</b>	2.3	Changes introduced by the Localism Act 2011	2.3.1	Judicial Review – other legal challenges	15	<p>This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. However any person can apply for Judicial Review regardless of the perceived merits or otherwise of such an application.</p> <p><b>Oct-Mar update</b></p>	8	Head of Legal & Democratic Services.

							No change this period <b>April-Sep Update</b> No change this period		
2.	<b>Legal and Legislative Risks</b>	2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	Potential impact on reputation Potential legal action	15	<p>The Equality and Diversity Policy is regularly reviewed Equality Actions form part of the Service Delivery Plan and ED&amp;I Annual Report Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p><b>Oct-March Update</b> We continue to build on all the elements identified in the previous update. These are established and</p>	8	Director of People and Organisational Development/Mo Jogi

							supported by our staff networks		
							<p><b>April-Sep Update</b> As contained in the previous update work continues through the relevant Boards and staff networks</p>		
2.	<b>Legal and Legislative Risks</b>	2.6	Policing and Crime Act 2017	2.6.1	Potential change to Governance	15	<p>A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case.</p> <p>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.</p> <p><b>Oct - Mar Update</b></p> <p>MFRS responded to draft White Paper consultation that included reference to Police, Fire and Crime Commissioners taking on responsibility for all FRS; no further information from</p>	12	SLT

							the Government on this as yet. <b>April-Sep Update</b> No change from the previous update.		
2.	Legal and Legislative Risks	2.6		2.6.2	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	The Policing and Crime Act 2017 places a duty on MFRA to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness  MFRA's position is therefore to consider collaboration where it provides for a more efficient and/or effective service, where it improves the safety of the public, or is in the interests of economy.  This will be delivered and monitored through the MFRA commitment to the Blue Light Collaboration Team, the Blue Light	8	AM Preparedness

						<p>Collaboration Programme Board, and all collaboration programmes recorded through the Local Collaboration Overview.</p> <p><b>Oct-March Update</b></p> <p>New joint chair appointed Assistant Chief Constable Chris Green meetings scheduled for 2023/24.</p> <p><b>April-Sep Update</b></p> <p>New Terms of Reference have been drafted for the Board. Strategic objectives to be agreed and set for 2024/25 at next scheduled meeting – December 2023</p>			
2.	Legal and Legislative Risks	2.7	Increased Litigation costs	2.7.3	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	<p>Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents.</p> <p><b>Oct - Mar update</b></p> <p>Review of work practices and analysis of trends</p>	6	Head of Legal & Democratic Services.

							remains ongoing to mitigate incidents and therefore potential for litigation costs.  <b>April-Sep Update</b> No change this period as the work detailed above continues to be executed		
2.	<b>Legal and Legislative Risks</b>	2.7		2.7.2	Potential for increased litigation arising from shared premises with partners.	12	Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise.  <b>Oct- Mar Update</b> Review of work practices and analysis of trends remains ongoing to mitigate incidents and therefore potential for litigation costs.  <b>April-Sep Update</b> As detailed above review of work practices and analysis of trends remains ongoing to mitigate incidents and therefore	6	Head of Legal & Democratic Services.

							potential for litigation costs.		
2.	<b>Legal and Legislative Risks</b>	2.9	Failure to comply with Government Transparency agenda	2.9.1	Damage to reputation of MFRS by not publishing policies and data as required	12	<p>A Transparency Service Instruction sets out the Authority’s commitment There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish</p> <p><b>Oct-Mar Update</b> All Transparency data on the website is up to date.</p> <p><b>April-Sep Update</b> All Transparency data on the website is up to date.</p>	8	SLT
2.	<b>Legal and Legislative Risks</b>	2.10	Health & Safety audits, failures and investigations	2.10.1	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection.	8	AM Operational Response



							<p><b>Oct - Mar Update</b> Mitigation of risks are managed through contract management.</p> <p><b>April-Sep Update</b> No change this period</p>		
2.	<b>Legal and Legislative Risks</b>	2.11	Lead Authority for National Resilience	2.11.1	Increased responsibility and liability; capacity issues and reputational risk.	15	<p>Mitigation in part through careful contract management.</p> <p><b>Oct - Mar Update</b> Review of all documentation and processes is underway.</p> <p><b>April-Sep Update</b> <b>The arrangement as Lead for NR under the grant agreement continues to be monitored and managed to mitigate risks carefully.</b></p>	8	Head of Legal & Democratic Services.
2.	<b>Legal and Legislative Risks</b>	2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to	2.12.1	Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for	15	Competency will be managed through the driving school with assessment and development plans being tailored to the individual.	9	Director of HR, AM Operational Preparedness

			undertake EFAD driving.		routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, experience or type of vehicle they have driven.		<p>Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge.</p> <p><b>Oct-March Update</b>  <u>Ops Preparedness</u>                      Emergency Response Driving Fire Standard integration tool being utilised by TDA driving assessors and have begun to attend the latest nationally accredited courses.</p> <p><b>April-Sep Update</b>  <u>Ops Preparedness</u>                      Emergency Response Driving Fire Standard integration tool being utilised by Training and Development Academy (TDA) driving assessors and</p>	
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							have begun to attend the latest nationally accredited courses. Proposed changes to national driving standards and courses (section 19) not implemented by Government.		
2.	<b>Legal and Legislative Risks</b>	2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.	12	<p>Resilience is provided to ensure that any loss of key staff facilitating the partnership is minimised. In addition, there is evaluation on the workload involved in managing the partnership and gauging capacity to take on any further partnerships.</p> <p><b>Oct-March Update</b> Protection staffing retention levels have improved and a Strategic Leadership Team approved mechanism in place to afford streamlined transition from development to competent status for inspectors.</p>	6	AM Protection

							Dedicated reference holder for Primary Authority Scheme continues to monitor and coordinate this workstream.  <b>April-Sep Update</b> Dedicated reference holders for Primary Authority Scheme continues to monitor and coordinate this workstream.		
2.	<b>Legal and Legislative Risks</b>	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	Potential for MFRA to be unable to serve prohibition or restriction notices on premises out of office hours when the use of the premises involves or will involve a risk to the relevant persons so serious that use of the premises ought to be prohibited or restricted.	15	Senior Officers in Protection when scheduled on cover can provide this facility to respond out of hours; providing they are not engaged at an operational incident. Article 31 Officers provide some additional limited support to assess complaints but are not warranted officers or deemed competent under the Fire Protection Competency Framework. Recall to duty provides some resilience but availability is not	9	<b>AM Protection</b>

