

Public Document Pack



To: All Members of the Policy and Resources Committee



R. Groves
Monitoring Officer

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Our ref MG/RG

Date: 4 December 2024

Dear all,

You are invited to attend a meeting of the **POLICY AND RESOURCES COMMITTEE** to be held at **1.00 pm** on **THURSDAY, 12TH DECEMBER, 2024** in the Liverpool Suite, Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

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

https://youtube.com/live/Nxp7sXw_vU8?feature=share

Yours faithfully,

PP – M.Griffiths

Monitoring Officer

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

12 DECEMBER 2024

AGENDA

Members

Cllr James Roberts (Chair)
Cllr Jeanie Bell
Cllr Les Byrom
Cllr Dave Hanratty
Cllr Andrew Makinson
Cllr Barbara Murray
Cllr Lesley Rennie
Cllr Gillian Wood

1. Apologies

To consider apologies for absence.

2. Declarations of Interest

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

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

To consider the minutes of the previous meeting held of the Policy and Resources Committee held on Thursday 25th July, 2024.

4. Membership and Structure of the Authority (Pages 11 - 16)

To consider a report relating to Merseyside Fire and Rescue Service, Membership and Structure of the Authority, update (CFO/67/24).

5. Treasury Management Interim Report (Pages 17 - 28)

To consider a report relating to Merseyside Fire and Rescue Services, Treasury Management Interim Report 2024/25 update (Report CFO/68/24).

6. Financial Review 2024/25 - July to September (Pages 29 - 62)

To consider a report relating to Merseyside Fire and Rescue Services, Financial Review 2024/25 July to September update (Report CFO/69/24).

7. Statement of Assurance 2023-34 (Pages 63 - 92)

To consider a report relating to Merseyside Fire and Rescue Services, Statement of Assurance 2023-24 update (Report CFO/71/24).

8. **Corporate Risk Register 2024-25 April to September Update** (Pages 93 - 142)

To consider a report relating to Merseyside Fire and Rescue Services, Corporate Risk Register 2024/25 April to September update (Report CFO/70/24).

9. **Service Delivery Plan 2024-25 July - September Update** (Pages 143 - 320)

To consider a report relating to Merseyside Fire and Rescue Services, Service Delivery Plan 2024/25 July to September update (Report CFO/71/24).

10. **Pay Policy 2024** (Pages 321 - 336)

To consider a report relating to Merseyside Fire and Rescue Service, Pay Policy 2024 update (Report CFO/74/24).

11. **Worker Protection Act 2023 - Prevention of Sexual Harassment in the Workplace** (Pages 337 - 366)

To consider a report relating to Merseyside Fire and Rescue Service, Worker Protection Act 2023, Prevention of Sexual Harassment in the Workplace update (Report CFO/73/24).

MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY & RESOURCES COMMITTEE

25 JULY 2024

MINUTES

Present: **Councillors** James Roberts (Chair), Les Byrom, Jeanie Bell, Linda Maloney, Lesley Rennie, Barbara Murray, Gill Wood, Andrew Makinson and Dave Hanratty.

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

1. Apologies

There were no apologies received.

2. Declarations of Interest

There were no declarations of interest at this meeting.

3. Minutes of the Previous Meeting

RESOLVED that the public and exempt minutes of the previous meeting held on 21st March 2024 were agreed as an accurate record.

4. Staff Attendance & Recording Systems (StARS)

Chief Fire Officer, Phil Garrigan, introduced the Staff Attendance and Recording Systems (StARS) report.

Members were provided with an overview of the StARS application, which allowed the Authority to record individual attendance across all duty systems. It was noted that application enhancements had taken place, with the Authority collaborating with the providers to create bespoke functionality for the service.

Attention was drawn to paragraphs 11 to 18, which highlighted potential development opportunities and how the Authority could incorporate any further changes in duty systems into the application.

Councillor Bell inquired if the application had been included in the Authority's budget for the upcoming year. It was clarified that the application was factored into both the Authority's budget and the Medium-Term Financial Plan.

With regard to the recent Task and Finish Review of Sickness Absence, it was noted that some data scrutinised had been provided through the StARS system, and Councillor Maloney noted that the information presented was easy to read. The Chief Fire Officer informed Members that the end user feedback was also positive in terms of the software's usability.

Councillor Hanratty entered the meeting at 13:07pm.

Councillor Murray questioned whether the Authority had planned to undertake any testing as part of the development process. The Chief Fire Officer assured Members that the Authority always sought to work with developers to test that the application reflected the requirements of the Authority, such as its bespoke duty systems.

The recent His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection highlighted the efficiency of the Authority's diverse duty systems in meeting staff needs and delivering services. It was noted that developers consistently had displayed a willingness to collaborate with the Authority to represent diverse duty systems and better address the Authority's needs.

Councillor Murray queried whether the overall cost for development had been included in the price and the Chief Fire Officer confirmed that the price was inclusive of all costs. Members were advised that in some cases, additional costs may arise if additional functionality was requested that had not initially been part of the scope. It was clarified that in some instances, developers could absorb the cost of new applications if they were mutually beneficial for both parties.

Councillor Hanratty expressed concerns about security and potential cyber-attacks, questioning the Authority's dependency on the system and highlighting the need for adequate safeguards. Members were informed that the Authority was aware of those risks and that HMICFRS had indicated that it could seek to assess the Authority's cybersecurity arrangements within the next two years. The Chief Fire Officer assured Members that the Authority was vigilant in the face of evolving hacker technology'. Additionally, Councillor Byrom raised concerns about the telecom outage of the 999 system earlier this year, which prompted a review by The Local Government Association (LGA). It was explained that the telecom company had been fined and this therefore closed the Authority's review of that particular issue.

Councillor Wood queried the adequacy of training relating to the application and whether it was accessible to new employees joining the service. The Chief Fire Officer explained that staff had undergone in-house training and noted that those who were experienced with the application had been assigned to provide the necessary training.

Councillor Byrom advised Members that due to the sensitive nature of a potential Cybersecurity report, it was agreed that a learning lunch for Members would be proposed.

RESOLVED that

- a) the contract for the Staff Attendance Recording System (StARS) to Verisk be awarded; and
- b) the intention to proceed with development work A as outlined below subject to internal application development governance processes be noted

5. Revenue & Capital Outturn Report 2023/24

The Director of Finance and Procurement, Mike Rea, introduced the Revenue & Capital Outturn Report for 2023/24.

Members were informed that the Revenue Budget movements in Quarter 4 were outlined in Paragraph 10. The most notable change pertained to the planned draw-down of £0.581m from the Inflation Reserve to address the rise in premises energy prices.

It was noted that a small drawdown from reserves was made for IT equipment and software, and that the remaining adjustments consisted of some self-balancing virements and other minor changes.

Members were drawn to the table and the end of paragraph 10, page 24 where it was verified that the final budget aligned with the original approved budget of £67.921m. It was noted that the revenue Outturn position in the table on page 25, indicated the year-end revenue underspend of £3.312m, when compared to the final budget.

It was explained that after accounting for the £0.803m year-end reserves requested by budget managers for projects and initiatives spanning the 2023/24 and 2024/25, the available underspend for 2023/24 was £2.509m.

Member's attention was drawn to Paragraph 13 and pages 25-26, which overviewed the details on revenue differences and the comprehensive revenue analysis.

It was noted that the Authority aimed to maximise savings for future financial challenges and for infrastructure investment. Members were advised that the report recommended allocating the £2.509m underspend to increase the general reserve by £0.700m, in line with the external Audit's recommendation.

It was suggested that increasing the Capital Investment Reserve by £1.809m would minimise future capital borrowing costs. Mike Rea advised Members that the reserve allocations and the overall revenue Outturn position, would align with the existing budget.

It was discussed that the 2023/24 Capital Budget and Outturn position, was outlined in paragraphs 15-21. Members were advised that within Quarter 4, the 2023/24 Capital programme budget increased by £0.331m, with the overall 5-year capital budget increasing by £0.089m.

It was noted that paragraph 16, page 27 detailed the capital budget amendments made in Quarter 4. The Capital Outturn Position was summarised, with actual spend at the end of 2023/24 explained at £8.711m below budget.

Mike Rea advised that £8.619m had been re-phased into 2024/25. Additionally, a small saving of £0.092m was noted on various 2023/24 schemes, which was identified at year-end.

Regarding reserves, paragraphs 22-31 detailed the reserves available for the year, the changes in Quarter 4, and proposed year-end adjustments. It was noted that excluding year-end adjustments, committed reserves decreased by £0.018m in Quarter 4 to £9.562m.

Members were advised that Officers had reviewed the year-end revenue position statements and requested year-end reserves to allocate funds for the anticipated expenditures in 2024/25 or beyond. Paragraph 26 outlined the £0.803m of year-end reserves requested by officers.

It was concluded that the amount of committed reserves decreased by £7.615m during the year, from £19.789m to £12.174m. Members were advised that the report suggested using the £2.509m revenue underspend to bolster the General Revenue Reserve and Capital Investment Reserves, which was detailed in paragraph 27.

Members' attention was drawn to the table on page 32 and Appendix A4, which summarised the changes in the opening and closing balances of committed reserves throughout the year. Councillor Byrom noted that there was an underspend in the Authority's budget, and he explained that the Authority did not receive a Capital Grant, and as such had to fund its own Capital. He informed Members of the recent lobbying for a capital grant at the LGA, as well as lobbying on business rates and other forms of income that could support Fire and Rescue Services. Councillor Byrom emphasised the importance of maintaining a financially stable position during periods of transition.

Councillor Hanratty queried if the report provided was the final financial accounts of the Authority, Mike Rea clarified that the final accounts had already been submitted to the Audit Committee and emphasised that this report was the Outturn report.

Councillor Hanratty enquired if the collection rate from Council Tax had been higher this year due to house building programs across Merseyside. Mike Rea noted a slight of 0.05% increase in the budget for the year.

Councillor Hanratty inquired about the Authority's outstanding debts and requested a detailed update on the efforts made to manage them.

It was explained that, in collaboration with Legal and Finance departments, it had been sought to limit the number of debts written off by the Authority. It was noted that in the report, there had been two instances, one related to a special service call for access to medication and the other an overpayment due to a pensioner's death. Members were advised that after following the appropriate legal procedures, it was decided not to pursue these debts.

Councillor Wood queried if there had been any unexpected trends or areas of concern for the Director of Finance that the Members should be notified of.

It was explained that the income from secondments had been slightly higher than anticipated but there had been no unexpected surprises to consider.

RESOLVED that;

- a) the actual revenue spend compared to the approved budget delivered a net underspend of £3.312m before the creation of year-end reserves, as outlined in Appendix A1, be noted.
- b) this underspend to;

- create the required year-end reserves of £0.803m to fund projects that had slipped from 2023/24 into 2024/25;
 - increase the General Revenue Reserve by £0.700m;and
 - increase the Capital Investment Reserve by £1.809m to offset capital cost pressures and reduce planned borrowing to free up revenue budget associated with debt servicing costs be approved.
- c) the re-phasing of planned capital spend from 2023/24 into future years of £8.619m, as outlined in Appendix B be approved and (d) the committed reserves of £12.174m and a general reserve of £3.700m as outlined in Appendix A4 be approved.

Close

Date of the next meeting Thursday 12th December 2024

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	12 DECEMBER 2024	REPORT NO:	CFO/67/24
PRESENTING OFFICER	MONITORING OFFICER, RIA GROVES		
RESPONSIBLE OFFICER:	MONITORING OFFICER, RIA GROVES	REPORT AUTHOR:	MONITORING OFFICER, RIA GROVES
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	MEMBERSHIP AND STRUCTURE OF THE AUTHORITY		
APPENDICES:	APPENDIX A: COMMITTEE STRUCTURE		

Purpose of Report

1. To inform Members of the changes to the membership of the Authority during the municipal 2024/25 year.

Recommendation

2. It is recommended that Members;
 - a) note the changes to the membership including the appointment of Councillor Christopher Page to the Authority;
 - b) approve the appointment of Councillor Page to the Community and Protection Committee and Audit Committee and the appointment of Councillor Finneran to the Scrutiny Committee (moving from the Audit Committee);
 - c) approve the appointment of Councillor Page to Chair of the Local Pension Board
 - d) request that a nomination for the Chair of Scrutiny is determined;
 - e) approve the change in the nominated Councillor to Councillor Bell for the questions on the discharge of functions for St Helens Metropolitan Borough Council and;
 - f) approve the appointment of the Independent Person Gary Wormald and the termination of the combined role of Mr Anthony Boyle as Co-opted Member and Independent Person and the Mr Anthony Boyle to remain as the Co-opted Member of the Audit and Scrutiny Committees only.

Introduction and Background

Membership of the Authority

3. At a council meeting held on the 14th November by Sefton Metropolitan Borough Council it was confirmed that Councillor Christopher Page had been appointed to join the Authority as a Sefton representative in accordance with their political proportionality following a vacant seat for Sefton on the Authority.
4. Prior to the appointment of Councillor Page to the Authority, there were two vacant seats on the Authority; a Labour Party Member from Sefton Council and a Labour Party Member from St Helens Council.
5. This led to two vacancies on the Scrutiny Committee, it is proposed that Councillor Finneran be appointed to the Scrutiny Committee, moving from the Audit Committee with Councillor Page then being appointed to the Audit Committee. It is also proposed Councillor Page be appointed to the Community Safety and Protection Committee replacing their predecessor.
6. Following consultation with the Chair of the Authority it is also recommended that Councillor Page be approved as the Chair of the Local Pension Board as a direct replacement for their predecessor who held this role. It is proposed that this role would not attract an additional responsibility allowance similar to that of the role of a Lead Member.
7. The Chair of the Scrutiny Committee will need to be confirmed by the Authority.
8. Members will be updated in the near future regarding the replacement of Councillor Linda Maloney once the appointment by St Helens Council has been confirmed.

Questions on Discharge of Functions

9. There is a requirement under Section 41 of the Local Government Act 1985 for the Authority to nominate Members of the Authority from each constituent District Council to answer questions within their Council on the discharge of the functions of the Authority.
10. Following the AGM on the 13th June 2024 Councillor Linda Maloney was appointed as the representative for St Helens Council to handle questions on the discharge of functions on behalf of the Authority. Further to Councillor Linda Maloney's sad passing, it is recommended that Councillor Jeanie Bell becomes the nominated representative.

Independent Person

11. Mr Anthony Boyle has been undertaking the roles of Independent Person and Co-opted Member as per the Localism Act 2011 which requires that an Independent Person be appointed to consider any complaints made against Elected Members. Further to a review undertaken by the Monitoring Officer, it was proposed that a second Independent Person is appointed to the Authority to consider any complaints in respect of elected Members and Statutory Officers. Members subsequently approved this recommendation at the previous Annual General Meeting.
12. Following a process to appoint an Independent Person which included advertising the post and interview of potential candidates it is proposed that Mr Gary Wormald be appointed. The post is limited to four years and would include training on the Members Code of Conduct and Disciplinary Procedures for Relevant Officers.
13. As Mr Boyle's tenure undertaking the combined role of Co-opted Member and independent Person has been for a substantial time period it is recommended to Members that the combined role is now terminated and Mr Boyle continues as a Co-opted Member only.

Equality and Diversity Implications

14. There are no equality and diversity implications directly associated with this report. Elected Members are nominated by their respective councils to the Authority.
15. Members will be consulted with individually should they declare a disability to ensure that suitable reasonable adjustments are put in place should they be required.

Staff Implications

16. Legal and Democratic Services administer the meetings of the Authority and deal with Members queries, travel and accommodation issues. Any changes to membership throughout the year will be administered by Legal and Democratic Services.

Legal Implications

17. The membership and structure of the Authority is made up in accordance with its legislative powers.

Financial Implications & Value for Money

18. There are no additional costs relevant to the Membership of the Authority.
19. The appointment of a new independent person can be met within existing budgets.

Risk Management and Health & Safety Implications

20. There are no direct risk management or health and safety implications arising from this report.

Environmental Implications

21. There are no direct environmental implications arising from this report.

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

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

22. Elected Members are appointed on to Merseyside Fire and Rescue Authority to represent the best interests of the communities of Merseyside.

BACKGROUND PAPERS

CFO/34/24 STRUCTURE OF THE AUTHORITY
CFO/33/24 MEMBERSHIP OF THE AUTHORITY
CFO/029/23 SCHEME OF MEMBERS ALLOWANCE

GLOSSARY OF TERMS

Committee	Members
<p>Community Safety & Protection Committee</p> <p>9 Members (6,1, 1 1)</p>	<p>1 Cllr (Chair) B Kenny 2 Cllr E Finneran 3 Cllr J Grace 4 Cllr Lynn O'Keefe 5 Cllr Chris Page 6 Cllr D Knight 7 Cllr L Thompson 8 Cllr E Lamb 9. Cllr L Rennie</p>
<p>Policy & Resources Committee</p> <p>9 Members (7,1,1)</p>	<p>1 Cllr (Chair) J Roberts 2 Cllr B Murray 3 Vacant seat 4 Cllr D Hanratty 5 Cllr J Bell 6 Cllr G Wood 7 Cllr L Byrom 8. Cllr A Makinson 9. Cllr L Rennie</p>
<p>Audit Committee (proposed increase from 5 to 6) 6 Members (4,1,1) (Plus 1 Co-opted Member)</p>	<p>1 Cllr (Chair) J Grace 2 Cllr Chris Page 3 Cllr B Murray 4 Cllr Lynn O'Keefe 5 Cllr A Makinson 6. Cllr S Gorst</p>
<p>Scrutiny Committee</p> <p>9 Members (6,1, 1, 1) (Plus 1 Co-opted Member)</p>	<p>1 Cllr E Finneran 2 Vacant seat 3 Cllr G Wood 4 Cllr D Hanratty 5 Cllr Jeanie Bell 6 Cllr D Knight 7 Cllr A Makinson 8 Cllr E Lamb 9. Cllr S Gorst</p>

<p>Appointments Committee (3,1) Made up of the Chair, Vice Chairs, and Party Group Leaders</p>	<p>1 Cllr (Chair) L Byrom 2 Cllr J Roberts 3 Cllr B Kenny 4 Cllr L Thompson</p>
<p>Appeals Committee (3,1) Made up of the Chair, Vice Chairs, and Party Group Leaders</p>	<p>1 Cllr (Chair) L Byrom 2 Cllr J Roberts 3 Cllr B Kenny 4 Cllr L Thompson</p>
<p>Joint Fire & Police Collaboration Committee 4 Members (3,1) Made up of the Chair, Vice Chairs, and 1 Opposition Spokesperson (Plus, PCC)</p>	<p>1 Cllr (Chair) L Byrom 2 Cllr (vice) B Kenny 3 Cllr (vice) J Roberts 4 Cllr L Thompson</p>
<p>Member Development & Engagement Group (3,1)</p>	<p>1 Cllr (Chair) B Murray 2 Cllr Finneran 3 Cllr Wood 4 Cllr L Thompson</p>

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	12 DECEMBER 2024	REPORT NO:	CFO/68/24
PRESENTING OFFICER	DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA		
RESPONSIBLE OFFICER:	DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA	REPORT AUTHOR:	DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	TREASURY MANAGEMENT INTERIM REPORT		
APPENDICES:	APPENDIX A: TREASURY MANAGEMENT INTERIM REPORT 2024/25		

Purpose of Report

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

Recommendation

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

Introduction and Background

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

4. The original 2024/25 Treasury Management Strategy Statement was contained within the Budget and Financial Plan report CFO/13/24 approved by the Authority at its meeting on 29th February 2024. 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 2024/25. In summary, the treasury management activity has been carried out in compliance with the relevant Codes and Statutes and within the borrowing and treasury management limits set by the Authority under the prudential code. Performance indicators are consistent with the Authority's approved Treasury Management Strategy.

Equality and Diversity Implications

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

Staff Implications

7. None directly related to this report.

Legal Implications

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

Financial Implications & Value for Money

9. The revenue costs associated with capital borrowing make up a significant proportion of the Authority's revenue budget (approximately £4.9m). It is vital that treasury management is proactively managed alongside the investment portfolio to minimise risk.

Risk Management and Health & Safety Implications

10. Robust risk management of the Authority's cash, investments and loans reduces the risk of poor security of investments, the lack of availability of funds when required and poor return on investments.
11. There are no health & safety implications arising from this report.

Environmental Implications

12. There are no environmental implications arising from this report.

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

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

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

BACKGROUND PAPERS

CFO/13/24 “MFRA Budget and Financial Plan 2024/25 – 2028/29” Authority 29th February 2024.

GLOSSARY OF TERMS

CIPFA The Chartered Institute of Public Finance & Accountancy.

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TREASURY MANAGEMENT INTERIM REPORT 2024/25

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 report to Members. This report represents the interim report for 2024/25.
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 2024/25 and was contained within the Budget and Financial Plan report approved by the Authority at its meeting on 29th February, 2024. 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 2024.

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

- The authority envisaged that new long-term borrowing of £8m would be required in 2024/25. No new borrowing has been arranged in the first half of 2024/25.
- Financial Investments at the 30th September 2024 stood at £54.2m, with associated income of £0.942m earned in the first half of the year.
- The Bank of England (BOE) base rate has decreased from 5.25% at the start of the financial year, to its current level announced on 1st August 2024 of 5.00%.
- Longer term Public Works Loan Board (PWLB) have seen minimal change during the first half of the year, increasing by 0.06% from 5.06% at the start of the year to 5.12 % at 30th September 2024.
- Treasury Management activity for 2024/25 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) voted on the 1st August 2024 to cut the bank rate by 0.25% to 5%. This was the first cut in interest rates from the Bank of England after rates had been held at a 16-year high level of 5.25% for 12 months. The current anticipation is that the bank will continue to cut rates over the course of the next year, but perhaps with not the same regularity as was seen when interest rates increased.
9. The prospect of falling interest rates might provide some stimulus to the economy, however, with inflationary pressures remaining and considerable uncertainty in the global economy there remains risk to the economic outlook. The subsequent meeting of the Monetary Policy Committee was held 19th September 2024 and rates were maintained at 5%. The next meeting is scheduled for 7th November 2024.
10. The Consumer Price Index (CPI) measure of inflation rose by 2.2% in the 12 months to August 2024, unchanged from July. While the current CPI measure remains slightly above the Bank of England's CPI target, the inflationary spike of recent times continues to be felt across the economy, with those increases factored into the base of the current CPI measure. The CPI measure had been anticipated to fall below target in the second half of 2024/25, however, with the recent increase in the energy price cap the latest forecast is for CPI to remain above target.
11. 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.
12. 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 declining trend throughout the first half of 2024/25 reaching a low point in mid-September. A reversal of this trend was seen in the final two weeks of September demonstrating that despite the general outlook for declining interest rates, markets never move in straight lines.

13. 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	4.78%	4.31%	4.52%	5.08%	4.87%
Date	17/09/24	17/09/24	17/09/24	17/09/24	17/09/24
High	5.61%	5.14%	5.18%	5.61%	5.40%
Date	29/05/24	01/05/24	01/05/24	30/05/24	30/05/24
30/9/24	4.95%	4.55%	4.79%	5.33%	5.12%
Average	5.24%	4.76%	4.88%	5.35%	5.13%

(figures include 20bps certainty rate discount)

14. 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.
15. Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.
16. 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.
17. 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

18. 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 envisaged that new long-term borrowing of £8m would be required in 2024/25.
19. 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.

20. Current PWLB lending terms have severely constrained the option to generate savings via debt rescheduling. Any rescheduling that takes place will be reported to members in monitoring reports.

ANNUAL INVESTMENT STRATEGY

21. The investment strategy for 2024/25 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with the Ministry of Housing, Communities and Local Government (MHCLG) 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 more than one year.
22. 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 in the first half of 2024/25. In the period 1st April to 30th September 2024 the average rate of return achieved on average principal available was 5.13%. This compares with an overnight SONIA (Sterling Overnight Rate) rate of 5.12%.
23. The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2024/25 are as follow:

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

24. The Authority had investments of £54.2m as at 30th September 2024 (this included a £36.342m firefighters’ pension grant received in July that will be utilised in the year):

ANALYSIS OF INVESTMENTS END OF QUARTER 2 2024/25

Institution	Credit Rating	MM Fund*	Bank / Other	Building Society	Local Authority	Average Interest
		£	£	£	£	%
Blackrock-HERITAGE	AAA	3,000,000				5.07
CCLA Investment Management	AAA	3,000,000				5.13
Federated Investors UK (Overnight)	AAA	3,000,000				5.17
Goldman Sachs	A	200,000				4.98
Legal & General	A+	3,000,000				5.17
Morgan Stanley	A+	900,000				5.06
Goldman Sachs International Bank	A		2,000,000			5.22
HSBC (MFRS Deposit Account)	A		100,000			1.97
Lloyds Call Account	A		400,000			5.04
Lloyds Bank of Scotland	A		1,600,000			5.18
Blackpool Council					3,000,000	5.30
Bournemouth, Christchurch & Poole Council					3,000,000	4.87
Bradford Metropolitan District Council					3,000,000	5.25
Central Bedfordshire Council					3,000,000	4.90
London Borough of Haringey					3,000,000	5.20
London Borough of Waltham Forest					3,000,000	5.00
Medway Council					3,000,000	5.30
Mid Suffolk DC					3,000,000	5.00
Peterborough City Council					3,000,000	4.75
Reading Borough Council					2,000,000	4.75
Telford & Wrekin Council					3,000,000	5.20
Uttlesford District Council					3,000,000	4.95
West Berkshire District Council					2,000,000	5.15
Totals		13,100,000	4,100,000	0	37,000,000	4.94
Total Current Investments					54,200,000	

*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

25. The external debt indicators of prudence for 2024/25 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt: £71 million
 Operational boundary for external debt: £66 million

26. Against these limits, the maximum amount of debt that was reached in the period April to September 2024 was £33.7 million.

TREASURY MANAGEMENT PRUDENTIAL INDICATORS

27. The treasury management indicators of prudence for 2024/25 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 2024 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 2024 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 2024/25. No such investments were made in the first half of 2024/25.

PERFORMANCE INDICATORS

28. 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.

29. 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 2024.

Investments – Internal returns compared to the SONIA rate. The return in the period April to September 2024 was 0.01% above the benchmark.

TREASURY MANAGEMENT ADVISERS

30. 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 advisers 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.

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

CONCLUSION

32. Treasury Management activity in 2024/25 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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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	12 DECEMBER 2024	REPORT NO:	CFO/69/24
PRESENTING OFFICER	DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA		
RESPONSIBLE OFFICER:	DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA	REPORT AUTHOR:	DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	FINANCIAL REVIEW 2024/25 - JULY TO SEPTEMBER		

APPENDICES:	APPENDIX A1: REVENUE BUDGET MOVEMENTS SUMMARY APPENDIX A2: FIRE AND RESCUE SERVICE REVENUE BUDGET MOVEMENTS APPENDIX A3: CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENTS APPENDIX A4: BUDGET MOVEMENTS ON RESERVES APPENDIX B: CAPITAL PROGRAMME 2024/25 APPENDIX C: APPROVED AUTHORITY CAPITAL PROGRAMME 2024/25 – 2028/29
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Purpose of Report

1. To review the revenue, capital, and reserves financial position for the Authority for 2024/25. 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 2024.

Recommendation

2. It is recommended that Members;
 - a. approve the proposed revenue and capital budget alignments;
 - b. approve the use of the forecast £0.800m savings to fund capital expenditure and reduce the level of borrowing,
 - c. approve the use of the £2.783m Capital Investment Reserve to fund capital expenditure and reduce the level of borrowing, and
 - d. instruct the Director of Finance and Procurement to continue to work with budget managers to maximise savings in 2024/25 and use any savings to reduce the level of capital borrowing.

Executive Summary

Revenue:

The Authority approved a five-year Medium-Term Financial Plan (MTFP) at the Budget Authority meeting on 29th February 2024. The approved MTFP delivered a balanced budget for 2024/25 based on key budget assumptions around costs, in particular pay. This report updates Members on the 2024/25 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 £74.191m. Appendix A1 – A4 outline in detail all the revenue budget and reserve movements between July and September 2024.

Capital:

The current 5-year capital programme has a planned total investment of £47.016m over the 2024/25 – 2028/29 period, of which £27.082m relates to 2024/25. During the quarter, the capital programme planned spend has increased by £4.979m in 2024/25, this takes into account an increase of £7.088m relating to Home Office funded National Resilience assets, virements of £0.087m from Revenue Contribution to Capital Outlay (RCCO) / Capital Reserves, less slippage identified at Q2 into future years of £2.196m. The increase in capital spend is fully funded from specific resources. The overall capital borrowing requirement has reduced by £1.1m due to increase in capital receipts. 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 £3.700m. The report outlines all the movement in reserves in the quarter and considers the current adequacy of the available reserves. All movements in committed reserves are outlined in Appendix A4.

Treasury Management:

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

Introduction and Background

3. The purpose of this report is to enable the Authority to monitor its income and expenditure levels against its budget on a regular basis throughout the year to ensure effective financial management.
4. This report reviews the Authority's financial position up to the end of the second quarter of 2024/25, (July – September 2024).

5. In order to ensure that the financial reviews provide a regular and effective financial health check on all aspects of the Authority's finances the following structure has been adopted.

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

(A) Current Financial Year – 2024/25

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 £95K. £71k drawdown from Capital Investment Reserve for additional security works at the Training & Development Academy (approved by the Policy and Resources Committee meeting in July 2024 – CFO/52/24 Revenue and Capital Outturn 2023/24 Report), £13K drawdown from Capital Investment Reserve for development work on the Community Fire Risk Management Information System and £11K drawdown from IT/Equipment Reserve for an ICT consultancy/research project into ICT outsourcing/insourcing.
 - A £1.045m drawdown from the Contingency/Inflation Provision to cover the Firefighters annual pay award (3% budgeted drawdown)
 - Other self-balancing virements to cover small adjustments within Green Book Staff and non-employee budget lines.

8. **The net budget requirement remains at £74.191m, 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 2024/25 are:

- Annual pay awards of 3%, and
- Price inflation - general price increases of 3% to 4%; outsourced contracts increases of 6.7%.
- No significant unplanned growth pressures beyond those built into the MTFP.

11. **Annual Pay awards:**

As previously reported in the Financial Review 2024/25 (April to June - report CFO/56/24), the 2024/25 budget assumed a Grey book (Firefighters) pay award of 3%. The 2024/25 Firefighters pay award has been agreed at 4% and this is higher than the 3% included as the budget assumption for 2024/25. This exceeded the budget forecast by approximately £340k in 2024/25 and £450k in 2025/26.

The 2024/25 budget assumed a Green/Red book pay award of 3%. The Local Government staff 2024/25 pay offer is currently a £1,290 fixed sum on all National Joint Council (NJC) pay points 2 to 43 inclusive and 2.5% on all pay points above 43. This is the equivalent to 5.7% on point 2 and 2.5% on point 43. For MFRS this would exceed the green/red book employee budget by approximately £40k. 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.

It is anticipated that the settlement will be contained within the overall employee budget. The ongoing financial implications will be considered as part of the 2025/26 budget process.

12. **Non-pay inflation;**

The latest forecasts indicate 2024/25 non-pay inflation can be contained within the inflation provision.

13. **Unforeseen Growth;**

Other than the annual pay awards referenced in section 11, no 2024/25 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 Firefighter employee forecast indicates a small potential **underspend of £0.150m** due to a number of roles being paid out of grant income and a number of personnel not being at the top of the grade.

The non-uniform establishment forecast indicates a **£0.350m favourable variance** due to staff recruitment and retention issues and a number of staff not being at the top of the grade.

II. Non-Employee Costs and Income;

It is anticipated that the contributions from the Merseyside Pension Fund - Local Government Pension Scheme (LGPS) relating to non-uniformed and fire control roles, is expected to result in a higher refund rate when compared to the current budget. The forecast indicated a **£0.300m favourable variance**.

15. Overall, the latest forecast has identified a favourable net revenue variance of £0.800m. The Director of Finance and Procurement would recommend that Members approve that the £0.800m favourable variance be used to fund an increase in the revenue contribution to capital outlay, and this will lower the required level of capital borrowing in 2024/25. The table below summarises the year-end forecast position based on spend to the end of September 2024:

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

	TOTAL BUDGET	ACTUAL as at 30.09.24	FORECAST	VARIANCE
	£'000	£'000	£'000	£'000
Expenditure				
Employee Costs	63,267	31,412	62,467	-800
Premises Costs	4,104	1,540	4,104	0
Transport Costs	1,456	741	1,456	0
Supplies and Services	3,596	1,299	3,596	0
Agency Services	7,278	3,208	7,278	0
Central Support Services	701	285	701	0
Capital Financing	7,988	0	7,988	0
Income	-15,177	-9,812	-15,177	0
Net Expenditure	73,213	28,673	72,413	-800
Contingency Pay&Prices	953	0	953	0
Cost of Services	74,166	28,673	73,366	-800
Interest on Balances	-300	-693	-300	0
Movement on Reserves	325	0	325	0
Total Operating Cost	74,191	27,980	73,391	-800

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. No debtor accounts were written off in the quarter.

Capital Programme Position:

18. The last financial review report (CFO/56/24) approved a 5-year capital programme worth £47.016m. This has now been updated for scheme additions and changes during quarter 2 of £7.174m, 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 a total of £7.088m of planned asset refresh has been identified. £6.963m is to fund the Urban Search and Rescue asset refresh.
 - b. The additions also include new ICT hardware, £0.015m, operational drone £0.001m and an additional £0.071m, as agreed by the Authority to fund additional security measures at the new Training and Development Academy (Revenue and Capital Outturn 2023/24 Report (CFO/52/24)). Schemes will be funded from RCCO and the capital investment reserve.
 - c. Two ICT schemes have been rephased into 2025/26. The ICT Hardware scheme and ICT Network schemes have been rephased into 2025/26 (£0.1m and £0.040m) respectively.
 - d. Operational equipment purchases (£0.281m) have been rephased into 2025/26 due to procurement processes expected to take place in the 2025/26 financial year.
 - e. Several vehicle schemes have (£1.775m) have been rephased into future years.
 - Fire appliances – £1.160m. 4 fire appliances have been rephased from 2024/25 into future years and 1 fire appliance has been brought forward from 2027/28 to 2026/27. Therefore, 6 Fire appliances are expected in 2025/26, 3 are expected in 2026/27 and 3 are expected in 2027/28. The Electric fire appliance has been rephased from 2025/26 to 2026/27.
 - Special vehicles – £0.300m. Breathing apparatus POD (£250k) has been rephased from 2024/25 into 2025/26 and the initial expenditure on the Incident Command Unit (£50k) has been slipped into 2025/26.
 - Ancillary vehicles - £0.315m. A number of cars and mini-buses have been rephased from 2024/25 to 2025/26 to allow for an exercise to be completed on future requirements.
19. The capital programme changes actioned in the quarter are summarised in Table below. The revised detailed capital programme is attached as Appendix B (2024/25 Capital Programme) and Appendix C (2024/25–2028/29 Capital Programme) to this report.

Movement in the 5 Year Capital Programme						
	Total	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure						
Amendments to Approved Schemes;						
Scheme re-phasing	0.0	-2,196.4	710.4	1,806.0	-320.0	
NRAT Asset Refresh	7,088.4	7,088.4				
ICT Hardware/Drones	15.5	15.5				
TDA Build Capital Investment Reserve	71.0	71.0				
	7,174.9	4,978.5	710.4	1,806.0	-320.0	0.0
Funding						
Unsupported Borrowing						
Scheme Re-phasing	0.0	-2,196.4	710.4	1,806.0	-320.0	
Grant						
Home Office - NRAT	7,088.4	7,088.4				
Revenue Contribution to Capital Outlay (RCCO)						
IT003 - ICT Hardware	14.7	14.7				
OPS058 - Drones 0295	0.8	0.8				
Capital Reserve						
BLD019 TDA Build - CFO/52/24 Cap Inv Res	71.0	71.0				
	7,174.9	4,978.5	710.4	1,806.0	-320.0	0.0

Use of Reserves:

20. The analysis in Appendix A4 outlines the reserve movements in the quarter. A £95k draw-down adjustment was required in the quarter as outlined in paragraph 7 of this report.
21. The general revenue reserve has remained unchanged at £3.700m.
22. As previously advised, £0.974m was identified during the 2024/25 budget setting process as a contribution to the Capital Investment Reserve, to fund the Capital Programme inflationary pressures (CFO/13/24 MFRA Budget and Financial Plan 2024/25-2028/29). In addition, £1.809m was identified during the 2023/24 outturn process to offset capital cost pressures and reduce planned borrowing to free up revenue budget associated with debt servicing costs. (CFO/52/24 Revenue and Capital Outturn 2023/24). It is recommended the total of £2.783m is used to fund capital expenditure and reduce the level of borrowing.

(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 2024/25.
24. **Prospects for Interest Rates;**

The Bank of England (BoE) voted on the 1st August 2024 to cut the bank rate by 0.25% to 5%. This was the first cut in interest rates from the Bank of England after rates had been held at a 16-year high level of 5.25% for 12 months. The current anticipation is that the bank will continue to cut rates over the course of

the next year, but perhaps with not the same regularity as was seen when interest rates increased.

The prospect of falling interest rates might provide some stimulus to the economy, however, with inflationary pressures remaining and considerable uncertainty in the global economy there remains risk to the economic outlook. The subsequent meeting of the Monetary Policy Committee was held 19th September and rates were maintained at 5% 2024. The next meeting is scheduled for 7th November 2024.

The Consumer Price Index (CPI) measure of inflation rose by 2.2% in the 12 months to August 2024, unchanged from July. While the current CPI measure remains slightly above the Bank of England’s CPI target, the inflationary spike of recent times continues to be felt across the economy, with those increases factored into the base of the current CPI measure. The CPI measure had been anticipated to fall below target in the second half of 2024/25, however, with the recent increase in the energy price cap the latest forecast is for CPI to remain above target.

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.

The Public Works Loan Board (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 declining trend throughout the first half of 2024/25 reaching a low point in mid-September. A reversal of this trend was seen in the final two weeks of September demonstrating that despite the general outlook for declining interest rates, markets never move in straight lines.

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	4.78%	4.31%	4.52%	5.08%	4.87%
Date	17/09/24	17/09/24	17/09/24	17/09/24	17/09/24
High	5.61%	5.14%	5.18%	5.61%	5.40%
Date	29/05/24	01/05/24	01/05/24	30/05/24	30/05/24
30/9/24	4.95%	4.55%	4.79%	5.33%	5.12%
Average	5.24%	4.76%	4.88%	5.35%	5.13%

(figures 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.

25. Capital Borrowings and the Portfolio Strategy;

The borrowing requirement comprises of the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority envisaged that new long-term borrowing of £8m would be required in 2024/25.

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. Any rescheduling that takes place will be reported to members in monitoring reports.

26. Annual Investment Strategy;

The investment strategy for 2024/25 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with the Ministry of Housing, Communities and Local Government (MHCLG) 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 more than one year.

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 in the first half of 2024/25. In the period 1st April to 30th September 2024 the average rate of return achieved on average principal

available was 5.13%. This compares with an overnight SONIA (Sterling Overnight Rate) rate of 5.12%.

The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2024/25 are as follow:

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

The Authority had investments of £54.2m at 30th September 2024 (this included a £36.342m firefighters' pension grant received in July that will be utilised in the year):

ANALYSIS OF INVESTMENTS END OF QUARTER 2 2024/25

Institution	Credit Rating	MM Fund*	Bank / Other	Building Society	Local Authority	Average Interest
		£	£	£	£	%
Blackrock-HERITAGE	AAA	3,000,000				5.07
CCLA Investment Management	AAA	3,000,000				5.13
Federated Investors UK (Overnight)	AAA	3,000,000				5.17
Goldman Sachs	A	200,000				4.98
Legal & General	A+	3,000,000				5.17
Morgan Stanley	A+	900,000				5.06
Goldman Sachs International Bank	A		2,000,000			5.22
HSBC (MFRS Deposit Account)	A		100,000			1.97
Lloyds Call Account	A		400,000			5.04
Lloyds Bank of Scotland	A		1,600,000			5.18
Blackpool Council					3,000,000	5.30
Bournemouth, Christchurch & Poole Council					3,000,000	4.87
Bradford Metropolitan District Council					3,000,000	5.25
Central Bedfordshire Council					3,000,000	4.90
London Borough of Haringey					3,000,000	5.20
London Borough of Waltham Forest					3,000,000	5.00
Medway Council					3,000,000	5.30
Mid Suffolk DC					3,000,000	5.00
Peterborough City Council					3,000,000	4.75
Reading Borough Council					2,000,000	4.75
Telford & Wrekin Council					3,000,000	5.20
Uttlesford District Council					3,000,000	4.95
West Berkshire District Council					2,000,000	5.15
Totals		13,100,000	4,100,000	0	37,000,000	4.94
Total Current Investments					54,200,000	

27. External Debt Prudential Indicators;

The external debt indicators of prudence for 2024/25 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt: £71 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 2024 was £33.7 million.

28. Treasury Management Prudential Indicators;

The treasury management indicators of prudence for 2024/25 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 2024 was as follows:

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

b) Maturity Structure of Borrowing

Upper and lower limits for the maturity structure of borrowing were set and the maximum and minimum that was reached for each limit in the period 1st July to 30 Sept 2024 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 2024/25. No such investments were made in the first half of 2024/25.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

32. See Executive Summary.

Risk Management and Health & Safety Implications

33. There are no risk management and health & safety implications directly related to this report.

Environmental Implications

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

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

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

35. 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 Vision.

BACKGROUND PAPERS

CFO/13/24 "MFRA Budget and Financial Plan 2024/25-2028/29" Authority 29th February 2024.

CFO/52/24 "Revenue & Capital Outturn Report 2023/24" Policy & Resources Committee 25th July 2024.

CFO/56/24 "Financial Review 2024/25 – April to June" Community and Safety Committee 5th September 2024.