							<p>guaranteed. Potential for assistance from a neighbouring Fire and Rescue Service.</p> <p><b>Oct-March Update</b> Protection Response Officer cohort is now fully resourced. Some training requirements still to be addressed, however resilience can be accessed via suitably qualified flexi duty officers if necessary.</p> <p><b>April-Sep Update</b> Protection Response Officer cohort has changed in recent months resulting in the need to rely on resilience from Station Managers (SMs) to maintain out of hours provision. Once the cohort is again fully resourced, trained and competent this will negate the need to rely on SMs for resilience and ensure dedicated specialist capability provision 24/7.</p>		
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2	Legal and Legislative Risks	2.15	Professional Indemnity for Incident Investigation Team	2.15.1	Potential for professional indemnity claim for inaccurate or wrong conclusion of cause of fire.	16	<p>Rigorous audit process of ISO17020 standards by independent accreditation service UKAS will ensure team are competent. This is being implemented during 2022/23 year. Reserves will be utilised to cover any potential PI claims.</p> <p><b>Oct-Mar Update</b> Internal Quality Assurance Audit officer has been introduced to QA investigations internally and externally. UKAS pre-inspection re ISO 17020 went ahead in September and feedback is being reviewed. Training started to be rolled out from 1st October 2022. The first 24 officers have commenced training.</p> <p><b>April-Sep Update</b> Internal Quality Assurance (QA) Audit officer role now embedded, further role identified for deliver in Q4 to support with the internal Incident</p>	6	AM Prevention
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							Investigation Team (IIT) QA framework		
2	<b>Legal and Legislative Risks</b>	2.15	Incident Investigation Team prevented from carrying out fire investigations which are suspected as deliberate by the Forensic Science Regulator	2.15.2	Potential for Forensic Science Regulator to issue an order preventing IIT from carrying out investigations that are suspected as criminal.	16	<p>IIT officers are fully trained and maintain competence to national standards. All officers receive suitable and sufficient training to Level 5 FI and level 7 legal training. CPD is maintained throughout year and ISO17020 process will enhance the forensic discipline within the team.</p> <p><b>Oct-March Update</b> IIT officers continue to work towards accreditation of ISO17020 and have had several audits which have resulted in actions being issues to the team to work on whilst working towards the overall accreditation. CPD is maintained throughout year and ISO17020 process will enhance the forensic discipline within the team.</p> <p>Tier 1 Fire Investigation courses continue to be rolled out across the</p>	4	<b>AM Prevention</b>

							<p>service with the third cohort starting on 01/04/23. We have had 46 officers successfully complete the course and this cohort of 24 officers will complete the course by end of June 2023.</p> <p><b>April-Sep Update AM Prevention</b></p> <p>Tier 1 Fire Investigation courses delivered to Watch Managers to support the ISO 17020 certification which will be sought on completion of compliance regulation elements.</p>		
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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	Inability to respond to major local and national resilience incidents	20	Director of Finance and <u>Procurement</u> Finance Staff can operate applications from any MFRS site or location with internet access. The Finance application is hosted externally with Application provider having fall back sites as well.	8	Head of Technology, Director of Finance and Procurement, AM Operational Preparedness

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

						<p>The ICT Capital budget covers the replacement of Surface Pros in line with their Asset Life.</p> <p><b>Oct-March Update Finance/Procurement</b> No change this period</p> <p><u>Head of Technology &amp; AM Operational Preparedness.</u> Secondary Fire Control is available at TDA for relocation and '999's can be diverted regardless of the availability of SHQ. A fall-back 'buddy' agreement is in place with Surrey FRS and BT to redirect and manage emergency 999 calls during periods of outage, spate and spike. SHQ has a UPS backup which will provide electrical power to SHQ to enable decant to fall back sites. New agile working and ICT provision is in place for staff to work elsewhere if required. Business</p>	
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							<p>Continuity plans have been updated and are in place. Plans in place for Core training to be carried out on fire stations if required and TDA unavailable. The ICT Capital budget covers the replacement of Surface Pros in line with their Asset Life.</p> <p><u>Operational Response</u> No change from previous update.</p> <p><b>April-Sep Update</b> <u>Head of Technology</u> No change during this period.</p>		
3.	<b>Loss of Strategic Sites/Assets</b>	3.4	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	Potential security risk in relation to all FRS assets, particularly in relation to Personnel, information and premises risk.	20	<p>A Protective Security Group is led by the Director of Strategy and Performance and includes representatives of several departments with security responsibilities. There is a Protective Security Policy and three Service Instructions that deal with Information,</p>	9	Director of Strategy and Performance

						<p>Physical and Personnel security An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p><b>Oct-Mar Update</b> The protective Security Group continues to meet and monitor security related matters. There is an increased focus on Cyber Security.</p> <p><b>April-Sep Update</b> The protective Security Group continues to oversee this area. Since the last update a review of ICT Department and Information Management Department has resulted in the combining of the two to create the Data and Technology Department which will strengthen the Service’s approach to information management and cyber security.</p>	
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							POD have continued to implement security check processes for staff.		
3.	<b>Loss of Strategic Sites/Assets</b>	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	Loss of Fire Control ICT services and information assets	20	<p>See 6.2 and 6.9</p> <p>As a further mitigation, cyber security is also increased by having the Fire Control infrastructure on its own firewalled network, with limited access in and out.</p> <p><b>Oct - Mar Update</b>  <b>Head of Technology</b>                      In response to the cyber attacks on the local ICT infrastructure in Turin during the Eurovision Song Contest 2022, a series of preparation meetings and workshops has been scheduled for March, April and May 2023. As a result, there will be increased cyber initiatives in preparation for Liverpool hosting Eurovision in May 2023.</p> <p>MFRS has recently been audited by NFCC in relation to cyber security and no</p>	9	Head of Technology

						<p>concerns have been raised in relation to our approach</p> <p><b>April-Sep Update</b>  <u>Head of Technology</u></p> <p>Increased Cyber Security preparation in response to Merseyside Police intelligence around Eurovision Song Contest 2023 (ESC2023)                  Strengthened by the formation of the MFRS Cyber Working Group which now meets on a regular basis</p>	
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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
4.	<b>Environmental and Political</b>	<b>4.1</b>	Increase in Environmental incidents resulting in the inability to respond	<b>4.1.1</b>	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	<b>15</b>	<p>Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders.</p> <p><b>Oct-Mar Update</b> No change in the mitigation process from the above statement</p> <p><b>April-Sep Update</b></p>	<b>10</b>	AM Operational Response



4	<b>Environmental And Political</b>	<b>4.2</b>	Insufficient water pressure resulting in the inability to fight fires effectively.	<b>4.2.1</b>	Potential for major consequences, FF injuries	<p style="text-align: center;"><b>25</b></p> <p>High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements.</p> <p>Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software</p> <p><b>Oct-March Update</b>  <u>Ops Preparedness</u>                      All water mains and now Emergency Water Supplies – available on appliance Mobile Data Terminals (MDTs) and in Operational Support Room (OSR).</p> <p>Liaison with United Utilities formalised through Merseyside Resilience Forum and Northwest Water Officers Group.                      Review of Firefighting media conducted for Ops Board Jan 2023. Data should current</p>	<b>4</b>	AM Operational Preparedness
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							<p>provision robust. Reports of poor water supplies or outage will be monitored through ops assurance and then investigated by Water Section to establish if accurate or training need.</p> <p><b>April-Sep Update</b> Liaison with United Utilities formalised through Merseyside Resilience Forum and National Fire Chiefs Council (NFCC) Northwest Water Officers Group.</p> <p>Review of Firefighting media conducted for Operations Board Jan 2023. Data should current provision robust. Reports of poor water supplies or outage will be monitored through operational assurance and then investigated by Water Section to establish if accurate or training need. New hydrant software currently being procured</p>		
4.	<b>Environmental and Political</b>	<b>4.3</b>	Changing demographics in Merseyside brings	<b>4.3.1</b>	Increased economic costs from increases in arson	<b>15</b>	Increased economic costs from increases in arson – The arson reduction strategy	<b>8</b>	AM Prevention

			about a changing in vulnerability profile and higher unemployment.	4.3.2	Increased economic costs from increases in fraud.	15	focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) & associated deliberate fire setting.  Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from	8
				4.3.3	Increased incidents e.g. fires	15		8
				4.3.4	Increased antisocial behaviour (ASB)	15		8

						<p>anti-social behaviour and towards more meaningful activities.</p> <p>Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p> <p><b>Oct-March Update</b> Prevention has introduced monthly Multi Agency campaigns and the first one was launched on 11/04/23. These campaigns have replaced the previous monthly Arson campaigns and involve all District Prevention staff, up to 5 appliances and a number of local partners to target increased antisocial behaviour (ASB) and provide vital Prevention interventions in the</p>	
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							<p>communities we engage with.</p> <p>The Service is demonstrating compliance under the Serious Violence Duty to discharge its responsibilities in terms of local gun, knife and organised crime. AM Prevention is the Senior Responsible Officer (SRO) against the duty on behalf of the Authority supporting the focus on vulnerability in terms of early interventions.</p> <p><b>April-Sep Update</b> As previous update</p>		
4.	<b>Environmental and Political</b>	<b>4.4</b>	Reputation	<b>4.4.1</b>	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	<b>15</b>	<p><b>Oct- Mar Update</b> The previous update is still applicable. Senior management and the comms team are aware of and are taking account of the negative media comments in relation to culture in other FRSS.</p> <p><b>April-Sep Update</b></p>	<b>9</b>	Director of Strategy and Performance

4.	Environmental and Political	4.5	Increased flood risk	4.5.1	Ability to respond to major flooding incidents from spate conditions.	15	<p><u>Response</u></p> <p>Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.</p> <p><u>Preparedness</u></p> <p>Additional resources are available to the Service if required for Fire Strategic and Fire Tactical activity. Senior Officers can implement these protocols for anticipated events.</p> <p><b>Oct-March Update</b></p> <p><b>AM Preparedness</b></p> <p>Through the Merseyside Resilience Forum, Operational Planning Department attend Safety Weather Advisory Teleconferences to ensure MFRS is prepared for every eventuality's. Training in place for water/ weather related incidents and NR assets available within</p>	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.6.1	Spate conditions will impact on ability to respond	15		10	AM Operational Preparedness & Operational Response

							Service (and external) to support if required.  <b>April-Sep Update</b> Operational Planning Department attend Safety Weather Advisory Teleconferences to ensure MFRS is prepared for every eventuality's. Training in place for water/ weather related incidents and National Resilience (NR) assets available within Service (and external) to support if required. S.I 0888 now contains a number of prompts for senior officers to consider during such incidents.		
4.	<b>Environmental and Political</b>	4.7	Civil Unrest	4.7.1	Inability to respond effectively to civil unrest	15	MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).	10	AM Operational Preparedness & Operational Response

						<p><b>Oct-March Update</b>  <b>AM Preparedness</b>                  New Bluelight Interoperability Tri-service Exercise group has been approved to outline training schedule to include public order, Marauding Terrorist Attach (MTA), Chemical, Biological, Radiation and Nuclear (CBRN)</p> <p><b>April-Sep Update</b>                  Exercising schedule now incorporated into group TOR and exercising calendar produced.</p>			
4.	<b>Environmental and Political</b>	4.9	Diesel fuel vehicles being phased out in the future	4.9.1	Initiate an Electrical charging infrastructure considering the Local Authority aim to introduce pollution charges	15	<p><b>Oct-March Update</b>                  Estate and Procurement officers reviewing the best route to market for the procurement of an electric vehicle solution</p> <p><b>April-Sep Update</b>                  Procurement Frameworks have been reviewed with a report presented to the strategy and performance board (Estates).</p>	9	Head of Estates



							Two quotes received for a charging solutions to be installed at SHQ.		
				<b>4.9.2</b>	Introduce electric vehicles considering the Local Authority aim to introduce pollution charges.		<p><b>Oct-March Update</b>  <u>AM</u>  <u>Operational Preparedness</u>                      Ops Board approved introduction of petrol hybrid officer response car fleet. These will be introduced during 2023/24</p> <p><b>April-Sep Update</b>                      As above</p>		AM Operational Preparedness
<b>4.</b>	<b>Environmental and Political</b>	<b>4.10</b>	Fuel Strike	4.10.1	Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.	<b>15</b>	<p>Merseyside Resilience Forum (MRF) Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions</p> <p><b>Oct-March Update</b>  <u>AM</u>  <u>Operational Preparedness</u>                      Fuel plan now revised and updated. Further review following MRF Exercise Might Oak and internal Business Continuity exercise relating to power outage.</p> <p><b>April-Sep Update</b></p>	<b>9</b>	AM Operational Preparedness

							AM Operational Preparedness No changes		
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**Our Vision – To be the best Fire and Rescue Service in the UK**

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

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						<p>Department Business Continuity (BC) Plans are all up to date. BC Champions training delivered.</p> <p>Two Service-wide BC Exercises are delivered each year.</p> <p>Each department to hold an annual BC exercise to cover such risks.</p> <p>To ensure compliance performance Indicators are being considered to</p> <ul style="list-style-type: none"> <li>record departmental exercises conducted</li> </ul> <p>record plan review cycle Request this is now monitored and scrutinised at PMG to ensure department plans are updated and exercised.</p> <p><b><u>Ops Response</u></b> As previous update</p> <p><b><u>April-Sep Update</u></b> <b><u>AM</u></b> <b><u>Operational Preparedness</u></b> No further changes or update.</p>		
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5.	Loss of Key Staff	5.2	Industrial Action resulting in the Inability to provide suitable response	5.2.1	Inability to attend incidents, provide core services	15	<p>The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements.</p> <p><b>Oct-March Update</b> The situation remains as reported in the last quarter</p> <p><b>April-Sep Update</b> Our resilience arrangements remain in place as previously reported.</p>	12	Director of POD
5.	Loss of Key Staff	5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training,	12	Director of POD