GLOSSARY OF TERMS

BOE Bank of England

CIPFA Chartered Institute of Public Finance and Accountancy

CPI Consumer Price Index

LGPS Local Government Pension Scheme

MHCLG Ministry of Housing, Communities and Local Government

MTFP	Medium Term Financial Plan
NJC	National Joint Council
NRAT	National Resilience Assurance Team
TDA	Training & Development Academy
PWLB	Public Works Loans Board
RCCO	Revenue Contribution to Capital Outlay

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2024/25 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2023/24	SERVICE REQUIREMENTS	Base Budget 2024/25	Qtr 1 Budget 2024/25	Reserve Draw- down	Virements	Qtr 2 Budget 2024/25
£'000		£'000		£'000	£'000	£'000
75,277	Fire Service	71,459	71,470	95	1,045	72,610
604	Corporate Management	593	603	0	0	603
0	NRAT MFRS Lead Authority (Budget Neutral)	0	0	0	0	0
75,881		72,052	72,073	95	1,045	73,213
0	Contingency for Pay/Price Changes	2,007	1,998	0	-1,045	953
75,881	TOTAL SERVICE EXPENDITURE	74,059	74,071	95	0	74,166
-1,045	Interest on Balances	-300	-300	0	0	-300
74,836	NET OPERATING EXPENDITURE	73,759	73,771	95	0	73,866
	<u>Contribution to/(from) Reserves:</u>					
	Emergency Related Reserves					
0	Bellwin / Emergency Planning Reserve	0	0	0	0	0
0	Insurance Reserve	0	0	0	0	0
0	Facing The Future COVID-19 Reserve	0	0	0	0	0
-150	Collection Fund Deficit Reserve	0	0	0	0	0
	Modernisation Challenge					
400	Smoothing Reserve	0	0	0	0	0
150	Retrospective Holiday Pay	-530	-530	0	0	-530
-290	Pensions Reserve	0	0	0	0	0
0	Recruitment Reserve	0	0	0	0	0
-282	Invest to Save Reserve / Collaboration Reserve	0	0	0	0	0
	Capital Investment Reserve					
-7,577	Capital Investment Reserve	974	974	-84	0	890
-69	PFI Annuity Reserve	-69	-69	0	0	-69
	Specific Projects					
0	Community Sponsorship Reserve	0	0	0	0	0
130	Equipment Reserve	0	0	-11	0	-11
0	Community Engagement Reserve	0	0	0	0	0
88	Training Reserve	0	0	0	0	0
0	Health and Wellbeing Reserve	0	0	0	0	0
-50	Inflation Reserve	0	0	0	0	0
0	Clothing Reserve	0	0	0	0	0
	Ringfenced Reserves					
0	Princes Trust Reserve	0	0	0	0	0
-42	Community Risk Management Reserve	0	-12	0	0	-12
57	Energy Reserve	57	57	0	0	57
20	New Dimensions Reserve	0	0	0	0	0
700	Appropriation to / From Revenue Balances	0	0	0	0	0
-6,915	Movement in Reserves	432	420	-95	0	325
67,921	BUDGET REQUIREMENT	74,191	74,191	0	0	74,191
-33,249	Settlement Funding Assessment	-38,326	-38,326	0	0	-38,326
-301	Collection Fund Deficit	-294	-294	0	0	-294
0	Transitional Funding Pension	0	0	0	0	0
-34,371	Precept Income	-35,571	-35,571	0	0	-35,571
-67,921	BUDGET FUNDING	-74,191	-74,191	0	0	-74,191

2024/25 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2023/24	SERVICE REQUIREMENTS	Base Budget 2024/25 £'000	Qtr 1 Budget 2024/25	Reserve Draw- down £'000	Virements £'000	Qtr 2 Budget 2024/25 £'000
£'000	EMPLOYEES					
	Uniformed					
36,814	Firefighters	40,927	41,158		939	42,097
1,740	Control	1,788	1,788		63	1,851
2,161	Additional Hours	2,139	2,139		43	2,182
40,715	TOTAL UNIFORMED	44,854	45,085	0	1,045	46,130
	APT&C and Manual					
11,741	APT&C	12,203	12,849		-8	12,841
175	Tender Drivers	167	167			167
221	Catering	257	257			257
659	Transport Maintenance	750	750			750
61	Hydrant Technicians	61	61			61
81	Casuals	0	0			0
12,938	TOTAL APT&C/MANUAL	13,438	14,084	0	-8	14,076
	Other Employee Expenses					
76	Allowances	49	49			49
0	Removal Expenses	1	1			1
923	Training Expenses	485	843		-27	816
24	Other Expenses	9	9			9
6	Staff Advertising	7	7			7
138	Development Expenses	80	80		22	102
268	Employee Insurance	147	147		-5	142
-582	MPF Pen Fixed Rate	-241	-264			-264
62	Enhanced Pensions	52	52			52
6	SSP & SMP Reimbursements	0	0			0
169	Catering Expenditure	125	124		1	125
-490	HFRA Capitalisation Payroll	-375	-375			-375
600	TOTAL OTHER EMPLOYEE EXPENSES	339	673	0	-9	664
	Pensions					
1,810	Injury Pension	1,825	1,825			1,825
28	Sanction Charges	21	21			21
91	Ill Health Retirement Charges	174	174			174
0	Injury Gratuity	0	0			0
1,929	TOTAL PENSIONS	2,020	2,020	0	0	2,020
56,182	TOTAL EMPLOYEES	60,651	61,862	0	1,028	62,890
	PREMISES					
13	Building Maintenance Repairs	29	29			29
12	Site Maintenance Costs	25	25		2	27
2,036	Energy	1,722	1,722		10	1,732
44	Rent	50	50			50
1,749	Rates	1,810	1,810		94	1,904
252	Water	281	281		8	289
8	Fixtures	15	16		3	19
0	Contract Cleaning	0	0			0
71	Insurance	54	54			54
4,185	TOTAL PREMISES	3,986	3,987	0	117	4,104
	TRANSPORT					
326	Direct Transport	362	361		1	362
11	Tunnel & Toll Fees	11	11		17	28
129	Operating Lease	193	193			193
500	Other Transport Costs	533	534		-11	523
75	Car Allowances	91	91		-1	90
282	Insurance	254	254			254
1	Driving Licences	7	7		-1	6
1,324	TOTAL TRANSPORT	1,451	1,451	0	5	1,456

2024/25 FIRE SERVICE REVENUE BUDGET MOVEMENT (continued)

Actual 2023/24	SERVICE REQUIREMENTS	Base Budget 2024/25	Qtr 1 Budget 2024/25	Reserve Draw-down	Virements	Qtr 2 Budget 2024/25
£'000		£'000		£'000	£'000	£'000
	SUPPLIES & SERVICES					
9	Administrative Supplies	13	15		2	17
267	Operational Supplies	318	301		7	308
11	Hydrants	10	11			11
54	Consumables	69	69			69
105	Training Supplies	162	167		4	171
127	Fire Prevention Supplies	55	54		-1	53
10	Catering Supplies	21	19		-2	17
422	Uniforms	332	337		3	340
79	Printing & Stationery	97	97			97
4	Operating Leases	1	1		-1	0
267	Professional Fees/Service	553	512	11	-34	489
888	Communications	874	875		3	878
16	Postage	15	15		1	16
6	Command/Control	4	9			9
392	Computing	357	350	13	86	449
270	Medicals	269	269			269
56	Travel & Subsistence	64	66		10	76
125	Grants/Subscriptions	107	115		4	119
0	Advertising	1	1		2	3
47	Insurances	37	37			37
2	Furniture	13	14		-1	13
76	Laundry	82	82			82
25	Hospitality	7	43		8	51
65	Seconded Officers In	0	0			0
3,323	TOTAL SUPPLIES & SERVICES	3,461	3,459	24	91	3,574
	AGENCY SERVICES					
80	Super Fund Admin	126	150			150
1,698	ICT Service Provider	1,675	1,675		15	1,690
421	ICT Managed Suppliers	485	485		-3	482
3,100	PFI Unitary Charges ((Int/Principal/Op Costs)	3,158	3,158			3,158
1,739	Estates Service Provider	1,734	1,734		64	1,798
7,038	TOTAL AGENCY SERVICES	7,178	7,202	0	76	7,278
	CENTRAL EXPENSES					
532	Finance & Computing	493	493		3	496
4	Central Expenses	0	0		1	1
536	TOTAL CENTRAL EXPENSES	493	493	0	4	497
	CAPITAL FINANCING					
7,596	PWLB Debt Charges	7,690	7,690		-210	7,480
47	MRB Debt Charges	60	60			60
12,347	Revenue Contribution to Capital	375	387	71	12	470
-22	Early Settlement of Debt (Pfi Refin)	-22	-22			-22
19,968	TOTAL CAPITAL FINANCING	8,103	8,115	71	-198	7,988
92,556	TOTAL EXPENDITURE	85,323	86,569	95	1,123	87,787
	INCOME					
13,124	Specific Grants	11,428	12,506		21	12,527
56	Sales	1	1			1
1,720	Fees & Charges	1,071	1,144		36	1,180
1,460	Rents etc	893	893			893
426	Recharges Secondments	210	210			210
267	Contributions	138	218		19	237
196	Recharges Internal	113	117		2	119
30	Other Income	10	10			10
17,279	TOTAL INCOME	13,864	15,099	0	78	15,177
75,277	NET EXPENDITURE	71,459	71,470	95	1,045	72,610

2024/25 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT

Actual 2023/24	SERVICE REQUIREMENTS	Base Budget 2024/25	Qtr 1 Budget 2024/25	Reserve Draw-down	Virements	Qtr 2 Budget 2024/25
£'000		£'000		£'000	£'000	£'000
	EXPENDITURE					
	Finance & Legal costs					
79	Finance Officer	79	79			79
73	Legal Officer	89	89			89
	Democratic Rep (1020)					
15	- Travel & Subsistence	17	17			17
2	- Conference Fees	2	2			2
224	- Members Allowances	209	209			209
0	- Telephones	1	1			1
2	- Training	1	1			1
0	- Hospitality	1	1			1
10	Capital Financing Costs	0	0			0
	Central Expenses (1030)					
15	Bank Charges	15	15			15
105	District Audit Fees	100	100			100
79	Subscriptions	79	89			89
604	TOTAL EXPENDITURE	593	603	0	0	603

2024/25 NATIONAL RESILIENCE ASSURANCE REVENUE BUDGET MOVEMENT

Actual 2023/24	SERVICE REQUIREMENTS	Base Budget 2024/25	Qtr 1 Budget 2024/25	Reserve Draw-down	Virements	Qtr 2 Budget 2024/25
£'000		£'000		£'000	£'000	£'000
	EXPENDITURE					
2,559	Employee Costs		2,747		129	2,876
1	Premises Costs		0			0
7,819	Transport Costs		8,224		-7	8,217
4,007	Supplies and Services Costs		5,757		157	5,914
28	Agency Costs		28			28
1	Central Expenditure		0			0
5	Capital Financing Costs		1,105		3	1,108
14,420	TOTAL EXPENDITURE	0	17,861	0	282	18,143
	INCOME					
14,420	Income		17,861		282	18,143
0	NET EXPENDITURE	0	0	0	0	0

Budgeted Movement on Reserves 2024/25

	Opening Balance	Qtr 1 Budget	Qtr 2 Drawdown & changes	Closing Balance
Committed Reserves	£'000	£'000	£'000	£'000
<u>Emergency Related Reserves</u>				
Bellwin / Emergency Planning Reserve	222	222		222
Insurance Reserve	534	534		534
Facing The Future COVID-19 Reserve	0	0		0
Collection Fund Reserve	100	100		100
<u>Modernisation Challenge</u>				
Smoothing Reserve	1,400	1,400		1,400
Retrospective Holiday Pay	680	150		150
Pensions Reserve	300	300		300
Recruitment Reserve	1,814	1,814		1,814
Invest to Save / Collaboration Reserve	0	0		0
<u>Capital Investment Reserve</u>	3,204	4,178	-84	4,094
<u>PFI Annuity Reserve</u>	1,304	1,235		1,235
<u>Specific Projects</u>				
Community Sponsorship Reserve	55	55		55
Equipment Reserve	348	348	-11	337
Community Engagement Reserve	0	0		0
Training Reserve	300	300		300
Health and Wellbeing Reserve	30	30		30
Inflation Reserve	1,200	1,200		1,200
Clothing Reserve	90	90		90
<u>Ringfenced Reserves</u>				
Princes Trust Reserve	0	0		0
Community Risk Management Reserve	258	246		246
Energy Reserve	258	315		315
New Dimensions Reserve	77	77		77
Total Earmarked Reserves	12,174	12,594	-95	12,499
General Revenue Reserve	3,700	3,700	0	3,700
Total Reserves	15,874	16,294	-95	16,199

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Capital Programme 2024/25

<u>EXPENDITURE</u>		Approved Budget	Q1 Budget	Q2 Amend-ments	Q2 Vire-ments	Q2 Budget	Actual to 30.09.24
		£	£	£	£	£	£
<u>BUILDING & LAND PROGRAMME</u>							
BLD001	Roofs & Canopy Replacements	192,100	220,000			220,000	17,192
BLD003	Appliance Room Door Repairs	25,000	50,000			50,000	
BLD004	Concrete Yard Repairs	22,500	99,700			99,700	80,801
BLD005	Tower Improvements	35,000	52,700			52,700	
BLD007	LEV Systems in Appliance Rooms	25,000	42,600			42,600	
BLD011	Capital refurbishment	15,000	22,500			22,500	3,995
BLD013	Appliance Room Floors	130,000	152,000			152,000	663
BLD014	Boiler Replacements	55,000	86,700			86,700	19,843
BLD016	Community Station Investment	24,100	46,600			46,600	11,642
BLD018	Conference Facilities H/Q	5,000	50,000			50,000	670
BLD020	5 Year Electrical Test	25,000	38,200			38,200	
BLD026	Corporate Signage	16,300	30,300			30,300	10,895
BLD031	Diesel Tanks		5,200			5,200	
BLD032	Power Strategy (Generators)	15,000	43,000			43,000	
BLD033	Sanitary Accommodation Refurb	124,800	154,800			154,800	
BLD034	Office Accommodation	25,000	87,000			87,000	6,359
BLD039	F.S. Refurbishment Heswall	23,900	23,900			23,900	
BLD041	F.S. Refurbishment Aintree	0	30,300			30,300	
BLD044	Asbestos Surveys	30,000	46,600			46,600	2,160
BLD050	LLAR Accommodation Belle Vale	0	5,700			5,700	
BLD053	Lighting Replacement	0	18,600			18,600	
BLD055	F.S. Refurbishment Bromborough	1,517,600	1,734,200			1,734,200	268,233
BLD057	F.S. Refurbishment Crosby	61,600	91,600			91,600	
BLD058	H.V.A.C. Heating, Vent & Air Con	10,000	12,000			12,000	7,757
BLD060	D.D.A. Compliance Work	150,000	220,800			220,800	3,999
BLD061	Lighting Conductors Surge Protectors	33,600	51,300			51,300	
BLD062	Emergency Lighting	32,800	49,900			49,900	
BLD063	F.S. Refurbishment Kirby	0	52,900			52,900	2,166
BLD067	Gym Equipment Replacement	67,500	81,400			81,400	3,590
BLD068	SHQ JCC		23,100			23,100	
BLD070	Workshop Enhancement	75,000	77,700			77,700	
BLD075	LLAR Accommodation Newton Le Willows	0	36,800			36,800	-4,693
BLD083	St Helens FS New Build					0	-3,376
BLD084	F.S. Refurbishment Croxteth		34,600			34,600	
BLD085	F.S. Refurbishment Speke/Garston		25,500			25,500	1,480
BLD086	F.S. Refurbishment Old Swan		28,200			28,200	1,480
BLD088	F.S. Refurbishment Kensington	50,000	71,300			71,300	
BLD089	F.S. Refurbishment Toxteth/Hub		30,000			30,000	
BLD090	F.S. Refurbishment Wallasey	0	24,400			24,400	1,859
BLD091	New Build TDA	2,129,600	3,146,900		71,000	3,217,900	2,655,885
BLD092	Service HQ. Offices	41,200	58,000			58,000	6,145
BLD093	Refurbishment MF1		25,000			25,000	1,950
BLD094	Security Enhancement Works	25,000	41,000			41,000	17,631
BLD095	Electric Vehicle Infrastructure	65,000	97,800			97,800	
BLD096	Passive Strategy	20,000	60,000			60,000	2,639
CON001	Energy Conservation Non-Salix	130,000	153,800			153,800	7,722
CON002	Energy Conservation Salix		1,800			1,800	
EQU002	Fridge/Freezer Rep Prog	33,000	38,400			38,400	5,910
EQU003	Furniture Replacement Prog	70,000	114,500			114,500	17,067
TDA001	TDA Refurbishment		36,400			36,400	
	Total	5,300,600	7,725,700	0	71,000	7,796,700	3,151,664
<u>FIRE SAFETY</u>							
FIR002	Smoke Alarms (H.F.R.A.)	235,000	235,000			235,000	82,968
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	5,288
FIR007	Replacement Batteries (H.F.R.A.)					0	81
	Total	635,000	635,000	0	0	635,000	88,337

Capital Programme 2024/25

EXPENDITURE		Approved Budget	Q1 Budget	Q2 Amend-ments	Q2 Vire-ments	Q2 Budget	Actual to 30.09.24
		£	£	£	£	£	£
ICT							
FIN001	FMIS/Eproc/Payroll/HR Replacement	150,000	150,000			150,000	
IT002	ICT Software	405,000	575,400	-100,000		475,400	282,451
IT003	ICT Hardware	131,460	399,010		14,700	413,710	262,554
IT005	ICT Servers	65,000	65,000			65,000	
IT018	ICT Network	112,000	371,300	-40,000		331,300	273,881
IT019	Website Development	10,800	10,800			10,800	
IT026	ICT Operational Equipment	15,000	140,500			140,500	2,395
IT027	ICT Security	2,000	2,000			2,000	
IT028	System Development (Portal)	31,400	83,700			83,700	895
IT030	ICT Projects/Upgrades	5,000	8,500			8,500	
IT047	Legal Case Management System	30,000	40,000			40,000	9,990
IT055	C.3.I. C.&.C Communication & Information	5,000	48,100			48,100	6,748
IT059	ESMCP Project Control Room Integration		66,100			66,100	
IT062	Capita Vision 3 Update (CFO/058/17)		31,300			31,300	
IT063	Planning Intelligence and Performance System	90,000	120,000			120,000	
IT066	ESN Ready		20,700			20,700	
IT068	Command & Control Suite		325,100			325,100	300,801
IT069	ICT Enhanced Mobilisation		140,000			140,000	
IT070	OSHENS Renewal/Replacement	50,000	50,000			50,000	
	Total	1,102,660	2,647,510	-140,000	14,700	2,522,210	1,139,715
NATIONAL RESILIENCE ASSET REFRESH							
NRAT001	NRAT Asset Refresh	0	106,300	125,000	247,000	478,300	17,747
NRAT002	NRAT - DIM	0	2,233,400			2,233,400	1,867,182
NRAT003	NRAT - ELS		2,349,400		-1,343,600	1,005,800	965,454
NRAT004	NRAT - USAR			6,963,400	1,036,600	8,000,000	
NRAT005	NRAT - Vehicles				60,000	60,000	
NRAT006	NRAT - MTA	0	1,100,000			1,100,000	
	Total	0	5,789,100	7,088,400	0	12,877,500	2,850,383
OPERATIONAL EQUIP. & HYDRANTS							
OPS001	Gas Tight Suits Other PPE	10,500	10,500	-10,500		0	
OPS003	Hydraulic Rescue Equipment	360,000	421,500			421,500	61,591
OPS005	Resuscitation Equipment	5,500	5,500			5,500	
OPS009	POD Equipment	20,000	97,700	-50,000		47,700	12,298
OPS011	Thermal imaging cameras	170,000	200,000			200,000	197,250
OPS016	Gas Detection Equipment (MYRA DS)	100,000	120,300	-100,000		20,300	692
OPS022	Improvements to Fleet	120,700	121,600		20,000	141,600	41,751
OPS023	Water Rescue Equipment	65,500	106,300			106,300	34,669
OPS024	BA Equipment		82,600			82,600	42,656
OPS026	Rope Replacement	15,500	15,500			15,500	
OPS027	Light Portable Pumps	20,000	20,000		-20,000	0	
OPS031	CCTV Equipment	80,000	80,000	-80,000		0	
OPS033	Marine Rescue Equipment	11,000	12,700			12,700	32
OPS034	Operational Ladders	15,000	15,000			15,000	
OPS036	Radiation/Gas Detection Equipment	7,000	64,200			64,200	46,964
OPS038	Water Delivery System	10,000	10,000			10,000	
OPS039	Water Delivery Hoses	18,500	19,200			19,200	
OPS049	Bulk Foam Equipment	5,000	72,000			72,000	26,542
OPS054	Electrical Equipment	10,000	12,200			12,200	2,205
OPS058	Operational Drones	5,000	5,000		800	5,800	859
OPS059	Fire Ground Equipment	5,500	5,500			5,500	
OPS060	SRT Equipment	70,000	90,100			90,100	8,865
OPS061	Hi-Rise Kits	10,500	14,500	-10,000		4,500	
OPS062	Marine Firefighting	70,000	70,000	-30,000		40,000	8,134
OPS063	Emerging Technologies	50,000	50,000			50,000	
OPS064	Wildfire Equipment	5,000	5,000			5,000	
OPS065	Communications		10,800			10,800	7,879
HYD001	Hydrants (New Installations)	18,500	18,500			18,500	2,259
HYD002	Hydrants (Replacements)	18,500	18,500			18,500	12,287
	Total	1,297,200	1,774,700	-280,500	800	1,495,000	506,933
VEHICLES							
VEH001	Fire Appliances	1,160,000	1,160,000	-1,160,000		0	
VEH002	Ancillary Vehicles	409,750	845,350	-315,900	11,100	540,550	406,065
VEH004	Special Vehicles	971,000	1,387,600	-300,000	16,400	1,104,000	282,072
VEH005	Vehicles water Strategy	16,400	16,400		-16,400	0	
VEH010	Marine Rescue Vessels		76,400		-11,100	65,300	
WOR001	Workshop Equipment	65,700	45,700			45,700	6,701
	Total	2,622,850	3,531,450	-1,775,900	0	1,755,550	694,838
	Grand Total	10,958,310	22,103,460	4,892,000	86,500	27,081,960	8,431,870

Capital Programme 2024/25

EXPENDITURE		Approved Budget	Q1 Budget	Q2 Amend-ments	Q2 Vire-ments	Q2 Budget	Actual to 30.09.24
		£	£	£	£	£	£
Capital Receipts							
	Sale of LLAR House Newton	435,000	435,000			435,000	
	Sale of LLAR NWAS Land	80,000	80,000			80,000	
	Sale of TDA/Croxteth FS	2,000,000	2,000,000	1,100,000		3,100,000	
	Sale of Aintree FS	650,000	650,000			650,000	
	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	
R.C.C.O. / Capital Reserve							
	Capitalisation of Sals HFRA (FIR005)	375,000	375,000			375,000	
	IT Equipment (IT003)		12,450		14,700	27,150	27,150
	Cap Refurb (BLD011) - Container Units		4,000			4,000	4,000
	Op. Drones (OPS058) - 0295				800	800	800
	NRAT - MTA (NRAT006) - Body Armour 2016		1,100,000			1,100,000	
	BLD019 TDA Build Cao Inv Res CFO/52/24				71,000	71,000	
Grant							
	NRAT National Resilience Grant		1,450,000	7,088,400		8,538,400	2,850,383
	Total Non Borrowing	4,740,000	7,306,450	8,188,400	86,500	15,581,350	2,882,333
Borrowing Requirement							
	Unsupported Borrowing	6,218,310	14,797,010	-3,296,400	0	11,500,610	5,549,537
	Borrowing	6,218,310	14,797,010	-3,296,400	0	11,500,610	5,549,537
	Total Funding	10,958,310	22,103,460	4,892,000	86,500	27,081,960	8,431,870

Capital Programme 2024/25 to 2028/29

Capital Expenditure	Total Cost £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Buildings & Land	13,270,600	7,796,700	1,594,600	2,332,500	813,300	733,500
Fire Safety	3,175,000	635,000	635,000	635,000	635,000	635,000
ICT	6,909,830	2,522,210	1,617,160	1,137,660	680,900	951,900
NRAT Resilience Assets	12,877,500	12,877,500	0	0	0	0
Operational Equipment & Hydrants	7,224,000	1,495,000	1,109,000	2,525,000	843,000	1,252,000
Vehicles	10,734,250	1,755,550	3,703,900	2,006,000	2,608,800	660,000
Expenditure	54,191,180	27,081,960	8,659,660	8,636,160	5,581,000	4,232,400
2024/25 - 2028/29 Q1 Approved Programme	47,016,280	22,103,460	7,949,260	6,830,160	5,901,000	4,232,400
Q2 Change to Q1 Budget	7,174,900	4,978,500	710,400	1,806,000	(320,000)	0
Q2 Movements Explained by:						
Scheme re-phasing	0	(2,196,400)	710,400	1,806,000	(320,000)	0
NRAT Grant Released	7,088,400	7,088,400				
RCCO: ICT Hardware/Drones	15,500	15,500				
RCCO: BLD019 TDA Build Cap Inv Res CFO/52/24	71,000	71,000				
Q2 Movement	7,174,900	4,978,500	710,400	1,806,000	(320,000)	0
Financing Available	Total £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2027/28 £
Capital Receipts	5,465,000	5,465,000	0	0	0	0
Sale of LLAR House Newton		435,000				
Sale of LLAR Nwas Land		80,000				
Sale of TDA/Croxteth FS		3,100,000				
Sale of Aintree FS		650,000				
Sale of Vesty A		550,000				
Sale of Vesty B		550,000				
Sale of Ritchie Avenue Stores		100,000				
RCCO	3,006,950	1,506,950	375,000	375,000	375,000	375,000
CFS Alarm Installation (Salaries)		375,000	375,000	375,000	375,000	375,000
IT003 IT Hardware Purchases - 0085		27,150				
BLD011 Cap. Refurb. - Container Units 0221		4,000				
NRAT003 NRAT - MTA: Body Armour 2016		1,100,000				
OPS058 Drones 0295		800				
Capital Reserves	71,000	71,000	0	0	0	0
BLD019 TDA Build Cap Inv Res CFO/52/24		71,000				
Grants	8,538,400	8,538,400	0	0	0	0
NRAT Grant		8,538,400				
Total Non Borrowing	17,081,350	15,581,350	375,000	375,000	375,000	375,000
Unsupported Borrowing	37,109,830	11,500,610	8,284,660	8,261,160	5,206,000	3,857,400
Total Funding	54,191,180	27,081,960	8,659,660	8,636,160	5,581,000	4,232,400
2024/25 - 2028/29 Q1 Approved Programme	47,016,280	22,103,460	7,949,260	6,830,160	5,901,000	4,232,400
Q2 Change to Q1 Budget	7,174,900	4,978,500	710,400	1,806,000	(320,000)	0
Funding Change Explained by:						
RCCO	15,500	15,500	0	0	0	0
IT003 - ICT Hardware		14,700				
OPS058 Drones 0295		800				
Capital Reserves	71,000	71,000	0	0	0	0
BLD019 TDA Build Cap Inv Res CFO/52/24		71,000				
Capital Receipts	0	0	0	0	0	0
Grants	7,088,400	7,088,400	0	0	0	0
NRAT Grant		7,088,400				
Unsupported Borrowing	0	(2,196,400)	710,400	1,806,000	(320,000)	0
Scheme re-phasing		(2,196,400)	710,400	1,806,000	(320,000)	
Q2 Movements	7,174,900	4,978,500	710,400	1,806,000	(320,000)	0

Buildings Capital Programme 2024/25 to 2028/29

Type of Capital Expenditure	Total Cost £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Major Site Works						
BLD039 FS Refurbishment Heswall	23,900	23,900				
BLD041 FS Refurbishment Aintree	30,300	30,300				
BLD055 FS Refurbishment Bromborough	1,734,200	1,734,200				
BLD057 FS Refurbishment Crosby	391,600	91,600		300,000		
BLD063 FS Refurbishment Kirkby	815,000	52,900	762,100			
BLD073 SHQ Museum	191,000					191,000
BLD084 FS Refurbishment Croxteth	34,600	34,600				
BLD085 FS Refurbishment Speke/Garston	25,500	25,500				
BLD086 FS Refurbishment Old Swan	28,200	28,200				
BLD087 F.S. Refurbishment City Centre	250,000		250,000			
BLD088 FS Refurbishment Kensington	121,300	71,300	50,000			
BLD089 FS Refurbishment Toxteth	182,500	30,000			152,500	
BLD090 FS Refurbishment Wallasey	1,524,400	24,400		1,500,000		
BLD091 TDA New Build	3,217,900	3,217,900				
BLD093 Marine Fire 1 Refurbishment	143,300	25,000			118,300	
	8,713,700	5,389,800	1,062,100	1,800,000	270,800	191,000
LLAR Accommodation Works						
BLD050 LLAR Accommodation Belle Vale	5,700	5,700				
BLD075 LLAR Accommodation Newton-le-Willows	36,800	36,800				
	42,500	42,500				
General Station Upgrade Works						
BLD001 Roofs & Canopy Replacements	400,000	220,000	45,000	45,000	45,000	45,000
BLD003 Appliance Room Door Repairs	150,000	50,000	25,000	25,000	25,000	25,000
BLD004 Concrete Yard Repairs	189,700	99,700	22,500	22,500	22,500	22,500
BLD005 Tower Improvements	112,700	52,700	15,000	15,000	15,000	15,000
BLD013 Non Slip Coating to Appliance Room Floors	272,000	152,000	30,000	30,000	30,000	30,000
BLD016 Community Station Investment	46,600	46,600				
BLD033 Sanitary Accommodation Refurbishment	234,800	154,800	20,000	20,000	20,000	20,000
TDA001 TDA Refurbishment	36,400	36,400				
	1,442,200	812,200	157,500	157,500	157,500	157,500
Other Works						
BLD007 LEV System in Appliance Rooms	62,600	42,600	5,000	5,000	5,000	5,000
BLD011 Capital Refurbishment	102,500	22,500	15,000	15,000	25,000	25,000
BLD014 Boiler Replacements	146,700	86,700	15,000	15,000	15,000	15,000
BLD018 Conference Facilities SHQ	70,000	50,000	5,000	5,000	5,000	5,000
BLD020 Electrical Testing	138,200	38,200	25,000	25,000	25,000	25,000
BLD026 Corporate Signage	50,300	30,300	5,000	5,000	5,000	5,000
BLD031 Diesel Tanks	5,200	5,200				
BLD032 Power Strategy	103,000	43,000	15,000	15,000	15,000	15,000
BLD034 Office Accommodation	187,000	87,000	25,000	25,000	25,000	25,000
BLD044 Asbestos Surveys	86,600	46,600	10,000	10,000	10,000	10,000
BLD053 Lighting Replacement	18,600	18,600				
BLD058 HVAC - Heating, Ventilation & Air Con	132,000	12,000	30,000	30,000	30,000	30,000
BLD060 DDA Compliance	420,800	220,800	50,000	50,000	50,000	50,000
BLD061 Lightening Conductors & Surge Protection	71,300	51,300	5,000	5,000	5,000	5,000
BLD062 Emergency Lighting	69,900	49,900	5,000	5,000	5,000	5,000
BLD067 Gym Equipment Replacement	181,400	81,400	25,000	25,000	25,000	25,000
BLD068 SHQ JCC	23,100	23,100				
BLD070 Workshop Enhancement	77,700	77,700				
BLD092 Service Headquarters Offices	58,000	58,000				
BLD094 Security Enhancement Works	141,000	41,000	25,000	25,000	25,000	25,000
BLD095 Electric Vehicle Infrastructure Works	197,800	97,800	25,000	25,000	25,000	25,000
BLD096 Passive Fire Strategy	140,000	60,000	20,000	20,000	20,000	20,000
CON001 Energy Conservation Non-Salix	273,800	153,800	30,000	30,000	30,000	30,000
CON002 Energy Conservation Salix	1,800	1,800				
EQU002 Replacement programme for Fridge Freezers	98,400	38,400	15,000	15,000	15,000	15,000
EQU003 Furniture Replacement Programme	214,500	114,500	25,000	25,000	25,000	25,000
	3,072,200	1,552,200	375,000	375,000	385,000	385,000
	13,270,600	7,796,700	1,594,600	2,332,500	813,300	733,500

Fire Safety Capital Programme 2024/25 to 2028/29

Type of Capital Expenditure	Total Cost £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
FIR002 Smoke Alarms (100,000 HFRA target)	1,175,000	235,000	235,000	235,000	235,000	235,000
FIR005 Installation costs (HFRA)	1,875,000	375,000	375,000	375,000	375,000	375,000
FIR006 Deaf Alarms (HFRA)	125,000	25,000	25,000	25,000	25,000	25,000
	3,175,000	635,000	635,000	635,000	635,000	635,000

ICT Capital Programme 2024/25 to 2028/29

Type of Capital Expenditure	Total Cost £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
IT002 ICT Software						
Software Licences	10,000	2,000	2,000	2,000	2,000	2,000
MDT Software Solution Refresh	100,000		100,000			
Sophos MDR	206,000	103,000		103,000		
3 Year Antivirus & Filtering Software	300,000		150,000			150,000
3 Year PRTG Subscription License	12,000		6,000			6,000
3 Year Vision 5 Threat Defence License	60,000	30,000			30,000	
Microsoft SQL Software	67,400	67,400				
Microsoft EA Agreement (Servers & Security)	152,500	30,500	30,500	30,500	30,500	30,500
Microsoft EA Agreement (Windows & Office)	1,057,000	211,400	211,400	211,400	211,400	211,400
Microsoft EA Agreement (Application Development)	155,500	31,100	31,100	31,100	31,100	31,100
	2,120,400	475,400	531,000	378,000	305,000	431,000
IT003 ICT Hardware						
Desktops (target 20%)	232,100	40,100	48,000	48,000	48,000	48,000
Laptops/Surface Pros/Tablets/Docking Stations (target 20%)	564,000	82,000	120,500	120,500	120,500	120,500
Monitors & Monitor Arms (target 20%)	72,550	16,550	14,000	14,000	14,000	14,000
Peripherals replacement (target 20%)	15,700	3,700	3,000	3,000	3,000	3,000
Mobile device replacement (target 20%)	65,780	16,260	12,360	12,360	12,400	12,400
PJ02: Enhanced AV Conference Facility - SHQ/TDA	215,100	215,100				
New Long Lane Station	40,000	40,000				
Backup Tape Drive 5-year asset refresh	25,000			25,000		
IPTV 5-year asset refresh	36,800			36,800		
	1,267,030	413,710	197,860	259,660	197,900	197,900
IT005 ICT Servers						
Server/storage replacement (target 20%)	325,000	65,000	65,000	65,000	65,000	65,000
Server/storage growth	42,000			14,000	14,000	14,000
SAN 5 Year Refresh	135,000		135,000			
	502,000	65,000	200,000	79,000	79,000	79,000
IT018 ICT Network						
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
Mitel IP Telephony Upgrade (inc.Fire Control)	200,000					200,000
Cradlepoint 5G Antennas	140,100	140,100				
Wireless Access Points and Wireless Controllers - Increase	131,800	131,800				
PJ01: Enhanced Local Area Network (LAN)	2,100	2,100				
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	25,300	25,300				
PSTN replacement asset refresh	125,000			125,000		
	814,300	331,300	107,000	142,000	17,000	217,000
IT026 ICT Operational Equipment						
Pagers/Alerters	20,000	4,000	4,000	4,000	4,000	4,000
Callmy Alert	5,000	1,000	1,000	1,000	1,000	1,000
Station Equipment Replacement	50,000	10,000	10,000	10,000	10,000	10,000
GPS Repeater 5-year asset refresh	55,000				55,000	
Toughpad Asset Refresh - Vehicles	150,000		150,000			
MDT Replacement (Not incl. in ESMCP)	72,000	72,000				
NEW Station End Network Equipment Asset Refresh	140,000		140,000			
Increase in Appliances - Equipment	20,800	20,800				
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	32,700	32,700				
	775,500	140,500	305,000	245,000	70,000	15,000
IT027 ICT Security						
Remote Access Security FOBS	10,000	2,000	2,000	2,000	2,000	2,000
Celestix 3-year renewal - VPN tokens	22,000			22,000		
	32,000	2,000	2,000	24,000	2,000	2,000
IT058 New Emergency Services Network (ESN)						
ESN Radios / Infrastructure - Estimate	54,300		54,300			
	54,300		54,300			
IT063 Planning Intelligence and Performance System						
PIPS System upgrade	120,000	120,000				
	120,000	120,000				

ICT Capital Programme 2024/25 to 2028/29

Type of Capital Expenditure	Total Cost £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Other IT Schemes						
IT019 Website Development	50,800	10,800	40,000			
IT028 System Development (Portal)	83,700	83,700				
IT030 ICT Projects/Upgrades	28,500	8,500	5,000	5,000	5,000	5,000
IT047 Legal Case Management System	40,000	40,000				
IT055 C.3.I. C.&.C Communication & Information	68,100	48,100	5,000	5,000	5,000	5,000
IT059 ESMCP Project Control Room Integration	66,100	66,100				
IT062 Capita Vision 3 Update (CFO/058/17)	31,300	31,300				
IT064 999 Emergency Streaming (999EYE)	40,000		40,000			
IT066 ESN Ready	20,700	20,700				
IT068 Command & Control Suite	325,100	325,100				
IT069 ICT Enhanced Mobilisation	140,000	140,000				
IT070 OSHENS Renewal/Replacement	50,000	50,000				
IT071 TRANMAN Renewal/Replacement	100,000		100,000			
IT072 Modern Gov Upgrade	30,000		30,000			
FIN001 FMIS/Eproc/Payroll/HR Replacement	150,000	150,000				
	1,224,300	974,300	220,000	10,000	10,000	10,000
	6,909,830	2,522,210	1,617,160	1,137,660	680,900	951,900
Original Budget	5,350,280	1,102,660	1,477,160	1,137,660	680,900	951,900
Current Programme	6,909,830	2,522,210	1,617,160	1,137,660	680,900	951,900
Changes	1,559,550	1,419,550	140,000			

NRAT Resilience Assets 2024/25 to 2028/29

Type of Capital Expenditure	Total Cost £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
NRAT001 NRAT Asset Refresh	478,700	478,700	0	0	0	0
NRAT002 NRAT - DIM	2,233,400	2,233,400	0	0	0	0
NRAT003 NRAT - ELS	1,005,400	1,005,400	0	0	0	0
NRAT004 NRAT - USAR	8,000,000	8,000,000	0	0	0	0
NRAT005 NRAT - Vehicles	60,000	60,000	0	0	0	0
NRAT006 NRAT - MTA	1,100,000	1,100,000	0	0	0	0
	12,877,500	12,877,500	0	0	0	0

Operational Equipment Capital Programme 2024/25 to 2028/29

Type of Capital Expenditure	Total Cost £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
<u>OPS001 Gas Tight Suits Other PPE</u>						
Gas Tight Suits	63,500		14,500	7,000	7,000	35,000
Bump Hats	10,000		2,500	2,500	2,500	2,500
	73,500		17,000	9,500	9,500	37,500
<u>OPS003 Hydraulic Rescue Equipment</u>						
Hydraulic Rescue Equipment - Replacement Prog	1,150,000	350,000	150,000	150,000	150,000	350,000
Air Lifting Equipment - Air Bags & Control Units	171,500	71,500	80,000		10,000	10,000
	1,321,500	421,500	230,000	150,000	160,000	360,000
<u>OPS005 Resuscitation Equipment</u>						
Resuscitation Rescue Equipment	46,500	5,500	5,500	5,500	10,000	20,000
	46,500	5,500	5,500	5,500	10,000	20,000
<u>OPS009 POD Equipment</u>						
Demountable Unit Refurbishment	197,700	27,700	50,000	20,000	50,000	50,000
Gas Monitors	40,000	20,000			10,000	10,000
	237,700	47,700	50,000	20,000	60,000	60,000
<u>OPS022 Improvements to Fleet</u>						
Improvements to Fleet	340,000	90,000	50,000	50,000	50,000	100,000
PPV Fans	78,000	15,500	6,000	6,500	25,000	25,000
Smoke Blockers	32,100	6,100	2,000	2,000	2,000	20,000
	450,100	111,600	58,000	58,500	77,000	145,000
<u>OPS024 BA Equipment</u>						
BA Cylinder Replacement	589,200	23,100		566,100		
Telemetry sets	855,200	33,600		821,600		
BA Equipment	40,000					40,000
BA Test Rig	91,400	3,600		87,800		
BA Set Batteries	74,200	2,900		71,300		
BA Compressors	152,200	4,400		107,800	40,000	
BA Analogue sets	90,300	3,600		86,700		
BA Boards	90,300	3,600		86,700		
BA Battery chargers	36,500	1,400		35,100		
BA Set Batteries	74,200	2,900		71,300		
Face masks	89,100	3,500		85,600		
	2,182,600	82,600		2,020,000	40,000	40,000
<u>OPS036 Radiation/Gas Detection Equipment</u>						
Radiation Detection Equipment	112,300	18,300	2,000	2,000	45,000	45,000
Single Gas Detection Equipment	51,900	45,900		2,000	2,000	2,000
	164,200	64,200	2,000	4,000	47,000	47,000
<u>OPS049 Bulk Foam Equipment</u>						
Bulk Foam Attack Equipment	87,000	67,000				20,000
Bulk Foam Stock	10,000	5,000		5,000		
	97,000	72,000		5,000		20,000
<u>OPS059 Fire Ground Equipment</u>						
Fire Ground Radios	309,000	5,500	277,500	5,500	5,500	15,000
Fire Ground Communications	5,500				5,500	
	314,500	5,500	277,500	5,500	11,000	15,000
<u>OPS060 SRT Equipment</u>						
SRT Ropes	99,300	19,300	15,000	15,000	15,000	35,000
SRT Equipment	144,400	64,400	20,000	20,000	20,000	20,000
SRT Water	66,400	6,400	5,000	5,000	20,000	30,000
	310,100	90,100	40,000	40,000	55,000	85,000

Operational Equipment Capital Programme 2024/25 to 2028/29

Type of Capital Expenditure	Total Cost £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Other Operational Equipment						
OPS011 Thermal imaging cameras	221,000	200,000	5,000	5,500	5,500	5,000
OPS016 Gas Detection Equipment (MYRA DS)	174,300	50,300	100,000		12,000	12,000
OPS023 Water Rescue Equipment	198,100	105,600	16,000	16,500	30,000	30,000
OPS026 Rope Replacement	88,700	16,200	16,000	16,500	20,000	20,000
OPS027 Light Portable Pumps	60,000				30,000	30,000
OPS031 CCTV Equipment	203,000		90,000	5,000	54,000	54,000
OPS033 Marine Rescue Equipment	59,200	12,700	11,000	11,500	12,000	12,000
OPS034 Operational Ladders	95,000	15,000	15,000	15,000	25,000	25,000
OPS038 Water Delivery System	45,000	10,000	5,000	5,000	5,000	20,000
OPS039 Water Delivery Hoses	100,200	19,200	19,000	20,000	21,000	21,000
OPS052 DEFRA FRNE	10,000					10,000
OPS054 Electrical Equipment	113,200	12,200	10,500	10,500	30,000	50,000
OPS056 PV Stop (Solar Panels)	24,000					24,000
OPS058 Operational Drones	58,300	5,800	5,000	5,000	32,500	10,000
OPS061 Hi-Rise Kits	24,500	4,500	12,500	2,500	2,500	2,500
OPS062 Marine Firefighting	81,000	40,000	32,000	2,000	2,000	5,000
OPS063 Emerging Technologies	250,000	50,000	50,000	50,000	50,000	50,000
OPS064 Wildfire Equipment	25,000	5,000	5,000	5,000	5,000	5,000
OPS065 Communications	10,800	10,800				
	1,841,300	557,300	392,000	170,000	336,500	385,500
Hydrants						
HYD001 Hydrants (New Installations)	92,500	18,500	18,500	18,500	18,500	18,500
HYD002 Hydrants (Replacements)	92,500	18,500	18,500	18,500	18,500	18,500
	185,000	37,000	37,000	37,000	37,000	37,000
	7,224,000	1,495,000	1,109,000	2,525,000	843,000	1,252,000

Vehicles Capital Programme 2024/25 to 2028/29

Type of Capital Expenditure	Price Per Unit	Total		2024/25		2025/26		2026/27		2027/28		2028/29	
		Units	Cost £	Units	£	Units	£	Units	£	Units	£	Units	£
VEH002 Ancillary Vehicles													
<u>Cars</u>													
Pool Cars - Skoda Fabia	15,050	4	60,200			4	60,200						
Pool Cars - Possible Electric	18,000	19	342,000			19	342,000						
Pool Cars - Possible Electric	25,000	6	150,000								6	150,000	
Officer Response: Toyota Corolla Hybrid	25,140	15	377,100	15	377,100								
Officer Response: Toyota Corolla Hybrid	30,000	7	210,000			7	210,000						
Vehicle Trackers			20,000		20,000								
<u>4X4s</u>													
Isuzi	24,000	1	24,000			1	24,000						
<u>Vans</u>													
Master/Transit Panel	36,850	1	36,850	1	36,850								
Ford Transit	38,500	4	154,000	2	77,000	2	77,000						
Panel	38,000	1	38,000			1	38,000						
Panel - RTC reduction	45,000	1	45,000			1	45,000						
Courier	40,000	4	160,000					4	160,000				
Dog Van (Conversion Works)			29,600		29,600								
Water Rescue Van	50,000	1	50,000			1	50,000						
Operational Equipment Transit	40,000	2	80,000							2	80,000		
Hydrant Transit	40,000	2	80,000							2	80,000		
T&DA Transit	40,000	2	80,000							2	80,000		
Occupational Health Transit	50,000	1	50,000								1	50,000	
<u>Mini Buses</u>													
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						
			2,186,450		540,550		1,045,900		160,000		240,000		200,000
VEH004 Special Vehicles													
CPL Aerial Appliance: HRET 20m		1	521,800		521,800								
CPL Aerial Appliance - Bronto CPL45M (Equipment)		1	6,200		6,200								
Prime Movers Long Term Capability Mment	181,400	2	362,800							2	362,800		
POD Long Term Capability Mment	181,400	1	210,600	1	210,600								
Prime Movers	210,000	2	420,000							2	420,000		
Telehandler (Reach Forklift)	100,000	1	100,000	1	100,000								
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	45,000	1	45,000	1	45,000								
Wildfire Appliance 4x4	75,000	2	150,000	2	150,000								
Curtain Sided Truck (Driving School)	86,000	1	86,000							1	86,000		
Water Rescue Unit	70,400	1	70,400	1	70,400								
Crane Lorry	200,000	1	200,000							1	200,000		
Welfare Van for Operational Incidents	21,600												
Water Bowser Appliance	275,000	1	275,000							1	275,000		
			3,347,800		1,104,000		900,000				1,343,800		
VEH010 Marine Rescue Vessels													
RNLI Class 75 Rib Boats (Equipment)	200,000	2	465,300		65,300							2	400,000
			465,300		65,300								400,000
VEH001 Fire Appliances													
2024/25 Price - CRMP	290,000	3	870,000			3	870,000						
2025/26 Price - CRMP	296,000	3	888,000			3	888,000						
NEW Electric Fire Appliances	900,000	1	900,000					1	900,000				
2026/27 Price	302,000	3	906,000					3	906,000				
2027/28 Price	320,000	3	960,000							3	960,000		
			4,524,000				1,758,000		1,806,000		960,000		
WOR001 Workshop Equipment													
Machine Shop Equipment			77,700		27,700								50,000
Workshop Equipment			10,000										10,000
Rolling Road Replacement (MOT bay)			10,000		10,000								
Smoke Analyser (MOT bay)			8,000		8,000								
Workshop Equip Somers vehicle Lift.	25,000	1	25,000							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				
			210,700		45,700				40,000		65,000		60,000

Vehicles Capital Programme 2024/25 to 2028/29

Type of Capital Expenditure	Price Per Unit	Total		2024/25		2025/26		2026/27		2027/28		2028/29	
		Units	Cost £	Units	£	Units	£	Units	£	Units	£	Units	£
			10,734,250		1,755,550		3,703,900		2,006,000		2,608,800		660,000
Original Budget			9,825,650		2,622,850		3,414,000		200,000		2,928,800		660,000
Current Programme			<u>10,734,250</u>		<u>1,755,550</u>		<u>3,703,900</u>		<u>2,006,000</u>		<u>2,608,800</u>		<u>660,000</u>
Changes			<u>908,600</u>		<u>(867,300)</u>		<u>289,900</u>		<u>1,806,000</u>		<u>(320,000)</u>		<u> </u>

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	12 DECEMBER 2024	REPORT NO:	CFO/72/24
PRESENTING OFFICER	CHIEF FIRE OFFICER, PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON	REPORT AUTHOR:	IRMP OFFICER, JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	STATEMENT OF ASSURANCE 2023-24		
APPENDICES:	APPENDIX A:	DRAFT STATEMENT OF ASSURANCE 2023-24	

Purpose of Report

1. To request that Members consider and approve Merseyside Fire and Rescue Authority's ('the Authority') Statement of Assurance 2023-24 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 2023-24; and
 - c) if approved, the Statement of Assurance 2023-24, 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 2023 to March 2024) – 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 2023 to March 2024 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 Authority's website, or in some cases to documents held by other organisations or within Governmental departments.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management and Health & Safety Implications

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

Environmental Implications

12. There are no environmental implications arising from this report.

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

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

13. 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 the Authority.

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

NONE

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Statement of Assurance

2023-24

Merseyside Fire & Rescue Authority

ANNUAL STATEMENT OF ASSURANCE 2023/24

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ANNUAL STATEMENT OF ASSURANCE 2023/24

1. Foreword

Fire and Rescue Authorities are accountable for their performance and as such, information regarding effectiveness and value for money should be accessible, transparent and accurately reported to the communities they serve. Along with legislation which governs how FRA's provide their services, the revised [Fire and Rescue Service National Framework for England 2018](#) requires Merseyside Fire and Rescue Authority (MFRA) to produce this Annual Statement of Assurance. The Statement of Assurance focuses on Authority governance, performance and activity that took place between 1st April 2023 and 31st March 2024.

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

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

Since we published our last Statement of Assurance Merseyside Fire and Rescue Service (MFRS) has continued to provide outstanding services to the public and visitors to Merseyside. If you need our help in an emergency, you can be assured that we have one of the fastest responses in the country. If you are more likely to have a fire in your home or business, we will help to reduce that risk and if you live in a community where anti-social behaviour is a problem we will work with other organisations to keep you safe. Through our outstanding prevention and protection work, we have driven down fire deaths to the lowest ever number.

In May and June 2023 the Service took part in the third full inspection by Her Majesty's Inspectorate of Fire and Rescue Services. In 2023, we again scored three 'outstanding' judgements making best use of resources (the only fire and rescue service to do so). Overall, the Inspectorate judged us as:

- Outstanding at preventing fire and risk
- Outstanding at responding to major incidents
- Outstanding at best use of resources

All other judgements were either Good or Adequate with no areas classed as Requires Improvement or Inadequate. We have continued to work hard to improve during the period since the last inspection and we will continue to do that in the future.

Fire service organisational culture has been in the spotlight recently, having been identified as an area of focus by HMICFRS. We remain steadfast in our determination to create a culture that is fully inclusive and we will operate a policy of zero tolerance when it is not. We have plans in place to continue to embed our Leadership Message and positive behaviours in the organisation.

Merseyside Fire and Rescue Service is a positive, safe and supportive place to work. 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 2023-24](#), 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 completed the building of 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 created a new fire station to replace two fire stations that have reached 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 (following the recommendations coming from the Grenfell Phase 1 report) 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 – Strategic Planning Officer on 0151 296 4563 or by email on jackiesutton@merseyfire.gov.uk

2. Introduction

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

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

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

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 26th September 2019 Central and Local Government released the Index of Multiple Deprivation 2019. (It is anticipated this data will be refreshed in 2025). 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 and Rescue Authority actively supports the reduction of Hate Crime and serious violence 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 2023-24](#) in April 2023. The [Integrated Risk Management Plan 2021-24](#) was published on 1st July 2021 following two periods of consultation with stakeholders. A new Community Risk Management Plan 2024-27 was published in October 2024 (this will be the subject of our 2024/25 Statement of Assurance).

The Integrated Risk Management Plan set out how we continued to deliver our services to meet local risks during 2023/24. It describes a fire and rescue service that is leaner than in past years, but one where innovative 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 established the standards of performance expected and also reported on the 2022/23 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 1st April 1986 by the Local Government Act 1985 which made provision for joint authorities to be established in the major metropolitan areas following the abolition of the metropolitan county councils.

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

The Authority

The Authority is made up of 18 Elected Members, all of whom must be a Councilor elected to one of the five constituent district councils within Merseyside (Knowsley, Liverpool, Sefton, St Helens and Wirral) and the Police and Crime Commissioner for Merseyside. There is also an independent co-opted person on the Audit and Scrutiny Committee. Members of the Authority have a responsibility to the whole community of

Merseyside and are directly accountable to the people of Merseyside for the running of the Fire and Rescue Service. All Members meet together as the Fire and Rescue Authority. Meetings of the Authority are normally open to the public and details are published on our website www.merseyfire.gov.uk

The Authority has ultimate responsibility for decision making but has delegated many decisions to committees as part of their Terms of Reference (available to view in the Constitution) and also to Officers of the Service. 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 Growth Platform
- 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 2023-24](#) and allowances
- Meetings, agendas and decisions
- Complaints Procedure Members [Code of Conduct](#)

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 is 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, - 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 2023-24](#)

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 2023/24](#) (Department for Communities and Local Government) and [CIPFA 2023/24](#) (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 4th September 2018. We revised and updated these on 30th June 2021 at the Fire Authority meeting. A new People Plan was published alongside our Community Risk Management Plan in October 2024 (this will be the subject of our 2024/25 Statement of Assurance).

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 and Rescue Service has developed a High Potential Programme to support the development of staff with leadership potential and the drive to take the Service forward. The programme is designed to help 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 6th April 2023. This report summarises all of the results produced by People Insight. The next Staff Survey took place in October/November 2024 and the results will be reported in the Statement of Assurance 2024/25.

Equality, Diversity and Inclusion

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

We published an [Equality, Diversity and Inclusion Annual Report 2023-24](#) which set out how we have met our legal obligations and improved outcomes for our communities.

5. 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. Our new Community Risk Management Plan was published on our website in October 2024 (this will be the subject of our 2024/25 Statement of Assurance).