							<p>promotion or recruitment to address those needs</p> <p><b>Oct-March Update</b> As previous updates, we are confident that we have good staffing management monitored through our workforce planning strategies. We were recently challenged with potential national strike action and were reassured that our identified resilience to continue to provide fire cover during strike action was potentially the best in the country.</p> <p><b>April-Sep Update</b> Our workforce planning and succession planning allows us to anticipate and act accordingly to address vacancies as they arise and predict future need and training &amp; development. SLT have also begun to look at appropriate remuneration for higher risk positions</p>	
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6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	Loss or reduction in the quality of services provided	12	ICT Telnet, under the ICT contract and the internal ICT client team manage suppliers to achieve the required service levels and ensure suppliers are appropriate to support the needs of MFRA, both across the ICT infrastructure <i>and</i> the commodity & fire control applications used by the Authority. This ensures the suppliers deliver continuous service improvement, show best value and are fit for purpose to meet the business needs.	6	Head of Technology  Director of Strategy & Performance

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							<p>The ESMCP radio replacement programme has been paused by the Home Office whilst contracts are re-tendered. Reviews of matters relating to the programme continue.</p> <p><u>Head of Technology</u> See mitigation for Risks 6.2 &amp; 6.8</p> <p><b>Apr-Sep 2023 Update</b> No change during this period.</p>		
6.	<b>Technology Risks</b>	<b>6.2</b>	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	<b>6.2.1</b>	Data compromised, loss of data, complaints, legal action, fines	<b>15</b>	<p><u>Director of Strategy &amp; Performance</u> The Strategy and Performance ICT Board considers and responds to strategic risks A Protective Security Group focuses on information security Governance arrangements for applications were been reviewed and formalised in 2016 and are regularly reviewed and updated.</p> <p><u>Head of Technology</u></p>	<b>12</b>	<p>Head of Technology</p> <p>Director of Strategy &amp; Performance</p>

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



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

						<p>Collaborative work with Merseyside police and other FRAs is being considered to share best practice.</p> <p><b>Oct-Mar update</b> No change since the previous update. Work continues on implementation of the Data Management Standard.</p> <p><b>April-Sep Update</b> A draft data management framework has been created during this period and an accompanying action plan to deliver compliance with the national standard for data management.</p>			
6.	<b>Technology Risks</b>	6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	Radio voice services cannot be guaranteed for the transition	16	<p>ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services.</p> <p>The ESMCP presents a high-risk potential for MFRA, dependent on external factors beyond its day-to-day</p>	9	Head of Technology

							<p>control; the main issue being slippage at the national level.</p> <p>The Home Office will continue to work closely with FRSs &amp; Airwave to ensure that our current voice communication network remains in place and effective.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project and maintain a watching brief to ensure any opportunities to influence national/regional aspects of ESMCP are taken.</p> <p>The project risks are being managed by the MFRA ESMCP project board and a national programme risk register is maintained by the Home Office central team.</p> <p>Airwave Representatives from MFRS who sit on the National Airwave Sustainability</p>		
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						<p>Working Group, report on the ongoing activities which ensure the continued support and availability of Airwave is maintained.</p> <p><b>Oct-Mar Update</b>  <b>Head of Technology</b>  <b>ESMCP</b>                  The UK government has now announced that the ESN national programme will be paused from 2023 to 2025. The scope of existing projects has been changed to incorporate a technical refresh of the Integrated Communication Control System (ICCS) and the implementation of the Dispatch Communication Server (DCS), which replaces end-of-life SAN H Airwave equipment</p> <p>The UK government has now announced that the ESN national programme will be paused from 2023 and is expected to restart during FY 2024-25.</p>		
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						<p><b>Apr-Sep 2023 Update</b>  <u>Head of Technology</u></p> <p>A workstream entitled: <i>'The potential extended use and maintenance of Airwave, associated with any ECSMP suspension of activities'</i> has been set up.</p> <p>Work is underway to implement Dispatch Communication Server (DCS) as the new connection to Airwave.</p>			
6.	<b>Technology Risks</b>	<b>6.9</b>	Increase potential for Cyber Attack as we move to the Cloud		Loss or reduction in the quality of services provided	<b>15</b>	<p>ICT deploys a number of security measures to protect the Merseyside Fire and Rescue Authority (MFRA) networks and information. Measures to protect from external attacks include applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware solutions to block malicious code (including viruses, trojans, worms, spyware,</p>	<b>12</b>	Head of Technology

							ransomware, adware, etc.); network segregation solutions and e-mail filtering solutions.  ICT received warnings from North West Warning & Advice Reporting Point (NW WARP) and the Head of ICT attended quarterly NW WARP meetings for the first time.  <b>April-Sep Update</b> <u>Head of Technology</u> No change during this period.		
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Our Vision – To be the best Fire and Rescue Service in the UK									
RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER

7.	Procurement	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	<p>Regular, documented contract management in place for key contracts ith priorities agreed between the Authority and the supplier.</p> <p><b>Oct-Mar Update</b> Scheduled reports are being circulated that detail contract particulars, so providing better information and prevent potential discontinuity of service.</p> <p><b>April-Sep Update</b> Appointment of another professionally qualified category manager has brought added resource to the team including contract management experience, which is being applied e.g. in the new travel services contract. A procurement officer has been appointed following a successful apprenticeship. Higher quality contracts have been awarded in terms of risk e.g. hazardous materials training contracts.</p>	1	Head of Procurement
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7.	<b>Procurement</b>	<b>7.3</b>	Key suppliers of goods and services ceasing to trade	<b>7.3.1</b>	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed.	<b>15</b>	<p>Use of Creditsafe alerts to identify and financial changes to contracted suppliers.</p> <p><b>Oct-Mar Update</b> The credit reports for key suppliers are being received and monitored. The list of suppliers for which reports are required have has been reviewed. Also the reports' recipients have been changed to ensure that the Procurement team is sighted on the reports.</p> <p>Routine environmental scanning continues in order to provide early warning of potential supply issues.</p> <p><b>April-Sep Update</b> Environmental scanning continues by attending the Emergency Services Show, attending regional events and speaking with key contractors. Some market development has taken</p>	<b>1</b>	Head of Procurement





					<p>shortage and scarcity of parts due to border hold ups, organisations stockpiling and starving supply, contractors failing.</p>		<p>monitored by the Procurement Team in conjunction with FRS procurement colleagues from Cheshire, Lancashire and Manchester during the first calendar quarter of 2021. Although one critical supplier did increase stock holding to 90 days, no other action was reported other than monitoring. The informal group had stopped meeting by April 2021 as the risk of unfavourable deals following UK exit was seen be relatively insignificant as compared to those posed by the continuing pandemic. In particular supply chains have been affected by the non-availability of</p>		
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							staff due the effects of the virus itself including the lock-down.  <b>REMOVED SEPTEMBER 2021</b>		
<b>1.</b>	<b>Budget/Financial Risks</b>  <b>NOW IN 1.4 Pay and Inflation</b>	<b>1.11</b>	Increases in fuel prices		Increases in energy costs due to the current oil and gas crisis are expected to last over the 2022 period and then hopefully fall.	<b>12</b>	This is challenging for all organisations and individuals. The Authority has entered into a framework agreement. Although still considerably higher than in previous years, this action has helped limit the impact of price increases.  <b>CLOSED MERGED WITH 1.10 ABOVE</b>	<b>1</b>	<b>Director of Finance and Procurement / Head of Estates</b>
		<b>3.5</b>		<b>3.5.2</b>	Saughall Massie		Planning permission has now been received for Saughall Massie and Authority	<b>6</b>	<b>Head of Estates</b>

							approval will be sought later in 2017 for the build to commence, once the land has been obtained.		
							<b>Removed Sept 2019</b>		
4.	<b>Environmental and Political</b>	4.11	Diesel fuel vehicles being phased out in the future	4.11.1	Impact on fleet and lease vehicles		Long term planning for vehicle and asset refresh. <b>April-Sep Update</b> Risk merged with 4.9 with change to descriptor – November 2020		AM Operational Preparedness
6.	<b>Technology Risks</b>	6.10	Unavailability of the Home Office Incident Recording System (IRS). March 2019 - CFOs have received notification that funding has not been granted to renew this system and although the intention is to maintain it there is			We will engage with Home Office and NFCC to try and ensure that access to the system is not lost.  Also, some fire and rescue services have their own incident recording system and only use IRS to send data to government. We will explore other	12		Director of Strategy and Performance

			a risk that it will become unavailable.			systems used and whether they would be appropriate/affordable for MFRS.  <b>Closed March 2020</b>		
3.	<b>Loss of Strategic Sites/Assets</b>			3.5.3	25	In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.  <b>Apr-Sep Update</b> New station build completed and opened on 16 <sup>th</sup> Sepober	12	Head of Legal & Democratic Services.

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

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>14 DECEMBER 2023</b>	<b>REPORT NO:</b>	<b>(CFO/056/23)</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>BEN RYDER</b>	<b>REPORT AUTHOR:</b>	<b>BILL ELLIOTT ED FRANKLIN</b>
<b>OFFICERS CONSULTED:</b>	<b>JAMES CAMPBELL DEB APPLETON MIKE REA</b>		
<b>TITLE OF REPORT:</b>	<b>ENHANCED MOBILISATION</b>		
<b>APPENDICES:</b>	<b>APPENDIX A</b>	<b>80824 MFRS Enhanced Mobilisation Solution v1.1</b>	

### Purpose of Report

1. To seek Authority approval for new budget growth to enable the Operational deployment of Enhanced Mobilisation.

### Recommendation

2. It is recommended that Members:
  - (a) note the Added Advantages of Enhanced Mobilisation;
  - (b) note the success of Tyne & Wear Fire & Rescue Service (FRS) in using Enhanced Mobilisation;
  - (c) note the Proposed Project Governance and Timescales
  - (d) approve an increase of £140k in the ICT Capital Budget along with Revenue new Growth of £20k from the financial year 2024/2025.

### Introduction and Background

3. Enhanced Mobilisation aims to deliver additional functions within the Fire Control Computer Aided Dispatch (CAD) Mobilising System which will provide early notification of a potential incident based solely on the 999 Callers location.
4. These additional functions will utilise two separate location based datasets:
  - a) The Callers location provided by the Call Handling Agency - British Telecom.

(This information is received by the Mobilising System when a 999 call is established under a process called EISEC - Enhanced Information Service for Emergency Calls).

- b) The nearest available Merseyside FRS appliance to the Callers location within a set travel period.

(This information is calculated within the Mobilising System.)

- 5. By using both datasets the Mobilising System will automatically send a notification message to the selected resource ahead of any potential mobilisation.

### **The Added Advantages of Enhanced Mobilisation**

- 6. The existing mobilisation process requires the Control Room operator to identify the address of the incident from the Caller along with the incident type and other details prior to manually selecting and mobilising the nearest resource. This process can take a protracted period of time depending upon the Caller and the information they are able to convey to the Control Room Operator.
- 7. The proposed Enhanced Mobilisation function outlined in this report would use the location data presented when the 999 call is established to immediately “pre-mobilise” the nearest resource *automatically* without any Control Room Operator intervention and, in the majority of cases, *before* the conversation with the Caller has commenced.
- 8. By automating the Enhanced Mobilisation process, valuable seconds could be saved in responding to an incident and resources arriving on-scene.

### **The Success of Tyne & Wear FRS in using Enhanced Mobilisation**

- 9. A similar process was introduced by Tyne & Wear FRS in 2019 which resulted in a reduction in response times to incidents ranging from 15 - 60 seconds helping to reduce their average ‘**Time of Call**’ to booking ‘**Mobile to Incident**’ by 27 seconds.
- 10. The Merseyside FRS Enhanced Mobilisation project team have considered all aspects of the Tyne & Wear project and adapted the process to take advantage of the specific CAD mobilising system deployed within Fire Control.

### **Proposed Project Governance and Timescales**

- 11. Computer Aided Despatch (CAD) is where incoming emergency calls are logged, and the appropriate resources mobilised to incidents. The Authority uses the Vision 5 CAD application supplied by Secure Solution Services (SSS).
- 12. SSS is managed by Telent under the outsourced ICT service provision contract, and the commercials will come under the contract Change Control Note (CCN) procedures.



13. SSS and Telent will each appoint a project manager (PM); the SSS PM will report to the Telent PM. The Telent PM will in turn report to the Enhanced Mobilised PM who reports to the Enhance Mobilisation project board.
14. Telent engineers, SSS engineers and MFRA subject matter experts will form the project team.

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### **Equality and Diversity Implications**

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

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### **Staff Implications**

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16. The project outlined in this report will ensure that Fire Control and operational crews continue to provide an effective level of incident management and response.
17. Training needs will be identified and training delivered where required.

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### **Legal Implications**

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18. MFRA has a statutory duty to comply with its core functions under the Fire and Rescue Services Act 2004, including, but not limited to, firefighting, road traffic accidents and emergencies. The role of Fire Control in answering emergency calls and mobilising resources assists MFRA in complying with this statutory duty.
19. 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

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

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20. An increase of £140k in the ICT Capital Budget along with Revenue new Growth of £20k from the financial year 2024/2025.
21. On completion of further due diligence and benchmarking a purchase order will be raised with Telent and project milestone payments agreed.
22. It is anticipated that the Enhanced Mobilisation process will improve operational response times by 30 – 60 seconds, meaning that this is a very prudent use of fiscal resource. To achieve similar results through other means, such as increasing the number of appliances, would require significantly more financial resource. Such options are cost prohibitive and not best use of public money, given our ability to innovate through new and emerging technology. The Service have tested a number of simulations using the Fire Incident Response Simulator (FIRS) software and models predict it would require approximately 8 – 10 whole-time additional appliances to achieve a 30 second reduction in average response times.