Social Risk

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

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

Environmental and 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

6. Risks beyond our borders

National and 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 2023-24](#) for details of actions for 2023-24
- [Service Delivery Plan 2024-25](#) for details of 2023/24 performance indicator outcomes
- [Integrated Risk Management Plan 2021-24](#)
- [Medium Term Financial Plan 2023/24 - 2027-28](#) Budget Authority 23rd February 2023 Item 4
- Our [Corporate Risk Register 23-24](#) can be found in Authority papers (Policy and Resources Committee 14th December 2023)

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

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

- Total loss of any Merseyside Fire and 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.

7. 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 2024-25](#) 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 2023/24. All these plans are available to view through the MFRA and website.

Operational Response

The Authority's priorities clearly stated in the [Service Delivery Plan 2023-24](#) 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 659 operational staff across the 22 Fire Stations, Marine Rescue, Fire Control and Officer Group (figures at March 2024).

Protection (legislative fire safety)

The Protection function works to 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 Fire & Rescue Services (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.

Our appetite to learn and evolve means we are ready to address matters arising from local, regional and national scale incidents and events. This stands us in good stead when working in collaboration with partners and stakeholders on matters such as the recommendations arising from the Grenfell Tower inquiries.

We allocate our staff 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 fires in the home 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 antisocial behaviour activities and contribute to the reduction of serious violence in our communities.

8. Our Performance

The MFRA [Service Delivery Plan 2024-25](#) reports on performance for 2023/24 and establishes the Key (KPI) and Local Performance Indicators (LPI's) and service delivery standards for 2024/25. 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 2023-24](#)

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 2013/14 and 2023/24. 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 has 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	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Accidental Fires in the Home	3.2	2.9	3.0	2.7	2.5	2.5	2.4	2.2	2.3	2.1	1.8
Other Building and Property Fires	2.3	2.1	2.2	2.2	2.0	1.8	1.5	1.4	1.5	1.6	1.5
Vehicle Fires	1.8	1.9	2.0	2.3	2.3	1.9	1.8	1.3	1.7	1.4	1.2
All Antisocial Behaviour Fires	15.8	12.0	12.5	13.0	13.2	14.5	9.7	12.0	13.5	14.4	10.1
False Automatic Fire Alarms	7.5	7.7	7.9	8.6	9.3	9.0	10.1	9.2	9.6	9.9	11.4
Other False Alarms	4.5	4.4	4.8	5.2	5.8	5.6	5.3	5.8	6.9	7.4	7.3
Road Traffic Collisions	1.4	1.6	1.5	1.7	1.5	1.7	2.0	1.5	2.3	2.3	2.1
Other Special Services	5.6	5.6	6.0	6.8	7.1	7.3	8.7	10.1	12.4	12.2	12.0
Grand Total	42.0	38.2	39.9	42.4	43.8	44.1	41.5	43.5	50.1	51.4	47.4

What others have said about our performance?

- *“The internal controls within MFRS around enforcement of fire safety regulations were found to provide a good level of assurance. MFRS conducts comprehensive inspections and executes effective enforcement actions and has clearly defined performance metrics and key performance indicators (KPIs) that align with the objectives and desired outcomes of enforcement activities”.*

Liverpool City Council

- *“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. The service’s protection strategy is clearly linked to the risks it has identified in its IRMP and has responded positively to new fire safety legislation.”*

HMICFRS

- *“As Head of the National CBRN Centre, I recognise the invaluable role that National Resilience (NR) plays in strengthening our collective CBRN(e) capabilities. Through the National Resilience Assurance Team (NRAT), I*

can not only ensure and demonstrate that the Fire and Rescue Service's voice is heard but also reinforce essential multi-agency collaboration with our blue-light and military partners. NR's commitment to supporting critical CBRN roles across Capabilities, Training, Operations, and Performance teams has been instrumental in enhancing both interoperability and our overall readiness. Moreover, NR's trusted links with our intelligence partners ensure that the Fire Sector remains informed of the latest threats—solidifying our shared resilience against evolving risks.”

Supt. Lee Kendrick - Head of National CBRN Centre.

- *'The Flood Capability continues to perform to a high standard maintaining the management of the Flood Rescue National Asset Register on behalf of Defra. National Resilience is a trusted partner whose experience and dedication are valued.'*

Hannah Varnes

Flood Rescue and Resilience Senior Advisor - Department for Environment, Food and Rural Affairs

9. Financial Performance

2023/24 Budget and 5-Year Medium Term Financial Plan (MTFP) 2023/24 – 2027/28;

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 23rd February 2023 approved the 2023/24 – 2027/28 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 delivered a balanced financial position for 2023/24 and noted the future financial challenges, however, due to the significant uncertainty over future Government support and future costs (particularly pay awards and inflationary pressures) 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 MTFP 2023/24 to 2027/28 was agreed at the Authority Budget meeting on 23rd February 2023 and can be found on the [MFRS Website](#) Actual financial performance of the Authority against the approved 2023/24 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 £0.803m, the net revenue expenditure was £2.509m lower than the budget. The Authority approved the use of the £2.509m underspend to fund an increase in the capital investment reserve of £1.809m to manage long-term borrowing and debt costs. The remaining £0.700m was used to increase the general reserve to £3.700m. After taking these reserve adjustments into account the Authority's overall expenditure is consistent with the budget.

The 2023/2024 original capital budget was £36.263m and during the year this was adjusted for schemes being rephased from 2022/2023 and also schemes slipping into future years. As capital schemes by their very nature take more than one year to complete they are often subject to delays in obtaining planning

permission; delays in finalising project specifications; and are subject to supply chain pressures, it is not unusual to have constant re-phasing of the planned spend. The final budget for 2023/2024 was £43.605m but based on the actual spend a further £8.619m planned spend has been re-phased into 2024/2025.

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 £41.4m. In order to reduce the requirement to fund this investment via borrowing the Authority has built up a capital reserves through one-off savings and the re-alignment of existing reserves and will anticipate generating income from the sales of the former Training and Development Academy and Croxteth fire station and Aintree fire station to generate £3.75m in capital receipts.

2023/24 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. Due to a national backlog in unaudited public sector accounts, the Government have now set in legislation details around the back-stop date to clear the backlog of unaudited accounts up-to-and-including financial year 2022/23. They also included setting backstop dates for financial years 2023/24 to 2027/28 to enable the local audit system to recover. The final changes to the deadlines have been ratified by the Government, as per below:

- 2023/24: 28 February 2025
- 2024/25: 27 February 2026
- 2025/26: 31 January 2027
- 2026/27: 30 November 2027
- 2027/28: 30 November 2028

The [Statement of Accounts 2023-24](#) sets out the financial activities of the Authority for the year ended 31st March 2024, with comparative figures for the previous financial year. These financial statements have been prepared in accordance with the 2023/24 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 external auditor, Forvis Mazars, 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, Forvis Mazars are currently conducting their audit work with the final audit opinion expected by January 2025.

The Statement of Accounts includes the Authority's 2023/24 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 – 2023/24 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).

The Audit opinion resulting from the Merseyside Fire & Rescue Authority core financials audit for 2023/24 stated that:

"Based upon the scope of this review and the results of our testing we can provide a substantial level of assurance on the effectiveness of the control environment and a substantial level of assurance on compliance with the control environment."

10. Our Future Plans

Our current plans are detailed in the [Service Delivery Plan 2024-25](#) and [Integrated Risk Management Plan 2021-24](#). In our future plans (CRMP 2024/27) we will continue to deliver an excellent service to the residents and businesses of Merseyside, 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, with the final draft to be presented to the Authority for approval in March and published on 1st April. As mentioned previously, our [Community Risk Management Plan CRMP-2024-27](#) (previously known as IRMP) was published in October 2024 following a period of consultation with the public, partners and stakeholders.

Since 2019/20 the Chief Fire Officer has received the Authority's support to increase the frontline firefighter response and protection establishment to 642 Full Time Equivalent (FTE) with increases in Fire Control numbers from 32 to 35 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 meet this commitment.

The new Long Lane, Aintree Community Fire Station alongside a state of the art Training and Development Academy and National Resilience Centre of Excellence opened 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) were based at Croxteth Fire Station with the Merseyside Fire and Rescue Service Urban Search and Rescue (USAR) Team.

Community Engagement and Communication

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

During 2023-24 consulted extensively with the public, staff, representative bodies and stakeholders around planning for our Community Risk Management Plan (CRMP) 2024-27.

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 25th February 2021 and Authority on 30th June 2021.
- Staff consultation
- Local authority, stakeholder and strategic partner consultations
- Staff representative bodies (trade unions)

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

Merseyside Fire and Rescue Authority wishes to continue to be provided with assurance in relation to its fire and rescue service including financial health, governance arrangements and service delivery performance. Consultation with interested parties took place during 2021 around proposals in IRMP 2021-24 to relocate Croxteth and Aintree fire stations, including the Training and Development Academy and a new National Resilience training facility to new state of the art facilities at a site on Long Lane, Aintree. This project is complete and opened 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 and 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 2004 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. [Data Protection information](#) 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 12th December 2024.

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

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	12 DECEMBER 2024	REPORT NO:	CFO/70/24
PRESENTING OFFICER	CHIEF FIRE OFFICER, PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON	REPORT AUTHOR:	IRMP OFFICER, JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	CORPORATE RISK REGISTER 2024-25 APRIL-SEPT UPDATE		

APPENDICES:	APPENDIX A: CORPORATE RISK REGISTER 2024-25
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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 2024.

Recommendation

2. It is recommended that Members approve the updated Corporate Risk Register for 2024/25 which incorporates the current status of those risks to September 2024.

Introduction and Background

3. It is good practice to regularly review the internal and external risks in relation to the on-going delivery of services by Merseyside Fire and Rescue Authority.
4. To that end, the Corporate Risk Register 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 2024/25. 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 2025/26 Corporate Risk Register.

Equality and Diversity Implications

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

Staff Implications

8. Staff manage the risks identified within the risk register.

Legal Implications

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.

Financial Implications & Value for Money

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

Risk Management and Health & Safety Implications

11. The assessment and mitigation of risk is essential in ensuring a safe working environment for all Authority 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.

Environmental Implications

13. The assessment and mitigation of risk is essential in ensuring a safe working environment for all Authority employees and its agents and consideration of its actions on the environment is paramount.
14. 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.

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

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

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

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

NONE

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CORPORATE RISK REGISTER 2024/25

Aims: - Protect, Prevent, Prepare, Respond

April 2024 – March 2025

April 2024 to September 2024 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 Vision and Purpose 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.

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

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

CORPORATE RISK REGISTER 2024/25

RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
1.	Budget /Financial Risks	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence and sourcing fleet and resources.	1.1.1	Increased safety and reputational risk to all MFRS	15	<p>Resilience exists within departments to task staff with priority work steams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place.</p> <p>Budgets are set in line with the medium financial plan to ensure MFRS can deliver its legislative requirement i.e. collaborative training.</p> <p>April-Sep Update TDA Executive Group looking at plan for resources and Staff for new TDA site. Driving school posts been analysed against market. Reviewing Workshops staff recruitment issues due to lack of applicants.</p>	12	AM Operational Preparedness

1.	Budget/Financial Risks			1.1.3	Reducing ability to respond or maintain competent workforce.	15	<p>The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff.</p> <p>April-Sep Update Having recently reached final agreement with the representative bodies in relation to Day Crewed Wholetime Retained (DCWTR) systems and the new CRMP, the Authority remains in a good position in relation to agile working and the provision of operational response.</p>	10	Director of POD
1.	Budget/Financial Risks			1.1.4	Reduced ability to maintain FF safety	15	<p><u>AM Response</u> Maintenance of competency is managed on station through Safe Person Assessments (SPA) and the training planner for all operational staff. Time & Resource Management staff utilise a variety of</p>	10	AM Operational Response/ Preparedness

						approaches to ensure appliances are staffed.			
						<p>April-Sep Update <u>AM Preparedness</u> Project in place to review operational competence and SPAs. SPA module being created under the Learning Management system.</p> <p><u>AM Response</u> Update remains unchanged from previous.</p>			
1.	Budget/Financial Risks	1.2	<p>Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)</p> <p>Political Risk – failure to meet statutory duty</p> <p>Community Safety Risk – failure to address risks to community & Firefighters</p>	1.2.1	Increased fires, deaths and injuries	12	<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>	10	<p>AM Prevention AM Protection</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>April-Sep Update Funding provision beyond 2024/25 will have to be provided in order to sustain current staffing levels. Succession planning reviews will yield opportunities for development within the team and any potential future recruitment requirements.</p>		
1.	Budget/Financial Risks	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	Increased risk of property loss in the community	15	<p>MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.</p> <p>April-Sep Update</p>	10	AM Operational Response

							Both IRMP & CRMP have built resilience into response with the increase in fire appliances based on various staffing models. Current CRMP is increasing from 32 to 34 appliances. Recruitment remains ongoing to supplement firefighter numbers. Recruitment vs retirement/leavers is closely monitored.		
1.	Budget/Financial Risks	1.4	Pay & Inflation increases-impact on ability to maintain a balanced budget	1.4.1	<p>The current budget assumes 3% pay award increase for 2024/2025 (and 2.5% future years).</p> <p>Each 1% increase in pay equates to approximately £0.450m for firefighters and £0.140m for other staff.</p> <p>Higher CPI / RPI will increase the uplift on a number of major contracts.</p>	9	<p>The Authority has established a £1.2m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p>April-Sep Update The Firefighter pay award has been agreed at 4% (1% above the budget for the 2024/25 financial year).</p> <p>The Green and Red Book staff pay award has yet to be agreed. Green and Red Book staff have been offered £1,290 or 2.5% whichever is the greatest.</p>	1	Director of Finance & Procurement

							CPI rates has remained relatively stable during the financial year to date – see monthly rates below: April 2.3% May 2.0% June 2.0% July 2.2% Aug 2.2%		
1.	Budget/Financial Risks	1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	Processes are redesigned when cuts to staffing are made. Stopping performing specific activities considered Remaining staff are trained in processes/services that are still required. April-Sep Update The Green book staff turnover rate and retention rate both continue to be better than the national average. These continue to be reviewed at People Board.	6	SLT
1.	Budget/Financial Risks	1.7	Loss of National Resilience funding from Home Office		Loss of operational response/service/training/lack of equipment/vehicles not maintained.	15	Utilising MFRS resources to fulfil roles and responsibilities.	12	AM National Resilience

						Budget constantly reviewed with Home Office Colleagues	April-Sep Update Budget constantly reviewed with Home Office Colleagues		
1.	Budget/Financial Risks	1.10	<p>“McCloud” - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. Legislation and regulation changes to implement a remedy for retired / retiring eligible members is now in place.</p>		<p>Firefighters Pension Scheme (FPS) actuarial review considered the cost of the Government’s remedy and build it into the FPS employer rate from 2024/25. The employers rate increased from 28.8% to 37.6%. The Authority received a one-off grant towards the additional employer costs in 2024/25. The MTFP assumes the Authority will receive approx. 50% grant in future years.</p>	12	<p>The Authority established a Pension Reserve £0.3m and a Smoothing Reserve of £1.4m.</p> <p>April-Sep Update All members of the pension scheme who have retired since October 2023 have been given the option to convert membership to their legacy scheme. All members have been paid on time.</p> <p>The Service is working with the Authority’s Pension Administrator (Local Pension Partnership) to address the backlog of retirements prior to Oct 2023.</p>	1	<p>Director of Finance and Procurement / DCFO</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
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/CRMP 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>April-Sep Update A report to Policy and Resources Committee in December will show that MFRS is compliant in</p>	8	SLT

2.	Legal and Legislative Risks			2.1.2	Inability to respond to major national resilience incidents	15	relation to the IRMP/CRMP requirements.	8	SLT
				2.1.3	Increased fires, deaths and injuries	15		12	SLT

2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	Sanctions, fines and or arrests resulting from death of Personnel	25	<p>This can be mitigated to some degree by correct application of SOP's. Service Instructions, training and Health and Safety legislation to avoid injury and damage.</p> <p>April-Sep Update</p> <p>The ongoing mitigation detailed above remains valid and are actioned accordingly.</p>	12	SLT
2.	Legal and Legislative Risks	2.3	Changes introduced by the Localism Act 2011	2.3.1	Judicial Review – other legal challenges	15	<p>This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. However any person can apply for Judicial Review regardless of the perceived merits or otherwise of such an application.</p> <p>April-Sep Update</p> <p>The ongoing mitigation detailed above remains in place with the relevant</p>	8	Head of Legal & Democratic Services.

							scrutiny and governance arrangements in place.		
2.	Legal and Legislative Risks	2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	Potential impact on reputation Potential legal action	15	<p>The Equality and Diversity Policy is regularly reviewed Equality Actions form part of the Service Delivery Plan and ED&I Annual Report.</p> <p>Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change.</p> <p>Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p>April-Sep Update</p> <p>Equality Impact Assessment (EIA) training & EIA's quality assured. The ED&I Annual Report to be submitted to MFRA on 17th October 2024</p>	8	Director of People and Organisational Development/Mo Jogi

2.	Legal and Legislative Risks	2.6	Policing and Crime Act 2017	2.6.1	Potential change to Governance	15	<p>A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case.</p> <p>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.</p> <p>April-Sep Update</p> <p>Blue Light Collaboration groups (Executive and Steering) been refreshed. The groups have new terms of reference and frameworks. A work programme of collaboration themes is being created</p>	12	SLT
2.	Legal and Legislative Risks	2.6		2.6.2	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	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	8	AM Preparedness

						<p>interests of either their efficiency or effectiveness.</p> <p>MFRA’s position is therefore to consider collaboration where it provides for a more efficient and/or effective service, where it improves the safety of the public, or is in the interests of economy.</p> <p>This will be delivered and monitored through the MFRA commitment to the Blue Light Collaboration Team, the Blue Light Collaboration Programme Board, and all collaboration programmes recorded through the Local Collaboration Overview.</p> <p>April-Sep Update</p> <p>Blue Light Collaboration groups (Executive and Steering) been refreshed. The groups have new terms of reference and frameworks. A work</p>	
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							programme of collaboration themes is being created		
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 to manage these types of incidents.</p> <p>April-Sep Update The ongoing collaboration with the relevant department remains ongoing as detailed in the previous update.</p>	6	Head of Legal & Democratic Services.
2.	Legal and Legislative Risks	2.7		2.7.2	Potential for increased litigation arising from shared premises with partners.	12	<p>Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise.</p> <p>April-Sep Update A review is currently underway of access to the estate and current tenants or arranged for partners or third party's to access the site are managed through</p>	6	Head of Legal & Democratic Services.

							the respective contractual arrangements.		
2.	Legal and Legislative Risks	2.9	Failure to comply with Government Transparency agenda	2.9.1	Damage to reputation of MFRS by not publishing policies and data as required	12	<p>A Transparency Service Instruction sets out the Authority’s commitment. There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish.</p> <p>April-Sep Update Transparency information is kept up to date on the website.</p>	8	SLT
2.	Legal and Legislative Risks	2.10	Health & Safety audits, failures and investigations	2.10.1	Health & Safety audits, failures and investigations from Health and Safety Executive resulting in sanctions and or fines	15	<p>MFRA has a robust suite of Health & Safety audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection.</p> <p>April-Sep Update Update remains unchanged from above.</p>	8	AM Operational Response

2.	Legal and Legislative Risks	2.11	Lead Authority for National Resilience	2.11.1	Increased responsibility and liability; capacity issues and reputational risk.	15	<p>Mitigation in part through careful contract management.</p> <p>April-Sep Update While contractual management remains ongoing any new requirements expected for the role of Lead Authority is discussed with respective departments prior to any implementation.</p>	8	Head of Legal & Democratic Services.
2.	Legal and Legislative Risks	2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to undertake EFAD driving.	2.12.1	Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, experience or type of vehicle they have driven.	15	Competency will be managed through the driving school with assessment and development plans being tailored to the individual. Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge.	9	Director of POD, AM Operational Preparedness

							April-Sep Update As previous update		
2.	Legal and Legislative Risks	2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.	6	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. April-Sep Update Dedicated compliance department as part of the directorate restructure has resulted in dedicated reference holders to oversee PAS related matters.	4	AM Protection
2.	Legal and Legislative Risks	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	Potential for MFRA to be unable to serve prohibition or restriction notices on premises out of office hours when the use of the premises involves or will involve a risk to the relevant persons so serious that use	12	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	9	AM Protection

					of the premises ought to be prohibited or restricted.		provide some additional limited support to assess complaints but are not warranted officers or deemed competent under the Fire Protection Competency Framework. Recall to duty provides some resilience but availability is not guaranteed. Potential for assistance from a neighbouring Fire and Rescue Service. April-Sep Update Current functional plan is exploring additional options from a resilience perspective associated with the potential provision of non-operational competent fire safety regulators being available out of office.		
2	Legal and Legislative Risks	2.15	Professional Indemnity for Incident Investigation Team (IIT)	2.15.1	Potential for professional indemnity claim for inaccurate or wrong conclusion of cause of fire.	16	Rigorous audit process of ISO17020 standards by independent accreditation service UKAS will ensure team are competent. This is being implemented during 2022/23 year.	6	AM Prevention

						<p>Reserves will be utilised to cover any potential PI claims.</p> <p>April-Sep Update With the current delay in implementation of ISO17020 MFRS have implemented a stringent QA system to check all fire investigation results to ensure that the correct procedure had been undertaken and that the reports are robust and accurate in their findings.</p>			
2	Legal and Legislative Risks	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>April-Sep Update MFRS have re-engaged a retired officer in a training</p>	4	AM Prevention

							and development role for the IIT officers. Part of this role is to liaise with the forensic regulator and ensure that MFRS are complying with all of the current legislation and requirements.		
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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	April-Sep Update Business continuity plans are in place and tested. When events occur a major incident report is prepared to gather facts and share lessons learned. <u>Director of Finance and Procurement</u>	8	Head of Data & Technology, Director of Finance and Procurement, AM Operational Preparedness

							Finance Staff can operate applications from any MFRS site or Wi-Fi location. Application hosted externally with provider having fall back sites as well.		
3.	Loss of Strategic Sites/Assets	3.2	Loss of Fire Control, National Resilience Fire Control and back up site	3.2.1	Inability to respond, delay in providing core services	20	<p><u>Head of Data & Technology</u> Secondary Fire Control has been relocated to a new site, providing additional ICT equipment and space for Fire Control Operators.</p> <p><u>AM Response</u> Primary Fire Control had full upgrade and refurb. Secondary Fire Control now live at new TDA site. Replicated for Fire Control National Resilience. Upgrades in resilience continue. Robust procedures in place for</p>	8	Head of Data & Technology, Director of Finance and Procurement, AM Operational Response

3.	Loss of Strategic Sites/Assets	3.3	Loss of utilities due to infrastructure failure.	3.3.1	Inability to provide core services temporarily whilst fall-back site is brought online		fallback/relocation/any sort of systems loss.		
3.	Loss of Strategic Sites/Assets	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, Physical and Personnel security</p> <p>An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p>April-Sep Update No change to previous update</p>	9	Director of Strategy and Performance

3.	Loss of Strategic Sites/Assets	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	Loss of Fire Control ICT services and information assets	20	<p>See 6.2 and 6.9</p> <p>As a further mitigation, cyber security is also increased by having the Fire Control infrastructure on its own firewalled network, with limited access in and out.</p> <p>April-Sep Update <u>Head of Data & Technology</u> The Data & Technology Department now includes a specific role with responsibility for cyber security (Cyber Security and Information Manager), who continues to proactively work with the ICT managed services provider to mitigate risk to MFRA.</p>	9	Head of Data & Technology
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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
4.	Environmental and Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	<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>April-Sep Update Update as per above. In addition, the 2021-24 IRMP has seen the introduction of specialist stations. St. Helens are the HAZMAT specialist station and have environmental mitigation equipment and</p>	10	AM Operational Response

							training. The Service has expanded waste fire tactical advisors who can be mobilised to support with tactics and environmental mitigation.		
4	Environmental And Political	4.2	Insufficient water pressure resulting in the inability to fight fires effectively.	4.2.1	Potential for major consequences, FF injuries	25	<p>High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVPs available via NCAF arrangements.</p> <p>Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software</p> <p>April-Sep Update Utilising new software application allows crews to identify best hydrants and water plans associated with high-risk property as part of the SSRI project</p>	4	AM Operational Preparedness
4.		4.3	Changing demographics in	4.3.1	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson –	8	AM Prevention

Environmental and Political	Merseyside brings about a changing in vulnerability profile and higher unemployment.					
		4.3.2	Increased economic costs from increases in fraud.	15	The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and 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 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>April-Sep Update All of the above points remain valid and have been included on all of the partnership forums in order to ensure a multi-agency response to these issues. This collective approach and better data sharing will give early indication of trends and patterns so that intervention can be put in place at the earliest opportunity in order to prevent escalation.</p>	
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4.	Environmental and Political	4.4	Reputation	4.4.1	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	15	<p>Corporate Communications activity is focussed on protecting the reputation of the Service whilst providing advice and guidance to communities and promoting the services provided. Social media is closely monitored (but not 24/7). Press and media queries are dealt with promptly with senior officers providing information. Events are promoted and provided with communications support. Staffing levels are relatively low when compared with other FRS's.</p> <p>April-Sep Update No change to the previous update.</p>	9	Director of Strategy and Performance
4.	Environmental and Political	4.5	Increased flood risk	4.5.1	Ability to respond to major flooding incidents from spate conditions.	15	<p><u>Response</u> Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against</p>	10	AM Operational Preparedness & Operational Response

		4.6	Extreme Weather	4.6.1	Spate conditions will impact on ability to respond	15	<p>national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.</p> <p><u>Preparedness</u> 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>April-Sep Update <u>Preparedness</u> Table top exercise being planned for January 2025 to test resources and spate conditions.</p> <p><u>AM Response</u> Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.</p>	10	AM Operational Preparedness & Operational Response
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							Response currently supporting a trial in response to water related incidents which will enhance response times.		
4.	Environmental and Political	4.7	Civil Unrest	4.7.1	Inability to respond effectively to civil unrest	15	<p>MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to civil unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).</p> <p>April-Sep Update <u>AM Response</u> Update as per previous. Co-location at JCC support response to civil unrest at tactical and strategic level.</p>	10	AM Operational Preparedness & Operational Response
4.	Environmental and Political	4.9	Diesel fuel vehicles being phased out in the future	4.9.1	Initiate an Electrical charging infrastructure considering the Local Authority aim to introduce pollution charges	15	<p>April-Sep Update Installation complete at Long Lane, charging policy being developed and infrastructure being progress for SHQ.</p>	9	Head of Estates
				4.9.2	Introduce electric vehicles considering the Local		MFRS Transport Manager will closely monitor the situation.		AM Operational Preparedness

					Authority aim to introduce pollution charges.		April-Sep Update The first six petrol hybrid vehicles have arrived in service.		
4.	Environmental and Political	4.10	Fuel Strike	4.10.1	Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.	15	<p>Merseyside Resilience Forum (MRF) Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions.</p> <p>April-Sep Update Works completed to connect all MFRS Fuel Tanks to site generators. Black start tests being carried out. BC Fuel Plan & Service Instructions reviewed September 2024 to include power outage.</p>	9	AM Operational Preparedness

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	Industrial Action resulting in the Inability to provide suitable response	5.1.1	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>April-Sep Update The position remains as detailed in the previous update.</p>	12	Director of POD
5.	Loss of Key Staff	5.2	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.2.1	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	<p>The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs.</p> <p>April-Sep Update</p>	12	Director of POD

							suppliers deliver continuous service improvement, show best value and are fit for purpose to meet the business needs. April-Sep Update <u>Head of Data & Technology</u> Data & Technology and Procurement are currently preparing a tender for the ICT Managed Services contract which expires 31 st March 2026. A comprehensive review of the service catalogue, Service Level Agreement, performance indicators, etc has been undertaken.		
6.	Technology Risks	6.2	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	6.2.1	Data compromised, loss of data, complaints, legal action, fines.	15	<u>Director of Strategy & Performance</u> The Strategy and Performance Data & Technology Board considers and responds to strategic risks. A Protective Security Group focuses on information security. Governance arrangements for applications are regularly reviewed and updated.	12	Head of Data & Technology Director of Strategy & Performance

						15	<p><u>Head of Technology</u> See mitigation for Risks 6.2 & 6.8</p> <p>April-Sep Update <u>Head of Data & Technology</u> See update for risk 3.6.</p>	12	
6.	Technology Risks	6.3	The inability to keep pace with technology changes.	6.3.1	Loss or reduction in the quality of services provided	15	<p>MFRA has forgone a concrete roadmap for its ICT strategy and has instead adopted a strategic framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to ‘evolve’ the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of appropriate innovations, whilst having an ICT infrastructure that is robust, secure, reliable and resilient.</p> <p>For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan and is then aligned to</p>	12	Head of Data & Technology

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

							FRAs is being considered to share best practice. April-Sep Update The Service is implementing the NFCC Data Management Framework to assist with implementation of the national Data Management Standard. This adds further benefits to the work already being undertaken.		
6.	Technology Risks	6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	Radio voice services cannot be guaranteed for the transition	16	ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services. The ESMCP presents a high-risk potential for MFRA, dependent on external factors beyond its day-to-day control; the main issue being slippage at the national level. The Home Office will continue to work closely with FRs & Airwave to ensure that our current voice communication network	9	Head of Data & Technology

						<p>remains in place and effective.</p> <p>ESMCP was suspended by the Government in 2023 and is expected to recommence in 2025. Work still required from MFRS is being undertaken during this period.</p> <p>April-Sep Update <u>Head of Data & Technology</u> Airwave continues to maintain its network in light of the delays to ESMCP. MFRS has been issued with handsets. Following on from this refresh, Motorola plans to refresh other devices in the coming months. The ESCMP re-procurement is ongoing.</p>			
6.	Technology Risks	6.9	Increase potential for Cyber Attack as we move to the Cloud		Loss or reduction in the quality of services provided	15	Data & Technology deploys a number of security measures to protect the Merseyside Fire and Rescue Authority (MFRA) networks and information. Technical measures to protect from external attacks are wide ranging and MFRS has	12	Head of Data & Technology

							<p>successfully completed external checks on its arrangements.</p> <p>A dedicated Cyber security role is now part of the team and further technological and behavioural changes are being made to strengthen MFRS’s position.</p> <p>April-Sep Update <u>Head of Data & Technology</u> See risk 3.6 update.</p>		
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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	Regular, documented contract management in place for key contracts with priorities agreed between the Authority and the supplier.	12	Head of Procurement

							<p>April-Sep Update During the period there was no permanent contract manager in place for the Long term capability management (National Resilience) contract. However, a contract manager under development has been in post since the beginning of September.</p>		
7.	Procurement	7.3	Key suppliers of goods and services ceasing to trade	7.3.1	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed.	15	<p>Use of Creditsafe alerts to identify and financial changes to contracted suppliers.</p> <p>April-Sep Update Alternative supply of goods has been made available through the digital marketplace contract that has multiple vendors. £27,000 estimated expenditure was placed under this contract during the stated period.</p>	1	Head of Procurement
7.	Procurement	7.4	Inadequate number of Staff to meet service demand	7.4.1	Longer times to procure goods and services due to fewer staff	12	Recruitment required to replace Procurement Officer due to internal promotion	12	Head of Procurement

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	12 DECEMBER 2024	REPORT NO:	CFO/71/24
PRESENTING OFFICER	CHIEF FIRE OFFICER, PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON	REPORT AUTHOR:	IRMP OFFICER, JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2024-25 JULY-SEPT UPDATE		

APPENDICES:	APPENDIX A: KPI-LPI Q2 UPDATE APPENDIX B: HMICFRS 2023 APR-SEP UPDATE APPENDIX C: PREPAREDNESS FP Q2 UPDATE APPENDIX D: RESPONSE FP Q2 UPDATE APPENDIX E: PREVENTION FP Q2 UPDATE APPENDIX F: PROTECTION FP Q2 UPDATE APPENDIX G: NATIONAL RESILIENCE FP Q2 UPDATE APPENDIX H: POD FP Q2 UPDATE APPENDIX I: STRATEGY & PERFORMANCE FP Q2 UPDATE APPENDIX J: FINANCE FP Q2 UPDATE
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Purpose of Report

1. To request that Members scrutinise the performance of Merseyside Fire and Rescue Service ('the Service') against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2024/25 for the period July to September 2024.

Recommendation

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

Introduction and Background

3. The 2024/25 planning process began in January 2024. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the

Integrated Risk Management Plan/Community Risk Management Plan and Service Delivery Plan.

4. The July to September Service Delivery Plan Performance Report for 2024/25 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 2024.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

6. In March 2024, a full annual review of performance indicators and their relevance was carried out. It was agreed that 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 ('PI') 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 the Service 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 the Service could influence such as road traffic collisions 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 (Appendix A).
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 KPI'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 2024 is covered in detail in the appendices to this report.

HMICFRS 2023 Action Plan updates

14. Following the His Majesty's Inspectorate of Constabulary and Fire & Rescue Services ('HMICFRS') Inspection in 2023 a number of Areas of Improvement were identified. Appendix B is an update on our response to these areas for the period April to September 2024.

Functional Plan updates

15. The Service uses the following 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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Equality and Diversity Implications

16. Each action in the Integrated Risk Management Plan 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. Stations and station staff have been involved in the station planning 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 and Health & Safety Implications

22. Consideration of health and safety, and successful risk management is paramount in project managing all of the Integrated Risk Management Plan and Service Delivery Plan actions.

Environmental Implications

23. Consideration of environmental risk management and opportunities is an important part of project when managing all of the Integrated Risk Management Plan and Service Delivery Plan actions. The achievement of Net Zero is a specific action which is ongoing until 2040.

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 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/54/24 Service Delivery Plan 2024-25 Q1 Update

GLOSSARY OF TERMS

NONE

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SERVICE DELIVERY PLAN 2024-25:

July to September 2024

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

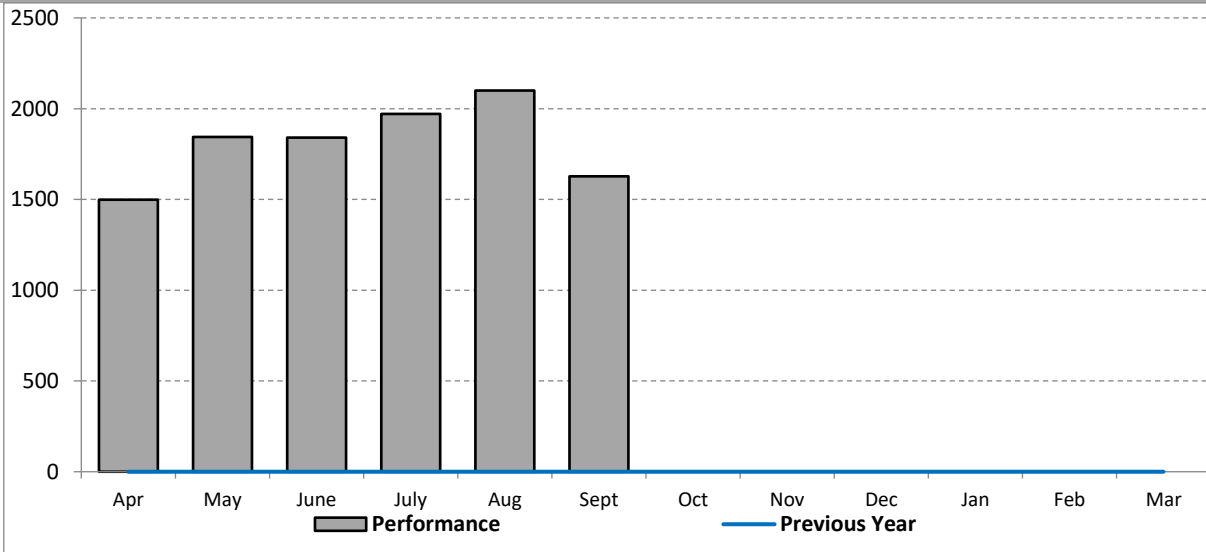
TC00 Total number of emergency calls received

Service Plan Target

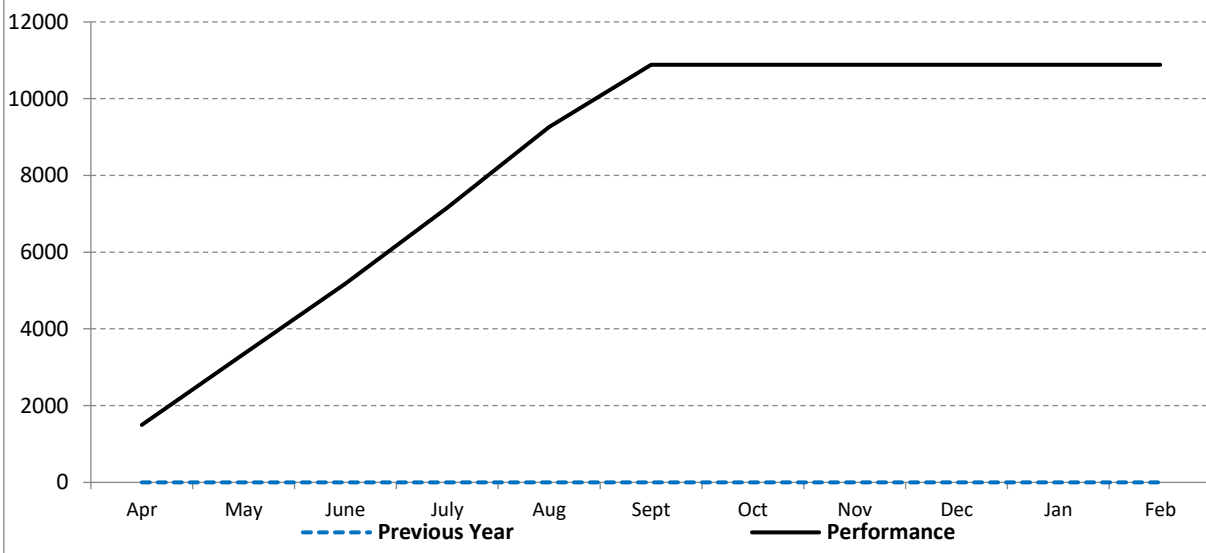
No target - Quality Assurance

Progress to Date

10883



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 first half of 2024-25 Fire Control received 10883 emergency calls. This was 287 fewer than the same period 2023-24, when 11170 calls were received.

The number of calls in April were very low (1498) but increased steadily throughout Spring and Summer to 2100 in August. This decreased sharply in September to 1627 in line with the number of most incident types.

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 surpasses the 96% target.

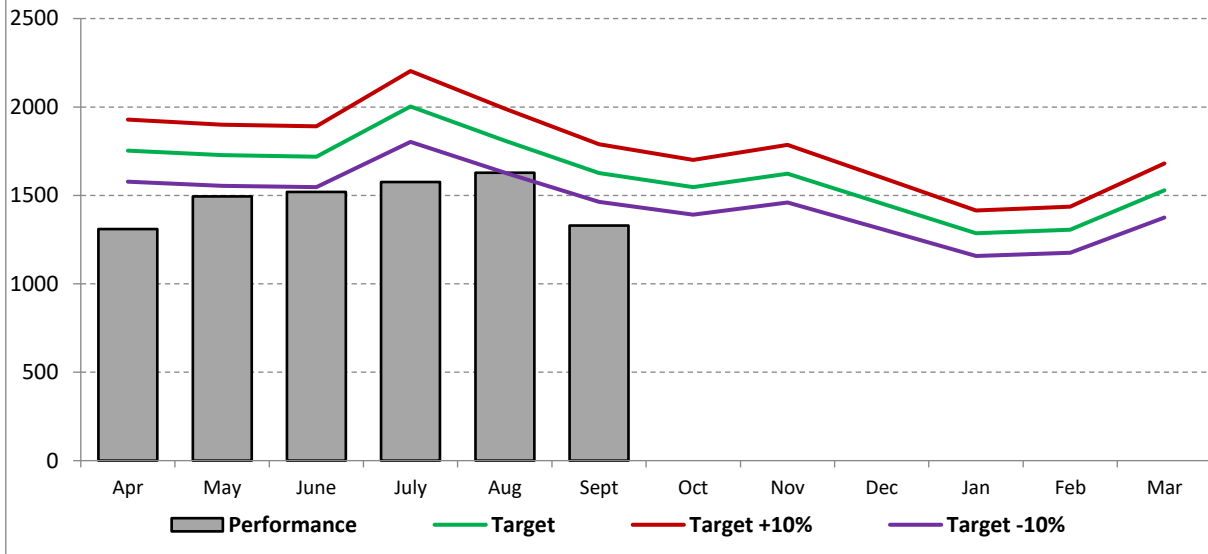
TC01 The total number of incidents attended

Service Plan Target
Apr-Sept 2024

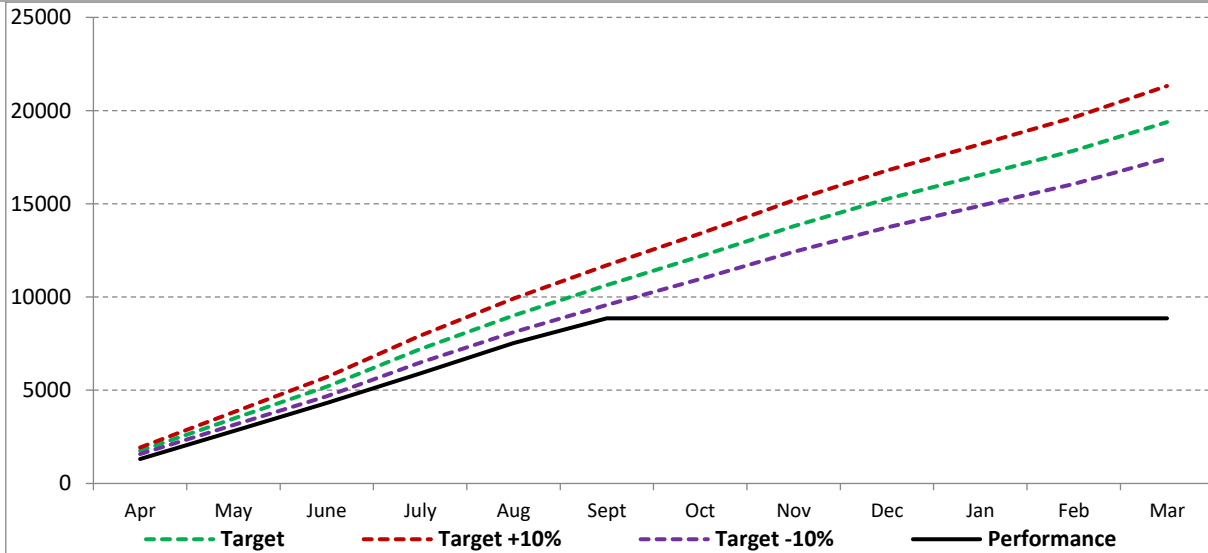
10638

Progress to Date

8858



Cumulative Performance



TC01 Total number of incidents attended

TC01

Performance against all key performance indicators (KPI's) has remained under target, except false alarms and sickness absence, during this reporting period. Special Services attended are also slightly higher when compared to last year although we do not have a target for this incident type (with the exception of road traffic collisions and water rescues). That is because we actively seek to support partners with some Special Service calls, so would not aim to set an upper limit.

The weather was extremely wet during Spring and Summer 2024, which has had an impact on some incident types.

During this period there were 552 fewer incidents (8858) than at the same time last year (9410). This performance is 1780 under the cumulative target of 10638.

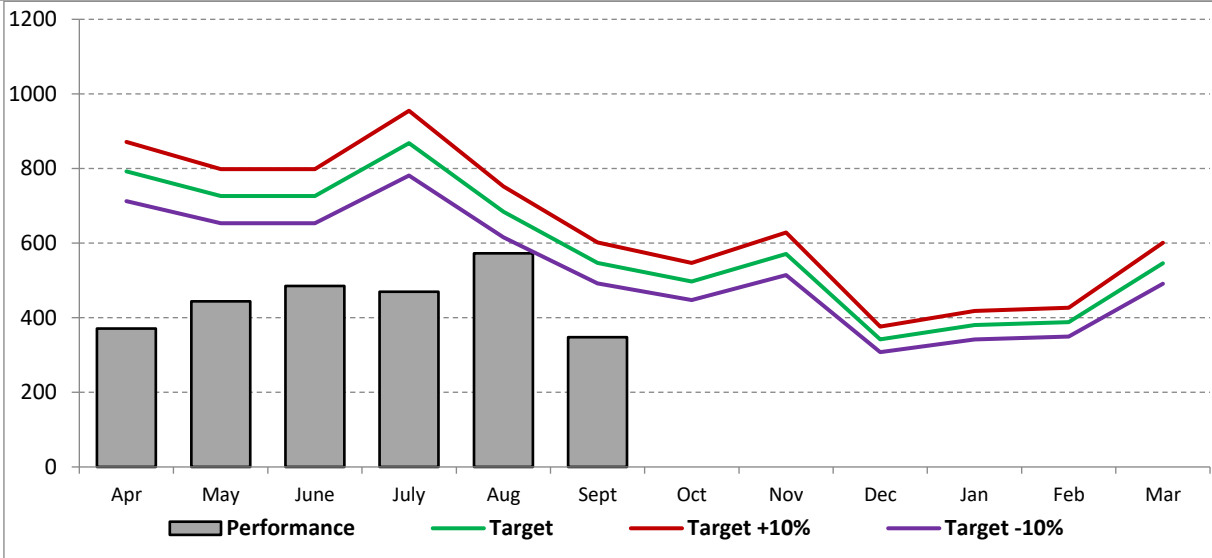
TC02 Total number of fires attended in Merseyside

Service Plan Target
Apr-Sept 2024

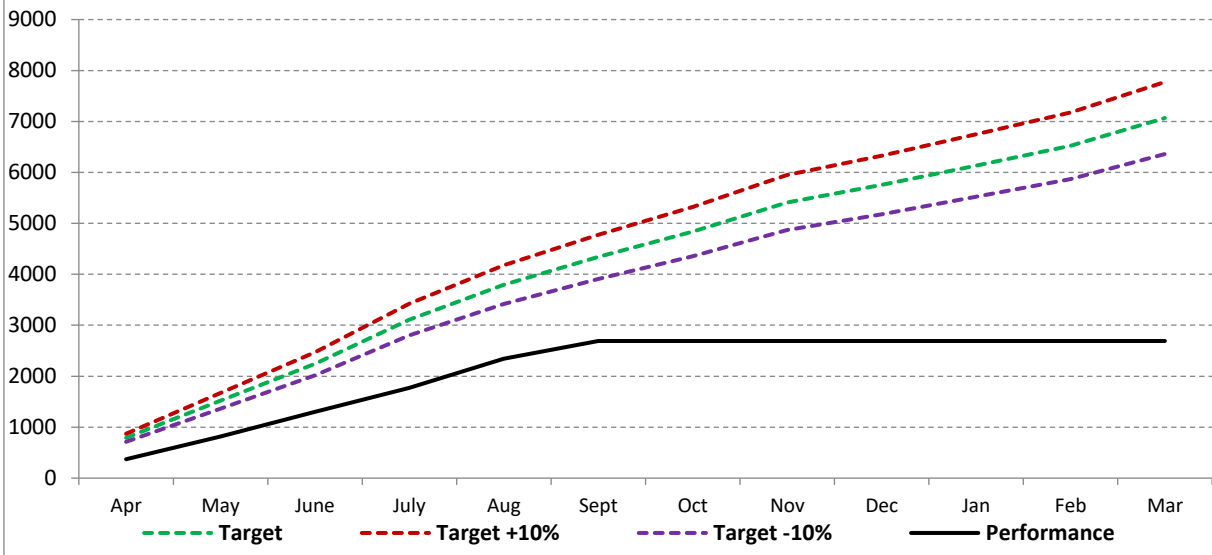
4343

Progress to Date

2691



Cumulative Performance



TC02 Total number of Fires attended in Merseyside

TC02

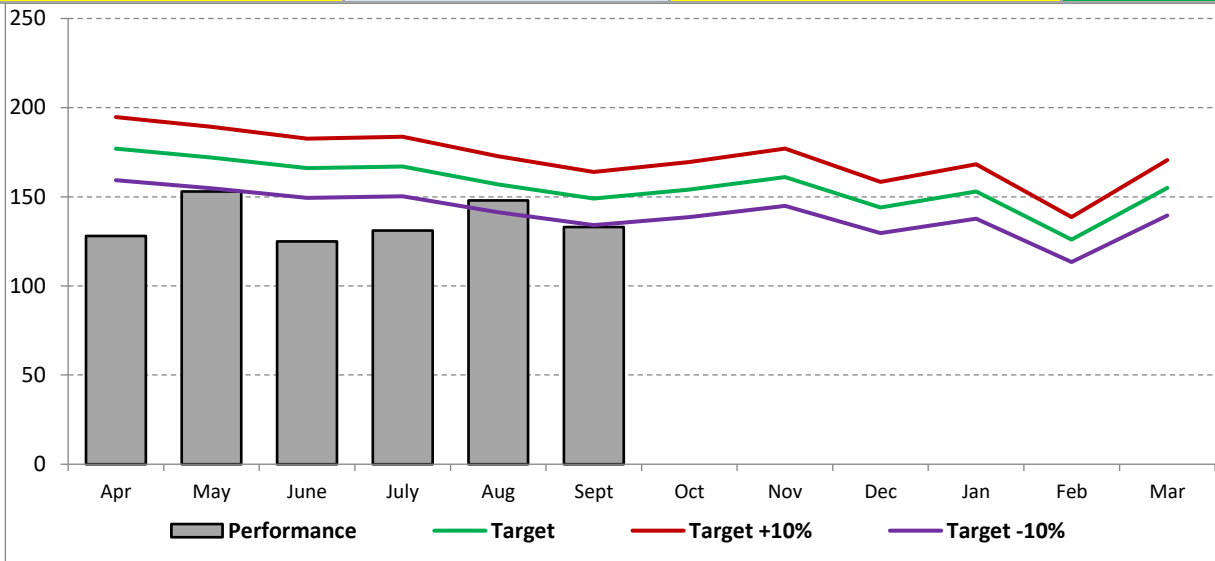
Crews attended 2691 fires during April to September 2024. This is 664 fewer than in 2023 (3355) and also 1652 below the cumulative target of 4343.