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

23. Prior to the signing of the final commercials, further benchmarking and due diligence around the Rough Order Magnitude (ROM) costs will be carried out by telent and MFRA procurement departments.

**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.*

24. The introduction of the Enhanced Mobilisation process will assist in our duty to respond to all emergency calls with a level of response appropriate to the risk, and deal with all emergencies efficiently and effectively.

## **BACKGROUND PAPERS**

**NONE**

## **GLOSSARY OF TERMS**

<b>MFRA</b>	<b>Merseyside Fire and Rescue Authority</b> is the physical and legal entity. When writing reports MFRA is the “object”.
<b>MFRS</b>	<b>Merseyside Fire and Rescue Service</b> is the service provided by MFRA. When writing reports MFRS is the “action”
<b>SSS</b>	<b>Secure Solution Services (Public Sector Ltd)</b> – is the supplier of the Fire Control Mobilising and Communication systems.
<b>CAD</b>	<b>Computer Aided Despatch (Mobilising System)</b>
<b>EISEC</b>	<b>Enhanced Information Service for Emergency Calls</b> – address or location of caller provided by British Telecom (BT)
<b>CCN</b>	<b>Change Control Note</b>

80824

# Proposed Solution

Merseyside Fire and Rescue Service  
Enhanced Mobilisation

Version: 1, Issue Date: 11 September 2023

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## 1 Description

Change Required / 'Enhanced Mobilisation' facility Deliverables.

The project will deliver a number of configurable settings that will support the overall business objectives detailed below:

- 1.1 Nearest Station based resource of any available status will be Pre-Alerted, available status means an appliance or resource available to respond to operational incidents.
- 1.2 The Pre-Alert message will be sent automatically to the nearest appliance.
- 1.3 If an adequate match has been made (to the gazetteer) at one of a number of set trigger points:
  - 1.3.1 Caller's address verified,
  - 1.3.2 Incident's location verified.

Note: The trigger point will be configurable on a system-wide basis.

- 1.4 All Merseyside FRS appliances (P1 & P2) will be able to receive a pre-alert message. The customer has confirmed, that only certain resources (i.e M10P1 and M14P2) are to be included in the Pre-Alerting process. This could be via a managed list of by selecting a "tick-box" in the resource settings. (Options/Methods to be discussed with SSS).
- 1.5 Automated Pre-alerting will be based on the appliances AVL location and proximity to the incident.
- 1.6 When a Pre-Alert message is sent it will be visible on the resource log (and incident log where one exists) including which resource it was sent to and at which trigger point.
- 1.7 The Fire Control supervisor must be able to turn off the Pre-Alert function, so that Pre-Alerts are no longer generated, e.g. depending on circumstances such as spate conditions.
- 1.8 Once a Pre-Alert is sent no further Pre-Alerts will be sent to that resource for a pre-determined time (in excess of 2 minutes).
- 1.9 Pre-Alerts will not be sent, to resources that are some considerable distance away, determined by time and estimated travel distance. Currently 10 minutes' drive time.
- 1.10 The presence of Pre-Alerts will be auditable, via existing systems.
- 1.11 It will be possible to report on which incidents had Pre-Alerts and which Pre-Alerts did not result in incidents or mobilisation.
- 1.12 Pre-Alert messages will be acknowledged in the same manner as mobilising messages by crews. The Pre-Alert should be acknowledged using the Airbus MDT on the chosen appliance. The expectation being that this would be recorded in the appliance / incident narrative in the same manner as the current mobilisation acknowledgement.
- 1.13 Pre-Alert messages will not be sent to MDTs when they are in station. -- Removed by customer.
- 1.14 The facility to exclude certain telephone numbers from generating Pre-Alerts. Only 999 calls which include the EISEC location data are to be considered for Pre-Alert.
- 1.15 GD92 messages of the appropriate type will be sent to Station End Equipment.

## 2 Exclusions

- 2.1 No stand-down message will be automatically generated, the management of Pre-Alerts will be via internal management.
- 2.2 Only Merseyside FRS resources will be Pre-Alerted, appliances from other services that may be closer to an incident will not be Pre-Alerted.
- 2.3 The Pre-Alert solution will recognise and only consider calls for Pre-Alert if they were originally initiated by transfer from the ICCS.

### 3 Design Assumptions

The Automated Pre-Alert functionality is specific only to appliances and not officers.

#### 3.1 Stand-down functionality:

As requested, no stand-down messages will be automatically generated, the management of Pre-Alerts will be via internal management.

### 4 Proposed Solution

The proposed solution for the new Enhanced Mobilisation functionality is as follows:

#### 4.1 Triggering an Enhanced Mobilisation Automated Pre-Alert

As part of this request, a new configuration setting named 'ManualCCFtoTriggerAutoPreAlert', will be introduced to control whether the Enhanced Mobilisation's Automated Pre-Alerts will - in addition to incoming calls - also be able to be triggered from a manually generated Call Collection form. Specifically, this setting would operate as follows:

- ManualCCFtoTriggerAutoPreAlert setting on>Upon generating a manual call Collection form (i.e. not via taking an incoming call) and the Incident Address is validated an automatic Pre-Alert will be triggered.
- ManualCCFtoTriggerAutoPreAlert setting off>Upon generating a manual call Collection form (i.e. not via taking an incoming call) and the Incident Address is validated an auto pre-alert will not be triggered. Auto Pre-Alerts will only be sent if triggered via an incoming call part of a call queue with the pre-alert config enabled.

As requested, there will be two methods capable of triggering an Enhanced Mobilisation Automated Pre-Alert:

- Caller location verification - triggered if the incoming call is via a call queue with the new Auto Pre-Alert option enabled and validated caller location coordinates are supplied. Validated caller location coordinates being classed as verifiable coordinates passed over to Vision or added directly into the Call Collection Form, or a Caller Location address with verifiable coordinates.
- Incident address location verification - Triggered via validated address coordinates being added. validated address coordinates being classed as verifiable coordinates added to the Address Position, either added directly or via an address, or What3Words location ect

In the event that either a caller's location coordinates are verified, or the Incident's address location coordinates are verified, then granted the respective File>'Enhanced Mobilisation' configuration setting has been configured and depending on what the 'ManualCCFtoTriggerAutoPreAlert' option is set to, the Automated Pre-Alert functionality will be triggered.