Poor weather throughout Spring and Summer 2024 has been a contributing factor in the substantial decrease in fires attended. This is in common with most fire types.

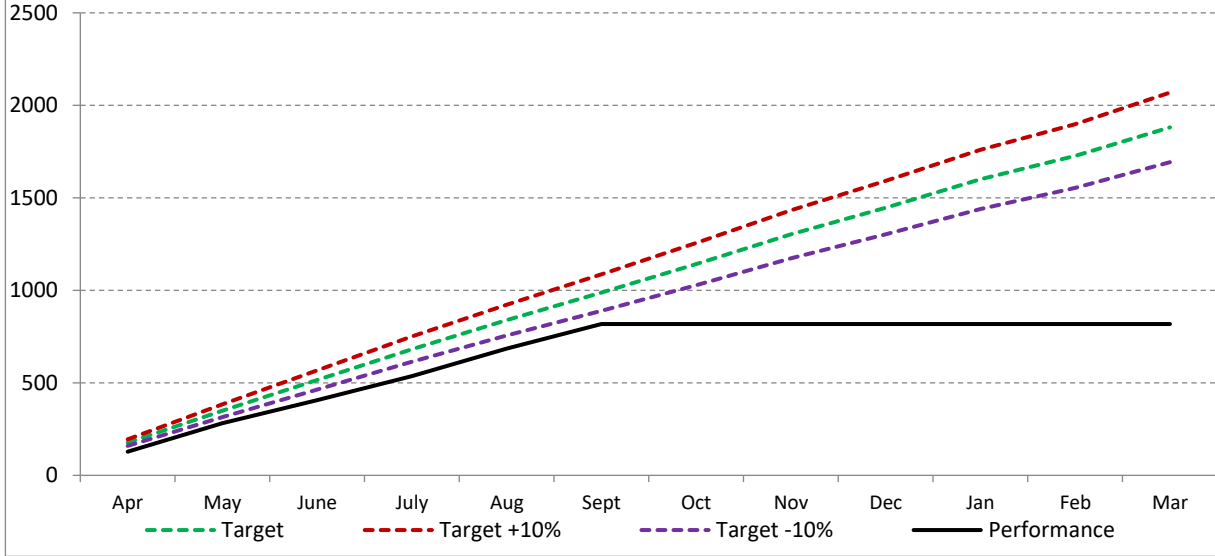
Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service.

TC03 Total number of primary fires attended

Service Plan Target Apr-Sept 2024	988	Progress to Date	818
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Cumulative Performance



TC03 Total number of primary fires attended

TC03	<p>During the 2nd quarter of 2024/25 crews attended 818 Primary Fires. This is 170 below the cumulative target of 988.</p> <p>The number of dwelling fires attended remain below cumulative targets.</p> <p>Deliberate vehicle fires to date during 2024/25 (112) have decreased when compared to 128 in 2023/24 and 62 below the target of 174.</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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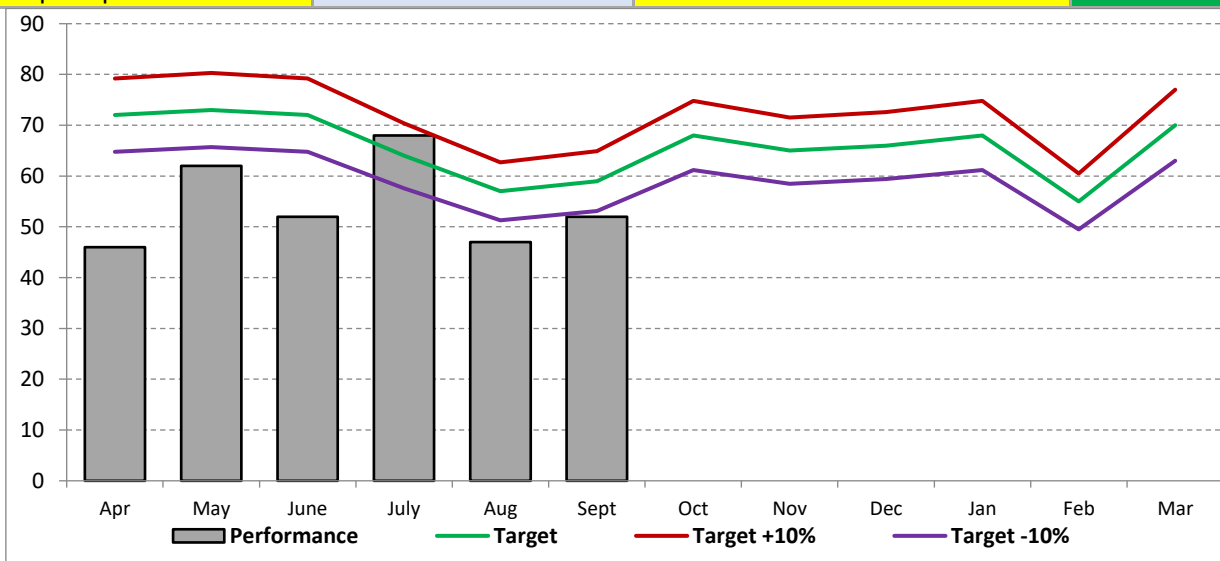
DC11	Number of accidental dwelling fires	
DC12	Number of fatalities in accidental dwelling fires	
DC13	Number of injuries in accidental dwelling fires	
DC14	Number of deliberate dwelling fires in occupied properties	
DC15	Number of deliberate dwelling fires in unoccupied properties	
DC16	Number of deaths occurring in deliberate dwelling fires	
DC17	Number of injuries occurring in deliberate dwelling fires	

COMMENTARY:

DC11	Accidental dwelling fires during 2024/25 at 327 are considerably lower than the cumulative target for quarter 2 (397). This performance is slightly increased in Q2 2023/24, when crews attended 315 accidental dwelling fires.
DC12	There has sadly been 4 fatalities in an accidental dwelling fires to date.
DC13	There have been 27 injuries in Accidental Dwelling Fires. This is below the cumulative target of 31 but 2 more than 2023/24.
DC14	Deliberate dwelling fires in occupied property (47) is below the cumulative target (62) and there have been 18 fewer incidents than in Q2 2023/24 (65).
DC15	Deliberate fires in unoccupied properties (8) is 4 less the target 12 and 1 less than this period last year (9)
DC16	There have been no fatalities in deliberate dwelling fires to date.
DC17	There have been 5 injuries in deliberate dwelling fires, all of a minor nature. This is unusual for this type of incident.

DC11 Number of accidental fires in dwellings

Service Plan Target Apr-Sept 2024	397	Progress to Date	327
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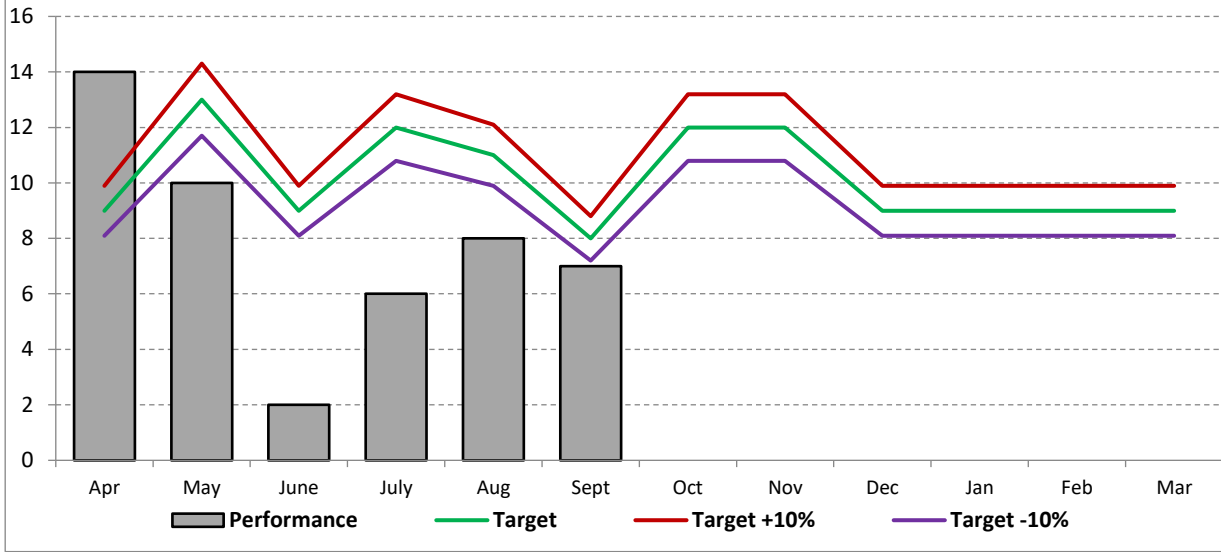
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target
Apr-Sept 2024

62

Progress to Date

47



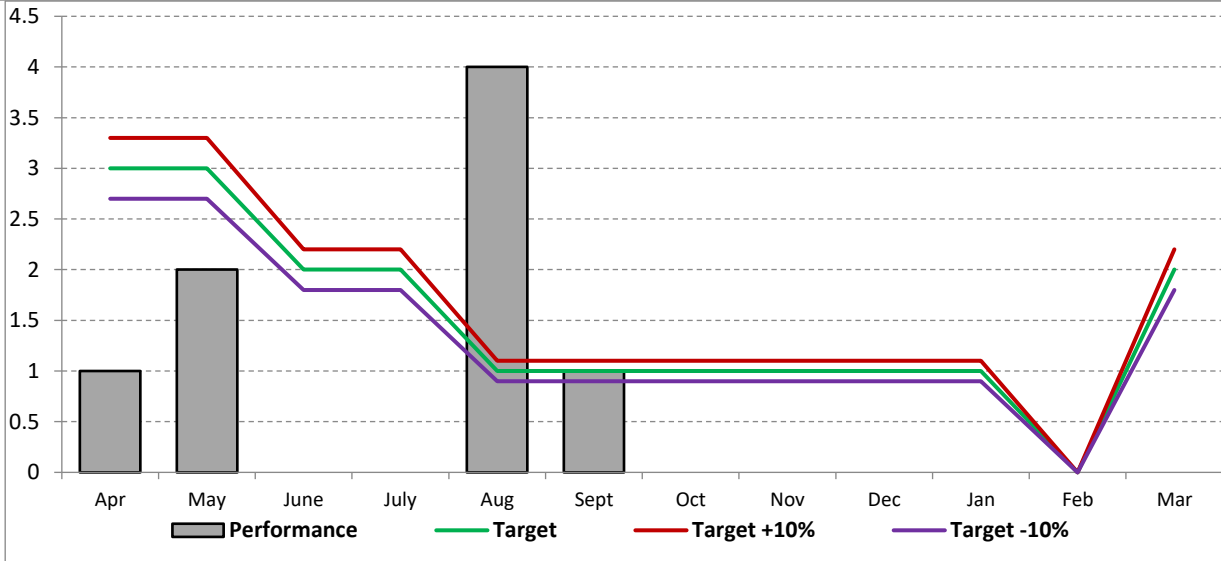
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target
Apr-Sept 2024

12

Progress to Date

8



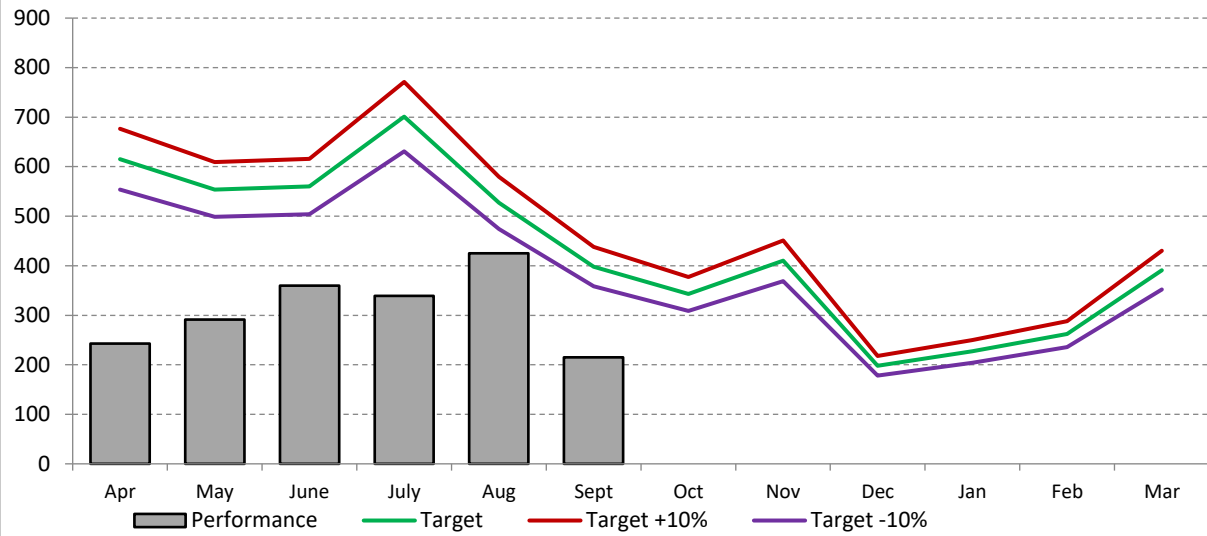
TC04 Total number of secondary fires attended

Service Plan Target
Apr-Sept 2024

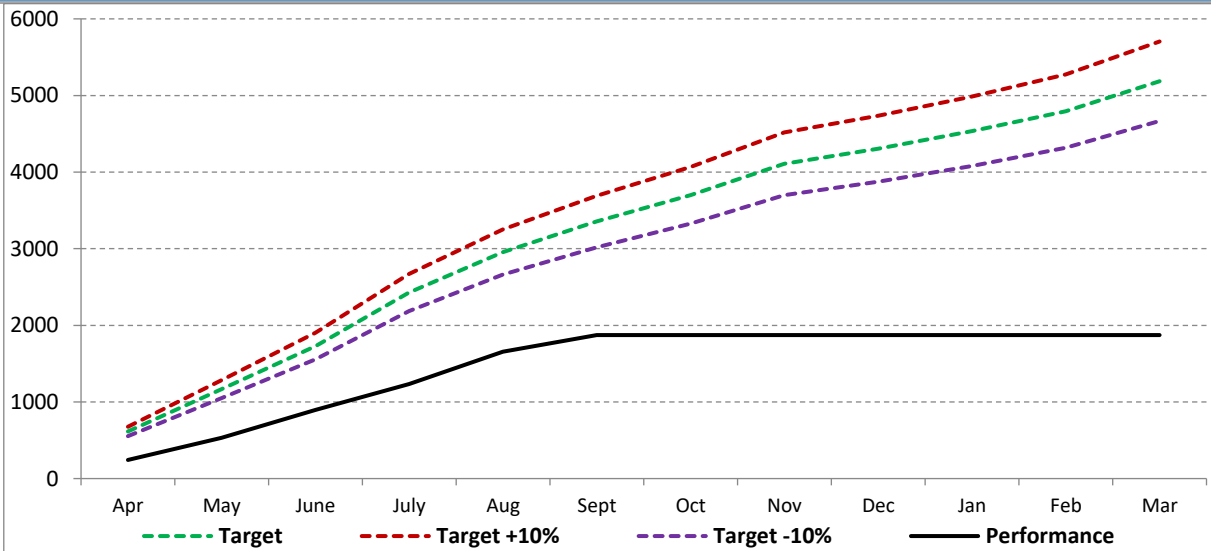
3355

Progress to Date

1873



Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 1873 secondary fires during this reporting period. This is 636 fewer fires than in 2023/24 (2509). The number of secondary fires decreased sharply between August (425) and September (215). This could be due in part to September being extremely wet. Overall, numbers are exceptionally low, which is predominantly down to our proactive work in our communities.

AC13

The count of anti-social behaviour fires attended is 341 less this year (1226) than in 2023/24 (1567) and considerably less than the cumulative target (2067). There were 341 less incidents than at Q2 2022/23 (1567).

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 in the pinewoods and sand dunes.

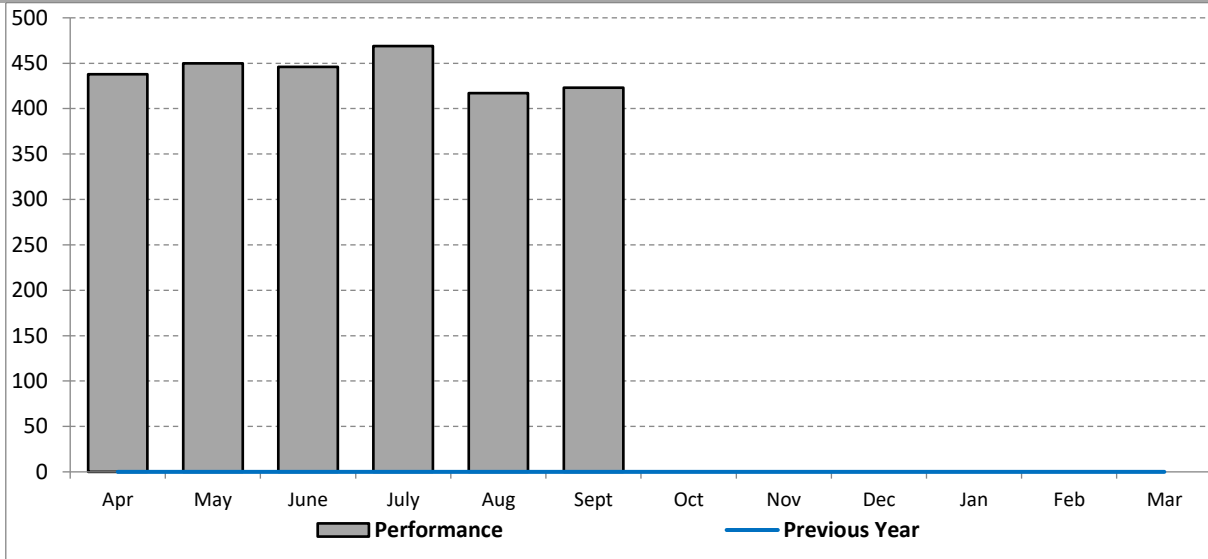
TC05 Total number of special services attended

Service Plan Target

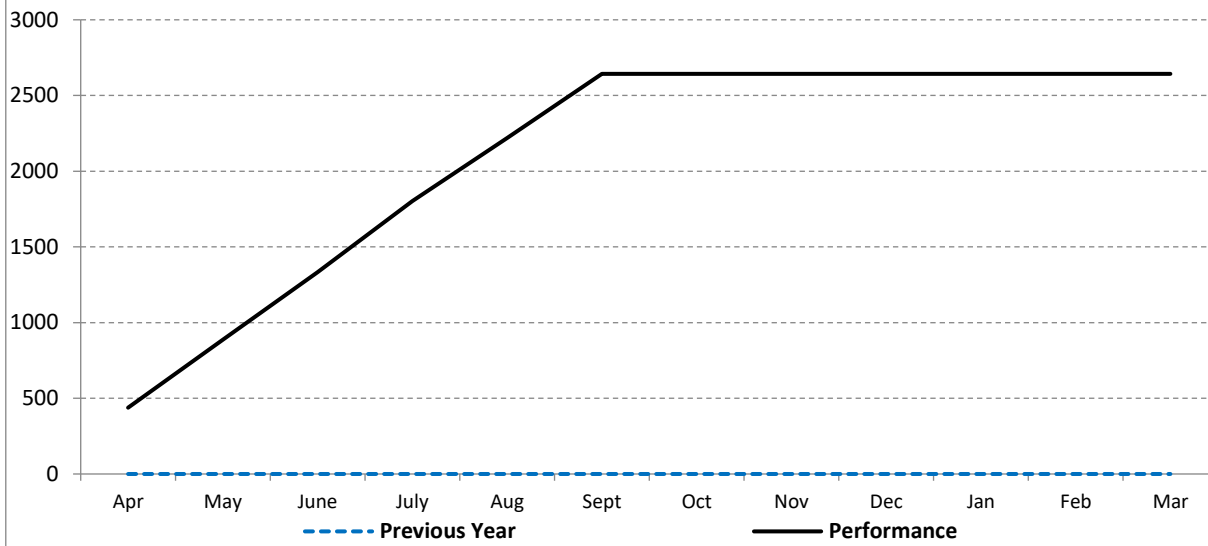
Quality Assurance

Progress to Date

2643



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.' As explained above, 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.

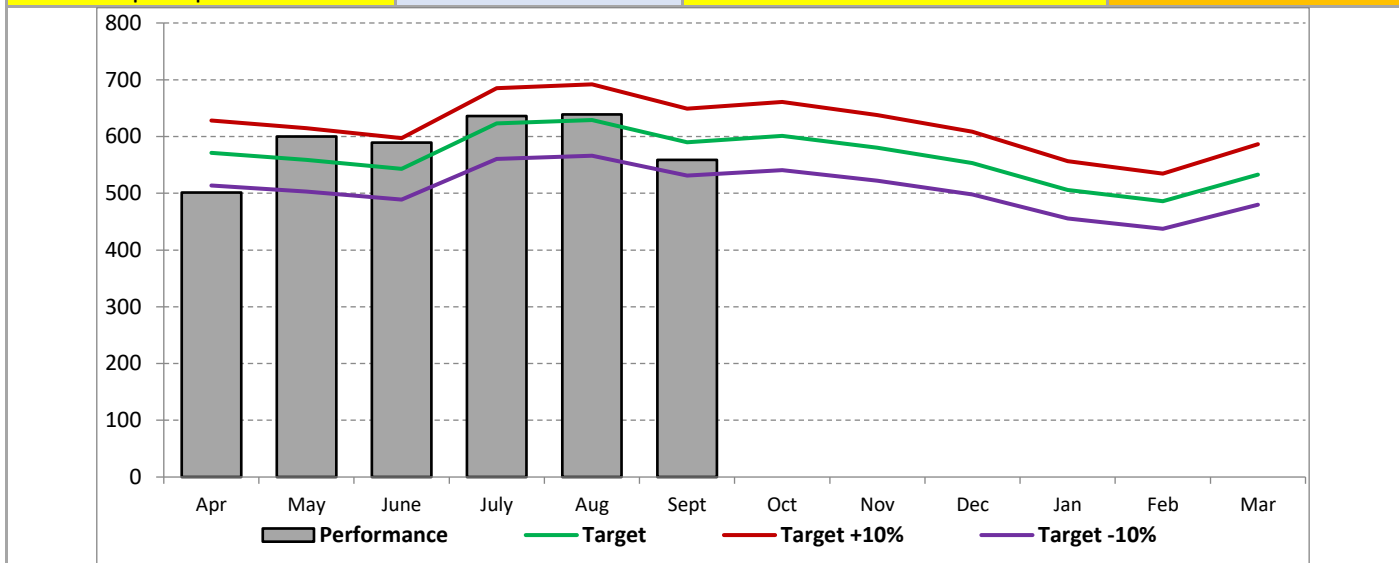
From April to September 2024 the number of special services attended (2643) was slightly higher than in 2023/24 (2611) an increase of 32 incidents and 15 less incidents than in 2022/23 (2658). Assisting other agencies continues to account for approximately a quarter of all calls.

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.
RC11	The number of Road Traffic Collisions attended (352) is lower than last year (403). There is no target for this incident type.
RC12	Sadly, there have been 2 fatalities in an RTC attended by MFRS and 139 injuries
RC13	(108 of which were slight injuries).
RC16	MFRS has set a target based on Police “Killed and Seriously Injured” data. MFRS Prevention teams target the 15-20 yr age group (early driver years) with the educational work they carry out to reduce RTCs. 26 incidents were recorded, which is considerably lower than in 2023/24(44).
RC24	Water rescues are also included in Special Service calls and this type of incident has reduced to 25 incidents during Q2 compared to 28 in 2023. However, this still exceeds the cumulative target of 20 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 incidents.

TC06 Total number of false alarms attended

Service Plan Target Apr-Sept 2024	3515	Progress to Date	3524
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TC06 Total number of false alarms attended

TC06	The number of false alarms attended (3524) has increased when compared to last year (3444) but remains within 10% of the cumulative target for Q2 2024/25 (3515). Faults on systems remain one of the main reasons for calls.
FC24	The total number of False Alarm Good Intent incidents attended, including non-Alarm Receiving Centre domestic calls received, at Q2 2024 was 1949. This is 116 more than at this time in 2023 (1833) there is no target for this indicator as we do not want to discourage calls.
FC22	Malicious False Alarm calls received have increased slightly (68) when compared to last year (59). However, if compared with 2018/19 when there were 90 incidents there are far fewer calls.

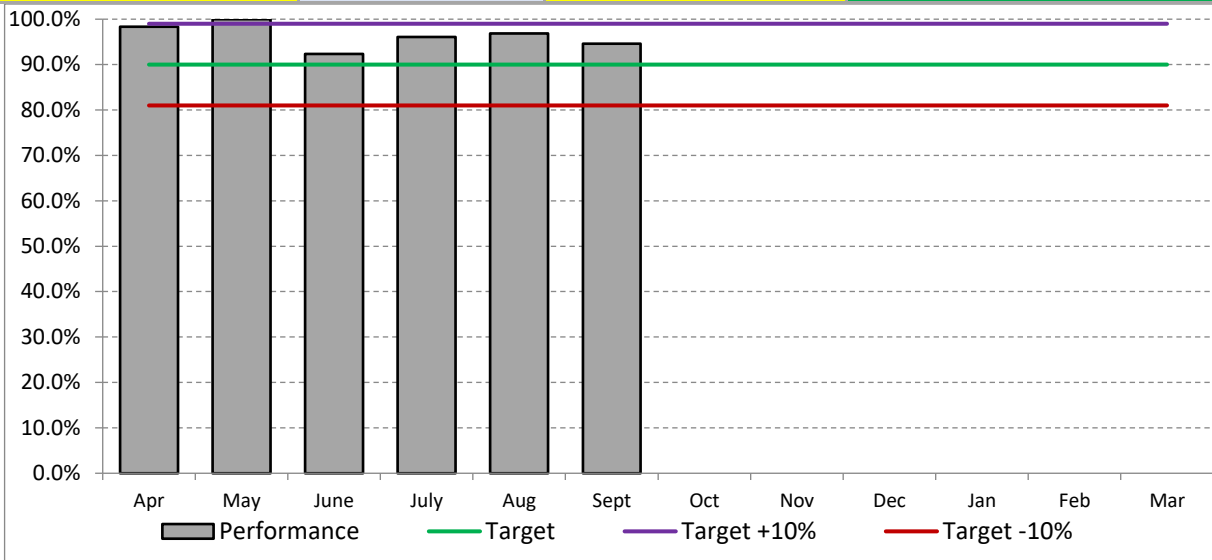
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target
Apr-Sept 2024

90%

Progress to Date

96.4%



TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes
DR23 Alert to mobile in under 1.9 minutes

TR08

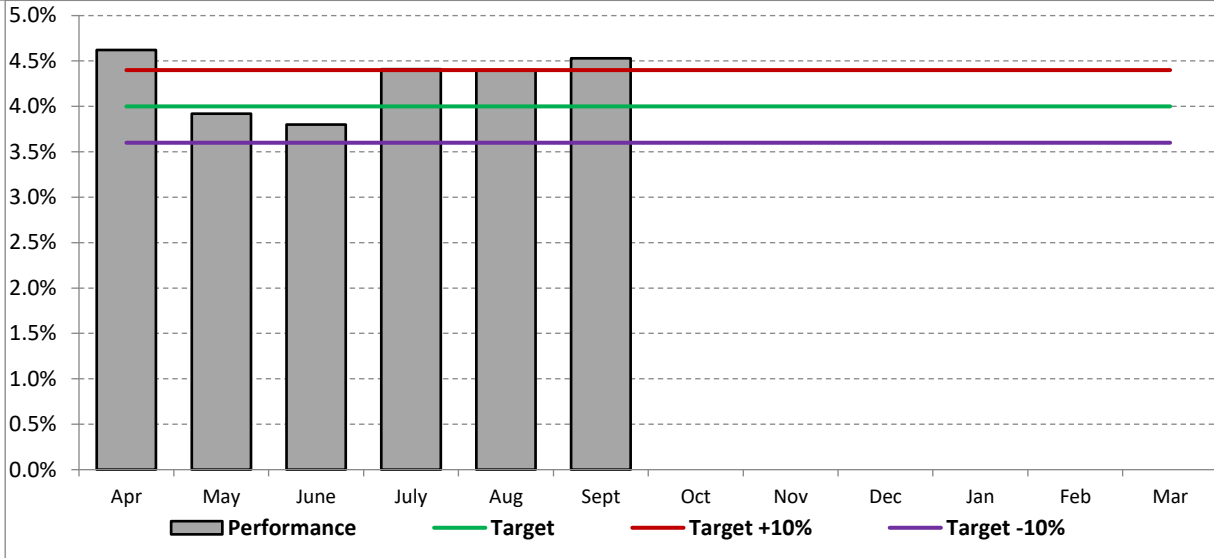
Operational staff attained the attendance standard of the attendance of the first appliance at a life risk incident within 10 minutes on 96.4% of occasions, achieving the target of 90%. In May, 100% was achieved.

DR23

Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95.7% of incidents achieving the target 95%.

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

Service Plan Target Apr-Sept 2024	4%	Progress to Date	4.30%
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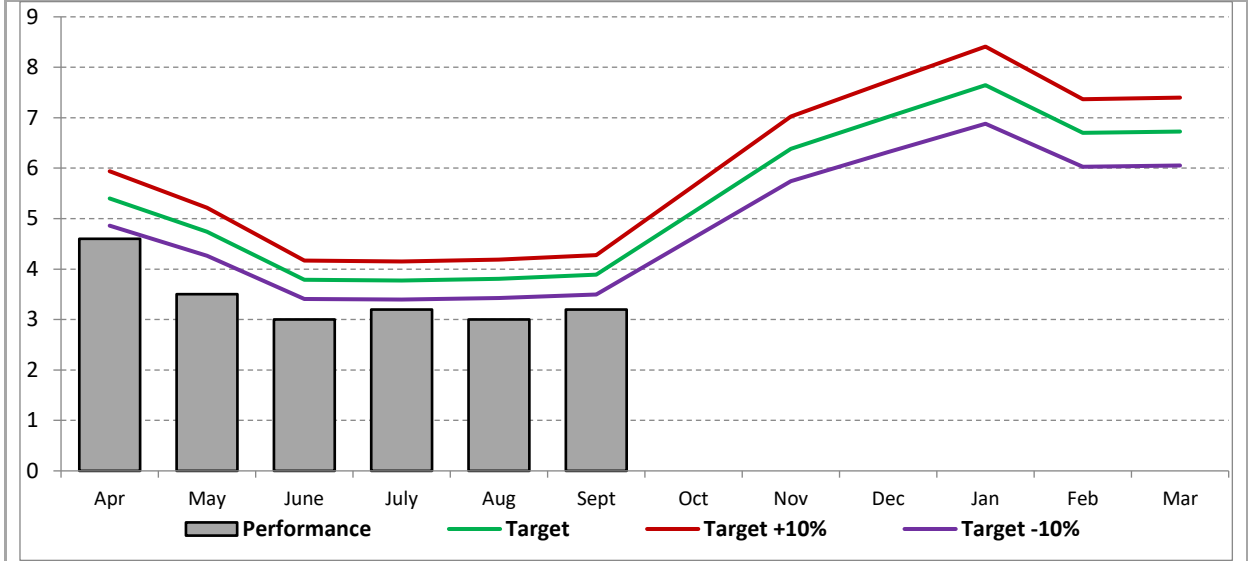


COMMENTARY:

TD09 The % of available shifts lost to sickness absence, all personnel	
WD11 The % of available shifts lost to sickness absence per wholetime equivalent Grey Book (operational) personnel	
WD12 The % of available shifts lost to sickness absence per wholetime equivalent Green & Red Book (non uniformed) personnel	
TD09	Overall sickness among all staff at 4.30% shifts lost to sickness absence exceeds the 4% target and is slightly lower than performance at Q2 2023/4 when absence was 4.35%.
WD11 WD12	<p>Cumulatively 4.57% of shifts were lost to sickness absence among uniformed staff. This is lower than at the end of Q2 2023/24 when Grey Book absence was 4.67%.</p> <p>Non-uniformed staff absence in Q2 was 3.90%. This is slightly higher than at Q2 2023/24 when 3.86% of available shifts were lost to sickness absence.</p>

TE10 Total carbon output of all buildings

Service Plan Target Apr-Sept 2024	25.4	Progress to Date	20.5
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TE10 Total carbon output of all buildings	
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TE10	Carbon output from all buildings (20.5) is slightly lower than Q2 2023/24 (20.7) and below the target of 25.4. This measurement is based on tonnage of CO2# for the MFRS estate.
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Ref. No.	HMI Page	Area for improvement	Required outcomes	Action to achieve required outcomes	Responsible function	Timescale	Notes	Six-monthly updates	*BR AG
1	12	“The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.”	<p>The Service will take appropriate opportunities to prosecute those who don't comply with fire safety regulations.</p> <p>The Service will use an automated process to consider prosecution at the point of a prohibition notice being served.</p>	<p>FP 2024/25 – Review protocols regarding enforcement and prosecution to:</p> <ul style="list-style-type: none"> • Improve staff confidence in dealing with them • Improve risk information <p>Outputs - documents, guidance, training, CPD, assurance and monitoring, information sharing protocols (internal and external)</p> <p>Internal Audit review of related processes (including Legal) will be completed</p>	Protection	Dec 2024		<p>This action is embedded in to the Protection Functional Plan for 2024/25.</p> <p><u>Oct-Mar 24</u> As part of a directorate restructure, there is now a dedicated reference holder for Enforcement and Prosecution related matters and they have been assigned to conduct a gap analysis against current procedures in this area with a view to identifying directorate needs to ensure appropriate measures are in place.</p> <p><u>Mar-Sept 2024</u> Enforcement & Prosecution activity has become more of a focal point and the new structure with the dedicated resource for this reference appears to</p>	

								be beneficial. Important to highlight that the lack of prosecutions does not equate to failings on the part of Protection around appetite to enforce or proportionality of activity; merely that where enforcements have been issued, the RP has complied resulting in no prosecution being necessary.	
2	33	“The service should make sure all staff understand and demonstrate its values.”	The service will ensure it implements the Core Code of Ethics effectively and that staff understand it.	<p>Carry out a cultural survey to help assess what the issues.</p> <p>Develop a Cultural Action Plan which will include actions to reinforce the Core Code of Ethics, and our expectations surrounding leadership, values and behaviour.</p> <p>Use survey tools including pulse surveys to gauge understanding and demonstration of values.</p>	People and Organisational Development	<p>Aug 2024</p> <p>June 2024</p> <p>Ongoing</p>	<p>Following clarification from HMICFRS</p> <p>Feedback: Lack of staff awareness of CCoE.</p>	<p><u>Oct-Mar 24</u> Managers are currently considering options for the format and questions to be included in the cultural survey as a basis for stakeholder consultation.</p> <p>The first draft of Culture Action Plan has been completed and is currently being reviewed by senior managers.</p>	

				Full staff survey in Nov 2024 will help track changes over the years.		Jan 2025		<p>The Service is continuing to integrate Core Code of Ethics into Selection Process (included in advert, candidate packs, selection stages).</p> <p>Managers are currently considering options for the format and questions to be included in pulse surveys as a basis for stakeholder consultation. One pulse survey has been completed and one is pending. Work on the full staff survey will begin in the summer.</p> <p><u>Mar-Sept 2024</u> The cultural action plan has been adopted and includes a number of actions for training which will ensure managers have a increased awareness and understanding</p>	
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								<p>on the core code of ethics.</p> <p>A number of supporting work streams for this action have been developed as part of delivering the Services response to the HMI Misconduct Thematic recommendations and the requirements placed upon the service under the Workplace Protection Act 2023.</p> <p>The full staff survey was released in October 2024.</p>	
3		<p>“The service should assure itself that middle managers demonstrate service values through their behaviour.”</p>	<p>Staff will consistently know about or understand the service’s ground rules and leadership message, which incorporate the Core Code of Ethics</p>	<p>Carry out a cultural survey to help assess what the issues.</p> <p>Develop a Cultural Action Plan which will include actions to reinforce the Core Code of Ethics, and our expectations surrounding leadership, values and behaviour.</p>	<p>People and Organisational Development</p>	<p>Aug 2024</p> <p>June 2024</p>	<p>Following clarification from HMICFRS</p> <p>Feedback: Lack of staff awareness of CCoE.</p>	<p><u>Oct-Mar 24</u> Managers are currently considering options for the format and questions to be included in the cultural survey for middle managers as a basis for stakeholder consultation.</p>	

				<p>Use survey tools including pulse surveys to gauge understanding and demonstration of values.</p> <p>Full staff survey in Nov 2024 will help track changes over the years.</p> <p>Explore provision of cultural leadership programme for middle managers.</p>		<p>Ongoing</p> <p>Jan 2025</p> <p>Aug 2024</p>		<p>The first draft of Culture Action Plan has been completed and is currently being reviewed by senior managers.</p> <p>A cultural leadership training programme for middle managers is being delivered with completion in 2nd quarter 2024.</p> <p>Managers are currently considering options for the format and questions to be included in pulse surveys as a basis for stakeholder consultation. One pulse survey has been completed and one is pending. Work on the full staff survey will begin in the summer.</p> <p>Broader utilisation of Leadership Behaviours being considered. Leadership</p>	
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								<p>Behaviour Development Programmes being piloted for 2 x G12 Senior Leader roles.</p> <p><u>Mar-Sept 2024</u> The cultural action plan has been adopted and includes a number of actions for training which will ensure managers have a increased awareness and understanding on the core code of ethics.</p> <p>A number of supporting work streams for this action have been developed as part of delivering the Service's response to the HMI Misconduct Thematic recommendations and the requirements placed upon the service under the Workplace Protection Act 2023.</p>	
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								<p>The full staff survey was released in October 2024.</p> <p>As part of the cultural action plan training courses will be delivered to middle managers alongside the expansion of 360 appraisal.</p>	
4	36	<p>“The service should assure itself that it has an effective succession planning mechanism in place for all roles.”</p>	<p>There will be effective succession planning mechanisms for all roles; Grey, Green and Red Book.</p>	<p>Re-educate staff on the succession planning process to embed it.</p> <p>Broader identification of transferrable knowledge and skills.</p> <p>Consider adoption of a Succession Planning platform that looks at skill framework at an organisational level.</p> <p>Integrate Succession Planning into Functional Planning processes.</p> <p>Consider broadening of opportunities for identified skillsets – e.g. as created with G12 Green Book opportunities.</p>	<p>People and Organisational Development</p>	<p>In FDP 24/25</p> <p>May 2024</p> <p>Dec 2024</p> <p>Jan 2025</p> <p>Dec 2024</p>	<p>Following clarification from HMICFRS</p> <p>Feedback: Appreciated Succession planning process was newly established. Manager understanding and interpretation of succession planning limited.</p>	<p><u>Oct-Mar 24</u> Revised Succession Planning process communicated to Managers. Ensuring consideration given to risks, implications associated with CRMP, FDP and other plans. Managers are being supported by staff from the People and Organisational Development function as they develop succession plans. There is also wider consideration of Leadership levels of all roles using MFRS Behaviours.</p> <p>Mar-Sept 2024</p>	

								<p>Succession Planning took part alongside FDP planning.</p> <p>Departmental succession plans have been expanded to provide a richer depth of information including detailed Leadership levels for each role in the service which allows for target communications and more effective development planning.</p>	
5	39	<p>“The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff.”</p>	<p>The Service will improve staff’s understanding of bullying, harassment and discrimination issues and be aware of their duty to report any incidents.</p>	<p>Internal audit review of processes.</p> <p>Complete annual review into discipline, grievance, bullying and harassment handling.</p> <p>Implement findings of HMICFRS thematic review into misconduct handling.</p> <p>Cultural survey; Culture action plan; Cultural metrics/dashboard.</p>	<p>People and Organisational Development</p>	<p>July 2024</p> <p>July 2024</p> <p>October 2024</p> <p>Aug2024;</p>		<p><u>Oct-Mar 24</u></p> <p>The draft Culture Action Plan includes an action to employ specialist lawyers to review policies and procedures on bullying, harassment and discrimination, to ensure they are fit for purpose whilst being clear and accessible.</p> <p>Metrics agreed for Culture Dashboard</p>	

				<p>Consider options for publishing anonymised information for staff re the outcomes of complaints/discipline.</p> <p>Just Culture launch – 2024/25.</p> <p>Consider providing examples of behaviours we don't expect to see (contraindicators) alongside existing leadership behaviours.</p>		<p>June 2024; July 2024</p> <p>October 2024</p> <p>October 2024</p> <p>Nov 2024</p>	<p>and work underway on design of the dashboard.</p> <p>Mar-Sept 2024 The Bullying and Harassment policy has been revised and updated.</p> <p>External professionals will be contracted to review this policy alongside a number of other related policies.</p> <p>A review of discipline and grievance cases has been completed to consider any disproportionality in terms of protected characteristics.</p> <p>The use of behaviour contraindicators will be incorporated into the 2025 annual appraisal process.</p>	
<p>As well as the formal areas for improvement detailed above, when reviewing the report, officers identified other areas where the Service could improve. Many of these areas reflected work that is already in progress and included in MFRS plans, but these actions are summarised in this plan for completeness.</p>								
6	7	"The service could improve	The service will consult more	S&P FP 2024/5		March 2025		Oct-Mar 24

		how it consults with its local community, including using inclusive social research practices, to develop its understanding of risk in the community.”	regularly with stakeholders and the results of that consultation will be fed back into its planning processes	<p>Review inclusive social research practices (gov.uk).</p> <p>Publish annual reports on CRMP progress accompanied by stakeholder engagement. Consider:</p> <ul style="list-style-type: none"> • Provision of information to households • Use of social media and evaluation • Surveys • Focus groups • Other new methods 	Strategy and Performance			<p>The CRMP consultation process is taking place between March and May. The bulk of this action will commence later in the year.</p> <p>Mar-Sept 2024 With the publication of the CRMP 2024-27, the CRMP planning guidance for staff has now been updated to take account of new steps that have been adopted during this planning process including the intention to consult during the CRMP period as well as prior to the production of a new CRMP. This will take place during 2024/25.</p>	
7	7	“The service could improve its assurance processes to confirm that risk	Assurance processes will have been reviewed and improvements made.	<p>Preparedness FP 2024/25</p> <p>The replacement of the current system with CFRMIS will improve the</p>	Preparedness	March 2025		<p>Oct-Mar 24 The CFRMIS project has been delayed due to changes in personnel and some technical issues with</p>	

		<p>information is up to date and the most contemporary and accurate information is available to those who manage and respond to emergencies.”</p>		<p>process and quality assurance.</p> <p>Automation within the CFRMIS process will reduce risk in the future.</p>				<p>the new platform. The data capture form has now been finalised and data cleansing of existing level 1 and 2 premises is complete. Data cleansing and correction of uninspectable sites has commenced and is expected to be complete by the end of April 2024. Next step is to design the necessary data output forms and the airbus interface for Mobile Data Terminals presentation. Expected delivery in July 2024.</p> <p><u>Mar-Sept 2024</u> New data capture form developed and agreed with CIVICA (who provide CFRMIS). Purchase Order completed and we are awaiting the test product. CIVICA are currently building requirements and</p>	
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								will send back MFRS for quality assurance prior to go-live. Ops intelligence have been working on cleansing data in the system. A new Site Specific Risk Information methodology to be implemented and rolled out in 2025 in line with new data capture form	
8	13	“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 HSE’s enforcement management	Consistency and a systematic approach in regards to how audits are completed and ensure the Enforcement Management Model is completed as part of every audit	Protection FP 2024/25 This area for improvement is covered in the actions in 1 above.	Protection	Sept 2024		<u>Oct-Mar 24</u> Within new governance structures as part of the directorate restructure, standardisation is an element within a newly formed service delivery group. This group will be responsible for ensuring consistent procedures and guidance is available and that teams adhere to the content within.	

model wasn't completed as a part of the fire safety audit."

A dedicated training reference holder will be responsible for conducting a TNA to address any associated training requirements.

Mar-Sept 2024
 District based assurance department have conducted a number of assurance reviews to ensure consistency of approach around audit procedures and the use of the Enforcement Management Model (EMM). A standardisation group within the confines of the function's governance structures is further supporting the continued strive towards ensuring a uniform approach is undertaken across all Protection activities.

9	14	“Inspectors lose confidence in the prosecution process”	E&P processes will be more efficiently adopted and clearly defined	Protection FP 2024/25 This area for improvement is covered in the actions in 1 above.	Protection	Sept 2024		<p><u>Oct-Mar 24</u></p> <p>Feedback from personnel indicate this is linked to procedural and training shortfalls.</p> <p>Legal training across the directorate has commenced and will be governed by a combination of the E&P and training reference holders.</p> <p><u>Mar-Sept 2024</u> Six monthly performance review with the ACFO demonstrated a more positive feel across the team in this regard following a sustained period of training delivery to a number of team members.</p>	
10	15	“The service could improve how it shares information with other	The process for sharing information with other enforcement agencies will	Protection FP 2024/25 This area for improvement is covered in the actions in 1 above.	Protection	Sept 2024		<p><u>Oct-Mar 24</u></p> <p>Within the revised disrectorate structure, we have assigned a reference holder to oversee</p>	

enforcement agencies.”

have been reviewed and improved.

stakeholder engagement. This will look to identify where the communication gaps are and to put measures in place that fill them.

Mar-Sept 2024

Further opportunities to refine and improve our information sharing with partners will be explored during then forthcoming remediation acceleration plan work with our Liverpool City Region partners.

We continue to collaboarate and information share effectively with the Environment Agency as part of extant procedures associated with the inspection of waste sites.

Draft HMICFRS Report 2023 Action Plan

11	18	“Some risk information isn’t up to date Several records hadn’t been reviewed in accordance with the service’s policy. These included records on a high-risk site.”	A duplicate of 7 – see that action						
12	21	“Not all staff at all levels properly understand the policies and procedures the service has in place.”	This relates specifically to the high rise evacuation guidance and associated procedures.	Checks will be made to understand the level of understanding within the organisation (and improve it where necessary)	Response	This is already completed (Sept – Dec 2023) but can be further/periodically assured through the quarterly station ops assurance cycle. (3-6 months)		Complete	

13	34	“The service could do more to engage with its staff and understand what else they need to support their individual needs.”	Staff health and wellbeing services will reflect their needs.	<p>Develop a process for recording health data; to help with informing the Service about what health and wellbeing issues our people are facing.</p> <p>Promote wellbeing information and resources to staff family members to increase their knowledge of the roles within the Service and the stressors faced within them as well as what physical, mental and spiritual support is available to employees and their family members.</p> <p>Review and action the recommendations contained within the NFCC research document ‘Mapping the Health and Wellbeing across the Firefighting Career and Assessing the Current Demands’.</p>	People and Organisational Development – Occupational Health	<p>March 2025</p> <p>March 2025</p> <p>March 2025</p>			<p>Preparatory work being undertaken to ensure that 2025 targets are met.</p>

14	43	“The service needs to do more to assure itself and staff that its promotion and progression processes are fair.”	Processes will have been reviewed and quality assured. This assurance will be shared with staff.	<p>Build on process workshops and guidance that have been positively received. These will be facilitated throughout the year. Further support being developed and trialed.</p> <p>Review appointment and promotion processes to ensure they remain accessible for all staff.</p> <p>Process documentation will be reviewed and revised.</p> <p>Undertake a review into the effectiveness of the High Potential programme.</p> <p>Publish development pathways at all leadership levels (grey and green) improving knowledge and access to opportunities.</p>	People and Organisational Development	<p>Within 3-6 months</p> <p>March 2025</p> <p>March 2025</p> <p>Aug 2024</p> <p>March 2025</p>	Following clarification from HMICFRS; Feedback centred on staff perception and benefit of educating staff on the promotion and progression.	<p>Development pathways developed and being piloted with two Grade 12 development roles created and associated backfills.</p> <p>A trial of additional selection process support has been completed as part of wider supervisory manager selection process. Feedback from this to be reviewed prior to wider implementation.</p>	
15	43	“The service’s promotion and progression policy is limited and	The promotion and progression policy will be expanded and include an	POD FP 2024/25 Review appointment and promotion processes to ensure they remain accessible for all staff.	People and Organisational Development	Within 3-6 months	Following clarification from HMICFRS; Feedback centred on staff perception and	<p>The promotion policy review is ongoing.</p> <p>The development pathways</p>	

Draft HMICFRS Report 2023 Action Plan

		doesn't explain how it makes sure that processes are fair, open and transparent."	explanation of how it is fair, open and transparent.	<p>Promotion policy and documentation will be reviewed and revised. Engage with staff prior to publication</p> <p>Publish development pathways at all leadership levels (grey and green) improving knowledge and access to opportunities.</p>		<p>March 2025</p> <p>March 2025</p>	benefit of educating staff on the promotion and progression.	documentation has been developed and scrutinised by the internal governal process. These dopcuments will be published in quarter 2.	

*BRAG ratings

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the timescale of this plan	Action may not be delivered by the designated deadline within this plan	Action will be delivered by the designated deadline within the plan	Action not yet started

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OPERATIONAL PREPAREDNESS

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
1.1 Enhance Operational Competence	1.1.1 Introduce Operational Competence Assessments	GM Training	<p>Q1 – Training and Development (TDA) core training matrix being developed to identify capacity for appliance attendance and TDA facilitation</p> <p>Q2 – Station Manager has commenced project. Initial Presentation delivered to Ops Board of Phase 1. Work ongoing on reviewing all Safe Person Assessments quality and data. Engaging with Stations gathering feedback.</p>	March 2025		
	1.1.2 External quality assurance of current training provision from organisations such as UKRO		<p>Q1 – Conducting Phase One of a GAP analysis against National Operational Guidance (NOG) training specification and MFRS Standard Operational Procedures (SOP's). Obtained the criteria for accreditation with United Kingdom Rescue Organisation (UKRO) and will complete a GAP analysis as part of Phase Two.</p> <p>Q2 -Work ongoing from Phase 1 and 2. External Quality assurance will be completed quarter 4.</p>	March 2025		

	1.1.3 Develop qualification for instructors and staff with bodies such as Institute of Fire Engineers (I.F.E)		<p>Q1 – Training Needs Analysis (TNA) has been completed for TDA staff and instructors. All instructors nominated for initial teaching and assessor qualification. Each instructor has one or more specialist instructor qualification such as Breathing Apparatus Instructor (BAI), Working at Height (WAH), etc.</p> <p>Q2 - TDA Staff are undertaking or programmed to undertake assessing and teaching qualifications.</p>	March 2025		
1.2 Validate & Exercise our plans	1.2.1 Validate and exercise Operational Response Plan (ORP) sites	GM Operational Planning & Intelligence	<p>Q1 - A 4-year exercise calendar has been produced and delivered to ops board 28/06/24. The aim of the calendar is to capture and plan exercises across a variety of areas including Operational Response Plans (ORPs)</p> <p>Q2 - The exercise calendar is now live on the Portal, it has been populated with a variety of exercises including a public disorder collaboration exercise and heritage exercise in October</p>	March 2025		
	1.2.2 Validate and exercise Heritage sites		<p>Q1 - A 4-year exercise calendar has been produced and delivered to ops board 28/06/24. The aim of the calendar is to capture and plan exercises across a variety of areas including Heritage sites.</p>	March 2025		

			With Heritage sites being key focus for 2025			
			Q2 - A large-scale exercise has been planned in October to validate MFRS Operational Response Plan and also to validate salvage plans.			
1.3 Enhance training & development	1.3.1 Conduct a thematic review of our training and tactics.	GM Training	Q1 - Firefighting Media and Tactics Group established. Tactics project is ongoing and will influence decisions moving forward	March 2025		
	1.3.2 Assure new Training and Development (TDA) site has enough flexibility for changes in policy/procedures e.g <ul style="list-style-type: none"> • Fire Behaviour/gas cooling • Internal use of CAFS • Explore use of Positive Pressure Attack (PPA) 		Q1 - New TDA site continues to be handed over in stages to MFRS. Training facility design has been influenced by built environment and contains state of the art facilities to replicate emerging and future risk. New lesson plans and scenarios will continue to be developed to provide a new training experience for our operational crews	March 2025		
			Q2 - Site usage in Q2 has seen the commencement of core skills training. The site is sufficiently flexible to deliver multiple sessions			

			simultaneously. Equally we have delivered Compartment Fire Behaviour Training (CFBT) within the multi-level building when the attack units were receiving maintenance.			
	1.3. Provides an all hazards approach to firefighter safety, focusing on raising awareness and training on hazard and risk recognition and perception. Develop training packages and exercises that maximise the state of the art facilities our new sites offers whilst allowing crews opportunity to demonstrate and practice all the control measures outlined in our Standard Operational Procedures (SOP)		<p>Q1 -Training packages undergoing a GAP analysis against National Operational Guidance (NOG) training specification and MFRS SOP's. Training and assessment will be captured via E'learning, SPA's, Core Training and new scenarios and crew based training exercises (CBTX's)</p> <p>Q2 - Eight Pump crew based training exercise (CBTX) designed and delivered with further CBTXs programmed in. OSHENS debrief captured positive feedback from the operational crews reference the facility and exercise challenges.</p>	March 2025		
1.4 Invest in Innovative Practice & Modern Technology	1.4.1 Introduce new water system ScCapture and electronic recording of hydrant walks	AM Operational Preparedness & Management Team All Managers	Q1 - ScCapture has been purchased May 2024. Telent and ICT are building the server to house the software due to its size. Migration of data once the server is built is estimated as 1 week depending on transfer rate. The training for admin staff and hydrant technicians is believed to be 1 day's training and can be completed remotely via teams.	March 2025		

			<p>Expectation for all work to be completed and go live preliminarily scheduled for end of Q2.</p> <p>Q2 - Waiting on response from the provider following Telent request. No date could be provided on 'go live', meeting scheduled with the provider. Under water search cameras have been ordered along with sonar devices. Inspection cameras have been ordered for each appliance so cavity walls can be inspected for fire spread.</p>			
	1.4.2 Introduce driving licence checking system		<p>Q1 – Business Case drafted and will be submitted to Applications in Q2. Budget secured. Ops Planning Admin pool in place to maintain chosen system.</p> <p>Q2 -Met with system support and they are considering an application.</p>	March 2025		
	1.4.3 Continue to develop effective command software		<p>Q2 -Received demonstrations from suppliers Next step is to arrange a demonstration through Telent's Incident Command application. Following this, the project team will meet to feedback and discuss next steps.</p>	March 2025		
	1.4.4 Continue to develop LMS system		<p>Q1 – Learning Management System (LMS) project continues with Operational Performance System (OPS)</p>	March 2025		

			<p>currently being integrated into new platform</p> <p>Q2 – Learning Management System (LMS) project continues with its migration with Safe Person Assessments set to roll out in January 2025. Further consideration to incorporate Command Hours</p>			
	1.4.5 Explore the development of a digital ARA for purposes of use during an operational incident		<p>Q1 - Stakeholder group established. Initial concept scoping with stakeholders undertaken. Proof of concept agreed to be developed by Systems Support. Due to capacity of Information Technology (IT) this will likely be towards Q3.</p> <p>Q2 - The development of a proof of concept has been delayed due to priorities within Systems Support. Work has been ongoing to develop an in-house departmental concept</p>			
	1.4.6 Explore the development of Supplementary Action Cards to support the Incident Commander.		<p>Q1 – Project Initiation Document (PID) completed and to be submitted to Ops Board.</p> <p>Q2 – Project Initiation Document (PID) completed and ready for submission to Ops Board. Decision made to postpone PID due to alternative project being issued to SMA</p>			

	1.4.7 SSRI development		<p>Q1- Site Specific Risk Information (SSRI) data capture form has been completed and data output form is currently in development. Scheduled for July 2024.</p> <p>Q2 - Test function is being built and tested. CIVICA did not have engineers available until September. Map facility has been developed to allow crews to record risks during visit. The version presented by CIVICA has been agreed on</p>			
1.5 Deliver New Areas of Blue Light Collaboration	<p>1.5.1 Ensure Collaborative opportunities are fully explored and kept under review:</p> <ul style="list-style-type: none"> • Deliver a new Terms of Reference for Blue Light Collaboration Programme Board. Agree new strategic intentions and expected deliverables through 2024/2025 • Deliver 3-year exercise programme against significant risk Chemical, Biological, Radioactive and Nuclear (CBRN), Marauding Terrorist Attack (MTA) and public order. 	<p>GM Operational Planning & Intelligence SM Ops Planning SM OPRT/Collaboration</p>	<p>Q1 - Revised structure to Collaboration to include Tactical Steering Group and Executive Board. Tactical Steering Group to submit Collaboration proposals to the Executive Board and oversee delivery of actions. Training and Exercising Calendar developed to include annual training and exercising as follows: Q1 Chemical Biological Radiation and Nuclear (CBRN) Q2 Marauding Terrorist Attack (MTA) Q3 Public Order</p> <p>Q2 - A series of tactical meetings have taken place with stakeholders across Blue</p>	March 2025		

			<p>Light Services to generate a proposed ideas list, within the following themes:</p> <ul style="list-style-type: none"> - Leadership - Training - Prevention - Intelligence <p>A thematic ideas list will be presented to the Executive Board on 2nd Oct.</p>			
	<p>1.5.2 Develop new initiatives to support partner agencies</p>		<p>Q1 - A thematic ideas list has been developed between partner agencies and will be shorted listed to take forward to the Executive Board.</p> <p>Q2 -Further work has been undertaken by the interoperability group to improve collaborative exercising and validation in line with Manchester Arena Inquiry recommendation17. A paper will be submitted to the Collaboration Executive Board with a proposed recommendation.</p>	<p>March 2025</p>		

	<p>1.5.3 Ensure our staff are trained and equipped to assist NAWAS if required,</p>		<p>Q1 - This key deliverable is on hold awaiting national guidance</p> <p>Q2 -No further updates.</p>	<p>March 2025</p>		
<p>1.6 Introduce Core Competency Frameworks and Bespoke Maintenance of Competence Programmes</p>	<p>1.6.1 Define minimum Maintenance of Competence programme for all levels.</p> <ul style="list-style-type: none"> • Consider developing bespoke training planner and Maintenance of Competence programmes for <ul style="list-style-type: none"> ○ Specialist Stations ○ Senior Managers ○ Tac Advisors 	<p>GM Operational Planning & Intelligence SM Ops Planning SM OPRT/Collaboration GM Training</p>	<p>Q1 - Training matrix will encompass a specific week to undertake Senior officer core training. Command seminars will be programmed throughout the year. Tactical Adviser roles identified via senior officer Training Needs Analysis (TNA) and maintenance program in place for Hazmat Advisers (HMA's) and Detection, Identification and Monitoring (DIM) advisors. Marine lead officer has been identified. Waste fire tactical advisers attends national Continual Professional Development (CPD) event</p> <p>Q2 – Annual maintenance of competence and core training matrix populated with increased attendance to 2 yearly for all modules.</p>	<p>March 2025</p>		

<p>1.7 Develop International Training and Knowledge Transfer Programmes (IKTP)</p>	<p>1.7.1 MFRS can have a highly quality positive impact on the quality of services provided by FRS in the UK and beyond through provision of training and transfer of knowledge and best practice.</p> <p>Explore using the new Training and Development Academy for national and international training, subject to requests. Build a team to support this delivery.</p>	<p>GM Training</p>	<p>Q1 - An International Training and Knowledge Transfer Programme (IKTP) has been devised. A pilot of the programme is under review with a proposal for the pilot to be delivered within quarter 1. Following the creation of the Commercial Growth and Partnership Manager role within the Training and Development Academy a review of the types of training that can be offered is ongoing which includes reassessing the current Business Development framework. Cooperating with Corporate Comms to develop a strategy for Commercial Growth and Partnership collaboration is underway</p> <p>Q2 - International Training and Knowledge Transfer Programme (IKTP) - Dialogue continues between both parties with main focus on Insurance for delegates. Internal stakeholders are updated on the hold of programme.</p> <p><u>Commercial Growth</u> Workshops have been introduced, incorporating the fundamental depts to work in conjunction to devise the framework.</p>	<p>March 2025</p>		
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			<p>Three Recruits from Isle of Man FRS will be joining the November recruit course.</p> <p>St John Ambulance and Rescue Team – Malta USAR training exercise was a success. Excellent feedback received.</p> <p>Ministry of Defence exercise on 12.09.24 was a success. This has created potential opportunities for the future.</p> <p>Dialogue continues with Babcock International with main focus on exercise planning and contracts.</p> <p>Submitted proposal to host Greece Interoperability Visit at MFRS on behalf of the Home Office. Awaiting confirmation of dates.</p> <p>Continuing to review the Business Development model.</p>			
1.8 Quality Assure our Business Continuity Arrangements	1.8.1 Enhance current Business Continuity (BC) exercises by introducing new initiatives to raise awareness of key risks – cyber, power outages etc	GM Operational Planning & Intelligence	<p>Q1 - Phishing email tests implemented and being used sporadically across the service to increase awareness and improve cyber security. Business Continuity exercises being planned for 1 service wide no notice exercise and 1 service wide with notice</p>	March 2025		

			<p>exercise themed against cyber security and power outage.</p> <p>Q2 -Station Business Continuity plan has been published with additional serious/local/national power outage considerations and identifying shared locations in the event of national power outage. Planned black starts to be carried out at Private Finance Initiative (PFI) stations. Phishing emails have been sent out, reports of high awareness of phishing.</p>			
	1.8.2 Conduct table top exercising against new planning assumptions outlined in MFRS Managing Foreseeable Risk in Merseyside Volume 2.		<p>Q1 -Proposal introduced at Operations Board on 28.6.24. Scenario to test two or three large scale incidents occurring simultaneously.</p> <p>Q2 -Tabletop exercise Total Recall is being held on the 7th January 2025 to test 2 or 3 10 pump incidents occurring simultaneously</p>	March 2025		
1.9 Explore Opportunities for Research, Development & Evaluation	<p>1.9.1 Work with academic partners to help research and evaluate areas of Operational Preparedness:</p> <ul style="list-style-type: none"> • MFRS preparation for a Terrorist related incident • A multi-agency review of how JESIP is embedded. 	GM Operational Planning & Intelligence SM Operational Equipment and Resources Transport Manager	<p>Q1 - Ops planning have supported Liverpool John Moore University with research interviews for JESIP with under grads throughout May and June 2024.</p> <p>Q2 – Liverpool John Moore University (Joint Emergency Services Interoperability</p>	March 2025		

			Programme (JESIP) Report expected October 2024. Station Manager Ops Equipment working in conjunction with 3rd parties looking at particulate flash hoods. Questionnaires have been used to gather feedback and ideas from staff			
	1.9.2 Develop an improvement & Ideas Hub. Involvement of staff feedback – new sharepoint site.		Q1 - With System support awaiting SharePoint application launch Q2 – No further update	March 2025		
1.10 Develop New Kit and Capabilities	1.10.1 Explore feasibility of new capability to address new emerging risk: <ul style="list-style-type: none"> • Dive Team • Extend use of body worn CCTV • Emergency Medical response (EMR) 	GM Operational Planning & Intelligence SM Operational Equipment and Resources Transport Manager	Q1 A review of the market will be undertaken and a demonstration of equipment sought including of a reach pole and camera. Q2 - Body worn camera project is scheduled to commence October. Service Instruction (SI) written and decision logging SI updated. Trial agreed with Representative Bodies. SM Ops Equipment purchased cameras to aid water rescue when casualties are sub surface.	March 2025		
	1.10.2 Outline a comprehensive Personal Protective Equipment (PPE) replacement programme focused upon <ul style="list-style-type: none"> • Breathing Apparatus (BA) 		Q1 - BA tender documents will be compiled in September by LFRS who are leading the tender. New fire kit has begun to arrive.	March 2025		

	<ul style="list-style-type: none"> • Structural Fire Kit • Boots • Helmets 		<p>GMFRS are completing the Tech rescue jacket tender. Tech rescue helmets have been tested across the work force and well received</p> <p>Q2 – Breathing Apparatus is being led by Lancashire Fire and Rsecue and it is expected to be around 3 years before we have them on the run.</p> <p>We will be looking at new fire helmets, hoods and fire gloves in 2025</p>			
	1.10.3 Develop a viable solution to deliver a reduction in ancillary fleet (10%)		<p>Q1 - Data analysis is ongoing with upgrades to the current data trackers fitted to the P&P vehicles due to be completed. This will give more accurate trip and mileage reports.</p> <p>Q2 - Data collected and an options paper being drafted looking at pool systems, essential and casual car users and reallocation of resources. Potential to expand the use of trackers is being analysed.</p>	March 2025		
	1.10.4 Conduct a fleet and equipment review		<p>Q1 - A review of all carried equipment will begin in Q3 to try and streamline the appliances as well as clearing the store of any obsolete items of equipment</p> <p>Q2 - Ongoing de-carbonisation of the ancillary fleet. The introduction of 15</p>	March 2025		

			hybrid flexi duty vehicles is complete. Further hybrid and electric vehicles to be introduced 25/26 As part of 1.3 above vehicle life is being reviewed to extend vehicle life or remove from fleet where possible.			
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 – 30.9.24	
Total Number of Workstreams	28 (100%)
Action completed	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	1 (4%)
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	27 (96%)
Action not yet started	0 (0%)

Please select from options

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OPERATIONAL RESPONSE

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
2.1 Enhance Appliance Availability & Efficiency – We will review current appliance ridership arrangement in order to enhance appliance availability and productivity	2.1.1 Review degradation of appliances in line with staffing levels and impacts on productivity via internal stakeholders.	Group Manager Response	<p>Q1 - Staffing guidance reviewed and appendices updated around degradation of appliances after consultation with Time and Resource Management (TRM). Improvements in productivity at end of FDP 23/24 noted around training, exercising and station-based performance to continue into Functional Development Plan (FDP) 24/25.</p> <p>Q2 – Discretion still with Staffing Officer to make temporary staffing decisions including standbys in the event of sickness/absence. Working party set up with Response Officers and POD Consultation Manager from 9th Sept to discuss duty systems and impact</p>	Qtr 1		
	2.1.2 Embed and evaluate AURA dynamic cover tool to allocate resources effectively.		<p>Q1 - The latest version of AURA (BETA_052024) was released on 1st May 2024 to cover all fixes and improvements.</p> <p>The main feature change being changes to station boundaries for Aintree (Long Lane) opening and the closure of Croxteth and Aintree. Along with remedial work for media wall configuration changes. Project Team visited Fire Control on 7th May to conduct initial testing for Media Wall changes to AURA. However, due to performance issues with Media Wall and the need for new software this will be re-arranged once the new capture cards are received (see 2.2.1).</p> <p>Q2 – AURA still in testing phase, since the introduction of new station boundaries</p>	Qtr 2		

			(Aintree/Croxteth). Meeting scheduled with Development team for 31 st July was postponed due to operational activity. Still some performance issues in relation to the software on the media wall. Station Manager Control currently working on updating mobilising guidance to include the processes for the use of AURA. AURA operating notes completed and awaiting sign off through appropriate governance.			
	2.1.3 Explore alternative appliance ridership levels and mobilisation allocation in line with incident types.		Q1 - Deliverable will be explored as part of CRMP project utilising appliance availability data. Q2 – Working party set up with Response Officers and POD Consultation Manager from 9 th Sept to discuss duty systems and impacts.	Qtr 3		
	2.1.4 Use the findings from 1.1/1.2/1.3 to embed new ways of working and enhance appliance availability and productivity.			Qtr 4		
2.2 Enhanced Mobilisation – Embed new technologies within Fire Control to enhance the efficiency and effectiveness of operational response to incidents.	2.2.1 Work with internal and external stakeholders to implement redesign of Fire Control to support use of new technologies.	Station Manager Fire Control	Q1 - Redesign of Fire Control completed on 11 th March 2024. Some issues with the Media Wall and Telent are in dialogue with suppliers, Pure AV and Datapath regarding the performance of the videowall software and PC. They have advised that the Media Wall requires a software update and new capture cards. Currently the Media wall is displaying AURA, National Resilience and News channel. 30/05/2024 – Telent have now received new capture cards and attended Fire Control to set them up on the Media Wall. However, it didn't support the other applications. EGT, drone footage, MAIT and Vision 5	Qtr 2		

			<p>Stateboard. Telent gone back to suppliers to discuss further options.</p> <p>Q2 – PureAV have acquired the additional hardware for the videowall and have asked to schedule some time in to install, configure and test. Pure AV attended Fire Control on 3rd September and updated software and created new templates. Due to Bonfire period embargo, they are attending again mid-November to configure. (They will need full access to Fire Control therefore will carry out a business continuity exercise.)</p>			
	<p>2.2.2 Develop timeframe for implementation of Enhanced Mobilisation across operational assets and identify trial stations</p>		<p>Q1 -</p> <ul style="list-style-type: none"> •Enhanced Mobilisation will form part of a Vision 5 software release 5.36 •5.36 Development begins in June with a testing release date of October •Go Live Provisionally scheduled December 2024/January 2025 <p>Meeting with FBU arranged for 19th July.</p> <p>Q2 – Meeting held with Fire Brigades Union (FBU) on 19th July, to provide an update, including the timeline for delivery and assurances around MFRS model compared to Manchester and Tyne and Wear and highlight the significant differences. Presentation delivered to Ops Board on 26th August.</p>	<p>Qtr 2</p>		
	<p>2.2.3 Introduce Enhanced Mobilisation across all MFRS locations to improve efficiency and effectiveness of operational response</p>			<p>Qtr 3</p>		

	2.2.4 Complete Assurance in use of new technologies within Fire Control and through Operational Assurance utilising mobilisation data from Strategy and Performance			Qtr 4		
2.3 Specialist Asset and Cross Border Training – Evaluate the staffing and mobilisation arrangements of our specialist station assets to improve operational response to specific incident types and incorporate a structured training and exercising framework for cross border working arrangements.	2.3.1 Review and evaluate current Pre Determined Attendance (PDA) for Specialist Station Assets making suitable recommendations.	Group Manager Response	<p>Q1 - Internal working group established with key stakeholder membership. Group has reviewed current Pre Determined Attendance (PDA) for specialist station assets, starting with the HMPU at St. Helens and Incident Command Unit (ICU) at Liverpool City. Possibly recommendations have been discussed, including:</p> <ul style="list-style-type: none"> • No change • Complimentary crewing • Wholetime crewing • Other alternatives <p>Marine Specialist capability at Wallasey and Crosby has been fully established. PDA recommendation includes:</p> <ul style="list-style-type: none"> • Increase from 3 to 4 pumps • 4th appliance will be mobilised from Wallasey or Crosby and be dedicated Marine Specialist roles. • MRSU will remain on Retained Recall. <p>Seatruck Exercise taking place on 24th June will incorporate new PDA test.</p> <p>Q2 – Pre-Determined Attendance (PDA) recommendations discussed in working group and tested at three Seatruck exercises. Governance paper being completed, Service Instruction update</p>	Qtr 1		

			draft in progress and Operations Board presentation to be delivered in September.			
	2.3.2 Following evaluation, implement any recommendations for new or necessary changes to PDA/mobilising of Specialist Station Assess.		Q2 – PDA recommendations discussed in working group and tested at three Seatruck exercises. Governance paper being completed, Service Instruction update draft in progress and Operations Board presentation to be delivered in September.	Qtr 2		
	2.3.3 Expand knowledge & understanding of cross border working practices via the regional cross border group and collate/share learning across our Service.			Qtr 3		
	2.3.4 Develop structured training and exercising framework with cross border services to evaluate knowledge & understanding and improve collaboration.		Q1 March 19th: Communication Alignment <ul style="list-style-type: none"> Correspondence was dispatched to all station managers overseeing cross-border stations. The communication aimed to update them with the key deliverables from the functional plan 24-25. April 22nd: Strategy Meeting <ul style="list-style-type: none"> A face-to-face meeting was conducted with the presence of cross-border station managers. The agenda covered a range of topics including operational strategies, shared challenges, and potential solutions to enhance cross-border cooperation. June 10th: Performance Review/Update	Qtr 3		

			<ul style="list-style-type: none"> Station managers received performance data from the previous year. This data provided insights into operational efficiencies and areas requiring improvement. In response to feedback, we've established a quick link on all station portal pages to enhance user-friendliness when accessing cross-border information. This improvement aims to streamline the process and provide a more efficient experience for users. <p>Q2 – Aug 29: 6 Monthly Performance/Update</p> <ul style="list-style-type: none"> Station Managers have received their six-monthly performance data, including a detailed breakdown of their station’s activities and achievements. Over the last six months, a number of stations, in collaboration with cross-border stations, has completed nine training sessions with our cross-border colleagues. Please see the breakdown below: <ul style="list-style-type: none"> Level 1: 6 training sessions Level 2: 2 training sessions Level 3: 4 training sessions We have hit the annual target of 12. However, I anticipate that we will surpass last year’s total. 			
<p>2.4 One Team – We will support Culture and Transformation in accordance with the outcomes of the most recent HMI report and enhance knowledge,</p>	<p>2.4.1 Evaluate Positive Action Station Performance Output 2023/24 delivered via Off Station Recruitment Days, Have a Go Days and Community Station Open Days</p>	<p>Group Manager Response</p>	<p>Q1 - Evaluation of 2023/24 figures completed. Evaluation highlighted the following:</p> <ul style="list-style-type: none"> Station Open Days - All complete bar station 21 Bromborough (due to pending refurb) <p>Positive Action Recruitment Events</p>	<p>Qtr 1</p>		

<p>understanding and application for station-based staff.</p>			<ul style="list-style-type: none"> • Completed events - 24. • Total Registered Details Collected at these Events - 221. • Protected Characteristics Collected 36%. <p>District Have a Go Days:</p> <ul style="list-style-type: none"> • 5 completed. • 74 Attendees. • 32% of which were Protected Characteristics <p>Station Open Days</p> <ul style="list-style-type: none"> • Completed – 21 (no Bromborough due to refurbish) <p>Positive results realised in relation to station outputs/performance.</p> <ul style="list-style-type: none"> • 24% increase in applicants compared to 2023 • 243 extra candidates compared to 2023 • 43% increase in female applicants compared to 2023 • 47 extra female applicants compared to 2023 • Highest proportion of female candidates in last 4 processes • 8.5% increase in non-white British/Irish compared to 2023 <p>Q2</p> <ul style="list-style-type: none"> • Station Open Days - 5 Station Open Days Completed inline with the quarterly time frames. <p>Open days temporarily paused due to civil disturbance from July. To be reviewed within September. Aintree Fire Station/TDA Open Day to take place on 24th September.</p>			
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			<p>Positive Action Recruitment Events</p> <ul style="list-style-type: none"> • Completed events - 22. • Total Registered details collected at these Events - 181. • Protected characteristics collected 45%, which is a 9% increase from last year. <p>District Have a Go Days:</p> <ul style="list-style-type: none"> • 5 completed. • 54 Attendees. • 48% of which were Protected Characteristics, a 16% increase from last years figures. 			
	<p>2.4.2 Embed significant changes and learning from evaluation of Positive Action Station Performance Output 2023/24.</p>		<p>Q1 - Yearly quarterly planner has been produced and distributed to Stations to ease Appliance availability. To be uploaded on Portal.</p> <p>Standardised workflow documents have been produced. Service Instruction (SI) and Equality Impact Assessment (EIA) to be finalised, this will include RA procedure.</p> <p>Community Impact Fund monies to be utilised as temp budget for Station Open Days. Ops Briefing Paper to be produced to ask for additional funds 2025/26.</p> <p>Q2 – All Positive Action Recruitment Days completed, and fed into five successful District Have a Go Days. Figures and contact details sent to Recruitment. Operational Response have offered to run ad hoc District Have a Go Days when required on request of Recruitment/POD based on advert release.</p>	<p>Qtr 2</p>		

	2.4.3 Support development of Culture and Transformation strategy in line with review of the outcomes of the most recent HMI report.		<p>Q1 - Operational Crews have been collecting details of local businesses, schools, charities, sports centres, etc whilst engaged in promoting their Positive Action Community Events. View to utilise contacts to build stronger relationships within community through distribution lists.</p> <p>Open days temporarily paused due to civil disturbance from July. Misconduct report released from HMI – need to consider how/if to devolve to staff.</p> <p>Meeting with Cultural Advisor to enhance Positive Action Recruitment to discuss ideas:</p> <ul style="list-style-type: none"> • Provide transport from stations to Have a Go Day Venues • Referrals to identified help within districts for applicants for support in application completion, i.e. access to computers, etc. • Introduction of buddy systems • Ask a Fire Fighter open day 	Qtr 3		
2.5 Increase number of appliances – We will explore options to expand our appliance from 32 to 34	2.5.1 Work with People and Organisational Development (POD) to identify retained contact holders and locations across the Service	CRMP Group Manager	Q1 - Work has been on-going to keep an up to date list of the current 224 retained contract holders. Whilst the CRMP has not started until July then work will continue to keep the list up to date as required.	Q1		
	2.5.2 Work with internal stakeholders to carry out analysis on impacts of increasing appliance fleet to 34.		Q1 - Dialogue between the rep bodies has begun and meetings are scheduled to progress the response actions. Workshops have been updated on the need for additional appliances. Work continues on identifying the new specialist vehicles for the 2 stations where the 33 rd and 34 th appliance will be housed.	Q2		

			<p>Q2 – Old Swan and Toxteth identified as stations for housing 33rd and 34th appliance. Work between Community Risk Management Plan (CRMP) lead and POD to continue looking at those who will remain at stations or options for moves.</p>			
	2.5.3 As part of fire cover review, explore possible locations for appliances and staffing options.		<p>Q1 - Stations 15 and 16 have been highlighted as the possible locations for the 2 retained appliances to be housed.</p>	Q3		
	2.5.4 Present report to board with findings and timescales of implementation.		<p>Q1 - A presentation has been drafted and presented to the Assistant Chief Fire Officer (ACFO) who has approved. Presentation will be shared with the response AM with a view to taking to next Ops Board</p> <p>Q2 – Presentation delivered to Operations Board and this will continue to Q3</p>	Q3		
<p>2.6 Project Manage CRMP Objectives – We will utilise the response Community Risk Management Plan (CRMP) planning Manager to develop and progress a suite of identified projects in line with the 2024/27 CRMP.</p>	2.6.1 CRMP Planning Group Manager (GM) to compile Projection Initiation Documents (PIDs) and associated paperwork for Operational Response CRMP projects.	CRMP Group Manager	<p>Q1 - Project Initiation Documents (PIDs) have been submitted to Strategy and Performance. They will be updated during the course of the year.</p> <p>Q2 – Risktec due into Service in September to review IRMP 2021-24 progress to evaluate and educate and provide advice for managing CRMP 2024-27.</p>	Q1		
	2.6.2 CRMP Planning GM to formalise from PIDs each CRMP Operational Response project, establishing roles and responsibilities.		<p>Q1 - Work continues to look at the next steps for the Community Risk Management Plan (CRMP) response actions. Meetings are planned with Rep Bodies to progress with view to running pilots for each project.</p> <p>Q2 – Awaiting decision from Fire Authority to approve CRMP 2024-27 to allocate work.</p>	Q2		

	2.6.3 CRMP Planning GM to oversee effective management of Operational Response CRMP Projects.		<p>Q1 - Work continues to look at the next steps for the CRMP response actions. Meetings are planned with Rep Bodies to progress with view to running pilots for each project.</p> <p>Q2 – Awaiting decision from Fire Authority to approve CRMP 2024-27 to allocate work.</p>	Q3		
	2.6.4 CRMP Planning GM to provide a quarterly progress overview and end of year overview to the Operations Board.		<p>Q1 - Update was given at Ops Board on 23/05/24. Further updates will be provided as requested.</p> <p>Q2 – Updates provide as requested.</p>	Q4		
2.7 Reduce Exposure – We will enhance our procedures to provide the most current information, instruction, and training for reducing exposure to Firefighter contamination from toxic fire effluents.	2.7.1 Embed the dedicated Station Manager B (SMB) within the Firefighter Contaminants project supporting our regional commitment to deliver against the National Fire Chiefs Council (NFCC) nine key areas.	Group Manager Health and Safety	<p>Q1 - SM (Station Manager) role impacted by retirement of current SM and non-reinstatement of former SM. Liaison with People and Organisational Development (POD) to run temporary appointment process for SMD to fulfil role (13th June)</p> <p>Q2 – Station Manager now embedded as project lead. Complete.</p>	Q1		
	2.7.2 Explore new equipment, practices and procedures as informed by the outcomes of the regional group and the local Contaminants working group.		<p>Q1 - Learning gathered from regional group has informed changes to:</p> <ul style="list-style-type: none"> • Issue of additional flash hoods for stations. • Helmets on trial at Kensington for non-structural incidents to reduce frequency of wear. • Enhanced E-Learning around kit care including senior officers. 	Q2		

			<p>Station Zoning exercise completed for all stations – plans now drawn up. Awaiting research and development exercise via Estates to provide signage/placards denoting zones. Service to be aligned to RAG principles in conjunction with clean at scene.</p> <p>External testing for efficacy of flash hoods awaiting results.</p> <p>Disrobe/Decon zone at TDA BA has been requested – to be discussed with Estates.</p> <p>Q2 – Flash hoods issued to stations. Helmet trial concluded and being considered by Operational Equipment. E-Learning upgraded and station zoning now in progress. Service Instruction to be placed in consultation Sep 24</p>			
	<p>2.7.3 Implement best practice through amendment of policy and procedures in tandem with associated stakeholder parties.</p>		<p>Q1 - Service Instruction in version 1.4 to be reviewed once station zoning complete – to be presented for consult once achieved.</p> <p>Continued work against Training and Competence as part of the regional workstream. MFRS responsible for aligning training packages to apprenticeship standards. Awaiting phase 2 report and National Fire Chiefs Council (NFCC) Toolkit.</p> <p>Informed of April 2025 Health and Safety Executive (HSE) inspections – information requested from HSE.</p> <p>Q2 – Service Instruction at v1.5 and placed in consultation from September 2024. Continuing to develop North West Training and Competence package with regional group. Awaiting phase 2 report.</p>	<p>Q3</p>		

	2.7.4 Implement and introduce training, equipment, information, and instruction in relation to protection from contaminants. Ensure work is underway/completed in respect of capital assets (fire stations/TDA).		<p>Q1 - Service Instruction in version 1.4 to be reviewed once station zoning complete – to be presented for consult once achieved. E-Learning now updated to reflect kit care – further package will be required for station zoning.</p> <p>Q2 – Service Instruction v1.5 sent for consultation September 2024. E – Learning update complete and station zoning in progress</p>	Q3		
<p>2.8 Oshens System – Explore and utilise various applications on the Health and Safety market to improve or replace the current Health and Safety recording system.</p>	2.8.1 Summarise feedback from users and stakeholders associated with the current OSHENS system	Group Manager Health and Safety	<p>Q1 - Feedback from internal stakeholders and users has identified that the OSHENS system offers limited capability against other market competitors. Meeting held with Ideagen to discuss ownership of editing rights, ability to make changes, end of contract clauses and general in-service care.</p>	Q1		
	2.8.2 Conduct a horizon scanning exercise across other FRS and comparable industry to seek best solutions. Consider wider implication of best fit for preparation to align to ISO 45001.		<p>Q1 - Aligned considerations of potential systems to LMS project. GMFRS' MOC system appears to reflect the needs of MFRS. Contacted Natasha Brayne GMFRS for demo/information.</p> <p>Q2 – Requested ICT/System Support to conduct from an IT perspective. Visit to Manchester to be completed September-October.</p>	Q2		
	2.8.3 Undertake financial implications exercise and consider practicalities of retraining the workforce. Plan for transfer of existing data and information in respect of retention periods.		<p>Q1 - Organisational understanding that £50k is reserved for the implementation of a new system (c/o Head of Data and echnology)</p> <p>Q2 – Visit to Manchester to be completed September-October.</p>	Q3		
	2.8.4 Seek to obtain/purchase a new system with governance			Q4		

	from the respective boards and affected parties.					
2.9 Subsurface incidents – Explore the expansion of our Operational Response to subsurface incidents and other life risk water related incidents.	2.9.1 Carry out a SWOT analysis for options explored in methods of conducting subsurface rescue.	Group Manager	Q1 - Station Manager continues to work on the SWOT analysis and updates will be provided when they are required. Q2 – Completed by Group Manager Operational Planning. Options presented to ACFO with financial considerations. Comparison to sub-surface drone considered as part of presentation.	Q1		
	2.9.2 Generate a comprehensive cost analysis and training competency matrix for submission to the Operations Board regarding the options outlined in section 9.1		Q1 - A working group has been established and actions for different departments have been given for the costings to be looked at. Update will be provided to Ops Board once this is in place. Q2 – This work is on-going.	Q2		
	2.9.3 Using the research and data analysis, present an Operations board paper to advance the exploration of the subsurface rescue team.		Q1 - This work is on-going and an update on the costs and workings of the team will be provided so a decision can be made on progress of this initiative. Q2 – This work is on-going.	Q3		

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 – 30.09.24	
Total Number of Workstreams	26 (100%)
Action completed	8 (31%)
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 (8%)
Action will be delivered by the designated deadline within the functional plan	10 (38%)
Action not yet started	6 (23%)

	Please select from options	
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PREVENTION

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
3.1 Intelligently target those most at risk from fire in the home.	3.1.1 We will evaluate our current position against the NFCC Prevention Competency Framework and the Person Centred Approach to Home Fire Safety.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	<p>Q1 - Prevention have commissioned an evaluation piece by the University of Liverpool into the reduction in Accidental Dwelling Fires and the correlation between the reduction in fire fatalities and injuries with the number of Home Fire Safety Checks carried out by our staff.</p> <p>Q2 – Prevention now have the completed report from the University of Liverpool and was presented to Community Risk management Board on Monday 28th October 2024</p>	As per FDP tracker, all actions completed in year.		
	3.1.2 We will review and refresh our Home Fire Safety Check to ensure that the core components of a Home Fire Safety Check are successfully referenced during each interaction with our communities.	GM Home Safety	<p>Q1 - Prevention have embedded a Single Point of Contact at every station across the organisation and have been delivering a powerpoint presentation to all staff regarding what a “Gold Standard” HFSC looks and feels like.</p> <p>Q2 – Prevention have embedded a Single Point of Contact on all stations and updated the station home page to reflect contact details of all advocates.</p>			
	3.1.3 We will develop a suite of training packages for every new starter and existing staff to include a	GM Home Safety	Q1 - Prevention have PowerPoint presentations which we are delivering to all operational staff, highlighting the			

	<p>new Home Fire Safety short video which will fully engage our teams who deliver.</p>	<p>GM Community Safety Strategic Safeguarding Manager</p>	<p>requirements for either a Prevention referral or a safeguarding referral. The HFSC video is with Corporate Comms who will be using an external provider to produce .</p> <p>Q2 – Prevention are delivering an educational piece to all operational staff starting on the 3rd of November 2024 for 8 weeks on Sundays at the new Training & Development Academy. The video is still ongoing due to Corporate Comms availability.</p>			
	<p>3.1.4 We will pilot CIPHA activity in targeted areas and evaluate prior to full roll out.</p>	<p>GM Home Safety GM Community Safety Strategic Safeguarding Manager</p>	<p>Q1 - The CIPHA pilot has now paused so that partners can evaluate outcomes for a short period of time. MFRS are still gathering data. It has highlighted an educational piece with MFRS staff when referring to either Prevention or partners. Prevention have spoken to Response colleagues and this is being addressed through the SPOCs and SMs.</p> <p>Q2 – The CIPHA pilot has paused for evaluation by partners. Pilot 2 has already been discussed and possible changes to the criteria for MFRS specific risks. Face to face meeting to take place in late November 2024 to discuss further.</p>			
	<p>3.1.5 Promote the Online Home Fire Safety Check to partners and public ensuring Home Fire Safety is easily accessible.</p>	<p>GM Home Safety GM Community Safety</p>	<p>Q1 - Prevention are continuing to promote our online referral pathway to all partners and it is embedded on the home page of the external facing web page.</p>			

		Strategic Safeguarding Manager	Q2 – Prevention are continuing to promote our online referral pathway to all partners and it is embedded on the home page of the external facing web page.			
	3.1.6 Through Operational crews, we will deliver over 50,000 home safety visits.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	Q1 - Operational crews are on course to deliver the 50,000 home safety visits. As of June crews have completed 13,991 visits. Q2 – Operational crews are on course to deliver the 50,000 home safety visits. As of June crews have completed 26,124 visits.			
	3.1.7 Through Prevention teams, we will deliver 10,000 Safe and Well visits	Area Manager Prevention GM Home Safety GM Community Safety Strategic Safeguarding Manager	Q1 - Prevention advocates are on course to deliver the 10,000 Safe and Well visits. As of June advocates have completed 2,626 visits. Q2 – Prevention advocates are on course to deliver the 10,000 Safe and Well visits. As of June advocates have completed 5,505 visits.			
3.2 Understand, educate and advise local communities about emerging technologies and	3.2.1 We will continue to lead Home Safety nationally, allowing us access to learning about e-bikes and e-scooters through the NFCC channels.	GM Home Safety	Q1 - Prevention lead nationally on the delivery of e- bikes and e-scooters developing close links with the NFCC and Electrical Safety First (ESF) with the issue being highlighted in the King’s speech. Q2 –	As per FDP tracker, all actions completed in year.		

the associated risks			Media campaign planned for the Christmas period highlighting the dangers and risks associated either the safe purchase of e bike and e scooters.			
	3.2.2 We will link in with the Office of Product Safety Standards, Home Office Fire Kills and NFCC Home Safety Committee to share information and analyse trends.	GM Community Safety Strategic Safeguarding Manager	Not a Q1 action Q2 – Not a Q2 Action			
	3.2.3 We will develop new information packages to inform learning for sharing with our staff, particularly our operational response teams who deliver Home Fire Safety activity.	Strategic Safeguarding Manager	Not a Q1 action Q2 – Not a Q2 Action			
	3.2.4 Work with our Corporate communication team to develop specific prevention messaging to counter new and emerging risks.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	Q1 - Prevention are working closely with our Corporate Comms Team regarding emerging risks aspecially regarding education regarding lithium ion batteries and safe charging. Q2 – Prevention are working closely with our Corporate Comms Team regarding emerging risks aspecially regarding education regarding lithium ion batteries and safe charging.			



3.3 Use evaluation to explore the relationship between Prevention activity and evidence reductions in accidental dwelling fires, injuries and fatalities.	3.3.1 We will engage our local academic partners at University of Liverpool to undertake a review of current activity, establish recommendations and improve prevention delivery.		<p>Q1 - Prevention have commissioned an evaluation piece by the University of Liverpool into the reduction in Accidental Dwelling Fires and the correlation between the reduction in fire fatalities and injuries with the number of Home Fire Safety Checks carried out by our staff.</p> <p>Q2 – - Prevention have commissioned an evaluation piece by the University of Liverpool into the reduction in Accidental Dwelling Fires and the correlation between the reduction in fire fatalities and injuries with the number of Home Fire Safety Checks carried out by our staff. This report is now complete and has been shared at Community Risk Management Board on the 28th October 2024.</p>	As per FDP tracker, all actions completed in year.	
	3.3.2 Support key lines of enquiry to enable comprehensive information gathering and evaluation.		<p>Not a Q1 action</p> <p>Q2 – As above</p>		
	3.3.3 Share learning and findings with partners, nationally and locally to support the sharing of best practice.		<p>Not a Q1 action</p> <p>Q2 – As above</p>		

	<p>3.3.4 Utilise the data to inform, evidence and support future funding opportunities to improve delivery of Prevention activities within MFRS.</p>		<p>Not a Q1 action</p> <p>Q2 – As above</p>			
<p>3.4 Deliver high quality youth education activities using a trauma informed approach.</p>	<p>3.4.1 Review all policies to ensure that the child’s voice is heard so they feel that they matter, as per trauma informed principles and the restorative practice approach.</p>	<p>Strategic Safeguarding and Youth Education Manager Youth Manager</p>	<p>Q1 - This work is ongoing, however it was noted in the Matrix Report that the ‘Student Voice’ has recently benchmarked the programme both locally and nationally and had gathered ‘good ideas’.</p> <p>The National Fire Chiefs Council (NFCC) United Kingdom Fire Cadets (UKFC) have developed a national cadet voice forum to discuss how their voices and opinions can influence and contribute to future delivery.</p> <p>Liverpool City Council is also leading on becoming a ‘Child Friendly City’ and MFRS will utilise their principles to assist in shaping our youth policies and procedures.</p> <p>Q2 – Youth Education Staff have completed the ‘Trauma Informed Practice’ Training that was arranged by the Violence Reduction Partnership (VRP). The Youth Education Department will now ensure that all police, procedures and practice are ‘child friendly and trauma informed’ and that this is</p>	<p>As per FDP tracker, all actions completed in year.</p>		

			reflected in the way we deliver our youth activities.			
	3.4.2 Deliver 9 Princes' Trust Programmes at 3 locations for young people aged 16-25 years old.	Strategic Safeguarding and Youth Education Manager	<p>Q1 - The Prince's Trust Team will be completing the contractual expectations in August 2024 of nine Princes Trust Teams for the current academic year. MFRS are currently awaiting confirmation from St. Helens & Knowsley College (SHKC) regarding funding for the next academic year (2024-2025).</p> <p>Prince's Trust also have a student Social Worker embedded to oversee the pastoral care of our learners.</p> <p>Q2 – The Princes Trust Team have delivered 9 programmes in the 2023 - 2024 academic year and the Youth Education Manager and Princes Trust Manager are working with St. Helens and Knowsley College and MFRS Finance Department to agree the income to be received from the existing contract. This will be updated and reported on in Q3. The Prince's Trust has been renamed The King's Trust.</p>			
	3.4.3 Deliver Primary Beacon Programmes for Children and Young People in Merseyside.	Strategic Safeguarding and Youth Education Manager	<p>Q1 - Merseyside Violence Reduction Partnership (MVRP) has agreed to fund the Beacon Programme for the next financial year (£140k). In quarter 1, the Beacon Team has delivered 8 programmes.</p>			

			<p>Q2 – It is currently not known whether the funding from the Violence Reduction Partnership (VRP) will be extended to the financial year 2024-2025 and as such, the Youth Education Management Team are looking at what the running costs would be if it were to be absorbed as a Youth Education activity.</p>			
	<p>3.4.4 Deliver 5 Fire Cadet Units for young people aged 13-18 years.</p>	<p>Strategic Safeguarding and Youth Education Manager</p>	<p>Q1 - Merseyside Fire and Rescue Authority (MFRA) approved funding growth of £35k for the financial year 2024-2025. This has allowed the team to appoint a Fire Cadet Co-ordinator role (five hours per week) to oversee and introduce quality assurance and compliance with the Fire Cadet Programme and the National Fire Chiefs Council (NFCC) Delivery Framework.</p> <p>Q2 – Wallasey Fire Cadets is currently suspended due to the absence of a Team Leader, a recruitment process has been completed and the new Team Leader will be in post by January 2025. A Project Station Manager is currently undertaking a project to look at the Drill Yard Training competency of staff and it is hoped that the training will commence in January 2025.</p>			
	<p>3.4.5 Utilise our member of staff seconded into the Merseyside VRP to</p>	<p>Strategic Safeguarding and Youth</p>	<p>Q1 - Our seconded member of staff has contributed to the additional funding that will allow MFRS its unique</p>			

	<p>identify funding opportunities and areas to deliver youth interventions in line with Serious Violence Duty obligations.</p>	<p>Education Manager GM Community Safety</p>	<p>engagement with children and young people through partnership opportunities which included Princes Trust and Beacon. These activities encourage our young people to follow positive pathways and make better lifechoices.</p> <p>Q2 – The MFRS member of staff’s secondment is due to end in March 2025. MFRS have requested that the Violence Reduction Partnership (VRP) respond by 31st December 2025 to advise their intentions post-March 2025.</p>			
	<p>3.4.6 Deliver our obligations under the Serious Violence Duty through delivery of a number of Youth Education programmes, linking in with the OPCC and the Merseyside VRP.</p>	<p>Strategic Safeguarding and Youth Education Manager GM Community Safety</p>	<p>Q1 - MFRS has linked its Youth Education delivery to contribute to the Serious Violence Duty Act (SVDA) and will utilise evidence of how we contribute to the decrease in serious crime by positively engaging with children and young people. The Office for the Police and Crime Commissioner (OPCC) released statistics in July 2024 that show an 8% decrease in serious violence, and an 18.6% decrease in knife crime in Merseyside. Gun crime is also at its lowest level since records began 22 years ago.</p> <p>Q2 – MFRS are working collaboration with National Fire Chiefs Council (NFCC) to ensure that the Serious Violence Duty (SVD) is delivered in line with a consistent approach throughout the Sector.</p>			

3.5 Build our team, enabling the professional delivery of Prevention services in our diverse communities.	3.5.1 Review staff progression routes through the Prevention directorate to allow a blended approach to Prevention team activity at every level.	Area Manager Prevention	Not a Q1 action Q2 –	As per FDP tracker, all actions completed in year.		
	3.5.2 Introduce a Prevention Single Point of Contact (SPOC) as a direct link to every Community Fire Station to ensure a rounded understanding of Prevention activity and improve joint working relationships.	GM Home Safety GM Community Safety Senior Prevention	Q1 - Posters have been displayed at all stations informing crews of who their dedicated SPOC is for their station area. Q2 – Relationships are continuing to build between stations and their Single Point of Contact (SPOC) following the introduction of the posters on the stations. This is having an improved effect on information sharing			
	3.5.3 We will work alongside crews to educate and develop understanding with regards to the ED&I data collected from Home Fire Safety Checks and Safe and Well visits.	SM Home Safety SM Community Safety Senior Prevention Manager	Not a Q1 action Q2 – This work has started and is being delivered as the current Sunday Six training programme for all ops crews.			
	3.5.4 Support all staff to understand our leadership message, including exposure to NFCC Code of Ethics, Service values and coaching and mentoring.	GM Home Safety GM Community Strategic Saffeguarding Youth Education Manager	Not a Q1 action Q2 – MFRS leadership message is now embedded within all that is done within the service. All new staff will be fully inducted on the leadership message.			