Once the Automatic Pre-Alert functionality has been triggered, a calculation will be run, where the most eligible appliances that fit the following criteria will automatically receive a Pre-Alert notification:

- At a status where the status type is set as 'Available', To elaborate, our definition of an 'Available' status is taken from the WebAdmin>Resources>Statuses>Status Type field.
- Are within the File>'Enhanced Mobilisation' configured parameters for pre-alert radius and response time based on their AVL.
- Have the Resources>Advanced Config>Automated Pre-Alert eligibility tick box ticked.
- Meet the configured Response criteria set within the File>'Enhanced Mobilisation' configuration settings area,

## 4.2 Enhanced Mobilisation Automated Pre-Alert appliance eligibility control

To ensure only specifically approved appliances are eligible to receive Automated Pre-Alerts a new Automated Pre-Alert eligibility tick box will be added to the Resources>AdvancedConfig tab. Only appliances with this new setting ticked will be factored into the Automated Pre-Alert calculation. This ensures that over-the-border appliances will not be considered.

Using this approach supersedes any need to control eligibility via callsign.

## 4.3 Recording Pre-Alert notifications

Any Automated Pre-alerts that are sent will add an entry to the affected resource's narrative, and the incident narrative where one exists, confirming which resource or incident it was sent to and at which trigger point i.e. Caller location verification, Incident Address location verification, the Automated Pre-Alert was issued against.

## 4.4 Issuing the Enhanced Mobilisation Automated Pre-Alert

Enhanced Mobilisation automated Pre-Alerts that meet the required criteria are then sent out to eligible appliances, or their stations. This would work as follows:

- If the appliance is at a station the Automated Pre-Alert notification would go to both the station end equipment and the MDT's for nominated appliances that are at the station.
- If the appliance is available but not at a station, then it would only go to the MDT.

It should be noted this is a deviation from existing Manual Pre-Alert behaviour in Vision 5 whereby currently only appliances at a station are contacted for Manual Pre-Alert, not mobile available appliances.

Acknowledged automated Pre-Alerts will add an entry to both the Resource Narrative, and the Incident Narrative, should it exist.

## 4.5 Subsequent Automated Pre-Alerts for the same incident

If the caller's location or incident address is updated, or if the incident address is added after a caller location-based automated pre-alert has previously been issued, then a subsequent Automated Pre-Alert will be triggered. If in the event the same resources are deemed to be the most eligible, then as a result, granted the 'Automatic Pre-Alert subsequent notification interval' is not set to zero, then they will not receive a subsequent Automated Pre-Alert (see the relevant section below for more details).

## 4.6 Functionality enabling the operator to quickly understand the Automatic Pre-Alert status during Call Collection

As part of the proposed Automatic Pre-Alert functionality, a new status icon would be added to the Call Collection Form. The Pre-Alert button will adhere to one of the following states:

- Yellow: auto pre-alert active (default if call collection triggered by incoming call)
- Green: auto pre-alert sent (the details for which are confirmed in the incidents Pre-Alert tab)
- Red: auto pre-alert inhibited (default if call collection initiated by F9 key depending on the ManualCCFtoTriggerAutoPreAlert setting)
- Grey: auto pre-alert disabled globally



This Pre-Alert status icon will be able to be disabled globally from the File>'Enhanced Mobilisation' configuration settings option within the Vision Command Client, granted the user has the relevant permissions to do so.

On reopening an incident, the button will be automatically deactivated.

It should be noted, although this was not part of the original request the feeling is this could be useful functionality to have.

#### **4.7 Facility to ensure resources that have already received an Automatic Pre-Alert cannot receive another for a configured period**

Once an Automated Pre-Alert has been issued, the same appliance cannot receive another Automated Pre-Alert for a configured interval. This will be controlled via a new configuration setting. We have assumed here on the fact that regardless of any status change the appliance in question will not be eligible for another automated pre-alert again within that time. Also worth noting, in the event an update to the Caller location or Address location is verified then granted the appliances that were already Automatically Pre-Alerted are the most eligible then they would not receive another Automated Pre-Alert with any updated details.

If the new 'Automatic Pre-Alert subsequent notification interval' setting is set to zero, it will be disabled.

#### **4.8 Ability to disable Automated Pre-Alerts system-wide**

The ability to turn off the Automated Pre-Alert function, so that Pre-Alerts are no longer generated, e.g. depending on circumstances such as spate conditions, can be controlled via the new File>'Enhanced Mobilisation' configuration setting section within the Command Client. To do this you would set the Automated Pre-Alert Pre-set Response to blank. Updates made to these settings will be recorded in the System Log.

#### **4.9 Ability to control resource eligibility based on response time**

To control which appliances will be eligible to receive a potential Automated Pre-Alert based on travel time configuration options will be available to set a minimum and maximum response time within the Vision File>'Enhanced Mobilisation' configuration setting area. This functionality works using Vision's underlying response logic. Updates made to these settings will be recorded in the System Log.

#### **4.10 Ability to control which areas are eligible to trigger Enhanced Mobilisation**

To control which areas of Merseyside are capable of triggering a new Enhanced Mobilisation functionality a checklist option will be added to the File>Enhanced Mobilisation config area. The checklist would work based on selecting specific station grounds.

#### **4.11 Ability to configure if the Station bells/tones are activated on mobilisation if they have gone off prior due to Enhanced Mobilisation**

To resolve a scenario where the station bells/tones could be triggered in quick succession i.e. one from the initial Enhanced Mobilisation then subsequently from the ensuing mobilisation if the operator chooses to proceed to turnout, a new configuration tick-box option would be added to the existing turnout methods configuration options in WebAdmin. Once selected for that turnout method, a check will be performed and if the station bells/tones have already been activated prior due to an Enhanced Mobilisation then they will not be triggered.

---

If for some reason an alternative station-based appliance is mobilised, the mobilised Station's bells/tones and MDT would still sound.

#### **4.12 Reporting based on narrative updates**

As all Automated Pre-Alerts issued will be documented within the resource and incident narratives, granted any reporting software you are running is able to query these tables, auditing will be possible.

It is worth noting, to be able to report on which incidents had Pre-Alerts and which Pre-Alerts did not result in mobilisation, call collections with Automated Pre-Alerts will need to be completed and turned into incidents.

#### **4.13 Automated Pre-Alert acknowledgements**

Pre-Alert messages will be acknowledged in the same manner as mobilising messages by crews.

#### **4.14 Incoming number eligibility for triggering Automated Pre-Alerts**

The facility to control which numbers can potentially activate the Automated Pre-Alert functionality is controlled via Call Queues. Specifically, this will involve adding a new tick box within Web Admin to control which call queues generate Automated Pre-Alerts. Only Call Queues which have this new config option ticked will be eligible.

#### **4.15 Naming convention control for Enhanced Mobilisation functionality**

To control the naming of the Enhanced Mobilisation functionality within the VisionCommandClient the ability to update these areas will be added to the localisation tool.

### **4.2 Proposed Configuration Settings**

#### **4.2.1 Resource list filter to quickly determine which appliances have been enabled for Auto Pre-Alert**

To enable users to quickly determine which appliances have been enabled for Auto Pre-Alert a list of all appliances and their tick box status. Filter to the resource list.