	3.5.5 Managers will work with POD and EDI officers to ensure that the Positive Action Recruitment framework is deployed when recruiting workforce.	All managers	<p>Not a Q1 action</p> <p>Q2 – All recruitment within Prevention is undertaken with the support of the Equality, Diversity and Inclusion Team and inline with the NFCC Positive Action Toolkit.</p>			
3.6 Revisit our volunteering principles and explore how we can use volunteers to support us in our activities.	3.6.1 We will review extant policies and instructions in respect of volunteers, updating and amending as required.	Strategic Safeguarding and Youth Education Manager Youth Manager	<p>Q1 - A Task and Finish Group met on 12th June 2024 to review the existing Service Instruction, policies and processes to ensure that they are appropriate and fit for purpose.</p> <p>Q2 – Service Instruction 0864 Volunteers was circulated for consultation with the representative bodies on 28/10/2024. Following this 21 day consultation.</p>	As per FDP tracker, all actions completed in year.		
	3.6.2 Scope out a new Volunteer plan which will specifically identify the most appropriate tasks within the Organisation which may be undertaken by a team of volunteers.	Strategic Safeguarding and Youth Education Manager Youth Manager	<p>Q1 - The Task and Finis Group have agreed that the Road and Water Safety volunteer role be used as the pilot for the new strategy.</p> <p>Q2 – Following the end of the 21 day consultation period, MFRS will commence to identify volunteer opportunities and recruit for those roles as appropriate.</p>			
	3.6.3 Consider how we develop an electronic system through the Portal to allow an efficient volunteer management system.	Youth Manager	<p>Q1 - Not started at present, however this will be developed in collaboration with the Systems Support Team.</p> <p>Q2 – MFRS to work with Systems Support to create a database of volunteers that</p>			

			can be utilised by appropriate and relevant staff as and when required.			
	3.6.4 Explore how we can safely recruit and train a team of volunteers providing each individual with the requisite skills and equipment	Strategic Safeguarding and Youth Education Manager Youth Manager	<p>Q1 - An appropriate induction and training programme will be developed by the Task and Finish Group.</p> <p>Q2 – Induction checklist has been embedded as an appendices in SI 0864 and will vbe overseen by the relevant Line Manager to ensure compliance.</p>			
3.7 Develop our targeted, community focussed campaigns	3.7.1 We will align our campaigns and associated interventions to partners place based plans to ensure the most effective outcomes including deployments of our assets and resources.	GM Community Safety	<p>Q1 - Joint campaigns have been undertaken and this allows partners to get involved ensuring effective use of available resources for each campaign.</p> <p>Q2 – Joint campaigns continue to be delivered in this way and the feedback from partners is positive.</p>	As per FDP tracker, all actions completed in year.		
	3.7.2 We will jointly deploy our teams alongside crews and partners under spate or unusual conditions to ensure key targeted messaging – e.g. water safety during warmer periods.	GM & SM Community Safety	<p>Q1 - Joint working has taken place in the planning for the city centre waterfront summer safety campaign. This has seen a joint approach from internal stakeholders and partners in order to pprepare for summer activities around the waterfront area.</p> <p>Q2 – Following the success from the summer waterfront campaign it is planned to conduct a joint campaign surrounding the annual drink drive message.</p>			

	3.7.3 We will work with Local Resilience Forum (LRF) and other local key partners to monitor and respond if there are increased tensions that may occur because of hate crime or terror related incidents.	GM Community Safety	<p>Q1 - Planning has started with te LRF to prepare for Operation Banger 2024. This work ensures a close working relationship is maintained throughout the LRF.</p> <p>Q2 – The Local Resilience Forum and partners have taken part in a table top exercise as part of the preparation for the op banger period 2024.</p>			
	3.7.4 Road Safety Education will focus on the Merseyside Road Safety Partnership Plan. Our interventions will be targeted at those aged 18 -24 and those identified as part of Youth Offending.	GM & SM Community Safety	<p>Q1 - Road safety teams have joined up with EFC and LFC to deliver road safety messages to this age group. We have also used PIPS (performance management system) data to support the evidence relating to young people killed and seriously injured in road traffic collisions within this age group across all areas of Merseyside.</p> <p>Q2 – Road safety advice will be part of the delivery at the in the zone sessions. These are sessions targeting this age group of students based on the Wirral.</p>			
	3.7.5 We will continue to work with our LA's to identify hotspot areas and deploy our Street Intervention Team to reduce anti social	GM & SM Community Safety	<p>Q1 - Street Intervention Team (SIT) review has taken place during this period to ensure standardisation within SIT and also best ways to report on data captured.</p>			

	behaviour related incidents.		<p>Q2 – Following the review of the Street Intervention Team (SIT) teams they are now deployed for longer periods in one area. This is to collect intelligence and also build relationships and the initial evidence is that this is providing better results in anti-social behaviour (ASB) reduction</p>			
<p>3.8 Align the delivery of our Fire Cadets programmes with NFCC Children and Young People principles</p>	<p>3.8.1 We will develop a training induction package to meet and maintain competencies to deliver drill exercises.</p>	<p>Strategic Safeguarding Manager & Youth Education Manager</p>	<p>Q1 - The Youth Education Team were successful in securing a Station Manager (Development) to deliver a six month project that will implement a sustainable training programme for the Drill Yard Training aspect of Fire Cadets. The SMD commences their duty with the team on 15th July 2024.</p> <p>Q2 – Project Station Manager has delivered a report to the Community Risk Management Prevention Board and 28/10/2024 which has approved the implementation of the Drill Yard Competency Training which is expected to commence in January 2025.</p>	<p>As per FDP tracker, all actions completed in year.</p>		
	<p>3.8.2 We will explore opportunities for external funding/sponsorship to support the continued delivery of our Fire Cadet Units.</p>	<p>Strategic Safeguarding Manager & Youth Education Manager GM Community Safety</p>	<p>Q1 - The Youth Education Management Team will be liaising with Registered Providers, Equaans and other Community Partners to review the possibility of funding/sponsorship of Youth Education activities and delivery.</p>			

			<p>Q2 – Strategic Safeguarding Manager and Youth Education Manager to contact Registered Providers and other relevant partners to consider funding and/or sponsorship.</p>			
	<p>3.8.3 We will recognise the contribution of our young people through a recognition and celebration awards evening.</p>	<p>Strategic Safeguarding Manager & Youth Education Manager</p>	<p>Q1 - The contribution of Fire Cadet Team Leaders and Volunteer Instructors was recognised during the National Volunteer Week from the 3rd-9th June 2024. MFRS also delivered an awards evening for the five Fire Cadet Units, which culminated in the George Taylor award.</p> <p>Princes Trust continues to deliver three Presentation evenings and Beacon passouts for each scholl every six weeks.</p> <p>Q2 – MFRS will implement a Fire Cadet Awards/Passout in 2025 at the Training and Development Academy which will include family friends and Senior Officers. Fire Cadets will also be represented at the Fire Cadet Games in Cardiff Met University on 18-20/07/2025.</p>			
	<p>3.8.4 We will ensure that our Fire Cadet Units are delivered in line with NFCC framework for Children and Young People.</p>	<p>Strategic Safeguarding Manager & Youth Education Manager</p>	<p>Q1 - The Youth Education Team were successful in securing a Station Manager (Development) to deliver a six month project that will implement a sustainable training programme for the Drill Yard Training aspect of Fire Cadets. The SMD commences their duty with the team on 15th July 2024.</p>			

			<p>Q2 – Project Station Manager is in month 4 of a 6 month project reviewing Fire Cadets, ensuring that delivery is in line with NFCC Framework for Children and Young People. The King’s Trust Manager and Beacon Manager also ensure that these are delivered in line with NFCC Framework.</p>			
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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 – 30.09.24	
Total Number of Workstreams	39 (100%)
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	14 (36%)
Action will be delivered by the designated deadline within the functional plan	20 (51%)
Action not yet started	4 (10%)

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Community Risk Management: Protection

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	SUB-ELEMENTS	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<p>1 Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report</p> <p>(7 sub-elements)</p>	<p>1.1 Review recommendations contained in the report and devise associated action plan</p>	<p>1.1.1 Utilise project plan from Phase 1 creating RAG rating identifying action owners</p>	<p>Data & Intelligence</p>	<p>Q1 Grenfell Tower Phase 2 report will be published on Wednesday 4th September 2024.</p> <p>Q2 - The Grenfell Tower Inquiry (GTI) Team has stated that the phase 2 report will not be published until after 14th June 2024.</p> <p>This is due to prolonged timeframes associated with the Rule 13 process around communicating with individuals and organisations criticised in the first report. A revised publication date for the phase 2 report is hoped to be provided in the near future.</p> <p>Grenfell Tower Phase 2 report will be published on Wednesday 4th September 2024.</p> <p>Following publication of the report, request issued to Protection and all other directorates to review the content and identify any relevant actions required of MFRS. Responses from</p>	<p>November 2024</p>		

				<p>all directorates requested by 25.10.24</p> <p>All responses will then be reviewed and compiled in to a GTI phase 2 action tracker and presented to SLT 19.11.24</p>			
		1.1.2 Identify risk rating to MFRA		<p>Q2 Risk rating will become apparent once the phase 2 action tracker is compiled</p>	November 2024		
1.2 Provide training and information for relevant personnel	1.2.1 Identify training gap analysis and address CPD/ training courses as required		<p>Training & Development</p> <p>Ops Training & Stakeholder Engagement</p>	<p>Q1 All districts' initial visits and co-ordination with Fire Safety Manager, Senior Fire Inspector and district reference holders has been completed and several areas identified and addressed. Document in process.</p>	March 2025		
1.3 Work collaboratively with North West FRS enforcement partners to agree a consistent and best practice approach	1.3.1 Nominate Single Point of Contact to represent MFRA		GM Clynych	<p>Q1 GM has been assigned to attend the North West Fires in Tall Buildings (FiTB) Group.</p> <p>Q2 Action complete - Group Manager has been assigned to attend the North West Fires in Tall Buildings (FiTB) Group</p> <p>Regional Enforcement and Prosecution (E&P) Group established with MFRS delegate appointed.</p> <p>Area Manager sits on the Regional Protection task group where GTI Phase 2 actions will be reviewed</p>	April 2024	04.07.24	

				from a North West perspective.			
1.4 Identify appropriate infrastructure for implementation of recommendations, such as the CFRMIS platform	1.4.1 Review of audit form and letters suite to ensure recommendations are adopted	Assurance Compliance Data & Intelligence			December 2024		
1.5 Close off remaining recommendations from phase 1	1.5.1 Implementation of stairwell protection procedures and associated equipment	GM	Q1 - 3 of the 46 phase 1 recommendations to be completed. Stairwell Protection Team element will take a period to ensure all operational personnel are trained. Merpol now agreed communication method for Fire Survival Guidance, NWAS to follow. Consultation finishes on 14 th August for SPT amendments to SOP 1.1.0 and 1.1.3.		September 2024		
1.6 Medium rise residential buildings to be inspected	1.6.1 Audit all residential buildings 11-18 metres in height to ensure external wall compliance	Service Delivery Data & Intelligence Admin	Q2 These premises have been added to the Inspection Frequency Officer Grade (IFOG) planner to be distributed accordingly throughout the year.		March 2025	04.07.24	

2 Following the introduction of a national Building Safety Regulator to address the legal changes following the Grenfell Tower incident, we will introduce a new framework for fire safety related enforcements and prosecutions to further enhance our competence and ensure we continue to apply our procedures consistently and effectively to improve public safety.

(18 sub-elements)
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<p>2.1 Improve confidence of inspectors in the Enforcement and Prosecution (E&P) protocols</p>	<p>2.1.1 Produce documented guidance and checklists</p>	<p>Compliance</p>	<p>Q1 E&P SI is under review. 8 Protection Guidance Notes (PGN) have been written and are being reviewed prior to training of staff and being published 2 per week, commencing May.</p> <p>Following review of E&P documentation including current SI's and a proposal was put forward regarding the management of this item. Response to proposal given to Fire Safety Manager defining clear parameters.</p> <p>Q2 Seven PGN's have now been completed and peer reviewed by a member of each Fire Safety District.</p>	<p>August 2024</p>		
	<p>2.1.2 Provide initial legal and associated training for relevant personnel</p>	<p>Compliance Training & Development</p>	<p>Q1 15 members of staff underwent level 2 legal in March 2024. Two further courses booked for July 2024 and October 24. This will mean that all personnel have undergone the training.</p>	<p>December 2024</p>		
	<p>2.1.3 Include E&P input as part of extant CPD sessions</p>	<p>Training & Development</p>	<p>Q1 Internal workshops programme is being written and roll out programme will start with Protection Response Officers, Fire Safety Management and SMs, commencing end of June. Four CPD sessions on Primary Authority Scheme (PAS) scheduled for June/July/May 24th July</p>	<p>September 2024</p>		

				2024 CPD day held session on notebook an evidence collection. Workshop on 10th September 2024 delivered by E&P and BW on Enforcement process and CFRMIS.			
		2.1.4 Ensure assurance includes monitoring of audits for consistent approach including use of the Enforcement Management Model	Assurance	<p>Meeting has been held to highlight areas of focus for assurance purposes. Enforcement Management Model (EMM) is one of those.</p> <p>Monthly review carried out by Data and Intelligence Team will focus on this area also.</p> <p>Q2 Focus on this area highlighted in Q1 and will be added to CPD for Q2. Monthly EMM report to be added to Protection Information Officer (PIO) Report on District Activity. This will be used by FSM/SM's for Assurance and Compliance. Guide to completing Audits Protection Guidance Notes has been written which will also highlight this area.</p>	December 2024	04.09.24	
	2.2 Improve risk information sharing with relevant stakeholders	2.2.1 Develop E&P information sharing across internal MFRS functions	Compliance Data & Intelligence	<p>Q1 - Meeting held with Ops Intelligence. Alterations, Enforcements and Prohibitions will link in with the development of the SSRI module in CFRMIS (if the ops intel proposal is developed) and 'live' enforcement action will be available on MDT's. However, 'live' enforcement action will only be available if an SSRI is in place.</p> <p>Q1 –</p>	September 2024		

				<p>Q2 An agenda item has been requested in the Protection Service Delivery Group to request discussions take place to apply a 'light weight' version of the MDT SSRI proposal to make all relevant Protection information available in the same way.</p> <p>08/08/24 - Work is ongoing to provide floor plans to ops crews for premises where there are live explosives licences.</p>			
		2.2.2 Develop E&P information sharing across external partners					
	2.3 Improve evidence capture and recording	2.3.1 Liaise with other FRS to capture learning regarding best approaches	Compliance	<p>Liaison with Lancashire, Cumbria and Greater Manchester to capture learning regarding best practice has been undertaken. This will require further detailed liaison to understand the processes adopted by other NW FRA.</p> <p>A meeting with NFCC Enforcement Group as held in May 2024 to discuss best practice and issues regarding Enforcement across the country. Further discussion is planned with the NFCC Protection Lead to discuss future Protection issues.</p> <p>As there is no regional Enforcement Group AM Longshaw will suggest this</p>	November 2024	04.09.24	

			<p>is set up when he attends the next meeting of the NW Protection Task Group.</p> <p>Q2 Visit undertaken to Lancs FRS to discuss Enforcement. Lancs shared some relevant guidance which will be utilised to produce future guidance. Cumbria FS will visit MFRA in the next couple of months and meeting arranged with Cheshire.</p>			
		2.3.2 Liaise with Strategy & Performance regarding GDPR protocols	<p>Meeting held with regarding the recording of data, body worn cameras and photographs. Discussion also held with Legal regarding the storage of information to be used in prosecutions. This will form part of a Protection Guidance Note in the near future.</p> <p>Meeting held to discuss GDPR regarding the storage of prosecution material. Discussion regarding a process to be produced to assist with managing Freedom of Information requests.</p>		04.09.24	
		2.3.3 Liaise with legal to ensure monitoring of caseloads is monitored and progressed	<p>Regular E&P meetings programmed with Legal Department. to address current and historic caseload review.</p>		04.07.24	
		2.3.4 Explore the feasibility of utilising internal and external resources to assist with PACE interviews for E&P caseloads	<p>Q1 Liaised with Merseyside Police to provide PACE training for 4-6 delegates. Awaiting dates. Meeting to be arranged to discuss a syllabus for the</p>		04.09.24	

				<p>PACE training. Positive meeting undertaken with Merseyside Police to discuss future support with PACE interviews.</p> <p>Q2 Further meetings held with Merseyside Police. Work now being undertaken by the Police to provide access to interview rooms, any Service Level Agreements which may be required, further onsite training regarding PACE.</p>			
	2.4 Consider the introduction of body worn cameras (BWC)	2.4.1 Liaise with other FRS to capture learning regarding best approaches	Events & Campaigns	<p>Q1Derbyshire FRS details on body worn cameras received and being examined by the team.</p> <p>Q2 We have quite a broad picture of the use of body worn cameras across other FRS. We also have a range of policy documents relating to their use from various FRS.</p>	June 2024		
		2.4.2 Identify suitable model for trial		<p>Q1Meeting yesterday (currently reviewing the use of BWC and is about to run a trial. I have asked for our Fire Safety Inspectors based at City Centre to be incorporated in the trial. No other models are being looked at as our current model is adequate.</p> <p>Q2 Paper on BWC submitted to Operations Board. The paper details a forthcoming trail utilising Ops Crews across two stations. Protection will wait until the trial is completed to carry out their own trial.</p>			

		2.4.3 Produce associated procedural and training documentation	Training & Development		September 2024		
		2.4.4 Identify suitable cohort of personnel for trial and deliver relevant training	Events & Campaigns	Q1 Fire Safety Inspectors from City Centre to take part in the trial.	June 2024	04.07.24	
		2.4.5 Implement trial and record findings		Q1 We will monitor the progress of the trial but will also conduct our own at its conclusion. Q2 An officer has been appointed as trial lead and is currently studying all associated documents whilst we await availability of devices.	December 2024		
	2.5 Ascertain the need for Remediation Orders Processes	2.5.1 Explore the need for a Remediation Order process and conduct research and analysis as to whether we will adopt such a process	Compliance Data & Intelligence Training & Development	Q1 A process for Inspectors to request consideration for a Remediation Order has been scoped out and CFRMIS questionnaires drafted Due to discussion with NFCC regarding the Remediation Process a paper has been submitted to PCDG for amendment to this item. Q2 A review is being undertaken of the decision making process as to whether a relevant matter proceeds to a remediation order application being submitted. Collaboration with other relevant authorities is also being explored.	December 2024		
		2.5.2 Liaise with the National Fire Chiefs Council (NFCC) Enforcement Working Group to discuss any available guidance	Compliance Data & Intelligence				

			Training & Development				
	2.6 Review the suitability of the Enforcement Activity Register and how we present the data externally	2.6.1 Develop the CFRMIS Enforcement module to provide regular and accurate data for the NFCC Tymly system	Compliance Data & Intelligence Training & Development	<p>Q1 NFCC are reviewing Tymly system.</p> <p>MFRS will be transferring our enforcement data to the Tymly system in line with NFCC requirements.</p> <p>Action brought from FP 2023/24 (action 3.10.2) Reporting tool has been created in CFRMIS support cross-mapping.</p> <p>Q2 Testing ongoing. Configuration of the reporting tool is ongoing. Many of the reporting columns have been aligned to fields in CFRMIS. Following this, data cleaning/updating will be required.</p>	June 2024		

3 Streamline processes to enhance efficiency and effectiveness (22 sub-elements)	3.1 Develop on-line automated process for explosives	3.1.1 Develop questionnaire and make available on the website	Compliance Data & Intelligence Admin	Q1 Online application questionnaire and supporting webpage is in the final stages of testing. Both elements are available in a test environment.	December 2024	07.11.24	
		3.1.2 Develop payment methodology with system support	Compliance Data & Intelligence Admin	Q1 Systems Support are in the final stages of configuring the online payment process.	March 2025	07.11.24	
		3.1.3 Review and amend the existing admin licensing process (spreadsheet). Develop CRFMIS to support the new process.		Q1 This incorporates elements of action 3.6.3 from FP 2023/24. Most reports have been configured in CFRMIS. However, we are experiencing difficulties in	March 2025	07.11.24	

				contacting the Police regarding data set requirements for assessing the suitability of a person to hold an Explosives licence			
		3.1.4 Create and publish an SI and associated PGN to support implementation, management and operating of the Explosives process	Data & Intelligence	Q2 Protection Guidance Note complete and published.	September 2024		
3.2 Develop on-line automated process for petroleum	3.2.1 Develop questionnaire and make available on the website	Compliance Data & Intelligence Admin	Q2 Petroleum workshop took place on Process map developed and action log created.	March 2025			
	3.2.2 Develop payment methodology with system support						Q2 Payment method scoped out and is achievable. This will be implemented in alongside the online application.
	3.2.3 Explore feasibility of insisting on Fire Risk Assessments (FRA) to be provided as part of application processes	Q2 The FRA will be requested at the point of application and will be a mandatory field. This has been captured in the process map.					
	3.2.4 Review and amend the existing admin certification process (spreadsheet). Develop CRFMIS to support the new process.	Q2 A process has been scoped out with the working party.					
3.3 Develop on-line process for Environment Searches	3.3.1 Develop questionnaire and make available on the website	Compliance Data & Intelligence Admin	Q1 A working party will be established on completion on the Petroleum module due to the support required from System Support.	March 2025			
	3.3.2 Develop payment methodology with system support		Q1 A working party will be established on completion on the Petroleum module due to the support required from Systems Support.				

		3.3.3 Explore feasibility of insisting on Fire Risk Assessments to be provided as part of application processes		Q1 A working party will be established on completion on the Petroleum module due to the support required from Systems Support.			
3.4 Develop on-line process for Building Regs consultations		3.4.1 Develop questionnaire and make available on the website	Data & Intelligence Fire Engineering Team	Q1A working party will be established on completion on the Environmental Searches module due to the support required from Systems Support.	March 2025		
		3.4.2 Devise a mechanism/protocol for the submission of plans and strategies		Q1 A working party will be established on completion on the Environmental Searches module due to the support required from Systems Support.			
		3.4.3 Develop means to provide requisite responses		Q1 A working party will be established on completion on the Environmental Searches module due to the support required from Systems Support.			
		3.4.4 Provide information and education on the revised methodology to relevant stakeholders		Q2 A working party will be established on completion of the Environmental Searches module due to the support required from Systems Support.			
3.5 Create an information management asset register and document recording system		3.5.1 Create and populate a data gathering template for the information asset register	Data & Intelligence Admin	Q1 This has been drafted. This is complete but will be subject to updates as the portal migration progresses	December 2024		
		3.5.2 Review the information asset register and make recommendations on improvement of data management		Q2 This has been drafted. Report submitted for next Protection Compliance Group meeting.		04.07.24	
		3.5.3 Create and populate a data gathering template for the document recording system		Q1 This has been drafted.			

		3.5.4 Review the document recording system and make recommendations on improvement of data management		Q1 This has been drafted.			
	3.6 Standard paragraphs and letters	3.6.1 Review all standard paragraphs and ensure consistency of use	Assurance Admin	Q1 Agreed to create Task and Finish group comprising of Assurance management team and one representative /coordinator from each District to carry out the review Q2 Two task and finish meetings held 12/7 & 9/8 with good progress being made. Task split into three phases. Phase one to be completed early September after District review period.	December 2024		
	3.7 Review and update all departmental doctrine	3.7.1 Transfer all new Technical FS doctrine to new portal area	Service Delivery Data & Intelligence	Q1 Advised it is Awaiting completion of Prevention Portal. New Portal structure has been created but, following department restructure, new reference holders have been asked to review and amend. Q2 Systems Support have informed Protection that they are expecting to begin migration at the end of August/beginning of September (SM). System Supports confirmed they are ready to begin development.	March 2025		
		3.7.2 Transfer all new Built Environment doctrine to new portal area		Q1 email received from System Support to confirm it is unlikely the new Protection portal will be built before the end of the financial year(SM).			

				<p>Transferred to FP 2024/25 as element 3.7.2</p> <p>Q2 Systems Support have informed Protection that they are expecting to begin migration at the end of August/beginning of September (SM). Systems Supports confirmed they are ready to begin development.</p>			
<p>4 Enhance knowledge & understanding of specialist areas</p> <p>(12 sub-elements)</p>	<p>4.1 Development associated with petroleum</p>	<p>4.1.1 Conduct TNA and identify personnel who require input</p>	<p>Compliance</p> <p>Training & Development</p>	<p>Q1 Training Needs Analysis (TNA) complete, identifying 12 people requiring petroleum training and 10 who require refresher training.</p>	<p>September 2024</p>	<p>04.07.24</p>	
		<p>4.1.2 Review and Develop petroleum guidance with regard to the issue of improvement notices, Enforcement management and prosecution.</p>		<p>Q2 Internal process and administration day to be completed July 2024 with all petroleum officers. Guidance in place to be reviewed. One day guidance and legislation course booked for November 2024 online 8 delegates. New Association for Petroleum and Explosives Administration (APEA) Guidance will now be published on the 14.11.24. We will then be able to evaluate of the work involved in producing a range of Protection Guidance Note's and a timeframe for their production.</p>			
		<p>4.1.3 Devise training/CPD programme and deliver accordingly</p>		<p>Q1 Twelve delegates will attend APEA in June 2024. Ten will attend APEA refresher course in June.</p>			
	<p>4.2 Development associated with explosives</p>	<p>4.2.1 Conduct TNA and identify personnel who require input</p>	<p>Training & Development</p>	<p>Q1 TNA complete. Two reference holders at Bootle & Netherton</p>	<p>September 2024</p>	<p>04.07.24</p>	

				identified for external training course. Two people per district have been identified to undertake internal explosives training.			
		4.2.2 Devise training/CPD programme and deliver accordingly		Q2 External training GMFRS August 2024 internal training 10 th September 2024 KBJ			
	4.3 Development associated with hospitals	4.3.1 Conduct TNA and identify personnel who require input		Q2 TNA live tracker in place.		04.07.24	
		4.3.2 Devise training/CPD programme and deliver accordingly		Q2 Hospital refresher course & 1 day audit course explored with for early 2025.			
	4.4 Development associated with building regs	4.4.1 Conduct TNA and identify personnel who require input		Q2 TNA identifies competent inspectors who have not had any time in building regs and requires And BS9999 refresher.		04.07.24	
		4.4.2 Devise training/CPD programme and deliver accordingly		Q2 In house training eight workshops to be delivered by Fire Engineering Team starting 10th October 2024.			
	4.5 Undertake a review to enable regulators to spend time in the FET to enhance Fire Engineering experience associated with the completion of consultations	4.5.1 Conduct TNA and identify personnel who require input	Training & Development Fire Engineering Team	Q2 eight workshops in place for nominated competent inspectors starting 10th October 24.	June 2024	04.07.24	
		4.5.2 Devise training/CPD programme and deliver accordingly		Q2 First CPD delivered (Basic Building Regs Refresher and Building Safety Regulator (BSR) Overview) in July 2024.			
		4.5.3 Create schedule to rotate personnel in and out of FET at suitable intervals		Q2 Internal movement of staff from Fire Engineering Team to other teams means that their replacements need to undertake development on Building Regs work first; followed by new BSR inspectors. This means that programme of development placements			

				will be delayed until early 2025. Schedule meeting with district managers to discuss rotation in December 2024.			
5 Develop our relationships with external partners (13 sub-elements)	5.1 Links with Local Authorities	5.1.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement	Q1 Terms of reference and key duties being developed.	December 2024	04.07.24	
		5.1.2 Establish protocols to facilitate better information sharing		Q2 Terms of Reference and key duties have been finalised. Relevant stakeholders have been identified, and suitable departmental points of contact have been appointed. Regular meetings are scheduled to ensure ongoing communication and collaboration.			
	5.2 Links with HSE/BSR	5.2.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Fire Engineering Team		December 2024		
		5.2.2 Establish protocols to facilitate better information sharing		Q2 Limitations and protocols re data sharing between personnel from different Fire Authorities being considered by Legal Services; North West Regional Manager investigating the same with Building Safety Regulator (BSR).			
		5.2.3 Continue with the development of the Gateway process for the North West region & the regulator		Q2 North West Regional Manager now attending MFRS SHQ weekly. Monthly standardisation/ update meetings for all			

				BSR personnel established for ongoing development of Gateway processes.			
		5.2.4 Develop and implement a process for the safety case assessment for the North West region & the regulator		Q2 First safety cases have arrived (first MDT meetings booked for late August). Arrangements for joint working/ mentoring established – awaiting agreement from regulator and/ or MFRS Legal Services. Monthly standardisation meetings established for North West BSR personnel.			
5.3 Links with Environment Agency (EA)	5.3.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement Events & Campaigns	Q1 Links established with EA Regulatory Officer and Environment Officer for Merseyside.	December 2024	04.07.24		
	5.3.2 Establish protocols to facilitate better information sharing		Q1 Quarterly meetings take place between EA, Police, Liverpool City Council and MFRS. Q2 Protocols for information sharing are currently being developed as part of the overall strategy.				
5.4 Links with Waste Recycling Sites	5.4.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement Events & Campaigns	Q1 Team working through list of waste sites to establish point of contact for each.	December 2024			
	5.4.2 Establish protocols to facilitate better information sharing		Team working through list of waste sites to establish point of contact for each. Q2 Protocols for information sharing are currently being developed as part of the overall strategy.				
5.5 Links with Council Business Rate Teams	5.5.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement	Q2 Effective links with Council Business Rate Teams are being established, and key	December 2024			

				departmental points of contact have been appointed. Regular meetings and collaborative sessions are scheduled to ensure ongoing cooperation and information sharing.			
		5.5.2 Establish protocols to facilitate better information sharing		Q2 Protocols for information sharing are currently being developed as part of the overall strategy.			
	5.6 Development of external website	5.6.1 Undertake a refresh and review of the external website	Ops Training & Stakeholder Engagement Data & Intelligence	Q2 The refresh and review of the external website is underway. A comprehensive assessment is being completed, identifying key areas for improvement. A project team will be established to implement the updates, focusing on user experience, accessibility, and updated content.	March 2025		

6 Refine provisions for out of office specialist fire safety advice (10 sub-elements)	6.1 Ensure PROs meet competency requirements	6.1.1 Programme CPD to ensure drone flight time requirements are met	Protection Response Training & Development	Q2 Work is underway to produce drone guidance and programme CPD events in to focus on the guidance and maintenance of skills and drones.	December 2024		
		6.1.2 Identify requirements and the appropriateness for provision of an interim measures pack	Protection Response	Q2 Protection Management Board Report drafted and will be presented at Protection Management Board in October.			
		6.1.3 Develop the Team to be qualified to maintain the FS Concerns		L4 places acquired for Protection Response Officer (PRO) Team members. Competency workbook being completed and District based shadowing and			

				completion of audits being completed. Q2 1x PRO officer is competent and 3x PRO officers have completed L4 Fire Safety Diploma course and are continuing with their workbooks.				
6.2 Update the drone response vehicle	6.2.1 Identify specification requirements	Protection Response	Specification meetings have been held with Transport department detailing agreed specification.	March 2025	04.07.24			
						6.2.2 Identify requisite budget	Budget has been identified for purchase and coach builder.	04.07.24
						6.2.3 Purchase vehicle and bollard as required	Q2 Transport advised that the vehicle has been ordered. Update meeting arranged for 9th Sept.	
						6.2.4 Undertake relevant driver training for PROs		
	6.3 Conduct a feasibility study around the implementation of a green book on call rota to provide specialist fire safety advice	6.3.1 Identify personnel competent and willing to undertake the role	Compliance Training & Development	Q2 Reallocated to Protection Response and deadline extended	March 2025			
6.3.2 Identify operating model and associated costs								
6.3.3 Undertake TNA associated with incident ground requirements and deliver relevant training								
7 Deliver level 3 Fire Safety Management training to operational personnel	7.1 Scope internal/external options for delivery	7.1.1 Feasibility of Protection based personnel and/or TDA Commercial	Ops Training & Stakeholder Engagement	Q1 Level 3 Fire Safety Planning Action Point 1 preliminary assessment.	Sept 2024			

(4 sub-elements)		7.1.2 Feasibility of a self-sufficient pool of instructors to deliver across the service		<p>Q1 Level 3 Fire Safety Planning Action Point 1 TNA.</p> <p>Q2 A team of operational and non-operational fire safety inspectors has been established.</p>	June 2024	04.09.24	
		7.1.3 Obtain TAQA and IQA qualifications for identified personnel	<p>Ops Training & Stakeholder Engagement</p> <p>Training & Development</p>	<p>Level 3 Fire Safety Planning Action Point 2 Compile a list of potential candidates by mid-May 2024.</p> <p>Q2 Identified personnel have completed their training and are now in the process of obtaining their Training Assessing Quality Assurance and Internal Quality Assurer (IQA) qualifications.</p>	June 2024		
		7.1.4 Devise training matrix in collaboration with TRM for crew based training		<p>Level 3 Fire Safety Planning Action Point 3 Collaborate with TRM to develop a comprehensive training matrix.</p> <p>Q2 A comprehensive training matrix has been developed in collaboration with Time and Resource Management for level 3 Fire Safety Management training. Due to the peak staffing periods for leave during July and August, operational staff release was limited to ensure appliance availability. Additionally, the transition from the old TDA April, May, June to the new TDA has hindered progress.</p>	Jan 2025		

8 Adopt new SOFSA Methodology (5 sub-elements)	8.1 Implement new SOFSA protocols	8.1.1 Work with TRM/POD to provide training to managers at prioritised station locations to accord with revised approach	Ops Training & Stakeholder Engagement Data & Intelligence (lead on 8.1.2 only)	Q1 A list of outstanding training requirements WM/CM has been created and the three stations to be trained due to SOFSA methodology are 32, 17, 22. . Q2 See Update 7.1.4. Q2 Currently, we are looking at a new way to deliver the revised approach. If appliance availability restrictions change, allocations will be reviewed accordingly.	Dec 2024		
		8.1.2 Implement new SOFSA categories to those stations					
		8.1.3 Review and quality assure	Assurance	Q2 This element is based on the completion of training for stations 32, 17 and 22, completion date moved back to March 2025 from December 2024.	March 2025		
		8.1.4 Plan next Station roll out	Ops Training & Stakeholder Engagement Data & Intelligence	Level 3 Fire Safety Planning Action Point 4 Implement and monitor new SOFSA training protocols at prioritised stations (32, 17, and 22). Q2 See Update 7.1.4. & 8.1.1 Currently, we are looking at a new way to deliver the revised approach. If appliance availability restrictions change, allocations will be reviewed accordingly.	December 2024		
		8.1.5 Review target numbers for stations and allocate accordingly			January 2025		

9 Review UwFS Protocols (3 sub-elements)	9.1 Review the current trial	9.1.1 Analyse letters and current deterrents	Events & Campaigns	<p>Unwanted Fire Signals (UwFS) team established. Meeting with Fire Control to analyse current response.</p> <p>Q2 Reviewing current letters and putting together a leaflet highlighting the potential for us to recoup costs for attendance at UwFS. Leaflet produced and awaiting approval. Current letters analysed and compared to those available via NFCC. The letters we currently use are sufficient</p>	September 2024		
		9.1.2 Analyse data to identify next areas for trial	<p>Events & Campaigns</p> <p>Data & Intelligence</p>	<p>Q2 As a result of above meeting, we have produced a number of actions for us to follow up. Team now in place to support and strengthen current trial by offering support to operational crews and to visit premises with constant issues. Current approach is now fully up and running. Each station's portal page now has a tab for UwFS information and instruction along with a spreadsheet to record monthly activity. Activity is monitored by Protection UwFS Team with further action taken where necessary.</p>			
	9.2 Liaise with other FRS to ascertain any use of a recharge protocol	9.2.2 Explore feasibility and conduct an analysis linked to the introduction of a cost recovery model for UwFS	Events & Campaigns	<p>Q1 Question asked nationally via NFCC forum. Reply received from Sussex FRS who shared their report.</p> <p>Q2 currently liaising with colleagues from other FRS</p>	December 2024		

				via NFCC forum to share ideas on our approach to the issue. Leaflet produced outlining unnecessary road risk, waste of FF's time, costs of our attendance and potential for cost recovery			
10 Undertake a Review of the Directorate structure and references (12 sub-elements)	10.1 Review resources to ensure efficiency and effectiveness	10.1.1 Set up a formal link with TRM for continuous team development.	Training & Development	Q1 Captured in 10.1.2. Minimum number of shifts will be formally recorded on the Portal and used by line managers.	June 2024		
		10.1.2 Liaise with TRM to create a rota of potential staffing shifts for Protection managers.	Ops Training & Stakeholder Engagement	Q2 Portal Register set up for the recording of Operational Shifts. Shared with managers to allow them to monitor.	September 2024		
		10.1.3 Ensure suitable vehicle provision to support district based activities	Service Delivery Admin		September 2024		
		10.1.4 Review disposition of personnel based on risk and intelligence		Q2 Protection Information Officer report created to show where audits are being completed and by which district member. This will be incorporated into the report.			
		10.1.5 Establish a district reporting tool to enable managers to report back in to the Protection Management Board	GM Clynh GM McCormack	Protection Service Delivery Group established with direct reporting lines for district performance. Reporting template established for Fire Safety Managers and District based report created. Q2 Q2 Further enhanced by Protection Information Officer Monthly report on District Activity.	June 2024	04.07.24	
		10.1.6 Engage operational crews to assist with data cleansing activities	Ops Training & Stakeholder Engagement	Data & Intelligence will review options and provide a proposal for the most effective way of	September 2024		

			<p>Events & Campaigns</p> <p>Data & Intelligence</p>	<p>undertaking data cleansing. Initial reviews are underway to review XXX premises. This will be undertaken in a number of phases before the level of operational crew involvement is established.</p> <p>Q2 Trial now live at Formby. Guidance has been created and a shared unclassified premises spreadsheet has been created and added to the home page. A review of current cross mapping protocols from the corporate Gazetteer. New Supplementary Line Number code is being explored to align all entries not relevant to Protection to assist in managing the Gazetteer</p>			
		10.1.7 Conduct a staff survey as part of 6 month departmental and cultural review	<p>Fire Engineering Team</p> <p>Admin</p>		December 2024		
	10.2 Analyse the impact of any removal or reduction in grant provision	10.2.1 Identify staffing requirements to ensure the function remains viable	<p>Management Team</p>	<p>Q2 A request has gone into Data & Intelligence to show the number of Risk Based Inspection Programme audits completed over the last five years, to correlate against staff numbers required to complete them.</p>	June 2024		
		10.2.2 Review the RBIP to establish highest areas of focus in regards to risk	<p>Data & Intelligence</p> <p>Service Delivery</p>	<p>Q2 Protection Information Officer Report created to show where audits are being completed and by which district member. This will be incorporated into the report</p>	December 2024		

		10.2.3 Ascertain minimum capacity requirements in order to meet the requirements of the RBIP					
		10.2.4 Determine the feasibility of training operational stations to become Fire Safety specialist locations	Ops Training & Stakeholder Engagement		December 2024		
	10.3 Ensure equitable development pathways for team personnel	10.3.1 Structure the department to facilitate clearly visible development routes in regards to promotion and/or professional development	Management Team	Q2 New directorate structure affords lateral and progressive development across functional and/or supervisory/managerial roles.	April 2024	04.07.24	

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

STATUS SUMMARY – Version 1.2: 25.10.24	
Total Number of Workstreams	106 (100%)
Completed	34 (32%)
Action will be delivered by the designated deadline within the functional plan	56 (53%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action not yet started	16 (15%)

Please select from options



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NATIONAL RESILIENCE INTERNAL

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
5.1 Work with National Resilience ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising.	5.1.1 Work with National Resilience (NR) to implement the outcomes of assurance action plans to ensure compliance with Key Performance Indicators (KPI's).	<p style="text-align: center;">Area Manager National Resilience</p> <p style="text-align: center;">Here to serve. Here to protect. Here to keep you safe.</p> <p style="text-align: center;">Prepare- We will be the best we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.</p>	<p>Q1 - 23/24 assurance of USAR, DIM, Flood and MDU has taken place. Any actions received have now been discharged.</p> <p>Q2 – As per previous updates. All NR assurance visits will be completed in the next quarter.</p>	March 2025		
	5.1.2 Disseminate NR Safety Notices and Information Notes as and when required.		<p>Q1 - 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>Q2 – As per previous update this is business as usual.</p>			
	5.1.3 Participate in the delivery, and evaluation of local and regional multi-agency exercises as part of the NR assurance model.		<p>Q1 - 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. Two-day exercise is planned for 6th & 7th September. Incorporating MTA and USAR.</p> <p>Q2 – As per previous updates. Search and Rescue Team have been training and exercising</p>			

			<p>with Merseyside Police (Merpol) MATRIX rope team. Urban Search and Rescue (USAR) end of month exercises are still taking place along with Marauding Terrorist Attack (MTA) joint training with blue light emergency services. Exercise Auroria 24 hour USAR Exercise took place 7th September testing a full unit USAR response including all of Zone 1.</p>			
	5.1.4 Work with National Resilience Assurance Team (NRAT) to ensure local capabilities are assured in line with NR KPIs.		<p>Q1 - This is ongoing to ensure that all capabilities meet the NR KPI's.</p> <p>Q2 – As per previous update.</p>			
	5.1.5 Ensure regular monitoring and reporting into the NR Toolkit to ensure the management of H&S, business benefits, forums, incident, exercise reporting and follow up events.		<p>Q1 - 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>Q2 – As per previous update, now considered Business as Usual</p>			
5.2 Continually review locations of National Resilience assets, kit and update accordingly,	5.2.1 Implement a review of NR asset locations to ensure assets are best placed for an immediate response as per NR KPI's.	<p>Area Manager National Resilience</p> <p>Here to serve. Here to protect. Here to keep you safe.</p>	<p>Q1 - Full Review of NR asset locations has taken place in previous financial year. DIM vehicle will be moved to St Helens Fire Station once space becomes available.</p> <p>Q2 – As per previous update.</p>	March 2025		

<p>ensuring assets are best placed for an immediate response.</p>	<p>5.2.2 Implement a review of NR assets and PPE and update accordingly in line with asset refresh and the Transport Asset Management Plan.</p>	<p>Prepare- We will be the best we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.</p> <p>Respond- We will be there when you need us most. Pulling out all the stops to save lives. Whether we are taking 99 calls, or attending incidents, we keep our communities safe.</p>	<p>Q1 - This is ongoing throughout financial year. K9 vehicle has been replaced and is included in the Transport Asset Management plan. USAR Bobcat needs replacing. Working with NR regarding replacement vehicle. Review is ongoing regarding all NR assets with no specific date for completion.</p> <p>Q2 – As per previous update. New Water Rescue Vehicle is out for tender through procurement.</p>			
<p>5.3 Maintain the skills and knowledge of all MFRS National Resilience staff ensuring that there is structured training and Continuous Professional Development (CPD) in line with MFRS NR KPI's and as part of the IRMP 2021-24 implementation.</p>	<p>5.3.1 Manage the annual NR training needs analysis to determine requirements for NR skills acquisition training required to maintain KPIs.</p> <p>5.3.2 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>Area Manager National Resilience</p> <p>Here to serve. Here to protect. Here to keep you safe.</p> <p>Prepare- We will be the best we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.</p>	<p>Q1 - MFRS SPOC manages the NR TNA ensuring compliance with the NR KPI's. This is in co-ordination with NR Training.</p> <p>Q2 – As per previous update NR KPI's are available on the NR portal.</p> <p>Q1 - This is ongoing with NRAT capabilities. This is captured through minuted internal NR meetings along with the SRT WM and FF meetings that are held monthly.</p> <p>Q2 – As above this is regarded as business as usual.</p>	<p>March 2025</p>		

	5.3.3 Engage with local FRSs to share best practice and learning opportunities, and where possible ensure alignment of capability, policies, and procedures		<p>Q1 - This is ongoing. Joint training is taking place and is planned with Flood, USAR and MTA.</p> <p>Urban Search and Rescue (USAR) joint training has taken place with zone 1 colleagues which will culminate in an exercise in September to include all of zone 1.</p> <p>Q2 – As above this is regarded as business as usual.</p>			
	5.3.4 Implement a training programme with periodic training in line with KPI's and create a recording process for the management of ongoing training.		<p>Q1 - This is ongoing. Periodic NR training takes place in line with KPI's and is recorded locally and on the NR site to include Maintenance of Competence.</p> <p>Q2 – Each capability lead monitors the periodic training programme in line with KPI compliance with a 12-month training plan.</p>			

	<p>5.3.5 Maintain assurance of the standards of instruction and guidance provided by National Resilience instructors and Tactical Advisers within the FRS.</p>		<p>Q1 - This is ongoing. All instruction is monitored and assessed periodically by NRAT to ensure teaching and training is up to the required standard.</p> <p>Q2 – As above training will be reviewed annually to ensure compliance with approved guidance.</p>			
	<p>5.3.6 Continue the delivery of an NR CPD program across MFRS and the NR capabilities.</p>		<p>Q1 - 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>Q2 – As per previous update.</p>			
	<p>5.3.7 Ensure that NR training is fully embedded in the new Long Lane Training & Development Academy.</p>		<p>Q1 - This is ongoing and will be reviewed to ensure NR training is fully embedded.</p> <p>Q2 – – As per previous update.</p>			
<p>5.4 Implement regular local and over border exercising and training in line with NR KPI's and assurance program including NRFC.</p>	<p>5.4.1 Engage with neighbouring NR capability leads to identify over border collaboration training and exercise opportunities.</p>	<p>Area Manager National Resilience</p> <p>Here to serve. Here to protect. Here to keep you safe.</p> <p>Prepare- We will be the best we can be by having highly skilled and trained people who plan for every</p>	<p>Q1 - All MFRS capability leads have been liaising with neighbouring FRS's to identify training and exercising opportunities. USAR and MTA exercise has been planned for September incorporating neighbouring FRS's.</p> <p>Q2 – As per previous update capability leads and Single Points of Contact (SPOCs) meet via the North West Group and</p>	<p>March 2025</p>		

		risk and keep our teams safe and effective.	explore exercise and training opportunities.			
	5.4.2 Continue Engagement with neighbouring NR capability leads to identify over border assurance of Swift Water and Power Boat Instructors.		<p>Q1 - This is BAU and is ongoing throughout 24/25. This includes GMC, South Wales and Essex FRS.</p> <p>Q2 – As per previous update.</p>			
	5.4.3 Support local and national debriefs and share learning from incidents where NR assets or expertise has been deployed.		<p>Q1 - This is ongoing with no specific date for completion. Will be completed as and when needed. Learning is shared both locally and nationally where National Resilience assets have been deployed or used.</p> <p>Q2 – As per previous update.</p>			
	5.4.4 Continue to build relationships with National Resilience Fire Control (NRFC) and provide effective arrangements through NRFC for the monitoring, mobilisation and coordination of National Resilience assets.		<p>Q1 - This is BAU. NRFC are invited to any exercises and training to give a better understanding of the NR capabilities. This is including command seminars.</p> <p>Q2 – As per previous update. National Resilience Fire Control (NRFC) lead Station Manager Control attends monthly internal meetings with MFRS NR.</p>			
5.5 Ensure collaborative opportunities are fully	5.5.1 Monitor and review all areas of collaboration, exploring shared training with Merseyside Police and NWAS helping to	Area Manager National Resilience	Q1 - Ongoing training and exercising have taken place with MERPOL and NWAS. This is captured by the TDA command department.	March 2025		

<p>explored and developed with both internal and external stakeholders.</p>	<p>improve services to the public of Merseyside.</p>	<p>Here to serve. Here to protect. Here to keep you safe.</p> <p>Prepare- We will be the best we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.</p>	<p>Joint training and exercising is ongoing in MTA, USAR, Flood and DIM. No specific date for completion collaborative opportunities will be explored throughout 2024/25.</p> <p>Q2 – As per previous update. National Urban Search and Rescue (USAR) exercise has taken place in Merseyside Ex Auroria which included all Zone 1 FRS's and NWAS/HART.</p>			
	<p>5.5.2 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>Q1 - 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>Q2 – As per previous update.</p>			
	<p>5.5.3 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>		<p>Q1 - No specific date given for completion. Single point of contact (SPOC) has been involved in the redevelopment of the NR website and MFRS portal regarding the LMS implementation project and MerseyFire Learn.</p> <p>Q2 – As per previous update.</p>			
<p>5.6 Provide principal officers with regular</p>	<p>5.6.1 Provide principal officers with a yearly statement of NR KPI's.</p>	<p>Area Manager National Resilience</p>	<p>Q1 - This will be covered in Ops Board NR update.</p> <p>Q2 – As per previous update.</p>	<p>March 2025</p>		

updates on the functional plan and key deliverables.	5.6.2 Provide Lead Officer with regular updates of NR capabilities through one-to-one meetings.	<p>Here to serve. Here to protect. Here to keep you safe.</p> <p>Prepare- We will be the best we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.</p>	<p>Q1 - Ongoing throughout the year in regular monthly one to ones.</p> <p>Q2 – As per previous update this is ongoing with regular monthly one to one meeting.</p>			
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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 – 30.09.24	
Total Number of Workstreams	23 (100%)
Action completed	23 (100%)
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	0 (0%)
Action not yet started	0 (0%)

Please select from options

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PEOPLE & ORGANISATIONAL DEVELOPMENT

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25 – September 2024 update

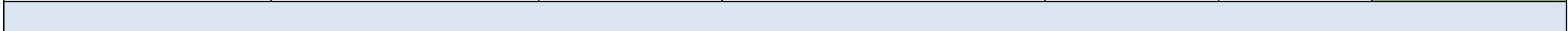
KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
6.1 To Review and update the People Plan creating the 2024-27 Version.	<p>Development of the new People Plan will involve the consideration of key service drivers such as:</p> <ul style="list-style-type: none"> • HMICFRS reports • NFCC Maturity models • Core code of ethics • Fire Standards • Our CRMP and MTFP • National Framework <p>We will develop key themes for areas where we would like to develop and improve.</p>	<p>Allocated Officers are detailed in an Action Plan</p>	<p>Q1 - The People Plan development was completed in Qtr 1 and the new PP for 2024-27 was agreed by members at the Authority meeting on 26th June 2024.</p>	<p>March 2025</p>		
6.2 To deliver the People Plan 2024-27	<p>Year 1 outcomes in People Plan to be delivered around 5 new key themes:</p> <ul style="list-style-type: none"> • Attract and retain the best people • Develop exceptional people and leaders • Promote a holistic approach to health and wellbeing 	<p>As allocated in 2024-27 People Plan</p>	<p>Q1 - The People Plan goes live as of Qtr 2 2024/25 and runs for 3 years. The 34 actions outlined will be delivered across the life of the Plan with updates provided regular as part of extant governance processes</p> <p>Q2 - An action plan is in place for the People Plan with action owners responsible for progressing the 34 specific actions across Y1, Y2 and Y3.</p>	<p>March 2025</p>		

	<ul style="list-style-type: none"> • Deliver sector leading organisational performance • Embed equality, diversity, and inclusion as part of a strong culture 		<p>Full details will be reported to members alongside side CRMP updates.</p>			
<p>6.3 To update and to continue deliver the Equality Diversity and Inclusion Action Plan and National Cultural Recommendations.</p>	<p>The Equality, Diversity & Inclusion (ED &I) action plan 2022/24 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&I) Action plan themes are:</p> <ol style="list-style-type: none"> 1. ED&I – Learning and Development 2. Inclusive staff voice 3. Inclusive Employer 4. ED&I and knowing our communities. 5. Inclusive Leadership Development 	<p>Allocated Officers are detailed in the EDI Action Plan</p>	<p>Q1 - The ED&I Action Plan 2024-27 has been updated and agreed via the Culture & Inclusion Board and SLT. The Plan was most recently updated by officer and shared at the Culture & Inclusion Board on the 9th of July 2024. Separately a cultural action Plan 2024-27 has been developed & this will complement the People Plan and National Recommendations on culture</p> <p>Q2 – The ED&I Action Plan was reviewed and progress in line with the themes was reported via the annual report which also went to Strategic Leadership Team (SLT) and the authority. The appointment of the Culture Advisor will support the roll out of the learning plans and workshop planed for Q4</p>	<p>March 2025</p>		

	<p>6. ED&I Good Governance and Communications</p> <p>Each theme has a number of actions which are recorded within ED&I Action Plan and monitored through Culture & Inclusion Board.</p>					
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<p>6.4 Improve the effectiveness of HR case management across the department</p>	<ul style="list-style-type: none"> • Fully implement the case management software to streamline and semi automate case management within professional standards and HR services • Review Team working procedures to incorporate investigation team and provide necessary training. • Implement reporting mechanism to utilise available metrics to improve service delivery and address HMICFRS recommendations. 	<p>Consultation Manager, Senior HR Officer & HR Systems Manager</p>	<p>Q2 - All new cases from 1st April 2024 are full contained within the case management system. As the case load in the system builds up enhanced reporting will be feasible. The upcoming release of the HMICFRS report into Misconduct Handling will be considered as part of the next steps in terms of reviewing team working.</p> <p>Q2 - The HMICFRS misconduct report was released on 1st August 2024 and contains 15 recommendations including the requirement for FRSs to implement a case management system. The actions detailed will allow the Service to provide additional reassurance surrounding this action point</p>	<p>March 2025</p>		
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<p>6.5 To fully implement the HMICFRS recommendations due in June 2024 following the thematic review into misconduct handling</p>	<ul style="list-style-type: none">To take the HMI recommendations and evaluate them against current practice and implement amendments as required	<p>Consultation Manager, Senior HR Officer</p>	<p>Q2 - Due to the election the HMICFRS Thematic review has not been published as planned. The report is expected in Qtr 2 2024/25</p> <p>Q2 - The HMICFRS misconduct report was released on 1st August 2024 and contains 15 recommendations. Following an initial gap analysis we have confirmed that MFRA already has measures place to show compliance with 3 of the recommendation. Work has commenced to ensure a further 6 recommendations are addressed in Qt 3of 24/25.</p>	<p>December 2024</p>		
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<p>6.6 Develop approaches to further embed and improve understanding of Core of Ethics across all levels of the organisation</p>	<p>Further embed and improve understanding of the Core code of Ethics by:</p> <ul style="list-style-type: none"> • Developing specific values and cultural training organisational attendees for Code of Ethics • Embedding COE into all service processes • Develop mechanisms to evaluate the adoption and understanding of the code 	<p>Consultation Manager, Head of HR, Head of Legal and Democratic Services, Ria Groves</p>	<p>Q1 - A new Culture & Inclusion Delivery Officer role has been created to support the ongoing embedding and organisational wide understanding of the code of ethics. This works forms a key part of the Authority's Cultural Action plan.</p> <p>Q2 - Interviews are due to take place on Qt3 with the delivery of sessions due to commence in Qt 4.</p>	<p>March 2025</p>		
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<p>6.7 Utilise Maturity Models as necessary to enable organisational development and improvement.</p>	<p>Rather than treating the Maturity Model as a benchmark tool we intend – with NFCC support – to use the models as a tool to enable organisational change and development.</p> <p>We will determine the areas to focus on and select the model to use to drive service change and improvement</p>	<p>Head of HR, Consultation Manager, Recruitment and Occupation Health Teams</p>	<p>Q1 - Work continuing to determine areas of focus. Self assessment for Maturity Model undertaken, further engagement with staff groups taking place. Meeting held with NFCC, POD and PO's to further consider Leadership Development model, validating the Service's current position (level 3) and current development provision.</p> <p>Q2 - Update as per Q1</p>	<p>March 2025</p>		
<p>6.8 Implement the change to the cloud based solution (Zellis) for Finance, Procurement, HR & Payroll Application.</p>	<ul style="list-style-type: none"> • Devise implementation schedule • Dual running of both applications • Migration of reports to Power BI • Go live Aug 2024 	<p>HR Systems Manager, Head of HR</p>	<p>Q1 - The implementation schedule was developed and dual running of both applications is due to commence in July 2024. The planned switch over remains scheduled for Aug 2024.</p> <p>Q2 - The applications migration has taken place in Qt2 as planned and the previous contract has now ended. Some additional work</p>	<p>August 2024</p>		

			is planned in Qt3 with regards to revising our approach around Reporting services.			
6.9 Implement the change to the EPLOY application for service wide recruitment	<ul style="list-style-type: none"> • Agree project plan • Complete user testing and training • Amend internal processes • Go live Aug 2024 	HR Systems Manager, Head of HR	<p>Q1 - During Qtr 1 initial build of the application commenced with the supplier in accordance with the agreed project plan</p> <p>Q2 - Training for the new system took place in September prior to a revised go live in October 2024. An interim solution using the website was utilised between Aug and Oct. Eploy will launch formally in Qt 3 24/25.</p>	October 2024		
6.10 Review the current Occupational Health contract and consider further extension options against a full tendering process	<ul style="list-style-type: none"> • To consider the best option to support the management continuity of the Department against value for money 	Health and Wellbeing Manager, Director of POD, Head of HR	<p>Q1 - Due to the contract terminating in year we are now in the Tender process for a new OH provider. A temporary organisation is currently fulfilling our OH provision to ensure medical team business continuity during this time.</p> <p>Q2 – Occupational Health contract tender process has now been completed and awarded to Nation</p>	Completed		

			Occupational Health Ltd. The contract is due to start in Qt3 on 4 th November 2024.			
<p>6.11 Oversee and monitor a further 12 month trail of Hybrid working system and extend Flexible working scheme.</p> <p>Implement the recommendations of the initial trail survey.</p>	<ul style="list-style-type: none"> Update and implement relevant Service Instructions and consult with the Representative bodies To provide advice guidance and monitoring systems to support line managers To complete a further review after 12 months 	<p>Director of POD, Head of HR, Consultation Manager, Senior Culture and Inclusion Manager Mo Jogi</p>	<p>Q1 - The hybrid trial continues as per previous updates</p> <p>Q2 - The hybrid working trial continues as per previous updates.</p>	August 2024		
				March 2025		
<p>6.12 Embed succession planning as part of the Functional Delivery Planning process</p>	<ul style="list-style-type: none"> Allocate POD Managers to individual departments to work in business partner capacity with Line Managers to support, guide and advise on the review of succession plans 	<p>Director of POD, Head of HR and POD Managers</p>	<p>Q1 - 2024 Annual review commenced with updates made to review process. Additional areas for consideration now included and beginning to inform succession planning in a more mature way.</p> <p>Q2 - Following the annual update in Qt1 the service has been able to use the data to more readily identify</p>	March 2025		

	as part of Functional Delivery Plan process		managers at the different leadership levels allowing for targeted communications and more accurate training needs analysis.			
6.13 To continue to expand the utilisation of Social Media usage for all Recruitment and People related projects	<ul style="list-style-type: none"> Expand scope into Instagram and extended personal accounts Expand the usage of Page Tiger onboarding system 	Recruitment Team	<p>Q1 - Whilst the capabilities fo the new EPLOY system are determined work has paused in relation to Page tiger.</p> <p>Additional comms resources is being sourced to ensure POD and Recruitment are able to have devoted additional time towards social medical activity.</p> <p>Q2 - With the wide range of functionality provided by Eploy we have ceased utilisation of the previous onboarding application. An additional comms apprentice has been secured for the Service and discussions continue as to how best ensure continued social media and communication approaches covering organisational people-based activity.</p>	March 2025		

<p>6.14 To update the functional plan following publication of the Action Plan for the HMICFRS October 2023 Report</p>	<ul style="list-style-type: none"> Update Functional Plan to reflect Action Plan 	<p>Director of POD, Head of HR POD Managers</p>	<p>Q1 - HMI Actions agreed for POD have been outlined in the relevant FDP actions column. These action will be reported on via the extant governance processes.</p> <p>Q2 - HMI Actions agreed for POD have been outlined in the relevant FDP actions column. These action will be reported on via the extant governance processes.</p>	<p>April 2024</p>		
<p>6.15 Review the hire and use of MFRA premises</p>	<ul style="list-style-type: none"> Establish a working group to review the processes and parameters for the hire and use of stations within the community and the impact of MFRA's aims and purpose on those accessing its stations. 	<p>Head of Legal and Democratic Services, Senior Legal Officer and other departmental officers in the working group (e.g. Operational Response, Estates, S&P)</p>	<p>Q2 – A working group has been established to review the current use of Authority premises, accessibility to them and a fair process which also allows the Service to gain access to the community to communicate its prevention and protection messages.</p>	<p>March 2025</p>		

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>
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STATUS SUMMARY – 30.09.24	
Total Number of Workstreams	14 (100%)
Action completed	1 (7%)
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	13 (93%)
Action not yet started	0 (0%)

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STRATEGY & PERFORMANCE

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<p>7.1 Enhance relationships and engagement with diverse communities</p>	<p>7.1.1 Produce a training needs analysis and assessment for operational crews in relation to effective community engagement and put appropriate interventions in place where required.</p>	<p>Improve services though better understanding of community needs and equipping our staff to communicate and support those diverse communities.</p> <p>Community Engagement Adviser/Director of Strategy and Performance</p>	<p>Q1 - 7.1.1. Work continues to engage and acquire community contacts. We have strengthened links by holding our first CRMP Community Breakfast Meeting – We invited several community groups to a presentation and meeting with the CFO to discuss plans for the next 3 years. The feedback and engagement were invaluable. We have attended a number of community events including: Polish Community Picnic, Sefton Older Persons Forum, Equal Voices Network, Refugee Action Week and Africa Oye. This action will remain business as usual. Reaching All Communities Booklet Work continues to review this guidance document with support from several community contacts. This action will remain open. Community Impact Fund The panel have made exceptional progress with outstanding applications. This</p>	<p>Q2</p>		

			<p>action will hopefully be completed within the next couple of weeks. This action will remain open.</p> <p>Q2 - Work continues to engage and acquire community contacts. We have attended several community events including Global Liverpool, Liverpool Pride, Refugee Action Week and Africa Oye. The 50th Anniversary Celebration event held at the TDA provided a great opportunity to strengthen links with community members. Following feedback from the CRMP breakfast we arranged for members of our deaf community to visit MFRS control and are working with them to ensure our service is accessible and inclusive. We have supported the HR Attraction Team by circulating job vacancies to community contacts. We provided support and assistance to communities during the period of civil unrest including fire safety engagement, community education and Hate Crime.</p>			
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			<p>This action will remain business as usual.</p> <p>Reaching all Communities Booklet Work continues to review this guidance document with support from several community contacts. This action will hopefully be completed by the next update. This action will remain open.</p> <p>Community Impact Fund This action is complete and can be closed.</p>			
	<p>7.1.2 Data- led risk and equality analysis to improve services.</p>		<p>Q1 - 7.1.2 Monitoring Data Working Group – The group has welcomed a number of new members (due to staffing changes) work continues around monitoring date and developing services for the future. This action will remain open.</p> <p>Q2 - Monitoring Data Working Group Work continues around monitoring date and developing services for the future. The use of monitoring data will be considered in the</p>	<p>Q1</p>		

			development of a future Community Engagement Plan. This action will remain open.			
	7.1.3 Carry out the Service-wide staff survey.		<p>Q1 - 7.1.3 Service Wide Staff Survey Planning will shortly commence to deliver the Staff Survey in Nov/Dec 2024. This action will remain open.</p> <p>Q2 – Staff survey preparation took place during Q2 including engagement with representative bodies and staff networks, the Survey will be live from 23rd October to 27th November 2024.</p>	Q3		
7.2 Deliver an integrated data and technology service to support Service objectives.	<p>7.2.1 Deliver efficient and effective data and technology services.</p> <p>7.2.1a Preparation and initiation of outsourced ICT service provision tender.</p>	<p>Assist in our duty to respond to all emergency calls with level of response appropriate to the risk, and deal with all emergencies efficiently and effectively.</p> <p>D&T Service Delivery Manager/Head of Data & Technology</p>	<p>Q1 - A number of activities have been completed in preparation for the RFI (Request for Information) which was issued on 12th June 2024. These activities included: creation of project plan; established project board, created the outline brief and high level service catalogue, creation of RFI questions.</p> <p>Q2 - A supplier Engagement Day was held for potential bidders on 25th September. Activities in preparation for the publishing</p>	Ongoing (to 2025)		
				Q1		

			of the ITT have been progressing. This has included finalisation of the Service catalogue which has been reviewed by the Project Board and population of ITT documents.			
	7.2.2b Relocation (lift and shift) of TDA secondary control.		<p>Q1 - The relocation of secondary fire control to the new Training and Development Academy was completed on 11th July 2024.</p> <p>Q2 - Completed</p>			
	<p>7.2.2 Implement and support efficient and effective applications and technology</p> <p>7.2.2a CAD-MIS Project Phase Three: implementation of the enhanced mobilisation function within the Vision 5 CAD.</p>	<p>Assist in our duty to respond to all emergency calls with level of response appropriate to the risk, and deal with all emergencies efficiently and effectively.</p> <p>Applications & Technology Manager/Head of Data & Technology</p>	<p>Q1 - MFRS Enhanced Mobilisation Facility User Story' has been approved. The Purchase Order has been raised. NEC development continues within Vision 5.36 upgrade with a current estimated release for October 2024.</p> <p>Q2 - MFRS have taken Vision v5.35 onto our reference site. Once user acceptance testing and any additional training has been completed 5.35 will go onto the production server first week of December. Following a period of stability, in the new year MFRS will follow the same</p>	<p>Q3</p> <p>Ongoing</p>		

		<p>Demonstrate good practice in information security, management, and governance to support effective service delivery.</p>	<p>process with 5.36 including the Enhanced Mobilisation (EM) functionality. Once thoroughly tested and processes in place for its use, 5.36 with EM will go onto the production server in March 2025 prior to the new 2025/26 reporting window.</p>			
	<p>7.2.2b Continue to extend the use and maintenance of Airwave, together with the potential restart of (Emergency Services Mobile Communications Programme/Emergency Services Network (ESMCP/ESN) activities.</p>	<p>Cyber Security & Information Management Manager/ Head of Data & Technology/Director of Strategy & Performance</p>	<p>Q1 - Airwave continues to maintain its network in light of the delays to ESMCP. MFRS has been issued with new MXP600 handsets (SAN-J). Following on from the SAN-J refresh, Motorola plan to refresh the SAN-A devices in the coming months. The ESCMP Lot One project delivery has been awarded as a five-year contract to CGI who are a Canadian company with previous experience in government departmental mission critical programs. Evaluation and moderation activities for user services (Lot Two) has been completed and contract announcement will follow the summer parliamentary recess.</p>	<p>Q3</p>		

			<p>Q2 - Airwave continue to manage and maintain the current network in light of known delays to the ESN. CGI have now been appointed by the national programme as the new Technical delivery partner to help plan how the ESN will be delivered and deploy with the new User Services provider. User Services and Mobile Services have now been evaluated and the contract award is expected on the 28th October 2024. Control Room supplier engagement is anticipated to recommence in Q2 2025.</p>			
	<p>7.2.2c Upgrade and migrate from SharePoint 2013 to SharePoint online.</p>		<p>Q1 - The Systems Support Team and the Application Support Developer have created all page content, forms, and email alerts required for go-live for the Prevention function. A suitable date for go-live will be secured with the Prevention team.</p> <p>Q2 - The new SharePoint Online Prevention site went live on 18th September. Prevention Power Apps (which will replace InfoPath forms) have been configured in the production environment. Following testing, these will go live. A discussion</p>			

			<p>took place with Protection in which it was agreed that work will now start on the creation of their navigation page.</p>		
	<p>7.2.3 Develop efficient and effective bespoke Fire & Rescue applications 7.2.3a Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.</p>		<p>Q1 - NR development work completed during this reporting period includes:</p> <ul style="list-style-type: none"> - Migration to .Net 8 completed, awaiting system full retest before release. - Proof of concept completed allowing the delivery of e-learning packages within NR. Currently working on full production version. - ELS updated to handle all personnel at SHA. Currently in UAT - Training Needs Analysis process support rolled out to live NR app on 16th of July. - Creation of a Wildfires report. <p>Q2 – NR development work completed during this period includes:</p> <ul style="list-style-type: none"> - Deployed the .net 8 framework upgrade. This also included functionality improvements for the Enhanced Logistics Service and 	<p>Ongoing</p>	

			<p>Urban Search and Rescue capabilities.</p> <ul style="list-style-type: none"> - eLearning module has been developed and will now be integrated into the training management system. - Work has begun on improving the user account management giving additional functionality to FRS Single Points of Contact. 			
	<p>7.2.4 Deliver efficient and effective cyber security and information management services.</p> <p>7.2.4a Support operational response planning and CRMP activities in the form of :</p> <ul style="list-style-type: none"> • Data analysis • Response modelling • Review/creation of LPis 		<p>Q1 - Concerning the CRMP, during Q1, consultation data was captured from the public using SurveyMonkey, the output of which has been provided to the Director of Strategy and Performance for cascading to senior management, with feedback being generally positive. Performance Indicators are normally reviewed on an annual basis, though in Q2 it is planned that a more thorough review of performance indicators including their relevance and meaning will be conducted. The feedback from this review will feed into performance reporting for next year.</p> <p>Q2 - The pre work for the Local Performance Indicator (LPI) review started in Q2. Work is ongoing to determine the benefit provided of current</p>	<p>Q3/4</p>		

			<p>indicators and any new indicators that might be required.</p> <p>Some response analysis has been completed comparing performance for the newly merged Aintree station area and St Helens, with performance in line with expectations.</p> <p>Cyber Security Simulated phishing emails were introduced in June 2024 and are now an ongoing feature of MFRS cyber-security education. These harmless emails take the form of social media, shopping and security emails which harmful phishing emails often copy. If the user clicks on a link in an email, they are taken to an education page to teach them about the hazards of real phishing emails. In addition to this measure, MFRS is continuing to work towards Cyber Essentials, a certificate which demonstrates an organisation's proficiency in cyber-security. MFRS has completed the initial self-assessment, but needs to make further improvements to secure the certificate. Another measure, Sentinel, is being</p>	Q2	Q3	
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			<p>investigated, in conjunction with Microsoft. Cyber-Alarm – network protection software provided by the Police – has been implemented but is being inspected because of issues with its implementation. It is hoped and expected that these issues will be solved shortly. In terms of cyber-cooperation, representatives from MFRS attended a meeting hosted by Merseyside Police in late July to prepare for the cyber-risk of the Labour Conference in September 2024</p>			
	<p>7.2.4b Embed the Fire Data Management Standard within the organisation, including:</p> <ul style="list-style-type: none"> • Promote the value of using good quality data within the organisation. • Build on the existing information asset register • Implement a data quality framework 		<p>Q1 - The integration of the fire data management standard within the organisation has continued despite a substantial change in department structure in January - March 2024. The data management framework (which has been created to satisfy the data standard) is progressing towards completion and the latest team meeting in June 2024 set out an updated action plan, which aims to finalise the framework. The group will meet again at the end of August 2024, where they will update their actions.</p> <p>Q2 - The embedding of the Fire Data Management Standard as</p>			

			<p>a framework within MFRS has progressed. A bespoke data management maturity model is being developed, and other actions on the action plan, such as identifying training opportunities for data analysts and information asset owners, and integrating 'ethics' into our policies, are also being implemented.</p>			
	<p>7.2.4c Continue to develop and streamline our Records Management processes to ensure the accuracy of data and enabling ease of record availability. This will assist in our compliance of government and legislation requirements; thus assisting in reducing the business and security risks of our information.</p>		<p>Q1 - A job description and person specification for a records management role has recently been created and is under review. If accepted, the role will be advertised for and, once secured, the new role will manage, develop and streamline our records management processes. During this time, the organisation continues to look for areas of continual improvement of the records management process.</p> <p>Q2 - In addition to the continued improvement of records management processes, the Records Management role details are now in their final stages. Once approved the role will be advertised.</p>			

<p>7.3 Develop and maintain effective communications and media management, helping to deliver positive outcomes and enhancing the profile and reputation of the Service.</p>	<p>7.3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:</p> <ul style="list-style-type: none"> • Support for specific areas of work including TDA, 50th Anniversary of MFRS, Pass Out, CRMP, British Firefighter Challenge, TDA Knowledge Transfer Partnership, roll-out of new applications including SharePoint upgrade and Mersey Fire Learn • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Embed the Communications Strategy • Refresh branding guidelines • Update social media guidance and provide associated training for staff • Implement the Communications fire standard 	<p>Enhancing community and firefighter safety, recruitment and interest in the service through promotion of services, risks activities and culture through high quality and accessible content.</p> <p>Communications Manager/Director of Strategy and Performance</p>	<p>Q1 -</p> <ul style="list-style-type: none"> • Support for specific areas of work including large events at TDA continues into the late stages including three videos to be shown and printed overviews of NR capabilities and an overview of TDA facilities, also British Firefighter challenge – internal communication to recruit competitors and volunteers. • Support continues to be provided to NR and UKISAR as required • Beginning development of Recruitment Comms strategy and continuing development of overarching MFRS comms and engagement strategy • Discussions have taken place on social media guidance and external Social Media expertise sought to perform full of all MFRS social media including guidance. <p>Implementation of communications fire standard will be complete once Communications Strategy is</p>	<p>Ongoing in line with Service deadlines</p>		
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			<p>embedded as a matter of urgency.</p> <p>Q2 – Continued development of Overarching Communications strategy, Recruitment communications strategy and Commercial Training Communications Strategy, filming of video content for promotional videos for recruitment, commercial training, National Resilience Training, National Resilience promotion/explainer video, filming of UKISAR training</p> <ul style="list-style-type: none">• Pass Out filming (recruit training group started training 1st July- also will be used to promote new training facilities across all aspects of commercial and operational training) and video editing for Pass Out Ceremony video, development/design of Pass Out Order of Service (printed)• Support for National Resilience/Home Office opening ceremony of new Training Academy			
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			<p>around video, guide to facilities and National resilience capabilities, social media content around the event itself</p> <ul style="list-style-type: none">• Development of 2024 Bonfire period campaign including new presentation for schools delivery, video content for social media key messages• Support for Merseyside Police Road Safety Campaign in July• Communications support for the British Firefighter Challenge event 27-28 July with social media content covering the event• Communications in the aftermath of the Southport Incident and ensuing civil unrest including assisting Police with setting up Press Conference, managing media queries, supporting Royal and Ministerial visits, liaising with partner organisations in terms of community cohesion and recovery			
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			<ul style="list-style-type: none">• Planning for 50th Anniversary Public event at new Training Academy 24th August, volunteer recruitment, advertising the event, supporting the event itself• Planning for Long Service awards (Oct) including video, photography, certificates, order of service• Staff Network Support including comms support for Pride (linked to BFC challenge this year), Supporting events and campaigns with video and photo content, orders of service/itinerary design and print, social media and photography support at events• Supporting Youth Engagement across Fire Champions, Beacon Schools, Fire Cadets and Prince's Trust• Design, publishing and social media			
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			<p>content/publicity for release of CRMP (Community Risk Management Plan)</p> <ul style="list-style-type: none"> • Social media review carried out 16-21 September • Supporting NFCC campaigns as required 			
7.4 Work with other Functions to review and refresh the Corporate Risk Register	<p>7.4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;</p> <ul style="list-style-type: none"> • Review current processes • Build a corporate risk register 	<p>Improving the services approach to risk management to assist with planning and service delivery.</p> <p>Head of Legal Services/Director of Strategy and Performance</p>	<p>Q1 – Dates are to be agreed with external provider to deliver further training in house</p> <p>Q2 – this work has been delayed but it is anticipated that it will recommence soon</p>	Q1		
7.5 Complete the development of the 2024/27 Community Risk Management Plan (CRMP)	<p>7.5.1 Produce and publish the CRMP for 2024/27 including:</p> <ul style="list-style-type: none"> • Ensuring the process meets the CRMP fire standard • Drafting of the draft CRMP for Authority approval • Stakeholder consultation • Produce the final CRMP for Authority approval 	<p>Ensuring compliance with legislative requirements and planning for the provision of effective services to address community risks.</p> <p>IRMP Officer/AM/Director of Strategy and Performance</p>	<p>Q1 - The CRMP consultation process was completed as planned. The revised CRMP and supporting consultation documents are due to be considered by the Authority.</p> <p>Q2 – the CRMP was approved by the Authority and published in October 2024.</p>	Q2		

	<ul style="list-style-type: none"> • Publish CRMP • Implement action plan 		Implementation of the Action Plan is underway.			
7.6 Develop and maintain an efficient Estate to enhance the experience of staff and visitors	7.6.1 Deliver the Estates Asset Management plan for 2024/25 including: <ul style="list-style-type: none"> • Completion of the new TDA and Aintree Fire station • Major refurbishment of Bromborough Fire Station • Major refurbishment of Kirkby Fire Station 	<p>To maintain an effective and efficient estate to support service delivery.</p> <p>Head of Estates</p>	<p>Q1 - The New TDA and Aintree fire station were completed in May.</p> <p>The refurbishment of Bromborough is due to start in August.</p> <p>The refurbishment of Kirkby has been moved to 2025/6 Work is ongoing in relation to the catering services, particularly considering the impact of the new TDA opening. A report will be prepared in Q2.</p>	Ongoing		
	7.6.2 Consider the operation of the catering services to deliver optimum efficiency and effectiveness	<p>To deliver the most effective and efficient catering services.</p> <p>Catering Manager/Head of Estates</p>	<p>Work is ongoing to deliver net zero related improvements with all capital programmes. A meeting will take place with a consultant provided by our ICT provider to find out what assistance they can provide in relation to delivering against our net zero road map.</p>			
	7.6.3 Consider and implement the recommendation from the Route map to Net Zero; <ul style="list-style-type: none"> • Installation of electric vehicle charging points • Installation of renewable energy sources <p>Decarbonisation of heating systems.</p>	<p>To assist the Authority meet its commitments to environmental sustainability</p> <p>Head of Estates/ Director of Strategy and Performance</p>	<p>Q2 - The Refurbishment works at Bromborough Fire station has started, with temporary accommodation installed and construction works progressing well on site.</p>			

			<p>Catering is being provided at the new TDA site with consideration regarding conferencing requirements at the new TDA site.</p> <p>Renewable energy source - Photo Voltaic panels have been installed at both Speke and Old Swan Fire station following the decarbonisation of the site and installation of air source heat pumps.</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 – 30.9.24	
Total Number of Workstreams	18 (100%)
Action completed	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action will be delivered by the designated deadline within the functional plan	17 (94%)

Action not yet started	1 (6%)
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FINANCE

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

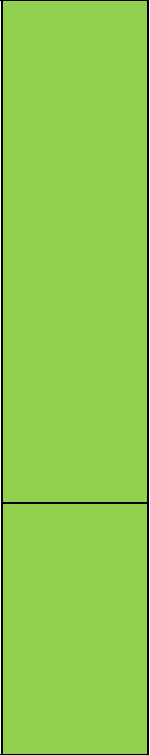
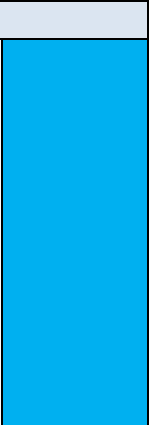
Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<p>8.1 Embed key staffing changes during late 2023 and early 2024 following the retirement of the Director of Finance and Procurement, the Chief Accountant and the recruitment into other key management posts.</p>	<p>8.1.1 Maintain service levels whilst staff in new posts learn and develop knowledge and skills.</p>	<p>Director of Finance and Procurement/ Head of Finance</p>	<p>Q1 – The Director of Finance & Procurement, Head of Finance and the Financial Accountant’s posts were all filled during the 2023/24 financial year. Additional staff changes have also taken place. Embedding staff changes and maintaining service levels whilst staff are learning and developing knowledge and skills in their respective new posts will be key during the 2024/25 year. Service levels have and will continue to be monitored during the year (for example, the 2024/25 budget and Medium Term Financial Plan and the 2023/24 statement of accounts have both been produced as per statutory deadlines).</p> <p>Q2 – Embedding staff changes has continued during Q2 with staff continuing to learn and develop skills in their respective roles. In addition to the above, the Finance Team currently have several vacancies and are undertaking a recruitment process across the Exchequer Services Team. As per the Q1 update, the</p>	<p>April 2024- March 2025</p>		

			service will continue to monitor service levels across the whole Finance function to ensure all key deliverables continue to be met.			
<p>8.2 Continue to work with Local Government Association and Local Pensions Partnership Administration key contacts to ensure the “remedy” to resolve all public pension age discrimination cases enacted from October 2023. The Home office has determined the priority order for dealing with FPS cases – the payroll and Pensions Team will work with LPP to embed the required processes to manage the settlement of claims.</p>	<p>8.2.1 Work with LLP to ensure data is provided to meet for Remedial Service Statements by set timetable.</p>	<p>Director of Finance and Procurement</p>	<p>Q1 – Local Pensions Partnership Administration (LPPA) are continuing to pay successfully as they transition from manual processes to a software application solution. LPPA are continuing to pay all MFRS retirees commutations within the SLA guidelines of 10 working days of retirement since October 2023. The LPPA are now migrating towards a full system functionality by January 2025. MFRS will continue to work with LPPA during 2024/25 to ensure the “remedy” to resolve all public pension age discrimination cases in line with the Home Office priority order.</p>	<p>April 2024- March 2025</p>		
			<p>Q2 – Local Pension Partnership Administration (LPPA) are continuing to pay all MFRS retiree’s commutations within the SLA guidelines of 10 working days of retirement since October 2023. MFRS are continuing to work with LPPA during Q2 of 2024/25 to ensure all requirements are met relating to the ‘remedy’ to resolve</p>			

			<p>all public pension age discrimination cases as per the Home Office priority order.</p>			
	<p>8.2.2 Work with LLP to agree the communication strategy utilising any nationally agreed documentation.</p>		<p>Q1 – The Authority will continue to work with LPPA and the Local Government Association (LGA) to keep members updated in relation to the age discrimination retrospective remedy. This includes recent updates relating to policy issues on the application of tax and interest (outside the Authority’s control) currently preventing LPPA providing certain groups of retired firefighters with remedial service statements at this stage.</p> <p>Q2 – MFRS are continuing to work alongside the Local Pension Partnerships Administration (LPPA) & Local Government Association (LGA) to ensure members are kept updated in relation to the age discrimination retrospective remedy. This includes communicating to members who may have a remedy contribution adjustment (either a refund of contributions due to the member or payment due from the member) to ensure the correct procedures are followed in the three months following the receipt of their Annual Benefit Statement (ABS).</p>			

<p>8.3 Transition from the existing Public Contracts Regulation 2015 to the incoming Procurement Act 2023 – new regime expected to go live in October 2024</p>	<p>8.3.1 Source and access suitable training on new legislation for the procurement team</p>	<p>Head of Procurement</p>	<p>Q1 – Transforming Public Procurement e-learning course identified on Government Commercial College website also Basic Contract Management e-learning course also to be completed by all. Both courses are accredited</p> <p>Q2 – Government Announced on the 12th September 2024 that the implementation date for the Procurement Act 2023 (the Act) has been delayed. Due to be implemented on 28th October 2024, the Act will now come into force on the 24th February 2025.</p> <p>Training within the Procurement Team is progressing, with several of the team having completed training on the new legislation.</p>	<p>April 2024- March 2025</p>		
	<p>8.3.2 Amend contract standing orders to reflect new legislative requirements</p>		<p>Q1 – Drafting new Contract Standing Orders (CSO) has commenced and upon completion of the e-learning a final draft will be presented to SLT in Q2. It is envisaged that new CSOs will be presented to the full Authority in October.</p> <p>Q2 – Government Announced on the 12th September 2024 that the implementation date for the Procurement Act 2023 (the Act) has</p>			

	<p>8.3.3 Communicate new procurement regime requirements to staff</p>		<p>been delayed. Due to be implemented on 28th October 2024, the Act will now come into force on the 24th February 2025</p> <p>The delay in the ACT has allowed the Procurement Team to concentrate resources on staff training whilst also working on several large contracts. The final draft of the new Contract Standing Orders will be presented to SLT and the Authority over the forth coming months.</p> <p>Q1 – Planned start is Q2.</p> <p>Q2 – Due to the delay in the Procurement Act 2023, Procurement have delayed the new procurement regime requirements until a more suitable time.</p>			
<p>8.4 Implement a digital marketplace that can be used across the service.</p>	<p>8.4.1 Roll-out new contract across the service</p>	<p>Head of Procurement</p>	<p>Q1 – Digital marketplace contract has been rolled out during Q1 with weekly Team meetings held with the supplier. Two team members attended the supplier conference in June to develop further links within the supplier’s teams.</p> <p>Q2 – Action Complete</p>	<p>April 2024-March 2025</p>		

	<p>8.4.2 Explore opportunity for systems integration using punch out</p>		<p>Q1 – A public sector body using the digital marketplace and the same finance application has been identified. Once the new finance application contract has commenced (01/09) further research can be undertaken. This could include a visit to the current punch out user and face to face discussions with the application provider.</p> <p>Q2 – The new Finance Management Information Application contract has now commenced, and the Procurement team can now begin exploring the opportunity for system integration.</p>			
<p>8.5 Following Authority agreement in December 2023 for the approval of the Finance, Procurement, HR and Payroll Application, ensure a smooth transition in order to have the new contract and systems in place by August 2024.</p>	<p>8.5.1 Continue discussions with relevant lead service representatives on preferred procurement route.</p>	<p>Director of Finance and Procurement/Director of POD</p>	<p>Q1 – The Procurement Team are in the final processes of agreeing a contract for the Finance Management Information Application. Various testing is currently taking place on the new HR & Payroll application, which includes data migration, user acceptance testing, parallel running and a review of reporting requirements in August 2024.</p> <p>Q2 – Action now complete. During Q2, the Procurement Team have agreed the contract for the Finance Management Information Application. Following the data migration, user acceptance testing</p>	<p>April 2024- March 2025</p>		

			and parallel running, the HR and Payroll application was also introduced during Q2 and is now up and running.			
	8.5.2 Get relevant sign-off for approach.		Q1 – Action complete: HR & Payroll system - The Authority now has a contract in place with the supplier for the implementation of a Human Capital Management (HCM) cloud based HR and Payroll application. Q2 – Action complete			
	8.5.3 Work with leads and Procurement to identify Framework and route to market		Q1 – Action complete: As above, HR & Payroll system - the Authority has a contract in place with the supplier for the implementation of a Human Capital Management (HCM) cloud based HR and Payroll application. Q2 – Action complete			
8.6 Following the appointment of new external auditors (Forvis Mazars) for 2024/24, ensure that MFRS meet the needs of any transitional arrangements from	8.6.1 Arrange and meet to start the audit planning for the 2023/24 year-end accounts.	Director of Finance and Procurement/Head of Finance/ Financial Accountant	Q1 – Initial introductory and planning meetings have taken place between MFRS and Forvis Mazars's. The Authority has prepared the annual financial statements, which now must be audited by an independent auditor (Forvis Mazars). The Accounts and Audit (amendment) Regulations 2022 came into force on 22 nd July 2022 and extended the deadline for the	April 2024- March 2025		

<p>the current external auditors Grant Thornton and build up future successful working arrangements with Mazars Personnel.</p>			<p>publication of final audited financial statements annually from 31st July to 30th September for the following 4 years. Therefore, the deadline for the publication of final 2023/2024 audited financial statements is 30th September 2024.</p> <p>Q2 – Planning meetings between MFRS and Forvis Mazars continued during Q2. With regard to the audit for the 2023/24 year-end accounts, the Government have now set in legislation details around the backstop date to clear the backlog of unaudited accounts up-to-and-including financial year 2022/23. They also included setting backstop dates for financial years 2023/24 to 2027/28 to enable the local audit system to recover. The final changes to the deadlines have been ratified by the Government, as per below:</p> <ul style="list-style-type: none">- 2023/24: 28 February 2025- 2024/25: 27 February 2026- 2025/26: 31 January 2027- 2026/27: 30 November 2027- 2027/28: 30 November 2028 <p>Further details are listed in section 8.6.2 below.</p>			
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	<p>8.6.2 Provide updates on current audit position of 2023/24 accounts and previous External Auditor positions/reports.</p>		<p>Q1 – A report was taken to the Audit Committee on the 6th of June 2024. Initial early risk assessment procedures are taking place and Forvis Mazars are putting in arrangements to review the previous auditor’s files to gain assurance. Planning work is estimated to commence in October 2024, fieldwork will then take place through October to December 2024 with the current aim to complete the audit work in December 2024 and January 2025. The audit deadlines for England have been subject to DLUHC consultation and the Authority is currently awaiting the outcome, therefore these deadlines may change in the near future. The proposed changes to the 2015 Regulations would require authorities to publish audited accounts by the following dates for financial years 2023/2024 to 2027/2028:</p> <ul style="list-style-type: none"> - 2023/24: 31 May 2025 - 2024/25: 31 March 2026 - 2025/26: 31 January 2027 - 2026/27: 30 November 2027 - 2027/28: 30 November 2028 <p>Q2 – A report was taken to the Audit Committee on the 26th of September 2024 which included details from Forvis Mazars of the Audit Strategy Memorandum for the 2023/24</p>			
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			<p>financial year-end accounts. The final changes to the deadlines have been ratified by the Government, as per listed above in 8.6.1.</p> <p>For the financial years 2024/25 to 2027/28, the date by which the Authority should publish 'draft' (unaudited) accounts will change from 31 May to 30 June in the following financial year to which they relate.</p> <p>Fieldwork is expected to take place in Q3, starting in October 2024.</p>			
8.7 Implement the correct accounting treatment for International Financial Reporting Standard (IFRS) 16 for leases	8.7.1 Ensure MFRS comply with new accounting treatment for leases as per IFRS 16.	Director of Finance and procurement/Head of Finance/Financial Accountant	<p>Q1 – The Code of Practice on Local Authority accounting in the UK has introduced some changes in the accounting policies. IFRS16 Accounting for Leases has been deferred to 2024/25. The Authority must review and recognise any assets/liabilities on the balance sheet within the statement of accounts. MFRS has reviewed the potential impact on the accounts for 2023/24, and these were published within the draft statement of accounts for 2023/24.</p> <p>Q2 Action complete</p>	April 2024-March 2025		

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 – 30.9.24	
Total Number of Workstreams	14 (100%)
Action completed	4 (29%)
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	10 (71%)
Action not yet started	0 (0%)

Please select from options

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	12 DECEMBER 2024	REPORT NO:	CFO/74/24
PRESENTING OFFICER:	CHIEF FIRE OFFICER, PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT, NICK MERNOCK	REPORT AUTHOR:	HEAD OF HUMAN RESOURCES, MIKE PILKINGTON
OFFICERS CONSULTED:	DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA		
TITLE OF REPORT:	PAY POLICY 2024		
APPENDICES:	APPENDIX A:	PODPOL10 – PAY POLICY 2024	

Purpose of Report

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

Recommendation

2. It is recommended that Members;
 - a) Approve publication of the Authority’s Pay Policy;
 - b) Note that pay awards for 2024 have now been agreed and implemented covering all of our Grey, Green and Red Book colleagues.

Introduction and Background

3. Members will be aware of the requirements of the Authority to publish a statement setting out its policies in relation to the pay of its workforce, including Senior Officers, in line with Section 38 of the Localism Act 2011.
4. This requirement is discharged via publication of the Pay Policy (PODPOL 10) on the MFRA Website (www.merseyfire.gov.uk).
5. The updated policy is attached as appendix A.

National Minimum Wage / National Living Wage / Real Living Wage

6. As part of the annual review and update of this policy, Officers review rates of pay to ensure continued compliance against legal requirements as outlined within the annually updated regulations for the national minimum wage (NMW) for those aged under 21; and the national living wage (NLW) for those aged 21 and over.
7. The current April 2024 rates for the NMW & NLW and the rates outlined by the Government in the recent October budget commencing April 2025 are as follows:

	21 and over	18 to 20	Under 18	Apprentice
April 2024 (current rate)	£11.44	£8.60	£6.40	£6.40
April 2025	£12.21	£10.00	£7.55	£7.55

8. Officers also monitor existing grades with the aim of ensuring that all permanent employees within the Authority (this excludes temporary apprentices employed through the Governments Apprentice Scheme) earn an hourly rate, which is equal to, or above the Real Living Wage (RLW) as set by the Living Wage Foundation.
9. The RLW has increased by over 15% in the last 2 years rising from £10.90 (announced October 2022) to the new rate announced in October 2024 of **£12.60** per hour (for those outside of London). Over the past five years the RLW has increased by over 32%.
10. In terms of compliance, the Living Wage Foundation set employers a target of six months to ensure minimum pay rates are at or above the levels announced in October. Therefore, to comply with the 2024 level minimum pay of £12.60 is required by 1st May 2025.
11. At present, the lowest graded permanent support staff roles (Green and Red book) are those on Green book terms and conditions whose posts are assessed at Grade 2. The hourly rate ranges from **£12.96** per hour to **£13.17** per hour (based on a 35-hour week). This is the rate including the pay award covering the period 2024/25 which was agreed in late October 2024 and has been paid (including arrears) to employees in November 2024.
12. This rate is compliant with the NMW and NLW. This is also above the recently announced RLW on the basis that the Authority's terms and conditions for green book staff are based on a 35-hour week. For Local Authorities who operate on the basis of 37 hours per week, Grade 2 roles would not comply with the RLW.
13. The lowest graded grey book roles are Firefighter trainee (FFT) & Firefighter Control trainee (FFCT) which currently receive an hourly rate of **£12.91** (FFT)

and **£12.26** (FFCT) per hour respectively. This is the rate from 2024 and reflects the pay award of 4% agreed in June 2024 which took effect on 1st July 2024.