## 5 Proposed Configuration Settings

### 5.1 Resource setting in Vision

Under the resources>advanced config tab will be a new tick box to control whether the appliance is eligible to receive Pre-Alerts.

### 5.2 WebAdmin Config settings

- A new config option to control appliance pre-alert interval (amount of time that needs to elapse before an appliance can receive a subsequent pre-alert).
- Add tick box to control which call queues generate Pre-Alerts
- Add tick box to Turnout Methods to stop sounders/tones going off for mobilisation if they have already gone off for Enhanced Mobilisation

### 5.3 File>'Enhanced Mobilisation' settings

To be added to a new File>'Enhanced Mobilisation' settings:configuration screen and store in WORKING\_ITEMS SQL table:

- select pre-set response to use for pre-alert (allow selection of 'nothing' to disable the functionality)
- min pre-alert response time
- max pre-alert response time
- max pre-alert radius
- Station ground checklist to control which areas can trigger an Enhanced Mobilisation

This would look something to the effect of:

Pre Alert Response	1 Pump	Set
Max Pre Alert Response Time	10:00:00	Set
Min Pre Alert Response Time	00:00:01	Set
Pre Alert Exclusion Radius	1	Set
Auto Pre-Alert Button Enabled	<input checked="" type="checkbox"/>	Set

record updates are written to the system log.

- Addition of new tick boxes to confirm which 'trigger points' the system is currently accepting.

### 5.4 Administrator

A new permission to control which users can specifically amend the Automated Pre-Alert settings in the Vision>File>'Enhanced Mobilisation' configuration setting section.

## 5.5 Vision Settings

A new configuration setting named 'ManualCCFtoTriggerAutoPreAlert', will be introduced to control whether Automated Pre-Alerts will also work from a manually generated Call Collection form or not. This setting would operate as follows:

- Setting on>Upon generating a manual call Collection form (i.e. not via taking an incoming call) and the Incident Address is validated an automatic Pre-Alert will be triggered
- Setting off>Upon generating a manual call Collection form (i.e. not via taking an incoming call) and the Incident Address is validated an auto pre-alert will not go out. Auto Pre-Alerts will only be sent if triggered via an incoming call part of a call queue with the pre-alert config enabled.

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>14 DECEMBER 2023</b>	<b>REPORT NO:</b>	<b>CFO/058/23</b>
<b>PRESENTING OFFICER:</b>	<b>CHIEF FIRE OFFICER PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>STEWART WOODS</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>SALE OF AINTREE COMMUNITY FIRE STATION</b>		

<b>APPENDICES:</b>	<b>APPENDIX A: SUMMARY OF MARKETING CAMPAIGN</b>
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### **Purpose of Report**

1. To request Members note the outcome of the marketing exercise and approve the sale of Aintree Community Fire Station to Best Care Liverpool Ltd.

### **Recommendation**

2. It is recommended that Members approve the sale of Aintree Community Fire Station to Best Care Liverpool Ltd for an unconditional bid of £650,000.

### **Introduction and Background**

3. On the 9<sup>th</sup> June 2022, the Authority approved the construction of a new multi-pump superstation, Training and Development Academy at Long Lane, Aintree. Members resolved that, the marketing for sale of Croxteth Fire station, Aintree Fire Station and Vesty 5a and 5b and Richie Avenue be instructed with a report brought back to Members for final approval.
4. The construction of the new site is well underway with an anticipated completion date of 29<sup>th</sup> April 2024. There will be a transition into the new site from May with both Aintree and Croxteth Fire Station being one of the first to transition over, followed by the training academy.
5. Eddisons estate agents were appointed to market and sell Aintree Fire Station following competitive quotations being received.
6. The fire station was placed onto the open market on Monday 4<sup>th</sup> September 2023, 170 parties expressed an interest in the property and requested the additional information pack, which included plans, energy performance certificates, asbestos report, and Land registry documentation.

7. All parties who made an initial enquiry were offered the opportunity to view the fire station, 7 open viewing days were held in total during September and October with 44 parties attending to view the station.
8. All parties who had expressed an interest were contacted setting a date for formal sealed offers to be received by 5pm on 27<sup>th</sup> October.
9. 11 bids were received, 10 unconditional and 1 conditional offer subject to securing formal planning approval for the demolition and new construction of 24 apartments with a 12-month completion. Appendix A summarise the marketing campaign and all offers received.
10. The highest of offer was unconditional and made by Best Care Liverpool Ltd for £650,000. They have provided proof of funding via a mixture of cash in bank, remortgaging of an existing unencumbered property and private equity.
11. The following Head of Terms have been drafted to secure the sale but also allow for any potential unforeseen delays to the new Long Lane construction programme.
12. If in the unlikely event that the Fire Service are not able to offer vacant possession on or before Friday 28 June 2024, the parties will enter into a “licence to occupy” for a 3-month period whereby the Fire Service will remain in occupation post completion for a period up to and no later than 30 September 2024. No rent will be paid but the Fire Service will continue to be responsible for all utilities, rate liability, repairs etc.

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### **Equality and Diversity Implications**

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13. No E&D implications have been considered under this report and the main report for the construction of the new site addresses any E & D implications (CFO/031/022).

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### **Staff Implications**

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14. No staff implications have been identified as part of this report, and report CFO/031/022 contains further detail on the staff implications for the constructions of the new site.

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### **Legal Implications**

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15. The acceptance of this offer is subject to a contract of sale.
16. Section 123 of the Local Government Act 1972 allows the Authority to dispose of land so long as the land is disposed of at the best consideration that can be reasonably obtained.

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

17. The Authority had assumed a capital receipt of £200k within the financial planning for the new Long Lane site.
18. Further to the fire station being placed on the market the offers received were higher than initially anticipated. The difference will be used to reduce borrowing for the Long Lane site development.
19. The offer is on an unconditional basis.
20. The offer will be subject to the Estate agent fees of 1.25%, £8,125 + Energy performance report £265.
21. Legal conveyancing fees of circa £5,000 will be incurred.
22. A provisional sum of circa £10,000 will be required for removal and disposal costs associated with vacant possession, along with security cost whilst the station is empty.

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

23. Risks associated with unauthorised access to properties such as theft and arson are greater in unoccupied buildings. Until the fire station is sold, MFRA have a duty to maintain, secure and insure the building. Officers will mitigate these risks as far as is reasonably practicable between the date of the station closure till completion of the sale.

**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.*

24. The sale of Aintree had been assumed to be part of the new Long Lane development.

## **BACKGROUND PAPERS**

**CFO/031/022** Construction of a new multi-pump superstation, training and development academy / National resilience centre of excellence at Long Lane

## **GLOSSARY OF TERMS**

**MFRA** Merseyside Fire and Rescue Authority

**MFRS** Merseyside Fire and Rescue Service

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