14. These rates are compliant with the NMW and NLW. The Firefighter Control trainee (FFCT) rate of £12.26 will be below the RLW rate of £12.60 for any employees operating in this role between 1st May 2025 and the confirmation of the 2025 grey book pay award.
15. Unlike many other pay award reference periods, Grey Book pay awards usually commence on 1st July each year rather than 1st April. However recent experience (excluding 2024) has shown that securing agreement on the level of increase can often take many months meaning pay does not rise on 1st July. For the FFCT rate of pay to meet the RLW rate a pay rise of at least 2.5% would need to be agreed for 2025.
16. Under current workforce planning predictions Officers do not anticipate having any staff employed in the role of FFCT therefore the Authority will continue to comply with RLW requirements.
17. Where an employers pay scales fail to achieve a rate of pay that meets the legally required NMW or NLW, the law allows for the employer to pay an additional enhancement to ensure compliance. Whilst the RLW is not legally enforced, similar options exist should they been needed either to reflect delayed pay awards or ensure compliance with the RLW. Officers will continue to monitor and report back as necessary to Members.

Apprenticeship Roles

18. Alongside its substantive posts, the Authority provides for a number of 'non established' temporary apprenticeship roles to enable individuals to gain valuable experience and development in support of securing full time permanent roles either within MFRA or with other employers.

For these apprentices (who are employed via the national government apprentice scheme) a review was undertaken in 2022 where it was decided to increase the rate of pay from the National Apprenticeship wage, which mirrors the National Minimum wage for under 18's (this will be £7.55 in April 2025) to ensure all apprentices are paid the National Living Wage for their age, which for those over 21 years of age would be £12.21 in April 2025.

Equality and Diversity Implications

19. A full EIA has been completed for the Pay Policy and is published on the Service intranet.
20. There are no additional ED&I implications arising from this policy.

Staff Implications

21. Ensuring pay is competitive is vital to compete for and to retain talent within a labour market that the ONS estimates suggests currently has 841,000 job vacancies as of October 2024.
22. The recent challenges related to inflation and the impact this will have on the cost of living remains a priority for both staff and officers.

Legal Implications

23. Section 38 of the Localism Act 2011 places a requirement on the Authority to publish a Pay Policy on its website.
24. The Authority is required to comply and ensure employees receive pay in line with the NMW and NLW. A failure to ensure pay is in accordance could result in investigation by HMRC and employees raising an employment tribunal.

Financial Implications & Value for Money

25. The Director of Finance and Procurement outlines the impact and funding arrangements for the 2024 pay awards in his quarterly updates.
26. There are no other direct financial implications associated with the publication of the Pay Policy.

Risk Management and Health & Safety Implications

27. There are no risk management or health & safety Implications associated with the Pay Policy.

Environmental Implications

28. There are no environmental implications associated with the Pay Policy.

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

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

29. An effective Pay Policy and grading structure allows us to attract and retain the best staff who enable us to work towards our vision of being 'The best Fire & Rescue Service in the UK'.

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

NONE



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Document Control

Active date	Review date	Author	Editor	Publisher
8 th December 2017	October 2024	Nick Mernock	CFO	Sue Nash

Amendment History

Version	Date	Author	Reasons for Change
1.0		Nick Mernock	Old format
2.0	08.12.17	Nick Mernock	Updated & in new format
3.0	20.10.18	Nick Mernock	Updated
4.0	Jan 2020	Nick Mernock	Annual Review
4.1	Feb 2021	Nick Mernock	Annual Review
4.2	May 2022	Nick Mernock	Annual Review & Update
4.3	September 2023	Nick Mernock	Annual Review & Update
4.4	October 2024	Mike Pilkington	Annual Review & Update

Equalities Impact Assessment

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

Civil Contingencies Impact Assessment

Date	Reviewed by	Comments

Related Documents

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

Distribution List

Name	Position	I/R
SLT	All SLT Members	

Sign-Off List

Name	Position
SLT	All SLT Members: Signed off at meeting

Target audience

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

Ownership

FOI exemption required?	Yes		URL	
	No	X	Reason	

Legislation

Title	<i>Fire & Rescue Service Act</i> <i>National Framework for Fire and Rescue Service (England)</i>	2004 2012
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Contact

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POLICY

Pay Policy

1. Policy Introduction and Background

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

2. Policy Explanation

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

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

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

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

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

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

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

a) Market Forces and comparators

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

- With other Metropolitan and similar sized Fire and Rescue Services
 - With other pan Merseyside and local district organisations
 - Other comparator and private sector salaries where appropriate (particularly for professional services roles)
- b) The relative size and efficiency of the management team
c) The level and breadth of responsibility both at a local or national level
d) The full range of benefits afforded to the individual
e) Organisational Success

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

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

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

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

Decision Making Process

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

Reemployment

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

Openness and Accountability

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

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

Pay Arrangements for The Strategic Leadership Team (Senior Officers)

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

The SLT has three Executive Officers:-

- **Chief Fire Officer**
- **Deputy Chief Fire Officer**
- **Assistant Chief Officer**

The Executive / Principal Officers follow a continuous cover operational duty system. Under this system Officers are available 24 hours a day, 7 days a weeks (except during periods of leave) to ensure

strategic level operational cover is maintained efficiently.

The Executive / Principal Officers also provide national leadership on behalf on Government as part of the Authority's lead roles for National Resilience (on behalf of the Home Office), and UK International Search & Rescue (on behalf of the Foreign, Commonwealth & Development Office).

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

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

Officers' Remuneration

The current Chief Fire Officer was appointed in September 2018 and was appointed on a reduced salary (at his request) from that of the previous post holder. As part of the previous PO team the CFO froze his salary during the period of austerity (between 2011 and 2018).

The current salary (1st July 2024) is set at £193,411- £203,590. The Deputy Chief Fire Officer was also appointed in October 2018 and was appointed on a reduced salary to the previous post holder as the position is paid at 85% of the Chief Fire Officer salary. The Assistant Chief Fire officer position is paid at 75% of the Chief Fire Officers salary.

Director/Area Manager salaries range from £89k-£110k

Other non-pay related benefits are attached in Appendix A

Green Book Incremental Progression

Green Book employees are paid within incremental pay scales, which allows for yearly progression until the top of the grade is achieved. It is Authority practice to place new employees, employees regraded through the pay review system or those employees promoted using a process of minimum point of advantage.

This is subject to a minimum floor increase of £750* for existing staff following a regrade / promotion.

Existing staff will be placed at the bottom of the grade if that represents a salary increase for them of at least £750. If the pay increase is below £750, they will be placed on the next increment (if available) in the new grade which see a £750 increase.

*If the top increment in the new grade is less than a £750 increase then the increase applied will reflect the difference between the top increment in the new grade and the previous rate of pay.

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

For existing staff this will be at least £750.

Definition of Lowest Paid Staff

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

The lowest paid graded support staff role is Grade 2 (SCP2) with a starting salary of £23,656 pa.

The lowest paid grey book roles are:

- ***Firefighter Trainee £28,265 pa***
- ***Firefighter (Control) Trainee £26,852 pa***

NB. The Authority also provides for a number of 'non established' temporary apprenticeship roles to enable individuals to gain valuable experience and development in support of securing full time permanent roles either either within MFRA or with other employers. Rather than paying the National Apprenticeship wage (which mirrors the National Minimum wage for under 18's) all apprentices are paid the National Living Wage for their age.

Comparison with Lowest Paid Staff

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

The current ratios (based on agreed 2024 pay awards) between high and low paid graded salary staff are:-

Highest paid Manager/Lowest paid member of all staff = 8.61 (Last year this was 8.75)

Highest paid Manager/Lowest paid Grey book roles:

- ***Firefighter Trainee = 7.20 (Last year this was 7.20)***
- ***Firefighter (Control) Trainee = 7.58 (Last year this was 7.58)***

3. Policy Implementation

The Service Instructions used to underpin this Policy are:

SI0859 Pay Review Process

POLICY

Appendix A

MERSEYSIDE FIRE AND RESCUE SERVICE

Pay Policy Other Benefits

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

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

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

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

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

FPS 2015 is a contributory scheme; this means that the employee contributes to the scheme from his or her own salary. Grey Book members of staff (operational staff) contribute between 11% to 14.5% of their salaries dependant on grade. Employer's contribution to the FPS 2015 are 37.6%. Both employee and employer's contribution are paid into an Authority pensions account and the cost of pensions, when they are taken, are also then paid from this account with the net deficit then reimbursed by Government.

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

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

The employee contribution rate is between 5.5% and 12.5% and the Employer's contribution to the LGPS is currently 17.9% (the figure varies depending upon how much is needed to ensure benefits under the scheme are properly funded, and are set independently). The rules governing the pension scheme are contained in regulation made by Parliament and are available at <http://www.lgps.org.uk>

Other Benefits

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

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

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

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

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

General Benefits

- Enhanced maternity and adoption leave
- Paid paternity leave
- Shared parental leave
- Agile and Hybrid Working arrangements for applicable roles
- Flexible Working arrangements and opportunities to apply for career breaks
- Ability to accrue hours to take flexi days (for certain roles)
- Support for Armed Forces Reservists including enhanced leave for training.
- Access to membership of the Blue Light Card scheme which offers a wide range of discounts across a number of retail, hospitality and leisure companies.
- Free car parking at all MFRS sites for staff
- Access to childcare vouchers
- Corporate Uniform available (for roles where applicable)
- Relocation expenses

Health & Wellbeing benefits

- Internal and external counselling services
- Regular health checks for staff
- Physiotherapy referrals

- Access to a team of Occupational Health medical team; Personal Training Instructors; and Nutritionist to assist with improving fitness and wellbeing.
- Discounted eye tests and prescription glasses vouchers
- Fast track scheme for diagnostic testing
- Employee Assistance Programme to staff members and their immediate family members
- Pastoral and Multi Faith support
- Days to undertake your own volunteering within the community
- Free use of gyms at all MFRS sites
- Mental and Physical Rehabilitation breaks with the Firefighters Charity open to all staff.
- Payment of prescription charges for menopause medication
- Active staff networks open to all staff
- Free Flu Inoculations
- Support for staff attending Firefighter Charity Rehabilitation centres

Education, Training and Development Recognition

- 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.
- Fully and part funded professional qualifications available to all staff
- Coaching and mentoring programme to support all staff and assist with their development in roles
- Apprenticeship programmes – opportunities to gain a qualification whilst working at MFRS
- Leadership and Management qualifications for supervisory managers and above

Expenses/Allowances

The Authority reimburses officers for costs incurred when working away from home, when at conferences, regional or national meetings etc. The costs of work travel, accommodation and subsistence are claimable. The very nature of the role means that SLT members are regularly required to work in different parts of the country and spend nights away from home. Claims are

either based upon actual expenditure incurred according to strict controls and rules or, on occasion, can be payable in line with the Authority's national scheme for Allowances.

POLICY

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	12 DECEMBER 2024	REPORT NO:	CFO/73/24
PRESENTING OFFICER	CHIEF FIRE OFFICER, PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DIRECTOR OF PROFESSIONAL AND ORGANISATIONAL DEVELOPMENT, NICK MERNOCK	REPORT AUTHOR:	HEAD OF HUMAN RESOURCES, MIKE PILKINGTON
OFFICERS CONSULTED:	MIKE PILKINGTON, KEVIN JOHNSON, AMANDA CROSS		
TITLE OF REPORT:	WORKER PROTECTION ACT 2023 - PREVENTION OF SEXUAL HARASSMENT IN THE WORKPLACE		

APPENDICES:	APPENDIX A: APPENDIX B: APPENDIX C:	PODPOL 09 BULLYING & HARASSMENT POLICY (UPDATED) NFCC PCL BRIEFING – SEXUAL HARASSMENT EHRC – EIGHT STEP GUIDE FOR PREVENTING SEXUAL HARASSMENT IN THE WORKPLACE
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Purpose of Report

1. To update Members on the requirements of the Worker Protection (Amendment of Equality Act 2010) Act 2023 and the work streams established to meet our duties under the legislation.

Recommendation

2. It is recommended that Members;
 - a) note the new duty on employers to take reasonable steps to prevent sexual harassment of Merseyside Fire and Rescue Authority employees in the course of their employment;
 - b) note the workstreams established to ensure the Authority meets its legal duty under the act and;

- c) approve the refreshed PODPOL 09 Bullying & Harassment Policy, subject to any significant changes that emerge from ongoing consultation with representative bodies being reported back as necessary.

Introduction and Background

3. The Equality Act 2010 contains provisions to protect against both sexual harassment, and other forms of harassment related to protected characteristics, including the protected characteristic of sex. This has been amended by the new Worker Protection (Amendment of Equality Act 2010) Act 2023 which came into force on 26th October 2024.
4. This amendment has two main aspects:
- a) it creates a new duty on employers to take reasonable steps to prevent the **sexual harassment** of employees.
 - b) it provides that where if a tribunal finds an employer has failed to take reasonable steps to prevent the harassment, then it can increase the compensation award by up to 25%.
5. Harassment is defined in the Equality Act 2010 as:
- “**unwanted conduct** relating to a relevant protected characteristic which either violates the person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment for them”.*
6. The protected characteristics covered by this provision include age, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Examples of unwanted conduct are:
- spoken words
 - written words
 - posts or contact on social media
 - imagery
 - graffiti
 - physical gestures
 - facial expressions
 - mimicry
 - jokes or pranks
 - acts affecting a person's surroundings
 - aggression
 - physical behaviour towards a person or their property
7. Sexual harassment is specifically different to harassment related to a person's protected characteristic of sex. It is defined as:
- “**unwanted verbal, non-verbal or physical conduct of a sexual nature** which has the purpose or effect of violating the recipient's dignity, or of creating an*

intimidating, hostile, degrading, humiliating or offensive environment for the recipient.

8. Examples of conduct of a sexual nature are:
 - sexual comments or jokes
 - displaying sexually graphic pictures, posters or photographs
 - suggestive looks, staring or leering
 - propositions and sexual advances
 - making promises in return for sexual favours
 - sexual gestures
 - intrusive questions about a person's private or sex life or a person discussing their own sex life
 - sexual posts or contact on social media
 - spreading sexual rumours about a person
 - sending sexually explicit emails or text messages
 - unwelcome touching, hugging, massaging or kissing
9. This new positive duty which requires employers to take reasonable steps to prevent sexual harassment of its workers (sometimes referred to as the 'anticipatory or preventative duty') only applies to sexual harassment and not harassment due to the protected characteristic of sex.
10. The duty is designed to transform workplace cultures by requiring employers to take positive and proactive reasonable steps to prevent sexual harassment of their workers. This includes from other employees, members of the public, visitors, suppliers, and contractors.
11. Appendix B is a copy of the briefing issued on 14th October 2024 by the NFCC People Culture & Leadership Hub with regards to the upcoming changes

Workstreams to meet the duty.

12. The Equality and Human Right Commission (EHRC) consulted on revisions to guidance during summer 2024. This resulted in the publication on 26th September 2024 of updated 'Sexual Harassment and harassment at work: technical guidance'.
13. Appendix C provides an abridged summary focusing on eight key steps for employers to take to meet the duty. The recommended eight steps are as follows:
 - Step 1: develop an effective anti-harassment policy
 - Step 2: engage your staff
 - Step 3: assess and take steps to reduce risk in your workplace
 - Step 4: reporting
 - Step 5: training
 - Step 6: what to do when a harassment complaint is made
 - Step 7: dealing with harassment by third parties
 - Step 8: monitor and evaluate your actions

14. Officers have engaged with the EHRC directly over the new duty via recently organised NFCC 'Listen and Learn' sessions and as part of the 'Uniformed Services Equality Exchange', which is an EHRC project that brings together leaders from Fire, Police and the Armed Forces as part of equality learning and development events.
15. Based on this learning and the supporting guidance that's been issued the following actions (in line with EHRC recommendations) are in progress to ensure the authority meets its legal duties under the Worker Protection (Amendment of Equality Act 2010) Act 2023:
 - a) The Bullying & Harassment Policy has been updated to reflect the new preventative duty. This is supported by the creation of a new bespoke Service Instruction for the Prevention of Sexual Harassment in the Workplace. A copy of updated policy is included as Appendix A.
 - b) We have developed a mandatory and reportable e-learning module for all staff. This has been created and is currently going through final quality assurance before being implemented into our e-learning package 'Merseyfire Learn'.
 - c) We will communicate widely with all staff, line managers, volunteers, and secondees improving knowledge of the new requirements, the updated policies, and reiterating expectations with regards to employee standards of conduct and behaviour.
 - d) We are working with managers across the service to undertake preventive risk assessments and creating action plans to address any identified risks of sexual harassment, including via third parties. Local risk assessment templates have been created and will be completed as a priority. During the recent EHRC sessions it was suggested that a standardised risk assessment template may be provided to assist organisations with this work.
 - e) We are working with Strategy & Performance to develop key information to provide to contractors, partners and visitors outlining our organisational position, expectations and measures in place to prevent sexual harassment.
 - f) We are reissuing guidance for staff in relation to our independent, confidential, anonymised reporting line 'Safecall', and other avenues to report sexual harassment. This includes a Joint Statement signed by all our representative bodies support this reporting line.
16. Ensuring we meet our duty is an ongoing requirement and as such regular reviews and continual monitoring will be undertaken to ensure we are taking all reasonable steps to prevent sexual harassment. This will include regular reviews of complaints submitted, outcomes of any investigations and a review of data to analyse for any disproportionality in terms of protected characteristics.

Equality and Diversity Implications

17. A full EIA will be completed covering the revisions to the Bullying & Harassment policy and the Prevention of Sexual Harassment in the Workplace Service Instruction. This will take account of any information that also arises as part of the departmental risk assessments.

Staff Implications

18. Sexual harassment can happen to men, women and people of any gender identity or sexual orientation. It can be carried out by someone of the same sex, a different sex or a person of any gender identity.
19. An employee could experience sexual harassment from anyone they encounter because of their job, including:
 - a) someone they work with
 - b) a manager, supervisor, or someone else in a position of authority
 - c) someone high profile or influential
 - d) a customer, client, or member of the public.
20. Taking reasonable steps to prevent sexual harassment in the workplace is both a legal and moral necessity, in line with our existing values and behaviours framework (Employee Code of Conduct, Ground Rules, Leadership Message), and employee expectations.
21. Initial training will be via e-learning utilising Merseyfire Learn, should any additional training requirements be identified these will be addressed in line with existing service procedures.

Legal Implications

22. Employers may be vicariously liable for the actions of their employees including harassment committed by an employee in the course of their employment. However, a legal defence is valid if the employer can demonstrate that they took all reasonable steps to prevent the harassment (the 'reasonable steps' defence).
23. An employer will have taken all reasonable steps if there are no further steps that they could reasonably have been expected to take. In deciding whether a step is reasonable, an employer should consider its likely effect and whether an alternative step could be more effective.
24. A tribunal or court may find that it would have been reasonable for an employer to take a certain step, even if that step might not have prevented the act of harassment.

Financial Implications & Value for Money

25. If an employment tribunal is satisfied that the preventative duty has been breached, it may order the employer to pay additional compensation to the worker, ('compensation uplift').
26. The amount of the compensation uplift must reflect the extent to which the employment tribunal considers the employer has not complied with the preventative duty. It must be no more than 25% of the amount of compensation awarded to the worker under the Equality Act 2010.

Risk Management and Health & Safety Implications

27. The Health and Safety at Work etc. Act 1974 (HSWA) may apply where workers are subject to third party violence while carrying out their work.
28. Under the Management of Health and Safety at Work Regulations 1999, employers are required to assess risks to their workers including reasonably foreseeable risks of third-party violence. Employers should identify reasonably practicable organisational measures to prevent or control risks from third party violence as appropriate.

Environmental Implications

29. There are no environmental implications associated with this report.

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

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

30. People are key to enabling MFRA to achieve its vision and purpose. Taking positive pro-active measures to prevent sexual harassment in the workplace support our staff in working towards achieving our purpose.

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

EHRC Equality and Human Rights Commission



Service Policy: PODPOL09 Bullying and Harassment Policy

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Document Control:

Active date	Review date	Author	Editor	Publisher
October 2015	April 2026	A Cross	M Mernock	Sue Nash

Amendment History:

Vers	Date	Author	Reasons for Change
1.0	11.4.2011	J Monkhouse	Update policy in line with changes to legislation
2.0	Sept 2014	A Cross	Conversion on to the new template. Focused the Policy on support for MFRA employees.
2.1	April 2016	A Cross	Annual Review
2.2	April 2017	A Cross	Annual Review
2.3	April 2018	A Cross	Annual review and update to reflect EHRC guidance.
2.4	April 2019	A Cross	Annual review
2.4	March 2020	A Cross	Annual Review
2.5	February 2023	A Cross	Planned review
2.6	February 2024	M Cummins	Annual review
2.5	October 2024	A Cross	Update to changes in statute law

Equalities Impact Assessment:

Initial	Full	Date	Reviewed by	Comments
	X	2023	ED&I Team	Located on Portal

Civil Contingencies Impact Assessment:

Date	Reviewed by	Comments

Related Documents:

Doc. Type	Ref No.	Title	Location
SI		Conduct	POD portal
SI		Capability	POD Portal
SI		Grievance	POD portal
Procedure		Ground Rules	Equality portal site
SI		Preventing Sexual harassment in the Workplace	POD Portal

Distribution List:

Name	Position	Department

Sign-Off List:

Name	Position

Target Audience:

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

Ownership:

FOI exemption required?	Yes		URL	
	No	X	Reason	

Legislation:

Title	Equalities Act 2010, Protection from Harassment Act 1997 Worker Protection (Amendment of Equality Act 2010) Act 2023.
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Contact:

Department	Email	Telephone ext.
POD	Mike Cummins@merseyfire.gov.uk	4239

POLICY

PODPOL09 Bullying & Harassment Policy

1. Policy Introduction and Background:

The purpose of this Policy is to assist in developing and encouraging a working environment and culture in which all types of harassment and bullying are unacceptable and subject to challenge. The Policy outlines definitions for bullying, harassment and sexual harassment and what individuals and managers should do if they encounter such behaviour.

All MFRS employees and volunteers have the right to work in an environment, which is free from bullying and harassment including sexual harassment. MFRS is committed to providing a workplace in which all employees are given the dignity and respect to which they are entitled.

MFRS will not tolerate any forms of Bullying and Harassment. This includes but is not limited to:

- Employee to employee; or volunteer to volunteer
- From third parties e.g. contractors or suppliers to employees or volunteers
- From visitors to MFRS premises towards employees or volunteers
- From members of the public towards employees or volunteers

Everyone should respect the feelings and sensibilities of others in the workplace, and behave in a way, which takes this into account. In some instances, individuals may be genuinely unaware that their behaviour is causing offence, but it is the responsibility of everyone to be sensitive to the impact their conduct may have on colleagues.

MFRS has a legal responsibility to ensure, as far as is reasonably practicable, the health and safety of all employees and a working environment that is free from unlawful discrimination. The purpose of this policy is to ensure that employees are aware of how their actions and language may be perceived by others and encourage employees to be mindful that individuals can have very different views about what behaviour is appropriate and acceptable.

Employees must be aware that this policy extends to work events and social gathering where people from the workplace gather or where external third parties may harass an employee.

2. Policy Explanation:

Everyone has a responsibility to comply with this Policy and all employees should ensure that their behaviour towards colleagues does not unreasonably cause offence and could not in any way be considered bullying or harassment. To assist the service outlines its expectations clearly.

Employee code of Conduct

We know that the community's trust in and the reputation of Merseyside Fire and Rescue Service is based upon professionalism and care. Employees are expected to conduct themselves at all times (both inside and outside of work) in a manner which will maintain public confidence in their integrity and the services provided by the Authority. These expectations of conduct are set out in detail in our Employee Code of Conduct [here](#).

[MFRS's Ground Rules](#) provide a simple visual illustration of the standards we expect and how we welcome difference and individuality. They have been developed to help us create a sense of belonging in the most inclusive way and outline some keys, simple rules surrounding how we act.

Core Code of Ethics

The national Core Code of Ethics for Fire and Rescue Services in England was developed in partnership with the National Fire Chiefs Council, Local Government Association, and the Association of Police and Crime Commissioners to support a consistent approach to ethics, including behaviours, by fire and rescue services in England.

The aim of the code is to improve organisational culture and workforce diversity of FRSs, ensuring that communities are supported in the best way.

For Merseyside Fire and Rescue Authority, these are embedded into our Leadership Message, behavioural Ground Rules and Employee Code of Conduct. They are at the heart of what we are as an organisation and shape how our people behave in work and in our communities.

The Core Code sets out five ethical principles, based on the Seven Principles of Public Life, which alongside the accompanying guidance provides a basis for promoting good behaviour and challenging inappropriate behaviour.



- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity, including being open, honest and consistent in everything we do.
- Dignity and respect – making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

3. Policy Implementation:

Raising a complaint

Employees who experience bullying or harassment, will be able to raise the issue with a Manager, Professional Standards, Trade Union Representative, or via our independent confidential reporting line '[Safecall](#)' in the knowledge that the matter will be treated effectively, sympathetically, confidentially and with anonymity if required.

Confidential Anonymised Reporting Line

Safecall is an independent external reporting line where you may raise your concerns and be assured, they will be fully addressed. All calls are treated with utmost confidentiality by independent staff. If you wish, you are able to raise a complaint without disclosing your name to **Safecall or Merseyside Fire & Rescue Service**.

Safecall can be reached on **0800 915 1571** .
or <https://www.safecall.co.uk/clients/merseyside-frs/>

The availability and use of a confidential anonymised reporting line is supported by all representative bodies.

Service Actions

We will :-

- Assist and support employees who require help in addressing problems arising from bullying or harassment,
- Remove fears of stigmatisation or victimisation for employees who have reported bullying, harassment or discrimination,
- Ensure employees seeking assistance are confident that their situation will be handled seriously, compassionately, and confidentially by all those involved.
- Provide welfare support to employees who raise issues and other parties involved.
- Monitor submitted complaints and outcomes as part of assessing whether disproportionality occurs towards any protected characteristics.

All allegations relating to bullying or harassment will be investigated appropriately and this may result in formal action being taken in accordance with the Services' conduct procedures.

MFRS will also take seriously any allegations proven to have been made maliciously, mischievously or vexatious. Instances where employees are found to have made malicious allegations will be considered in accordance with the Services' conduct procedures.

The aim is to provide the support needed to help individuals decide the best course of action and to resolve the issues raised, whilst also maintaining MFRS's duty as a responsible employer to address unacceptable behaviour.

It is very important for all parties involved in any bullying and harassment complaint to maintain confidentiality.

Definitions

Bullying

ACAS describe bullying as, offensive, intimidating, malicious or insulting behaviour, an abuse or any misuse of power regardless of role or status through means intended to undermine, humiliate, denigrate or injure the recipient.

Harassment

This is defined in the Equality Act 2010 as, unwanted conduct related to one of the relevant protected characteristics which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual. It is unlawful.

Sexual Harassment

Is defined as 'unwanted verbal, non-verbal or physical conduct of a sexual nature which has the purpose or effect of violating the recipient's dignity, or of creating an intimidating, hostile, degrading, humiliating or offensive environment for the recipient. It is unlawful.

Employees can make a complaint even if the unacceptable behaviour is not directed at them.

It can be due to their association with someone who has one of the protected characteristics for example, a disabled family member.

Alternatively, a perpetrator may have the mistaken perception that the recipient possesses one of the relevant protected characteristics even if they do not, for example, harassing a person because they think the recipient is gay, even though he/she is heterosexual.

Examples of unacceptable behaviour (not exhaustive):

- Unnecessary and unwanted physical contact ranging from touching to serious assault
- Personal insults and name-calling
- Public humiliation, derogatory or belittling remarks concerning job performance or personal attributes
- Unwelcome advances, attention, invitations or propositions
- Unwelcome lewd references to a person's physical features, figure or dress
- Unwelcome discussion of the effects of a disability on an individual's personal life
- Verbal or written harassment (e.g. offensive letters, telephone calls, texts, chat groups or e-mail) jokes, racist, sexual or homophobic remarks, offensive language, gossip or slander, derogatory name calling or ridicule for physical or cultural difference, age, physical impairment, or religious belief.
- Visual displays of inappropriate posters, graffiti, emblems or other offensive material
- Suggestive and unwelcome comments or attitudes, insulting behaviour or obscene or offensive gestures either in person, in writing or online
- Removing areas of responsibility without good reason, unfounded criticism of the performance of work tasks, setting an individual up for failure with impossible workloads and deadlines, unreasonable refusal to consider a person for career progression
- Persistently ignoring or patronising a person
- Isolation or non-co-operation at work,
- Electronic transmission of pornographic, racist, homophobic or offensive material
- Making promises in return for sexual favours

Sexual Harassment

A specific duty exists in relation to sexual harassment. Under this duty the Authority must take reasonable steps to prevent sexual harassment.

Sexual harassment can happen to men, women and people of any gender identity or sexual orientation. It can be carried out by anyone of the same sex, a different sex or anyone of any gender identity. It relates to behaviour which is sexual in nature rather than relating to sex (gender.)

Sexual harassment can be a one-off incident or an ongoing pattern of behaviour.

It can happen in person or in other ways, for example online for example email, social media or messaging tools e.g. WhatsApp.

Examples include:

- sexual comments or jokes
- displaying sexually graphic pictures, posters or photographs
- suggestive looks, staring or leering
- propositions and sexual advances
- making promises in return for sexual favours
- sexual gestures
- intrusive questions about a person's private or sex life or a person discussing their own sex life
- sexual posts or contact on social media
- spreading sexual rumours about a person
- sending sexually explicit emails or text messages
- unwelcome touching, hugging, massaging or kissing

The Service will undertake proactive actions including:

- Maintaining an effective bullying & harassment policy
- Undertaking training which includes a combination of face to face, virtual and/or e-learning.
- Education via information sharing and communication.

- Completing appropriate risk assessments.
- Maintaining effective safeguarding protocols.
- Provide appropriate information to 3rd party contractors or visitors to Service premises or events
- Maintaining access for all staff to an independent confidential reporting line.

Responsibilities

Managers need to develop a sensitive and non-judgmental approach when dealing with employees who speak to them about unacceptable behaviour. All employees should be alert to unacceptable behaviour and take appropriate action to stop that behaviour or to alert a manager that it is occurring.

Line Managers play a key role in identifying bullying and harassment in the workplace and are expected to intervene should they witness instances of bullying and harassment.

Managers do not have to wait until complaints are brought to their attention if they are aware of behaviour of other Managers or employees, which might cause offence. If the incident is not serious then calling the individual aside and carrying out some awareness raising may be sufficient to stop the behaviour. In more serious cases, disciplinary action may be appropriate.

Managers should: -

- Be non-judgmental - taking the matter seriously and listening to the person,
- Ensure that any discussion with an employee about their circumstances takes place in privacy
- Respect confidentiality - the consequences of bullying and harassment on the individual, their family or on the wider team is serious, and Managers and colleagues need to respect this.
- Understand employees may not wish to approach their line manager and may prefer to involve a third party such as a colleague, a trade union representative, another Manager or Professional Standards.

- Find out what the employee wants, whether an informal or formal approach is appropriate and be aware of what support is available and exploring these options with the employee.

Employees who witness bullying, harassment, or have a reasonable belief that it is happening have a duty to intervene or report it in order to prevent it escalating.

Conference or training organisers should ensure attendees to Authority premises have been fully briefed on the expectations outlined within this policy and our clear position that bullying and harassment will not be tolerated.

Contractor and Suppliers, need to be advised that anyone attending Service premises are under the same duty to treat our colleagues with respect and dignity and actions.

Dealing with complaints

All internal complaints will be dealt with promptly and the allegations will be investigated under the Services grievance procedures (SI 0867 Grievance Procedures).

Some employees may wish to deal with the issue informally. In minor cases, it may be sufficient for the recipient to raise the problem in the first instance with the perpetrator pointing out the unacceptable behaviour. Advice and support can always be sought from People & Organisational Development.

If an independent, third person may be helpful to facilitate this discussion this may be organised through the Manager or via Professional Standards who may also suggest mediation. A number of formally qualified mediators are available across the service. People & Organisational Development can be contacted for further information.

If informal approaches do not work, or the issue is considered sufficiently serious, a formal approach may be triggered. MFRS does not tolerate towards bullying and harassment. Allegations related to bullying or harassment will be investigated appropriately and this may result in formal action being taken in accordance with the Services' conduct procedures.

Where it is considered inappropriate or impracticable for the parties to work in proximity to each other, it may be necessary to relocate one or more of the parties temporarily as a neutral act and without apportioning any blame at this point. Whomever moves will be decided by business need and on a case-by-case basis.

Issues relating to members of the public, external victors, contractors or suppliers, will be managed by the relevant functional lead for the respective areas of business, with support from People & Organisational Development.

Potential outcomes

Employees who raise a grievance will be asked how they would like the issue to be resolved. Decisions will be communicated to the employee in writing without unreasonable delay and where appropriate should set out what action, the Manager intends to take to resolve the issue.

If the investigation into the issue has an impact on other employees, or if the issue raised highlights any policies, procedures or conduct matters, these will be addressed, monitored and reviewed to ensure that the outcome deals effectively with the issues.

Support Available

Employees may access support from several sources.

Employee Assistance Programme

Some situations involving conflict between persons are complex and may be difficult to resolve. In some circumstances, employees may prefer to obtain help from a person trained in dealing with sensitive and difficult issues.

MF&RS provides 24/7 access to a range of specialist support and information, including telephone and face-to-face counselling. The EAP service is confidential. More information on the EAP services can be obtained from the portal.

Trade Unions

Employees who are members of a representative body may contact their trade union for advice if required.

People and Organisational Development

The Professional Standards team will be able to discuss with the employee how to raise a grievance. The Health and Wellbeing team can provide advice on how to deal with the physical and/or mental effects of bullying/ harassment and can provide access to trained counsellors. The Culture & Inclusion Team will be able to provide additional support and signpost employees as necessary.

Staff Network Chairs

Network chairs can provide a sounding board for network members who feel they may be subject to bullying and harassment. Network chairs will not be able to seek to resolve matters raised informally and will advise network members to report any alleged instances to Professional Standards.

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People, Culture and Leadership (PCL) Hub Briefing – Sexual Harassment

Date	14 October 2024
Purpose	<p>To provide fire and rescue services (FRS) with a briefing on the Worker Protection (Amendment of Equality Act 2010) Act 2023 and information about what support NFCC is providing to enable FRS to meet the duty.</p> <p>The information provided in this article is intended for general informational purposes only and does not constitute legal advice. Legislation may change over time, so readers should not rely solely on the information provided here and should seek professional legal advice tailored to their specific situation.</p>

1. Introduction

This PCL Hub briefing offers fire and rescue services (FRS) an overview of the Worker Protection (Amendment of Equality Act 2010) Act 2023, effective 26 October 2024. The legislation, an amendment to the Equality Act 2010, introduces a new duty for employers to take reasonable steps to prevent sexual harassment of their staff.

This briefing note will outline:

- What sexual harassment is
- The new legislation
- Steps that employers can take to meet the new duty
- External resources and existing NFCC products
- NFCC's upcoming support
- How to get involved

2. What is sexual harassment?

Sexual harassment is unwanted conduct of a sexual nature. Sexual harassment can be experienced by anyone and is not dependent on gender or sexual orientation.

Examples of sexual harassment include:

- Making sexually offensive jokes or comments
- Displaying or sharing sexually graphic images, including online
- Unwelcome touching, hugging, massaging, or kissing

3. What is new? The new sexual harassment duty explained

What does the new legislation say?

The duty requires employers to take *reasonable steps* to prevent sexual harassment of employees in the course of their employment. Examples of reasonable steps are detailed below in section 4 of this document. Further guidance can be found in the Equality and Human Rights Commission's (EHRC) resource in section 5.

The amendment to existing legislation also introduces changes to compensation that claimants may receive in employment tribunals.

What do these changes mean?

While the Equality Act 2010 already protects individuals from sexual harassment and other forms of harassment related to a person's protected characteristics, the changes to this legislation place an additional proactive requirement on employers.

While the new legislation does not explicitly reference third-party harassment, the requirement for employers to take reasonable steps to prevent any sexual harassment of employees during their employment inherently includes harassment by third parties.

What are the consequences of failing to meet the new duty?

Failing to meet the duty could lead to enforcement action against an employer by the EHRC or an employment tribunal.

An employment tribunal claim of sexual harassment can only be made if it is linked to a harassment claim related to a protected characteristic (such as sex or sexual orientation). However, if an employer is found to have breached the new duty and an employee makes a claim, an employment tribunal can award a 25% uplift in compensation for all claims of harassment.

4. What steps can FRSs take?

With the new duty due to come into force on the 26 October 2024, employers should prepare to take reasonable steps for pre-emptive and protective measures as early as possible. This could include a combination of several actions, focusing on:

- **Policy** - Review contracts, policies, and procedures to ensure they comply with the new duty, and inform all employees of any changes
- **Training** - Implement regular training sessions across the service, tailored to different levels within the organisation, to clearly outline expected standards of behaviour in line with the [Core Code of Ethics](#)

- **Reporting** - Ensure employees have clear, accessible ways to voice harassment concerns, and handle each report seriously, swiftly, and impartially
- **Review** - Regularly audit and monitor complaints for any increasing trends, tailoring training accordingly
- **Engagement** - Seek formal and informal feedback from staff, and use anonymous surveys to encourage open engagement and promote an inclusive workplace culture
- **Notice** - Clearly communicate, through all workplace platforms, that harassment of staff by employees or third parties will not be tolerated
- **Progress** - Regularly monitor and review actions, progress, and any cultural changes, updating risk assessments, training, and records as needed

5. What else? Additional resources for further support

Existing NFCC resources

[Challenging Inappropriate Behaviour Toolkit](#) - Supported by the [Core Code of Ethics](#) and [NFCC Organisational Culture Statement](#), this toolkit offers guidance on peer-to-peer intervention, a framework for challenging inappropriate behaviour, and measures to foster a supportive and inclusive work environment.

[Culture Dashboard Methodology](#) - A culture dashboard will help FRS monitor and understand their culture and how it evolves to identify key issues and successful practices. This will enable conversations between staff and leadership on values, culture, fairness, ethics and diversity, and support evidence-based action.

[Dignity at Work Training](#) - This course explores the skills, language, and techniques required to intervene at both a peer and leader level when dignity, fairness, and respect at work are lacking.

External Resources

Equality and Human Rights Commission (EHRC) - The EHRC enforce the new duty and have recently released updated guidance on sexual harassment at work. They have also created an 8-step guide to preventing sexual harassment at work. Both resources can be found at the links below.

[EHRC - Sexual harassment and harassment at work: technical guidance](#)

[EHRC - Employer 8-step guide: Preventing sexual harassment at work](#)

Advisory, Conciliation and Arbitration Service (ACAS) - ACAS provides employment law and employment relations advice for employers and employees. They have a guidance page explaining more about sexual harassment, which is linked below.

[ACAS - What sexual harassment is](#)

Chartered Institute of Personnel and Development (CIPD) - CIPD is an association of HR professionals and regularly publishes research in various areas around HR practice. Below is their guide for HR professionals.

[CIPD - Sexual harassment in the workplace: Guidance for people professionals](#)

6. What's on? Upcoming NFCC resources and support

The new duty is a key opportunity to build awareness and encourage compliance to prevent sexual harassment in the workplace. We aim to do this by developing a toolkit of resources, guided by sector leads and supported by engagement events over the coming months. Planned activity includes (but is not limited to):

- **Strategic Masterclass** - An opportunity for senior leaders to underpin knowledge and drive strategic change by embedding preventative measures and implementing effective support and reporting mechanisms, led by experts in the field
- **Listen and Learn** - An interactive learning session open to all staff and partners to raise awareness of the new duty, guided by the EHRC, focusing on preventing harassment, discrimination, and victimisation in the workplace
- **Positive Practice** - Identifying and sharing sector-wide initiatives, policies and practices to support prevention and management of sexual harassment
- **Risk Assessment** – Guidance on conducting regular risk assessments to identify potential areas of sexual harassment, steps towards prevention, and a template for services to adopt and build upon
- **Campaigns** - Template digital resources and information to raise awareness of the new duty with links to White Ribbon Day and related calendar events
- **Policy** - Standard policy statement for services to incorporate into existing policy, as required
- **HMICFRS Misconduct Report** - Work in this area and across the PCL Hub will be cross-referenced and visually mapped to support FRS response to the recent HMICFRS misconduct report

7. What's next? Over to you

We would like to hear from you. The PCL Hub want to understand how we can best support FRS in meeting the new duty and sharing best practice.

Please get in touch with the team at PCLHub@nfcc.org.uk if:

- There are specific areas of support that you would benefit from
- You have examples from your FRS that you would like to share with others
- You are interested in reviewing and shaping resources for the toolkit
- You have any questions or would like to discuss parts of this briefing further

Employer 8-step guide: Preventing sexual harassment at work

Published: 26 September 2024

Last updated: 26 September 2024

The steps in this guide are taken from our guidance on harassment and sexual harassment at work.

[Read the full guide for:](#)

- more information on how the law works
- detailed guidance on the steps that you should take to prevent and respond to sexual harassment at work.

Introduction

Under equality law employers must take reasonable steps to prevent sexual harassment of workers.

The Equality Act 2010 defines sexual harassment as unwanted conduct of a sexual nature which has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.

Under the Equality Act 2010 employers have a positive legal duty to take reasonable steps to prevent sexual harassment of their workers.

This is called the preventative duty. If employers do not comply with it, they are breaking the law. The preventative duty is designed to improve workplace cultures by requiring employers to anticipate how sexual harassment might happen in their workplace and take proactive reasonable steps to prevent it happening.

The preventative duty includes worker-on-worker harassment and harassment by third parties such as customers, clients or patients.

If an employer fails to take reasonable steps, we can take enforcement action. Employers also risk an employment tribunal increasing the amount of compensation if an individual's claim of sexual harassment is successful.

The law does not list specific steps an employer must take. Different employers may seek to prevent sexual harassment in different ways, but all employers must take action and no employer is exempt from the sexual harassment preventative duty.

Everyone has a right to feel safe and supported at work. If you as an employer do not deal with sexual harassment in your workplace, it can have a damaging effect on your workers' mental and physical health. This can affect them across their personal and working life. It has a negative impact on workplace culture and productivity.

The practical steps below illustrate the types of action you can take to prevent and deal with sexual harassment in the workplace. These steps are not an exhaustive list, but implementing these steps should help you take positive action to prevent and deal with sexual harassment at work.

Step 1: develop an effective anti-harassment policy

An employer may have separate policies to deal with sexual harassment and other forms of harassment, or a single policy covering both. A good policy should:

- specify who is protected
- state that sexual harassment will not be tolerated and is unlawful
- state that the law requires employers to take reasonable steps to prevent sexual harassment of their workers
- state that harassment or victimisation may lead to disciplinary action up to and including dismissal
- state that aggravating factors, such as abuse of power over a more junior colleague, will be taken into account in deciding what disciplinary action to take
- define sexual harassment and provide clear examples of it -examples should be relevant to your working environment and reflect the diverse range of people that harassment may affect
- include an effective procedure for receiving and responding to complaints of harassment
- address third-party harassment (such as by customers or service users)

The section addressing third party harassment should explain clearly:

- that the law requires employers to take reasonable steps to prevent sexual harassment by third parties
- that while an individual cannot bring a claim for third-party harassment alone, it can still result in legal liability when raised in other types of claim
- that it will not be tolerated
- that workers are encouraged to report it
- what steps will be taken to prevent it
- what steps will be taken to remedy a complaint and prevent it from happening again
 - for example, warning a customer about their behaviour, banning a customer, reporting any criminal acts to the police or sharing information with other branches of the business

The overall policy should also:

- include a commitment to review the policy at regular intervals, monitor its effectiveness and implement any changes that may be required
- cover all areas of the business including any overseas sites, subject to any applicable local laws

Step 2: engage your staff

Conduct regular 1-2-1s, run staff surveys and exit interviews, and have open door policies.

You should use these to help you understand where any potential issues lie and whether the steps you are taking are working.

Make sure that all workers are aware of:

- how they can report sexual harassment
- your sexual harassment policy
- the consequences of breaching the policy

Step 3: assess and take steps to reduce risk in your workplace

Undertaking a risk assessment will help you comply with the preventative duty. When doing a risk assessment, consider factors that might increase the likelihood of sexual harassment and the steps that can be taken to minimise them.

For example:

- Where are the power imbalances?
- Is there a lack of diversity in your workforce?
- Is there job insecurity for a particular group or role?
- Are staff working alone or at night?
- Do your staff have customer-facing duties?
- Are customers or staff drinking alcohol?
- Are staff expected to attend external events, conferences or training?
- Do staff socialise outside of work?
- Do staff engage in crude or disrespectful behaviour at work?

Step 4: reporting

Consider using a reporting system (such as an online or independent telephone-based service) that allows workers to raise an issue either anonymously or in name.

Explain clearly to all workers:

- what is considered acceptable behaviour
- how to recognise sexual harassment
- what to do if they experience or witness it

Keep centralised, confidential records of all concerns raised, formal and informal. This enables trends to be identified.

Step 5: training

Workers, including managers and senior staff, should be trained on:

- what sexual harassment in the workplace looks like
- what to do if they experience or witness it
- how to handle any complaints of harassment

In industries where third-party harassment from customers is more likely, workers should also be trained on how to address these issues.

You should review the effectiveness of any training and offer refresher sessions at regular intervals.

Step 6: what to do when a harassment complaint is made

Act immediately to resolve the complaint, taking into account how the worker wants it to be resolved.

Respect the confidentiality of all parties.

Protect the complainant from ongoing harassment or being victimised during an investigation or complaint. For example, move the alleged harasser to another team or site. You should also protect witnesses to the sexual harassment.

If a worker makes a complaint of harassment that may be a criminal offence, you should speak to the individual about whether they want to report the matter to the police and support them with this if they go ahead.

Only use confidentiality agreements (also known as confidentiality clauses, non-disclosure agreements, NDAs, or gagging clauses) where it is lawful, necessary and appropriate to do so. For more information, read [our guidance on the use of confidentiality agreements in discrimination cases](#).

Always communicate the outcome of the complaint and outline any appeals process to the complainant in a timely manner.

Step 7: dealing with harassment by third parties

Harassment by a third party, such as a customer, client, patient, or supplier, should be treated just as seriously as that by a colleague.

Employers should take steps to prevent this type of harassment, including putting reporting mechanisms in place or assessing high-risk workplaces where staff might be left alone with customers.

Step 8: monitor and evaluate your actions

It is important to regularly evaluate the effectiveness of the steps you put in place to prevent sexual harassment in your workplace and implement any changes arising from that. This will help you comply with the preventative duty and protect your staff from sexual harassment.

You could evaluate the effectiveness of the steps you have taken by:

- reviewing informal and formal complaints data to see if there are any trends or particular issues and appropriate actions
- surveying staff anonymously on their experiences of sexual harassment, including whether they have witnessed or been subjected to harassment, whether they have or would in the future report it (and if not, why not) and what further steps they think you could take
- comparing reported complaints with survey feedback to ensure you have an accurate reflection of the level of sexual harassment in your workplace, and take appropriate actions
- hold lessons-learned sessions after any complaints of sexual harassment are resolved

You should also review policies, procedures and training regularly. It is important to seek input from workers or their representatives, such as staff networks or trade unions, to consider whether any changes are needed. These changes should then be implemented, where appropriate.

You should also consider whether there have been any changes in the workplace or workforce that mean there are further steps that would now be reasonable for you to take.

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